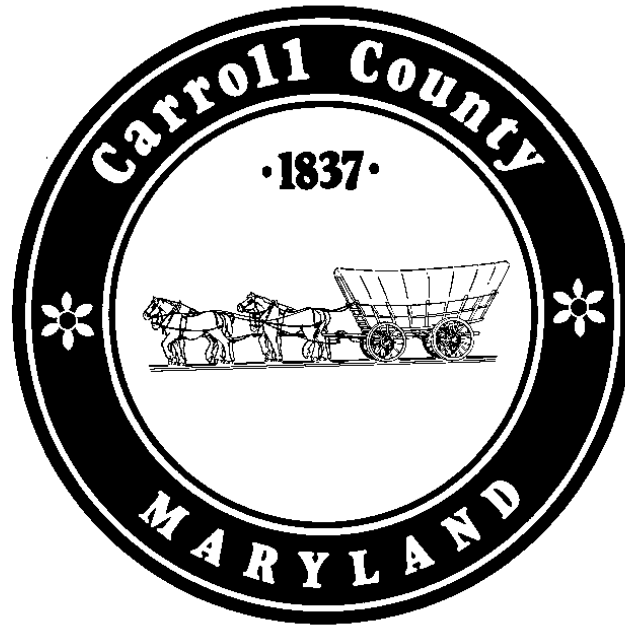


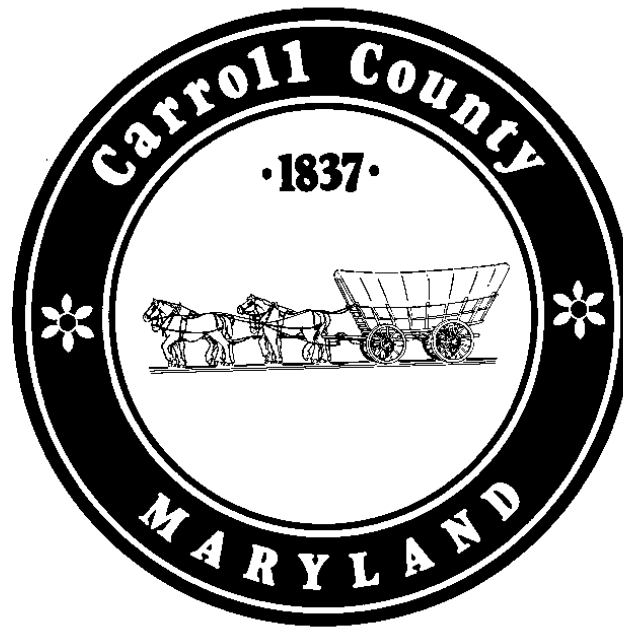
# Carroll County Maryland



Department of Management & Budget

## ADOPTED BUDGET

Operating Budget Fiscal Year 2020  
Operating Plan Fiscal Years 2020-2025  
And  
Capital Budget Fiscal Years 2020-2025



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<https://www.carrollcountymd.gov/government/directory/management-budget/bureau-of-budget/>

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Carroll County, Maryland, for its Annual Budget for the fiscal year beginning July 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Carroll County  
Maryland**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morill*

Executive Director

# Carroll County Government

## FY 20 Adopted Budget

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# ***Board of County Commissioners***

***Board of County Commissioners***



***Stephen A. Wantz  
President  
District 1***



***Edward C. Rothstein  
(COL Ret.),  
1<sup>st</sup> Vice President  
District 5***



***C. Richard Weaver  
2<sup>nd</sup> Vice President  
District 2***



***Dennis E. Frazier  
District 3***



***C. Eric Bouchat  
District 4***

## ***Appointed Officials***

***Roberta Windham  
County Administrator***

***Robert M. Burk  
Comptroller***

***Timothy C. Burke  
County Attorney***

***Scott R. Campbell  
Director of Public Safety***

***Jeffrey D. Castonguay  
Director of Public Works***

***Jeff R. Degitz  
Director of Recreation and Parks***

***Thomas S. Devilbiss  
Director of Land and Resource Management***

***Lynda D. Eisenberg  
Director of Comprehensive Planning***

***Kimberly L. Frock  
Director of Human Resources***

***Christine C. Kay  
Director of Citizen Services***

***John T. Lyburn  
Director of Economic Development***

***Mark E. Ripper  
Director of Technology Services***

***Ted Zaleski, III  
Director of Management and Budget***

## *Budget Message*



# **Fiscal Year 2020 Adopted Budget Summary**

## **A difficult budget process following a difficult decade**

It seems as if the recession would be old news by now, but we are still feeling its impact through what seems to be a fundamentally changed fiscal situation. Thoughts of returning to “normal” have long since been abandoned. Property Tax, the County’s largest revenue, is growing, but modestly. Based on FY 18 - 20 reassessments and projected new construction, Property Tax revenue is projected at 3.0% annual growth. Income Tax distributions have been volatile in recent years, in part due to taxpayer behavior associated with anticipated and actual Federal tax changes, adding uncertainty to near-term growth levels. Unemployment is low, but wage growth has been modest. Carroll’s Operating Budget has averaged just 1.6% annual growth since FY 10, though it has been 2.4% over the last 3 years.

## **The Total Budget**

The General Fund, or what people often think of as the Operating Budget, gets most of the attention, but the County Budget includes thirteen funds. The All Funds budget is \$548.1M, a decrease of \$20.9M, or 3.7%, from FY 19. There are changes to every fund, but the decrease is driven primarily by one-time FY 19 capital projects of \$22.6M for an expansion and modernization of Carroll County Public School’s Career and Technology facility, and a new building for the State’s Attorney’s Office.

## **The Operating Budget**

The FY 20 Operating Budget is \$418.8M, a \$7.5M, or 1.8%, increase over FY 19. The increase in ongoing revenue is driven by growth in the County’s two largest revenues, Property Tax and Income Tax. The County lowered revenue growth projections from the FY 19 - 24 Plan, which resulted in an unbalanced FY 20 - 25 Plan. Numerous decisions were made by the County Commissioners to bring the operating plan back into balance.

The primary drivers for the \$7.5M increase in the Operating Budget expenditures from FY 19 to FY 20 include:

- \$4.9M to the Board of Education
- \$1.0M to the Sheriff’s Office
- \$0.5M to the Carroll Community College
- \$0.3M to the Carroll County Public Library
- \$0.3M for a Fire Chief and Administrative Assistant

Commissioner actions during Proposed and Adopted Budget deliberations include:

- No tax rate increases.
- Provided an additional \$1.0M for Board of Education funding in FY 20 by smoothing future school funding and the use of prior year unassigned fund balance.

- Property Tax to the Agricultural Land Preservation Community Investment Plan (CIP) program capped at \$3.0M in FY 23 – 25, and ongoing.
- Increased the vehicle maintenance rate charged to outside agencies from \$45/hour to \$75/hour by FY 25.
- Used a total of \$3.0M of unassigned fund balance in FY 22 - 25.
- Reduced the planned addition of 10 School Resource Officers in FY 20 to 4 School Resource Officers and 1 Unit Coordinator.
- Reduced Economic Development Infrastructure and Grants to \$1.25M per year in FY 20-25.
- Eliminated the reserve for positions in FY 22 - 25.
- Reduced the Pavement Management CIP project by a total of \$4.8M in FY 21 - 23.
- Reduced the State/Transportation CIP project annually by \$0.1M in FY 20 - 22.
- Eliminated \$50,000 annually from the Trail Development CIP project.
- Eliminated funding to the Environmental Compliance CIP project in FY 20 - 25.
- Eliminated \$2.9M of funding for NCHS Roof or Demolition CIP project.
- Eliminated \$30,000 annually in FY 20 - 25 for the Infrastructure Studies CIP project.
- Eliminated the \$0.6M Additional Waste Drop-Off Area capital project at Northern Landfill.
- Reduced the Technology infrastructure and County Systemic replacements CIP projects by 5% annually in FY 20 - 25.
- Held Not In Carroll funding flat throughout the plan.
- Added \$0.42M for Charles Carroll Community Center CIP project to expand the gymnasium to accommodate bleachers.
- \$0.4M one-time for a 1% bonus for County employees.
- \$0.2M one-time to the Community College for a 1% employee bonus.
- \$0.3M of ongoing funds to increase disability plan benefits for Sheriff Deputies and Correctional Deputies.
- Funded three new County positions from the reserve for positions, including an Employment Compliance Coordinator, a Resource Management Technician, and a Network Client Analyst.
- \$0.2M one-time of Hotel Rental Tax funding for installation of a playground at the Farm Museum.
- \$0.16M of FY 19 Economic Development Infrastructure and Grants funding to reimburse for work performed on a NPDES project.
- Provided ongoing funding for project management software and a non-emergency request and work management program.
- Increased assumed funding growth to ARC, Target, Change, and Mosaic from 1% annually to 2% annually.
- Increased ongoing funding to Rape Crisis to replace lost grant funding.
- Changed the status of 12 Citizen Services positions from Contingent to Regular.
- Provided one-time funding to VESA for Self-Contained Breathing Apparatus for Lineboro Volunteer Fire Company.
- \$25,000 of additional ongoing funding for Veteran's Transit.
- \$25,000 additional ongoing for the State's Board of Elections salary plan.
- \$3,000 additional ongoing stipend for Board of Elections.

- \$5,000 one-time funding to Union Mills for a Tannery Interpretation.
- \$2,500 one-time funding to Historical Society for a printer replacement.

### **Balancing the Plan**

One-time and short-term funding was used to balance FY 22 - 25. Few jurisdictions build multi-year budget plans that are balanced for all years. Carroll County uses a six-year operating plan to capture future year impacts and the sustainability of current year actions. The Board of County Commissioners made the decisions necessary to balance all years in the FY 20 - 25 Plan. Below are the bottom lines of the FY 20 - 25 Operating Plan.

<b>Millions</b>	<b>FY 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>	<b>FY 24</b>	<b>FY 25</b>
Revenues	\$418.8	\$431.6	\$445.2	\$460.5	\$476.5	\$493.8
Expenditures	418.8	431.2	445.1	460.5	476.5	493.8
Balance	\$0.0	\$0.4	\$0.1	\$0.0	\$0.0	\$0.0
Balance as a % of Budget	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%

### **County Highlights**

Even after numerous years of troubled economic conditions and modest revenue growth, the County has many good things to talk about:

- Carroll County Public Schools continues to be among the most highly ranked systems in the highly ranked State of Maryland.
- Carroll County Public Library continues to have one of the highest circulation rates per capita in the State.
- Significant business and employment developments are progressing, creating the potential for high-quality job opportunities.
- More than 73,000 acres are under permanent easement in our Agricultural Land Preservation programs, supporting agribusiness and maintaining our rural heritage while avoiding the costs of services and infrastructure to serve residential development.
- Carroll continues to be highly rated by the credit rating agencies with three AAA. We continue to see strong demand for our bonds.

### **Stay Informed**

The Commissioners continue to make their actions available for review and participation by the public. You can follow the budget, and other actions and discussions, through:

- Cable Channel 24 broadcasts
- Carroll County's YouTube channel
- The County website with links to live and on demand video
- Carroll Connect, the County's email subscription service
- Facebook, Twitter, and Instagram
- A video archive of public meetings on the website

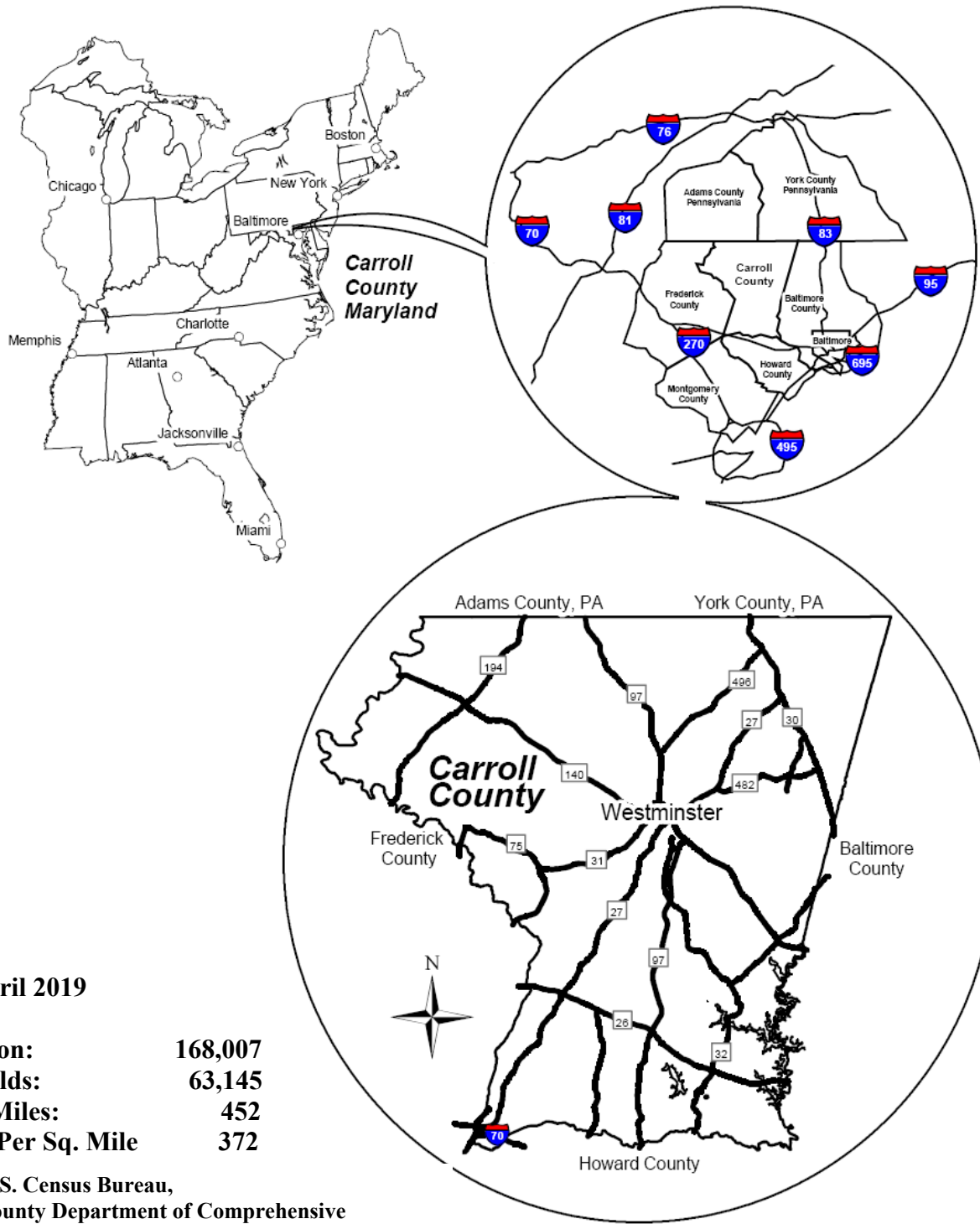
- A Commissioner radio report broadcast live on WTTR on Sunday mornings and available on the County website

All of the FY 20 budget sessions, from the first Budget Overview to the adoption of the Budget, were open to the public and appeared on the local government channel. These videos remain available on the County website. Thank you for your interest in the Commissioners' budget.

Ted Zaleski, Director  
Management and Budget

## *General Information*

# Geography/Demographics of Carroll County, Maryland



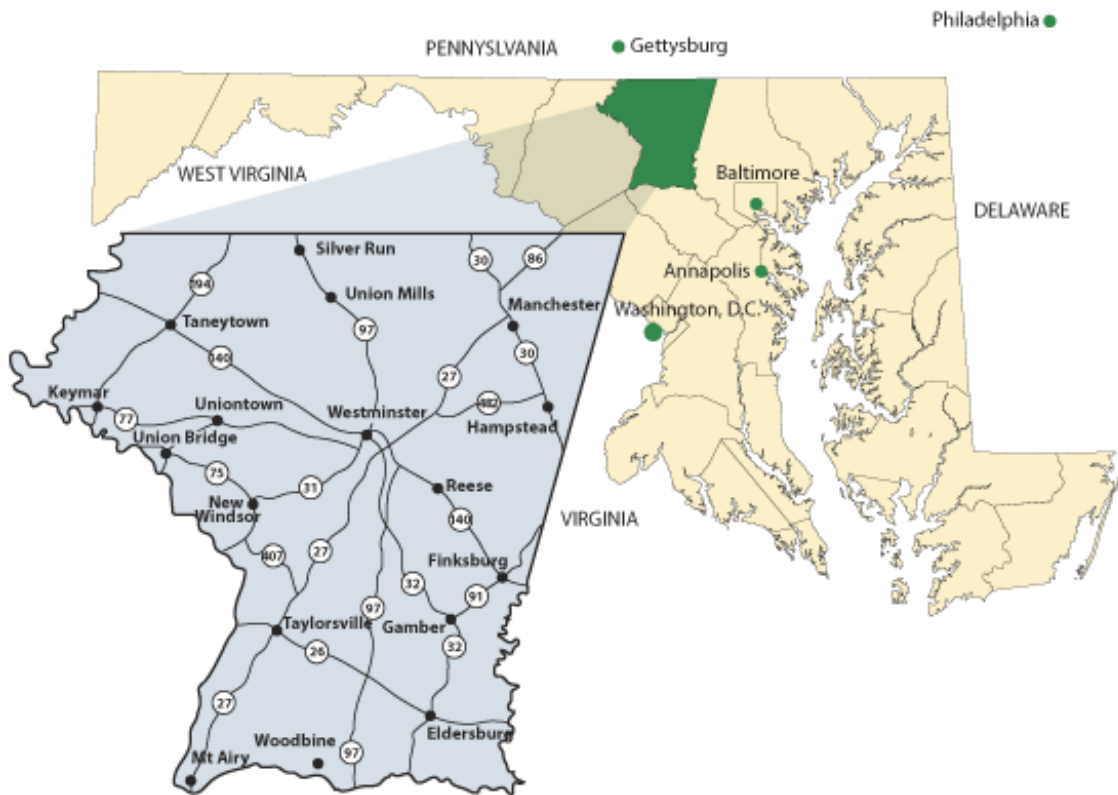
As of April 2019

<b>Population:</b>	<b>168,007</b>
<b>Households:</b>	<b>63,145</b>
<b>Square Miles:</b>	<b>452</b>
<b>Persons Per Sq. Mile</b>	<b>372</b>

Source: U.S. Census Bureau,  
Carroll County Department of Comprehensive  
Planning

## History

Carroll County was created in 1837 from parts of Baltimore and Frederick Counties. The County was named for Charles Carroll of Carrollton. Carroll was a Marylander and the last surviving signer of the Declaration of Independence. He died in 1832 at the age of 95. During the American Civil War, the population of Carroll County was sharply divided between supporters of the Union and the Confederacy. In 1863, there were historic troop movements through the County as part of the Gettysburg campaign. On June 29, 1863, the cavalry battle of Corbit's Charge was fought in the streets of Westminster. This would later be recognized as a contributing factor in the eventual defeat of Robert E. Lee's army at Gettysburg.



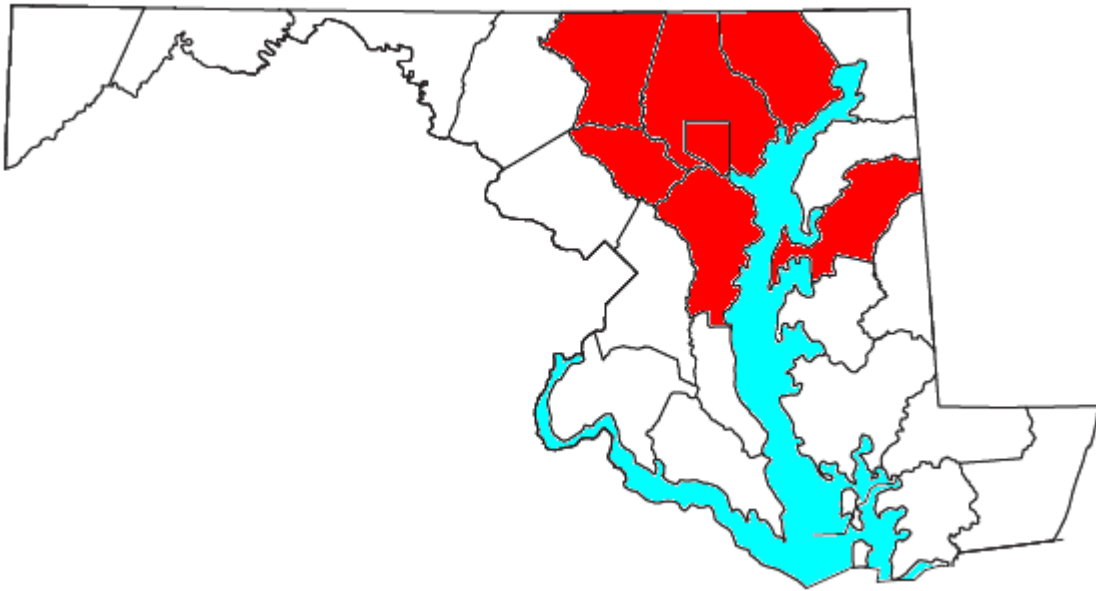
### ***Carroll County***

*a great place to live, a great place to work, a great place to play*

## **Today**

Carroll County is bordered on the north by the Mason-Dixon Line. The Patapsco River forms the southern border and Liberty Reservoir forms part of the eastern border. Carroll County is bordered on the west by the Monocacy River and Sams Creek. Carroll has eight incorporated municipalities: Hampstead, Manchester, Mount Airy, New Windsor, Sykesville, Taneytown, Union Bridge, and Westminster, the County Seat.

Carroll County is located within the Baltimore–Columbia–Towson Metropolitan Statistical Area, also known as Central Maryland, which has over 2.7 million people. The area also includes Baltimore City, Anne Arundel County, Baltimore County, Harford County, Howard County, and Queen Anne's County.



### ***Carroll County***

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### **The Carroll County Seal**

The Carroll County Seal was established in the minutes of the Commissioners of Tax for Carroll County on June 5, 1837 and became the County's official seal on July 1, 1977. The seal consists of "three concentric circles, with the inscription 'Carroll County Maryland' inserted between the inner and middle circles also having two stylized six-leaved blossoms located, one each, on opposite sides of the same space between the inner and middle circle, also within the inner circle is a replica of the four-horse freight wagon with the year 1837 imposed above the wagon." When legislation was enacted, effective July 1, 1977, there was no mention of colors for the seal, although the colors used are red, white, blue, and brown.



### ***Carroll County***

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## **Attractions**

### **Carroll County Farm Museum**

The Carroll County Farm Museum presents rural life as it was in the 19th century. In addition to the main house, built in 1852, the 140-acre museum includes barns, a smokehouse, springhouse, blacksmith shop, craftsmen's workshops, and exhibit areas that contain an abundance of early farm memorabilia. Farm animals add to the authenticity of the setting. Rental facilities are available for meetings, company picnics, family reunions, weddings, and receptions. For more information on the Farm Museum, refer to:



<http://carrollcountyfarmmuseum.org/>

### **Historical Society of Carroll County**

The Historical Society of Carroll County, founded in 1939, owns three historic properties on East Main Street in Westminster. The 1807 Sherman-Fisher-Shellman house is furnished to interpret the lives of the first owner, Jacob Sherman, and his family who lived in the house from 1807-1840. The adjacent Kimmey House serves as the main office building, and is home to the ADA accessible research library, the Museum Shop and Bookstore, and the Shriver-Weybright



Gallery where exhibits detail the history of Carroll County and its residents.



Cockey's Tavern houses the Koontz-Yingling Learning Center, and provides office and meeting space with ADA accessible bathrooms and a lift. The third floor also houses storage for educational and programmatic materials.

Emerald Hill building, located at 1838 Emerald Hill Lane in Westminster, provides auxiliary space for exhibits and programs, and is used in conjunction with the Celebrating America initiative. For more information on the Historical Society of Carroll County, refer to: <http://hsccmd.org/>.

## ***Carroll County***

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## Strawbridge Shrine

In the Wakefield Valley/New Windsor area of Carroll County, Robert Strawbridge formed the first Methodist class in America and built the first log meeting house around 1763. Although without official sanction, American Methodists first received Baptism and Holy Communion by his hand. The Strawbridge House was designated a National Methodist Shrine by the General Conference of 1940, and was purchased by the Strawbridge Shrine Association in 1973.

Today the Strawbridge House and farm, along with John Evans Meeting House Replica, are available for tours. For more information on the Strawbridge Shrine, refer to: <http://www.strawbridgeshrine.org>



## Sykesville Colored Schoolhouse

The Sykesville Colored Schoolhouse was built between July and December 1903 at a cost of \$530.50. From January 1904 to May 1938, it was a one-room schoolhouse managed by local community trustees. During the time of segregation, it was used by children of the surrounding black community from both sides of the Patapsco River. This historic schoolhouse has been restored and furnished to its 1904 appearance. For more information on the Sykesville Colored Schoolhouse, refer to:

<https://www.townofsykesville.org/2153/Historic-Colored-Schoolhouse>



## *Carroll County*

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## Sykesville Gate House Museum of History

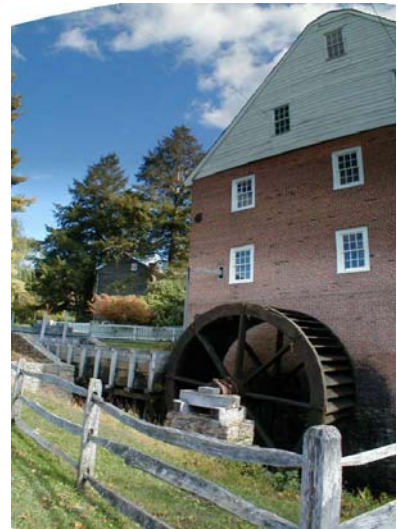


The Sykesville Gate House Museum strives to interpret the abundant history of the Town of Sykesville and its surrounding communities through its collections, exhibits, and special events. Historic home and architectural enthusiasts may opt to take the guided tour of the building's other purpose, the home to Springfield Hospital Center employees from 1904 until the late 1980s. For more information on the Sykesville Gate House Museum,

refer to: <https://www.townofsykesville.org/2157/Gate-House-Museum-of-History>

## Union Mills Homestead and Grist Mill

The Union Mills Homestead began in 1797 when David and Andrew Shriver purchased a large tract of land along Big Pipe Creek. The site was perfect for the enterprises that the Shriver brothers hoped to start. The Big Pipe Creek provided an excellent source of water for a mill, the fertile valley was good farmland, and the surrounding rolling hills contained heavy stands of black oak, which could furnish tanbark for a tannery. Soon the brothers entered into a contract with Frederick County millwright, John Mong, to construct a set of mills: a grist mill and a saw mill. While the grist mill and saw mill were under construction, David and Andrew Shriver also started the main part of the house. To these early endeavors, the brothers added a tannery, cooper shop, and a blacksmith's shop, forming the beginning of an early industrial park. The growing enterprises soon took the name "Union Mills"



because of the partnership of the two brothers and their various businesses. The small settlement that grew around the Homestead also became known as Union Mills. For more information on the Union Mills Homestead, refer to: [www.unionmills.org](http://www.unionmills.org).

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## **Carroll Arts Center**

The Carroll County Arts Council, in partnership with the City of Westminster, transformed this 1937 art deco Carroll Theatre into a multi-purpose community arts center. Opened in April of 2003, the renovated facility includes a 263-seat theatre, two well-equipped art classrooms, and two large art galleries. The Carroll Arts Center offers a wealth of cultural opportunities, including musical concerts, lectures, film, dramatic productions, art exhibits, classes, and camps. For more information on the Carroll Arts Center, refer to: <http://carrollcountyartscouncil.org/>.



## **Piney Run Park**



Piney Run Park, opened in 1974, features a 300-acre lake as its centerpiece and provides multiple recreational activities such as fishing, boating, boat rentals, and park-sponsored fishing tournaments. The lake is surrounded by 550 acres of fields, forest, and open spaces containing over 5 miles of hiking trails, tennis courts, playgrounds, a climbing rock, picnic tables, and comfort stations. The Piney Run Nature Center, Yurt, and six pavilions, available to rent during open season, are

accessed from Martz Road. For more information on Piney Run Park, refer to: <http://ccgovernment.carr.org/ccg/recpark/pineyrun/>.

## **Hashawha Environmental Center**

Hashawha Environmental Center is located in northern Carroll County off John Owings Road. Facilities at Hashawha include an administration building with meeting rooms, a dining hall, and a trail-lined wetlands area. Bear Branch Nature Center, located next to Hashawha Environmental Center, provides nature study and environmental education to all visitors. For more information, refer to:

<http://ccgovernment.carr.org/ccg/recpark/hashawha/>



## ***Carroll County***

*a great place to live, a great place to work, a great place to play*

# How Carroll County Government Operates

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In Maryland, county governments may be organized as charter counties, code counties, or non-home-rule counties, and all act under limitations legislated by the State government. Carroll is a non-home-rule county governed by an elected five-member Board of County Commissioners, where each member is allowed one vote and they elect their own officers. The Board exercises the powers conferred upon it by the General Assembly of Maryland, including authorization to issue debt to finance capital projects.

The County Commissioners are elected for four-year terms (non-presidential election years). Each Commissioner is elected by district, with Carroll County divided by voting population into five districts. All County Commissioners must live within Carroll County and be a resident within their elected district.

Among the Commissioners' duties are: establishing policy, adopting Operating and Capital budgets, setting tax rates, levying and collecting taxes, appointing commissions and boards, approving ordinances and resolutions, and recommending legislation to the State Delegation. Positions at the cabinet level are appointed by the Board of Commissioners. These positions represent the top level of management for Carroll County and report directly to the Board. The Commissioners also appoint residents to various County advisory boards that make policy recommendations. In addition, the County Commissioners serve as the County's chief elected officials in dealing with other counties, the State, and Federal governments.

The Board of County Commissioners approves the County Operating and Capital Budgets after agencies submit their requests, and after a public hearing has been conducted. The budget ordinance must be adopted before June 1.

Federal and State funds contribute a percentage of the cost of education, social services, Health Department, aging programs, emergency services, agricultural extension services, and other programs.

Carroll County's eight incorporated municipalities function as autonomous units of local government. They are Hampstead, Manchester, Mt. Airy, New Windsor, Sykesville, Taneytown, Union Bridge, and Westminster. The towns provide vital services, operate their own water and sewer systems (with the exception of Hampstead and Sykesville), and provide police protection (with the exception of New Windsor and Union Bridge). The municipalities derive operating revenue from water/sewer user fees, town taxes (rates are set by the councils under State guidelines), and fees for miscellaneous permits and assessments.

# **The Budget Process**

The budget has several major purposes. It focuses the County's long-range plans and policies on services and programs, serves as a vehicle to communicate these plans to the public, details the costs of County services and programs, and outlines the revenues (taxes and fees) that support the County's services, including the rate of taxation for the coming fiscal year. Once the budget has been adopted by the Board of County Commissioners, it becomes a work plan of objectives to be accomplished during the next fiscal year.

Departments are accountable for budgetary control throughout the fiscal year. The Department of Management and Budget (DMB) examines expenditure patterns, compares the patterns to budget plans, and initiates corrective action, if necessary, during the fiscal year.

Budget development begins with revenue projections for the County for the upcoming fiscal year and the following five years. These revenue estimates will determine how much money is available to provide government services, including education, public safety, public facilities, community services, and other functions of government.

For the capital process, direction is sent to departments and agencies in July, to have their requests submitted to the Budget office in September.

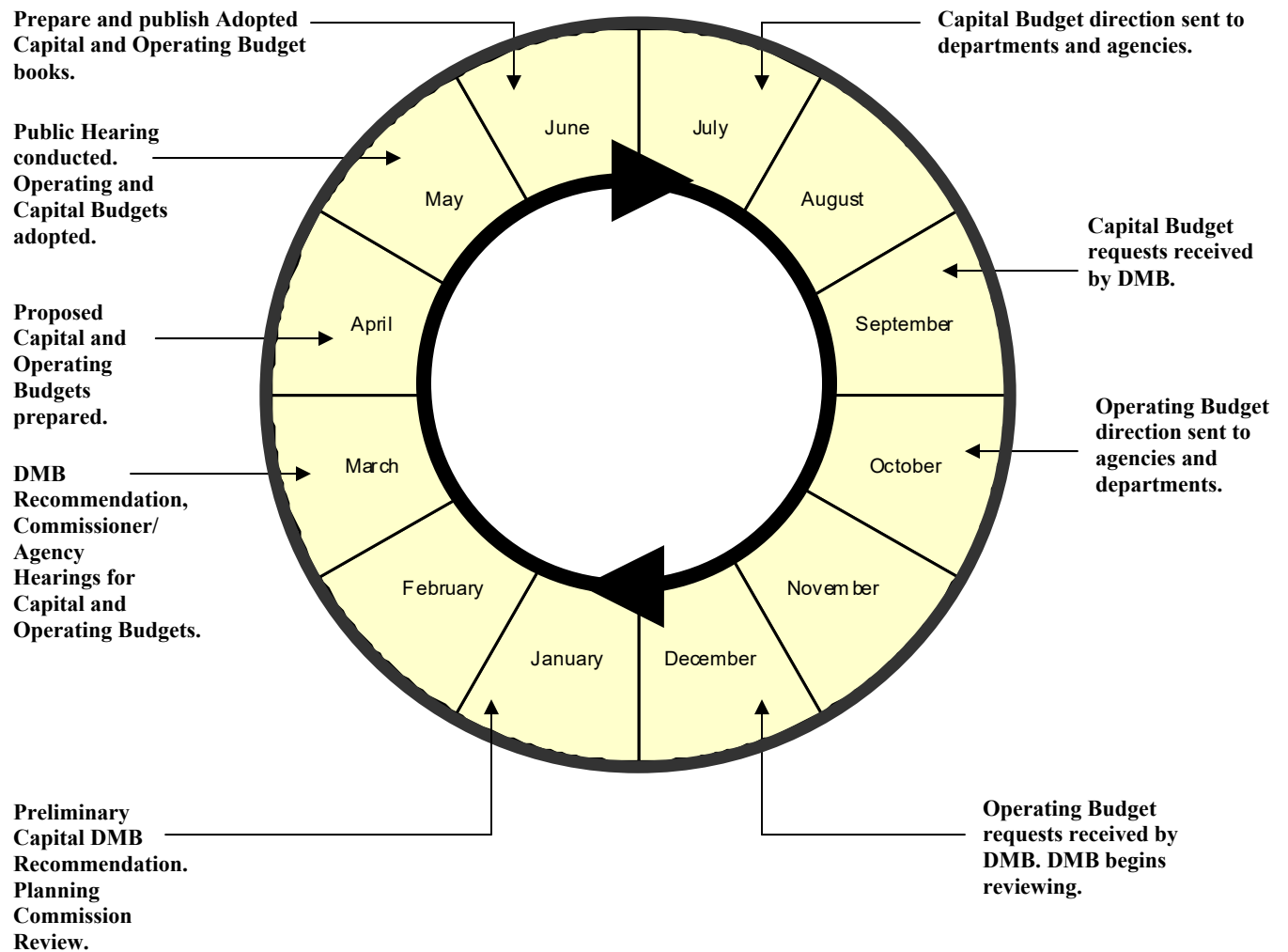
The Department of Management and Budget then prepares the Preliminary Recommended Capital Budget for the ensuing fiscal year and the next five fiscal years to present to the Planning and Zoning Commission for review and recommendation. The Commissioners, with the assistance of the Budget office, consider these recommendations in developing their Capital Budget.

The operating process begins by sending out the budget request package in October. Requests are submitted to the Budget office in December. In March, the DMB presents the Recommended Budget (Operating and Capital) and agency hearings occur. No later than April 30<sup>th</sup>, the County Commissioners release their Proposed Budget for public review and discussion. A public hearing is held in May on the Proposed Budget and the current tax levy. A ten-day waiting period is held for public comment.

The Annual Budget and Appropriation Ordinance must be adopted on or before the first day of the last month of the fiscal year currently ending. By the last day of June, each of the six libraries will contain the Adopted Operating and Capital Budget books for public review.

# The Budget Process

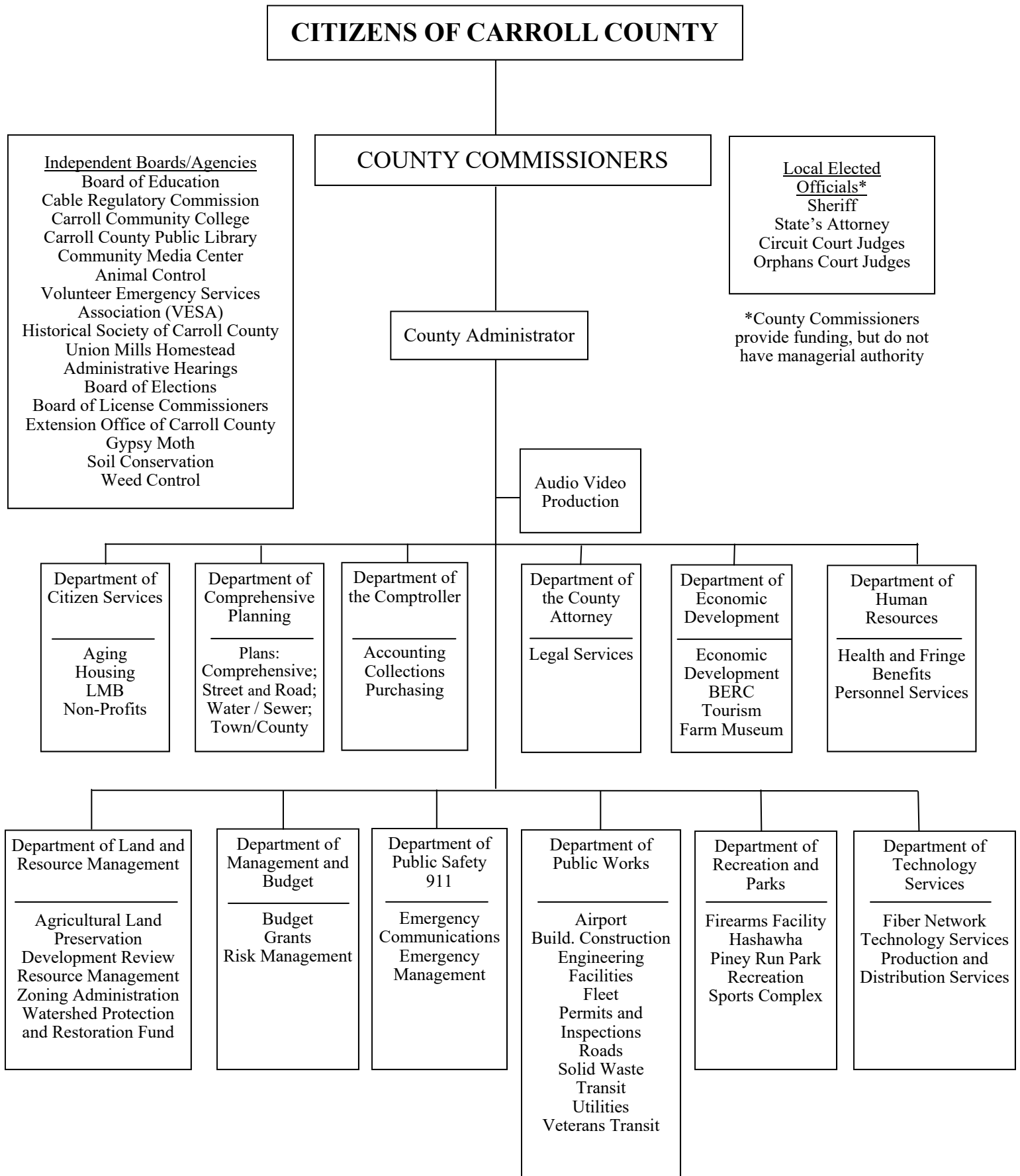
The following diagram illustrates the budget phases which span the fiscal year that begins July 1.



Once the Budget is adopted, transfers within a fund can be made with the appropriate approval. However, the total Budget cannot be increased or decreased without a public hearing.



# CARROLL COUNTY GOVERNMENT



## **Other Planning Processes Links**

Other County planning processes have an impact on how Carroll County Government develops operating and capital budgets. The planning process that has the most impact on the budget is the County Comprehensive Plan, or Master Plan. The Department of Comprehensive Planning is responsible for developing and implementing the County Master Plan. Functions of the Department include Community Investment Plan review, site selection, and land banking for future schools, roads, and other public facilities.

The Department of Comprehensive Planning is responsible for comprehensive, county-wide master planning. Land use plans are made and implemented working with the Carroll County Planning and Zoning Commission authorized under the Land Use Article. These functions within Carroll County are designed to assure County projects and programs conform to the County Master Plan, that current and long-range County planning serve to implement the Plan, and that land use and policy decisions are in accordance with the Plan. Among the ways the Department fulfills this function are: water and sewer master planning, comprehensive planning for the County and incorporated towns and other functional plans for the County, major street and road planning, and serve as the town/county liaison planners.

Enterprise functions, such as water and sewer, solid waste management, and airport operations, develop long-term plans for handling future growth projections. Other planning functions include commercial/industrial building design expectations, land preservation, parks, and hazard mitigation.

Below are links to County websites for planning processes:

Adopted 2014 Carroll County Master Plan

<https://www.carrollcountymd.gov/government/directory/planning/plans/county-master-plans/2014-carroll-county-master-plan/>

Carroll County Water and Sewer Master (MDE Approved)

<https://www.carrollcountymd.gov/government/directory/planning/plans/functional-plans/water-sewer-master-plan/>

Water and Sewer Master Plan – Amendments

<https://www.carrollcountymd.gov/government/directory/planning/plans/functional-plans/water-sewer-master-plan/water-sewer-master-plan-amendments/>

Water Resources Element

<https://www.carrollcountymd.gov/government/directory/planning/plans/functional-plans/water-resources-element/>

Freedom Community Comprehensive Plan

<https://www.carrollcountymd.gov/government/directory/planning/plans/community-comprehensive-plans/freedom-community-comprehensive-plan/>

Hampstead Community Comprehensive Plan

<https://www.carrollcountymd.gov/media/2374/hampstead.pdf>

Manchester Comprehensive Plan and Environs

<https://www.carrollcountymd.gov/media/2375/manchester.pdf>

Mount Airy Environs Community Comprehensive Plan

<http://www.mountairymd.org/183/MasterVision-Plans>

New Windsor Community Comprehensive Plan

<https://www.carrollcountymd.gov/media/3114/plan.pdf>

Sykesville Master Plan

<https://www.carrollcountymd.gov/media/2376/sykesville.pdf>

Westminster Environs Community Comprehensive Plan

<https://www.carrollcountymd.gov/media/2379/westminster.pdf>

Finksburg Corridor Plan

<https://www.carrollcountymd.gov/government/directory/planning/plans/community-comprehensive-plans/finksburg-corridor-plan/>

Taneytown Community Comprehensive Plan

<https://www.carrollcountymd.gov/media/2377/taneytown.pdf>

Union Bridge and Environs Community Comprehensive Plan

<https://www.carrollcountymd.gov/media/2378/unionbridge.pdf>

2017 Land Preservation, Parks & Recreation Plan

<https://www.carrollcountymd.gov/government/directory/planning/>

Carroll County Hazard Mitigation Plan

<http://ccgovernment.carr.org/ccg/emermang/docs/HazardMitigationPlan2013.pdf?x=1488921580645>

Carroll County Emergency Operations Plan

<http://ccgovernment.carr.org/ccg/pubsafe/eop2007.pdf>

Ten Year Solid Waste Management Plan

<https://www.carrollcountymd.gov/government/directory/public-works/ten-year-solid-waste-management-plan/>

# Reading a Typical Budget Page

Previous year  
actual  
expenditures

Current Budget as  
adopted by the  
Board of County  
Commissioners  
in May

Current Budget,  
including mid-year  
adjustments,  
annualized for  
comparison purposes

The Board of County  
Commissioners' budget  
for next fiscal year

CCAIC

Shows budget  
by type of  
expenditure

Shows budget  
without payroll  
taxes, pension,  
and OPEB  
benefits

Total full-time  
equivalent  
positions in the  
agency/bureau\*

Description	Actual	Original Budget	Adjusted Budget	Budget	% Change From Original	% Change From Adjusted
Personnel	\$92,675	\$99,490	\$94,100	\$103,160	3.69%	9.63%
Benefits	63,048	30,780	30,360	30,840	0.19%	1.58%
Operating	19,459	23,390	23,390	23,390	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$175,182	\$153,660	\$147,850	\$157,390	2.43%	6.45%
Total Without Benefits	\$112,134	\$122,880	\$117,490	\$126,550	2.99%	7.71%
Employees FTE	2.00	2.00	2.00	2.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

James DeWees, Sheriff (410) 386-2900  
Heidi K. Pepin, Management and Budget Project Coordinator  
(410) 386-2082

## Mission and Goals

The Carroll County Advocacy and Investigation Center (CCAIC) is committed to reducing the trauma to children and adult citizens of Carroll County who have been abused. CCAIC investigates allegations of sexual abuse and sexual assault, assesses and protects the victim, and provides resources for the victim and the victim's family/guardian.

## Goals include:

- Provide intervention and team collaboration to minimize potential trauma to children and adults
- Increase public awareness of the signs and impact of abuse
- Educate and support the family to enable them to provide and maintain a safe and nurturing environment
- Obtain sufficient evidence for successful prosecution of child abuse cases
- Provide prompt intervention for appropriate medical and specialized therapeutic services

## Description

The unit is comprised of a wide range of agencies and organizations, including members of the Maryland State Police, the State's Attorney's Office, the Sheriff's Office, the Department of Social Services, the Westminster City Police, and Family and Children's Services. These agencies, along with the Carroll County Health Department, Carroll Hospital Center, and the Rape Crisis Intervention Center, are all organized to work together

## Budget Changes

- The decrease from Original to Adjusted is due to employee turnover.
- A 9.0% salary increase is included.

## Total County Funding

Department	Estimated Cost
CC Advocacy and Investigation Center	\$57,390
Health Benefits	36,400
Technology Support	600
Fleet	3,000
Total	\$197,390

Significant  
changes from  
the prior year  
budget

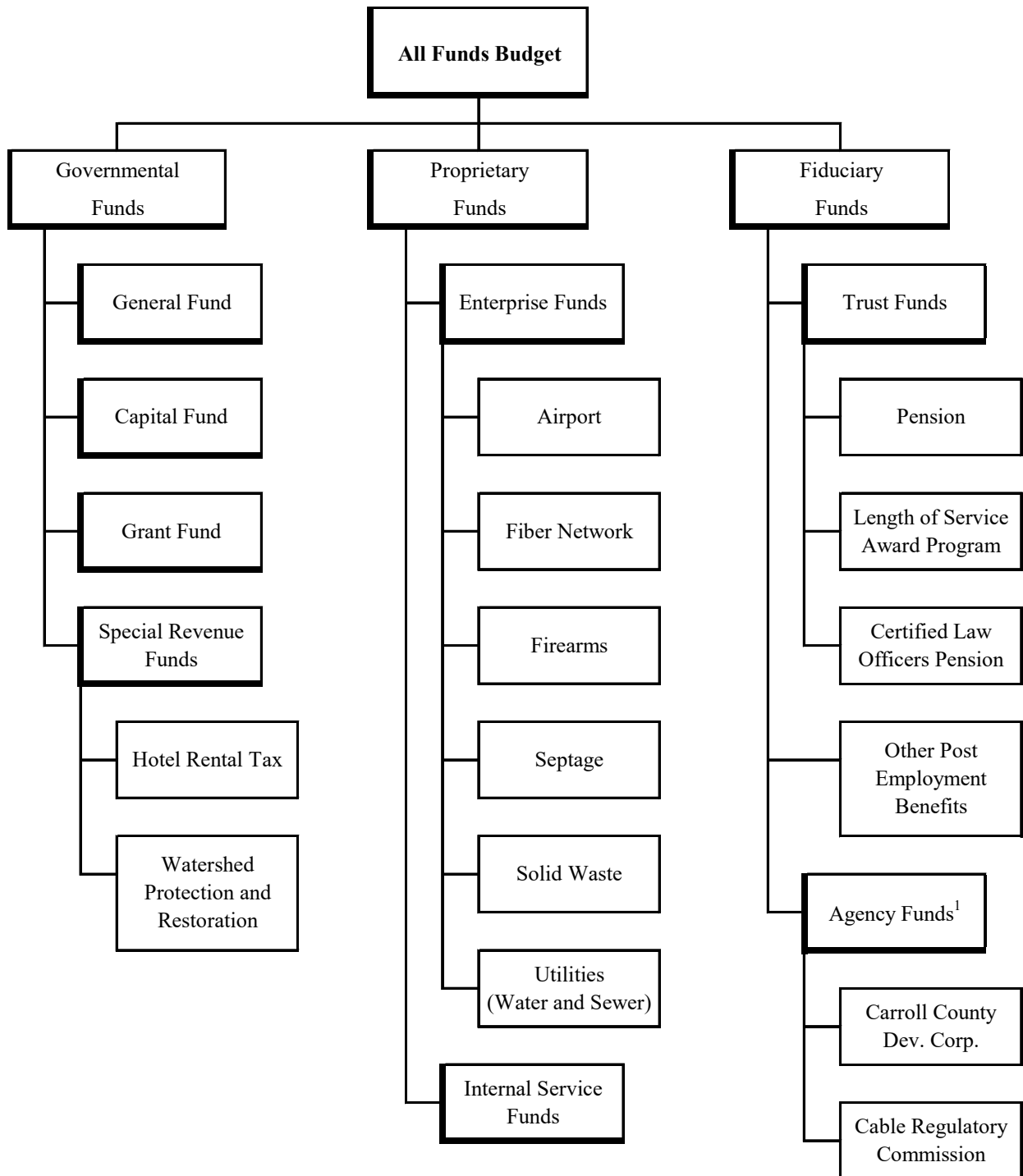
The budget document presents the Operating Budget for each department in a standardized format. The typical budget page describes the functions and goals of the organization, actual or planned expenditures over a three-year period, and major highlights and changes in the new budget.

\*An explanation of full-time equivalent positions is located in the Glossary.

***Financial, Demographic and Economic  
Information and Policies***

# Description and Structure of Funds

## Carroll County Fund Structure



<sup>1</sup>All funds are appropriated except for Agency Fund, which is included in the audited financial statements.

A fund is a grouping of related accounts used to maintain control over resources that have been segregated for specific activities or objectives. Carroll County's fund structure consists of Governmental, Proprietary, and Fiduciary Funds.

Carroll uses the following ***Governmental Funds***:

The ***General Fund*** is the primary operating fund of the County, used to account for all financial resources except those required to be accounted for in another fund.

Revenue for the General Fund is generated by taxes such as Property, Income, and Recordation, which account for most of the total revenue. Expenditures for Public Schools, General Government, Public Safety, Public Works, Recreation and Culture, Public Library, and Carroll Community College account for most of the annually appropriated budgets.

The ***Capital Fund*** is used to account for financial resources related to the acquisition or construction of major capital facilities of the County (other than those financed by proprietary funds). A capital project is generally non-recurring in nature and may include the purchase of land, site development, engineering and design fees, construction, and equipment. Capital projects produce assets with a useful life of more than one year.

Revenue sources for capital projects can include the issue of bonds (long-term debt), General Fund dollars, Federal or State funding, developer Impact Fees, contributions from other funds, and donations from other sources.

The ***Grant Fund*** accounts for revenues that are formally restricted by law for a particular purpose or have specific requirements associated with the eligible program costs. Sources of funding include program fees, endowments, donations, and State and Federal dollars.

***Special Revenue Funds*** are used to account for the proceeds of specific revenue sources that are restricted to expenditures for specific purposes.

***Special Revenue Funds*** include:

The ***Hotel Rental Tax***, a percentage of hotel room rates paid by hotel guests, is used for tourism and promotion of the County.

The ***Watershed Protection and Restoration Fund*** provides for expenses related to stormwater management and compliance with the County's National Pollutant Discharge Elimination System (NPDES) permit. A portion of Property Tax revenue is dedicated to the fund on an annual basis.

***Proprietary Funds*** are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the cost of providing goods or services on a continuing basis be financed or recovered primarily through user charges.

Carroll uses the following ***Proprietary Funds***:

***Internal Service Funds*** are used to account for certain risk financing activities. These funds account for Workers Compensation, general liability, vehicle and property insurance, and health benefit costs. Other County funds make payments to the Internal Service Funds, and expenses are partially offset by employee contributions.

***Enterprise Funds:***

The ***Airport Enterprise Fund*** accounts for Carroll County Regional Airport operations and the corporate hangar facilities, as well as construction or acquisition of capital assets, and related debt service costs. Sources of funding include fuel sales, corporate hangar rental, and other rents.

The ***Fiber Network Enterprise Fund*** accounts for the operation and infrastructure development of the Carroll County Fiber Network. The primary source of funding is dark fiber leases.

The ***Firearms Enterprise Fund*** accounts for the operations, construction or acquisition of capital assets, and related debt service costs of the Hap Baker Firearms Facility, located at the Northern Landfill. Sources of funding include user fees, brass recycle fees, and interest income.

The ***Septage Enterprise Fund*** provides septage waste disposal services. This fund accounts for the operations, construction or acquisition of capital assets, and related debt service costs. The primary source of funding is septage processing fees.

The ***Solid Waste Enterprise Fund*** provides solid waste disposal facilities for residential and commercial use. This fund accounts for the operations, construction or acquisition of capital assets, and related debt service costs of the landfill facilities. Sources of funding include tipping fees, rents, and interest income.

The ***Utilities Enterprise Fund*** provides water and sewer services in several areas within the County. This fund accounts for the operations, construction or acquisition of capital assets, and related debt service costs of the water and sewer facilities. Sources of funding include fees for water and sewer usage, rents, and interest income.

***Fiduciary Funds*** are used to account for resources held for the benefit of parties outside the government.

Carroll uses the following ***Fiduciary Funds***:

***Trust Funds:***

The ***Pension Trust Fund*** was established during FY 04 to account for the activities of the Carroll County Employee Retirement Plan, which accumulates resources for pension benefit payments to qualified employees. The plan accumulates funding from member contributions, County contributions, and the earnings and profits from investments; it makes disbursements for



employee retirements, withdrawals, disability and death benefits, as well as for administrative expenses.

The ***Length of Service Award Program (LOSAP) Fund*** was established during FY 04 to account for the benefit program for the volunteer fire personnel serving the various independent volunteer fire companies in the County. While treated as a trust fund, it is not a legally established trust.

The ***Certified Law Officers Pension Trust*** was established during FY 10 to hold assets of the Carroll County Certified Law Officers Pension Plan for eligible certified law officers of the Carroll County Sheriff's Office. The plan accumulates funding from member contributions, County contributions, and the earnings and profits from investments; it makes disbursements for employee retirements, withdrawals, disability and death benefits, as well as for administrative expenses.

The ***Other Post Employment Benefits (OPEB) Fund***, established in FY 07, accounts for retiree contributions and County contributions to provide health benefits for eligible retirees. The plan also accounts for the earnings from investments, as well as disbursements made for medical premiums, payment of medical claims, and administrative expenses.

The ***Agency Fund*** is used to account for assets that the County holds on behalf of others as their agent. The Agency Fund is custodial in nature and does not involve measurement of results of operations. The Carroll County Development Corporation Fund accounts for the transactions for economic development receivables collected by the County on behalf of a local nonprofit corporation, and the Carroll Regulatory Commission administers the Cable franchise agreement for the County and eight towns.

# Long-Term Financial Policies

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Carroll County Government uses a set of guidelines in the development of the annual budget. The goal of the Commissioners is to develop an annual budget that provides high-quality services and infrastructure to the citizens of Carroll County while maintaining financial stability. The financial guidelines are listed below:

## Balanced Budget

The County will adopt a balanced budget on a fund basis. A balanced budget is achieved when revenues plus use of fund balance equals expenditures. All funds are balanced except for the pension fund. The pension fund states employee pension assets and liabilities and is reported in the County's Audited Financial Statements.

## Basis of Budgeting

The basis of budgeting, as well as the basis of accounting, is tied directly to an entity's measurement focus of revenues and expenses (expenditures). Carroll County uses the same measurement focus when preparing budgets as accounting does when preparing its financial statements. Funds that focus on current financial resources, primarily governmental funds, use the modified accrual basis of accounting. Revenues are recognized when earned, but only to the extent they are available, and expenditures are recognized when due. Funds that focus on total economic resources, primarily proprietary, pension trust, and internal service funds, use the accrual basis of accounting. Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows or outflows.

- The County budgets the following governmental funds using the modified accrual basis of accounting:
  - General Fund
  - Capital Fund
  - Grant Fund
  - Special Revenue Fund
    - Hotel Rental Tax
    - Watershed Protection and Restoration Fund
- The County budgets the following funds using the accrual basis of accounting:
  - Enterprise Funds
    - Airport
    - Fiber Network
    - Firearms
    - Septage
    - Solid Waste
    - Utilities
  - Internal Service Funds

- Trust Funds
  - OPEB Fund
  - Employee Pension Trust Fund
  - Certified Law Officers Pension Trust Fund
  - Length of Service Award Program Fund
- Agency Funds

## **Multi-Year Financial Forecasting**

- The County maintains a balanced six-year Operating Plan and a Community Investment Plan (CIP) for expenditures built on projected revenues. The development of six-year plans allows the County to evaluate the impact of current decisions on the long-term financial position of the County.
- Six-year Operating Plans for all of the Enterprise Funds continue to be developed with expenditures built on projected revenues.
- Historically, 1% of budgeted revenues from the current year are considered as ongoing funding for the projected budget two years out. Any remaining fund balance will be considered as one-time funding.

## **Monthly Financial Reporting**

County staff review all fund revenues and expenditures monthly, more frequently when conditions warrant, and report to the Commissioners on a quarterly basis. Staff review the current economic conditions and political environment, and assess the impact on the current and/or future fiscal years.

## **Budget Appropriation Transfers**

Once the Budget is adopted, transfers within a fund can be made with the appropriate approval. However, the total Budget cannot be increased or decreased without a public hearing.

## **Capital Budget**

- The County commits approximately 3% of Property Tax as paygo funding in the CIP. Other paygo funding includes Income Tax Revenue, Property Tax Revenue, Impact Fees, and Agricultural Transfer Tax.
- No capital project request is considered without an estimated operating impact. Operating impacts are integrated into the six-year Operating Plan after being developed and refined with the assistance of the Department of Management and Budget.

## **Investment Management**

- The comprehensive Carroll County investment policy addresses the following areas:
  - Scope, prudence, and objectives
  - Delegation of authority
  - Ethics and conflicts of interest
  - Authorized financial dealers and institutions, and diversification in authorized and suitable investments
  - Collateralization

- Safekeeping, custody, and internal controls
  - Performance standards, reporting requirements, and policy adoption
- It is the policy of Carroll County, Maryland to invest public funds in a manner which will conform to all State of Maryland and County statutes governing the investment of public funds while meeting its daily cash flow demands, and providing a return at least equal to the three-month Treasury bill yield.
- The investment policy applies to all financial assets of the County. These funds are accounted for in the County's Comprehensive Annual Financial Report and include:
  - General Fund
  - Special Revenue Fund
  - Capital Fund
  - Enterprise Funds
  - Internal Service Funds
  - Any new funds as provided by County ordinance
- The primary objectives, in priority order, of the County's investment activities shall be:
  - **Safety:** Safety of principal is the foremost objective of the investment program. Investments of the County shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification, third-party collateralization and safekeeping, and delivery versus payment will be required.
  - **Liquidity:** The County's investment portfolio will remain sufficiently liquid to enable the County to meet all operating requirements which might be reasonably anticipated.
  - **Return on Investment:** The County's investment portfolio shall be designed with the objective of attaining a return at least equal to the three-month U.S. Treasury bill yield.

## Stabilization Arrangement Policy Resolution

- **Purpose:** It is in the best interest of the citizens of Carroll County that a portion of the General Fund balance be set aside in a Stabilization Arrangement in order to provide a reserve against certain specified conditions. These conditions include a sudden and unexpected drop in revenues, and/or unforeseen emergencies including unanticipated expenditures of a nonrecurring nature. Also, a Stabilization Arrangement provides a financial cushion against unanticipated adverse financial or economic circumstances that could lead to budget deficits.
- **Authority to Establish a Stabilization Arrangement:** The Board of County Commissioners shall authorize the establishment of a Stabilization Arrangement by Resolution to adopt the Stabilization Arrangement Policy.

The Board of County Commissioners shall authorize the Comptroller and the Director of Management and Budget to establish the Stabilization Arrangement.

The Stabilization Arrangement will be continuing and non-lapsing.

- **Stabilization Arrangement Size:** The Stabilization Arrangement must be a minimum of 5% of the upcoming fiscal year Adopted General Fund Budget.

The Stabilization Arrangement is in addition to the Surplus Funds as outlined in 3-601, 19 in the Code of Public Local Laws and Ordinances.

- **Contributions to the Stabilization Arrangement:** The Board of County Commissioners authorizes the Comptroller and the Director of Management and Budget to maintain a minimum balance of 5% of the upcoming fiscal year Adopted General Fund Budget.

The Comptroller must transfer the contributions from the General Fund to the Stabilization Arrangement after the Budget is adopted for the upcoming year, but before the end of the current fiscal year.

- **Conditions under which Stabilization Arrangement may be spent:** Appropriations from the Stabilization Arrangement require a Resolution from the Board of County Commissioners. No appropriation from the Arrangement will occur without prior presentation to the Board of County Commissioners by the Comptroller and Director of Management and Budget with a plan and timeline for replenishing the Arrangement to its minimum 5% level.

Requests for appropriations from the Stabilization Arrangement occur only after exhausting current year's budgetary flexibility and spending of the current year's appropriated contingency.

Circumstances where the Stabilization Arrangement can be spent are:

- 1.) Unanticipated General Fund revenues in total fall more than 1% below the original projected revenues, and actual revenues for two of the following major revenue sources are projected in the current year to fall below the actual amount from the prior year:
  - Property Taxes
  - Income Tax
  - Recordation Tax
  - State Shared Taxes
  - Investment Interest
- 2.) The following events create significant financial difficulty for the County and are in excess of the current year's appropriated contingency:
  - Declaration of a State of Emergency by the Governor of Maryland
  - Unanticipated expenditures as a result of legislative changes from State/Federal governments in the current fiscal year
  - Acts of Terrorism declared by the Governor of Maryland or the President of the United States
  - Acts of Nature which are infrequent in occurrence and unusual in nature.

## Fund Balance History

(in millions)	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>	<b>FY 19</b>
Budget	\$367.1	\$368.8	\$380.0	\$388.4	\$400.0	\$411.3
Current Year Fund Balance (unassigned)	\$5.3	\$6.7	\$10.4	\$10.3	\$3.4	\$1.7
Prior Year Fund Balance (unassigned)	\$1.6	\$0.7	\$0.4	\$4.2	\$0.5	\$1.9
% of Budget	<b>1.88%</b>	<b>2.01%</b>	<b>2.84%</b>	<b>3.73%</b>	<b>1.0%</b>	<b>0.8%</b>

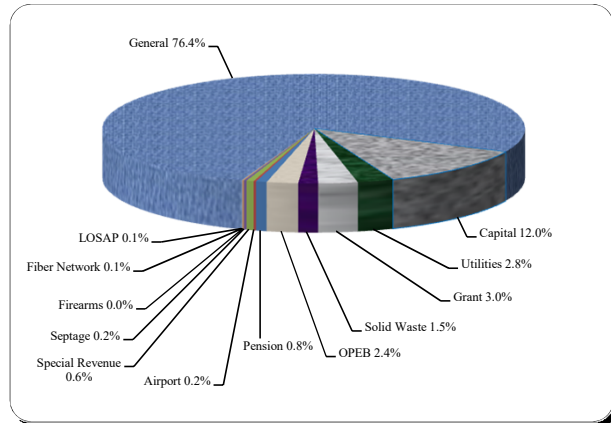
## Revenue

- The County endeavors to have a diversified and stable revenue system to protect against short-term fluctuations in any one revenue source.
- The County estimates its annual revenues through a comprehensive, objective, and analytical process.
- Each existing and potential revenue source is budgeted on an annual basis.
- The County provides revenue estimates for its six-year Operating and Community Investment Plans.

# Financial and Demographic Data

## FY 20 Budget By Fund

Fund Type	FY 20	% of Total
General	\$418,809,330	76.4%
Capital	65,792,709	12.0%
Utilities	15,077,020	2.8%
Grant	16,405,796	3.0%
Solid Waste	8,224,770	1.5%
OPEB	13,093,310	2.4%
Pension	4,487,350	0.8%
Airport	1,030,990	0.2%
Special Revenue	3,071,960	0.6%
Septage	1,073,750	0.2%
Firearms	159,200	0.0%
Fiber Network	445,000	0.1%
LOSAP	398,000	0.1%
Total	\$548,069,185	100.0%

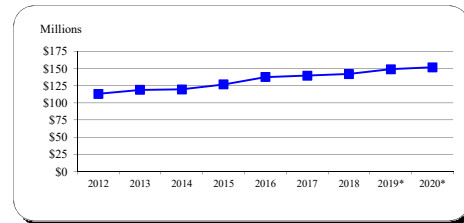


## Income Tax Collected - Operating

Year	Taxes Collected	% Change
2012	\$112,881,085	6.9%
2013	118,759,789	5.2%
2014	119,575,545	0.7%
2015	126,688,154	5.9%
2016	137,512,883	8.5%
2017	139,476,252	1.4%
2018	141,825,805	1.7%
2019*	148,847,211	5.0%
2020*	151,798,000	2.0%

Tax rate is currently 3.03%. The Board of County Commissioners lowered the rate of 3.04% to 3.03% effective January 1, 2015.

Typically, 9.09% of income tax revenue is directly appropriated to the CIP for school construction. For FY 17, the Commissioners temporarily reduced this amount to 7.09% with 2.0% going to Operating. For FY 18, the Commissioners temporarily reduced this amount to 7.59% with 1.5% going to Operating. Source: FY 18 Carroll County CAFR, Table 4: Local Tax Revenues by Source, Governmental Funds

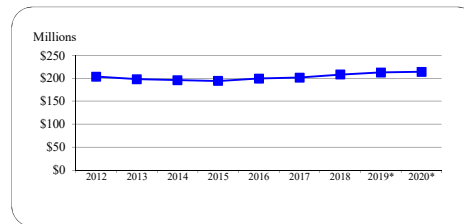


## Total Local Property Tax Collected

Year	Taxes Collected	% Change
2012	\$203,601,066	-2.3%
2013	197,727,477	-2.9%
2014	195,528,915	-1.1%
2015	194,029,688	-0.8%
2016	199,281,166	2.7%
2017	201,438,220	1.1%
2018	207,878,588	3.2%
2019*	212,629,382	2.3%
2020*	214,119,760	0.7%

The tax rate decreased from \$1.048 to \$1.028 for Real Property and from \$2.62 to \$2.57 for Personal Property in FY 12. The tax rate decreased to \$1.018 for Real Property and \$2.545 for Personal Property in FY 13. In FY 14, the Personal Property tax rate decreased to \$2.515.

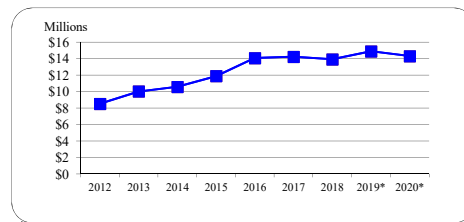
Source: FY 18 Carroll County CAFR, Table 4: Local Tax Revenues by Source, Governmental Funds



## Recordation Tax Collected

Year	Base	% Change
2012	\$8,520,674	11.9%
2013	10,021,395	17.6%
2014	10,576,850	5.5%
2015	11,888,637	12.4%
2016	14,093,918	18.5%
2017	14,241,331	1.0%
2018	13,923,538	-2.2%
2019*	14,900,000	7.0%
2020*	14,307,500	-4.0%

Source: FY 18 Carroll County CAFR, Table 4: Local Tax Revenues by Source, Governmental Funds



\* Indicates budgeted amount

# Financial and Demographic Data

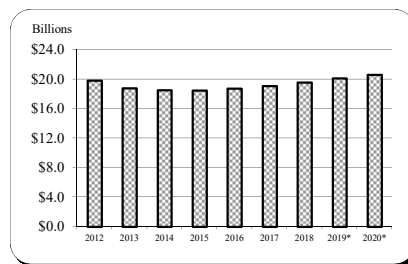
## Assessable Base - Real and Personal Property

Year	Base	% Change
2012	19,829,611,572	-5.2%
2013	18,808,823,173	-5.1%
2014	18,549,381,425	-1.4%
2015	18,495,548,665	-0.3%
2016	18,733,020,866	1.3%
2017	19,098,609,701	2.0%
2018	19,595,053,827	2.6%
2019*	20,122,357,000	2.7%
2020*	20,619,522,965	2.5%

All years are expressed at 100% of assessed value.

Source: FY 18 Carroll County CAFR, Table 6, 2012 - 2018

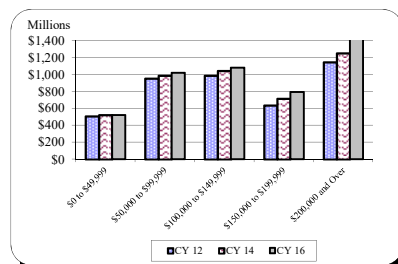
FY 19 - FY 20 Maryland State Department of Assessment and Taxation November 2018 Update



## Net Taxable Income

Income Range	CY 12	CY 14	CY 16
\$0 to \$49,999	\$504,668,381	\$522,162,169	\$520,423,055
\$50,000 to \$99,999	952,519,093	985,787,690	1,017,896,116
\$100,000 to \$149,999	983,536,421	1,042,452,581	1,079,249,194
\$150,000 to \$199,999	635,495,497	712,442,833	790,863,349
\$200,000 and Over	1,142,444,172	1,247,358,619	1,457,039,100

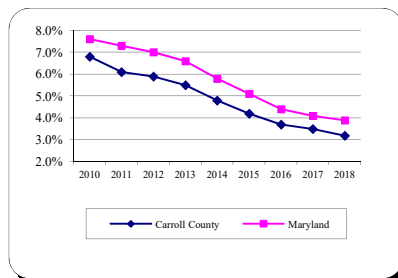
Source: Comptroller of Maryland Income Tax Summary Reports 2012-2016



## Average Annual Unemployment Rates

Year	Carroll County	Maryland
2010	6.8%	7.6%
2011	6.1%	7.3%
2012	5.9%	7.0%
2013	5.5%	6.6%
2014	4.8%	5.8%
2015	4.2%	5.1%
2016	3.7%	4.4%
2017	3.5%	4.1%
2018	3.2%	3.9%

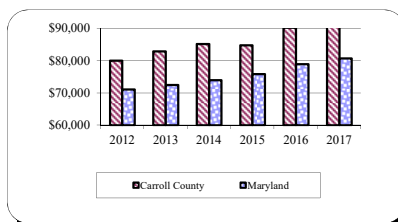
Source: MD Department of Labor, Licensing and Regulation



## Median Household Income

Year	Carroll County	Maryland
2012	\$80,028	\$71,122
2013	82,955	72,483
2014	85,274	73,971
2015	84,887	75,847
2016	90,343	78,945
2017	93,676	80,776

Source: U.S. Census Bureau, American Community Survey



\* Indicates budgeted amount

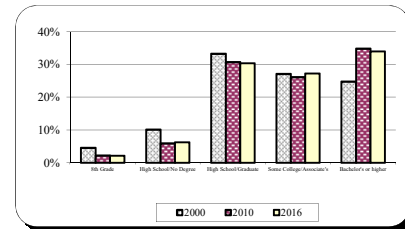


# Financial and Demographic Data

## Educational Attainment

Population 25+ years	2000	2010	2016
8th Grade	4.6%	2.2%	2.1%
High School/No Degree	10.1%	6.0%	6.2%
High School/Graduate	33.3%	30.8%	30.4%
Some College/Associate's	27.2%	26.1%	27.3%
Bachelor's or higher	24.8%	34.9%	34.0%

Sources: US Census Bureau - 2000, 2010 Census  
US Census Bureau - 2016 American Community Survey

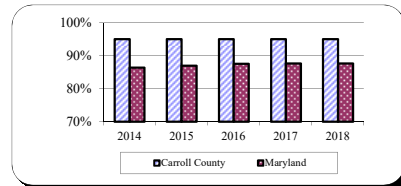


## Graduation Rates

Year	Carroll County	Maryland
2014	95.0%	86.4%
2015	95.0%	87.0%
2016	95.0%	87.6%
2017	95.0%	87.7%
2018	95.0%	87.7%

Source: 2017 Maryland Report Card

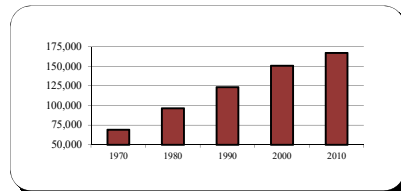
Note: 95% in a category indicates > 95 and corresponding counts have been suppressed.



## Population

Year	Carroll County
April 1, 1970 Census	69,006
April 1, 1980 Census	96,356
April 1, 1990 Census	123,372
April 1, 2000 Census	150,897
April 1, 2010 Census	167,134

Source: US Census Bureau



# Economic Factors

## Related Industrial, Employment, and Labor Figures

The following table shows the distribution of employment by employer classification. These figures exclude railroad, domestic service, self-employed, agriculture, and unpaid family workers.

### Business and Industry Composition Carroll County, Maryland 2017

<u>Classification</u>	<u>Number of Reporting Units</u>	<u>% of Total*</u>	<u>Annual Average Employment</u>	<u>% of Total*</u>
Natural Resources and Mining.....	49	1.1	483	0.8
Construction.....	824	18.1	6,019	10.3
Manufacturing.....	137	3.0	3,843	6.6
Trade, Transportation, and Utilities.....	864	19.0	12,193	20.8
Information.....	43	0.9	276	0.5
Financial Activities.....	349	7.7	1,614	2.8
Professional and Business Services.....	914	20.1	6,827	11.7
Education and Health Services.....	505	11.1	10,111	17.3
Leisure and Hospitality.....	336	7.4	6,898	11.8
Other Services.....	434	9.5	2,200	3.8
Local Government.....	62	1.4	6,547	11.2
State Government.....	10	0.2	1,231	2.1
Federal Government.....	20	0.4	320	0.5
<b>Total.....</b>	<b>4,547</b>	<b>100.0%</b>	<b>58,562</b>	<b>100.0%</b>

\* Totals may not add due to rounding.

Source: Maryland Department of Labor, Licensing, and Regulation, Office of Workforce Information and Performance, "Workforce Information & Performance, 2017 Annual Average."

Listed below alphabetically are the 10 largest employers in Carroll County in 2018:

<u>Firm</u>	<u>Product/Service</u>
Carroll Community College	Higher education (Public)
Carroll County Board of Education*	Elementary and secondary education
Carroll County Commissioners**	Local government central office
Carroll Hospital Center	General hospital
Carroll Lutheran Village	Nursing care
English American Tailoring	Clothing
Evapco	Cooling equipment manufacturer
Integrace	Nursing care
McDaniel College	Higher education
Penguin Random House	Book warehousing and distribution

\* Includes only contracted employees; does not include hourly employees such as substitutes, etc.

\*\* Central offices under Commissioner Authority only, excludes Sheriff's Office, Courts, State's Attorney Office, and Soil Conservation.

Source: Carroll County Department of Economic Development

## Unemployment

The following table sets forth Carroll County's average unemployment rates for the last five calendar years as compared to regional and national averages.

	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>
Anne Arundel County.....	3.5%	3.6%	3.8%	4.4%	5.1%
Baltimore City.....	5.9	6.1	6.6	7.5	8.5
Baltimore County.....	4.2	4.3	4.7	5.3	6.1
<b>Carroll County.....</b>	<b>3.2</b>	<b>3.5</b>	<b>3.7</b>	<b>4.2</b>	<b>4.8</b>
Harford County.....	3.8	3.9	4.2	4.9	5.7
Howard County.....	3.2	3.1	3.3	3.8	4.3
Queen Anne's County.....	3.5	3.7	3.9	4.5	5.1
State of Maryland.....	3.9	4.1	4.4	5.1	5.8
United States.....	3.9	4.4	4.9	5.3	6.2

Sources: Maryland Department of Labor, Licensing, and Regulation, Office of Workforce Information and Performance, U.S. Dept. of Labor, Bureau of Labor Statistics, Local Area Unemployment Statistics.

## Income

A comparison of the per capita personal income growth for Carroll County, the other jurisdictions in the Baltimore-Columbia-Towson Metropolitan Statistical Area (MSA), and the State of Maryland is shown in the table below:

	<u>2016</u>	<u>2017</u>	<u>% Increase</u>
Anne Arundel County.....	\$62,404	\$64,648	3.6%
Baltimore City.....	47,040	49,168	4.5
Baltimore County.....	56,273	59,130	5.1
<b>Carroll County.....</b>	<b>57,687</b>	<b>60,512</b>	<b>4.9</b>
Harford County.....	54,232	56,564	4.3
Howard County.....	71,869	74,938	4.3
Queen Anne's County.....	57,948	61,995	7.0
State of Maryland.....	58,052	60,847	4.8

Source: U.S. Bureau of Economic Analysis, Local Area Personal Income: 2017.

A comparison of the growth in Carroll County and State of Maryland personal income is presented in the following table:

<u>Calendar Year</u>	<u>Personal Income</u>		<u>Percent Change From Previous Year</u>	
	<u>Carroll</u>	<u>State</u>	<u>Carroll</u>	<u>State</u>
2017.....	\$10,152,747	\$368,258,200	4.9%	5.4%
2016.....	9,671,608	349,266,576	2.6	3.6
2015.....	9,425,378	337,212,412	4.3	4.5
2014.....	8,928,631	322,608,872	4.0	3.3
2013.....	8,290,487	312,369,522	0.8	-0.6
2012.....	8,246,823	314,159,795	2.7	3.2
2011.....	7,893,434	304,387,669	4.8	5.4
2010.....	7,515,709	288,737,386	2.4	3.2

Source: U.S. Bureau of Economic Analysis, Local Area Personal Income: 2017, Interactive Tables, Regional Data.

## Commuting Patterns

The 2010 Census survey determined the work commuting patterns for workers 16 years and older for the labor forces of each of Maryland's counties and the City of Baltimore. Comparative figures for workers commuting outside of the County of residence for the subdivisions in the Baltimore MSA are presented below:

Anne Arundel County.....	43.7%
Baltimore City.....	38.1
Baltimore County.....	47.3
<b>Carroll County.....</b>	<b>55.1</b>
Harford County.....	48.1
Howard County.....	62.0
Queen Anne's County.....	59.8

Source: U.S. Bureau of the Census 2010, American Community Survey, American Fact Finder.

## Education

The number of high school students in Baltimore MSA area and the State of Maryland, as a whole, who graduated in 2018 as a percentage of their ninth grade enrollment, four grades earlier, are:

Anne Arundel County.....	88.5%
Baltimore City.....	70.7
Baltimore County.....	89.0
<b>Carroll County.....</b>	<b>95.0</b>
Harford County.....	88.9
Howard County.....	92.3
Queen Anne's County.....	95.0
State of Maryland.....	87.7

Source: Maryland Report Card 2018 Performance Report. 4-Year Adjusted Cohort. Maryland State Department of Education

ORDINANCE NO.- 2019-03

WHEREAS, the County Commissioners of Carroll County are required by law to provide for the health, safety and welfare of the citizens of Carroll County, and to provide certain services as required by law; and

WHEREAS, under the provisions of Resolution 32-75, the County Commissioners of Carroll County have provided for a proposed annual budget to be filed with the Clerk to the County Commissioners and distributed to the various news agencies in Carroll County, and to the Carroll County Public Library for reference by the public; and

WHEREAS, pursuant to the provisions of Resolution 32-75, the Clerk to the Board of County Commissioners of Carroll County advertised a public hearing on the Budget which was held on May 13, 2019, at which time the County Commissioners of Carroll County received comments concerning the Proposed Budget; and

WHEREAS, the County Commissioners of Carroll County have reviewed the requested budgets of the various departments of County Government and those agencies to whom the County is obligated to provide appropriations and has reviewed the comments made at the public hearing on the Budget; and

WHEREAS, the County Commissioners of Carroll County, in order to provide necessary services to the people of Carroll County at the lowest possible cost, DO HEREBY ORDAIN that the following amounts of money be appropriated for the following services of government from the revenues generated from taxes to be levied, fees, grants, fines, and other revenue sources available to County Government:

COUNTY COMMISSIONERS OF CARROLL COUNTY, MARYLAND

THE ANNUAL BUDGET AND APPROPRIATION ORDINANCE  
OF CARROLL COUNTY  
FOR FISCAL YEAR 2019-2020

SECTION I

GENERAL FUND

Whereas, General Fund revenues for the fiscal year beginning July 1, 2019, and ending June 30, 2020, have been estimated at \$418,809,330. In order to provide a balanced budget, as is required by law, funds are allocated to the departments, boards, agencies, commissions, programs, and projects as follows:

APPROPRIATIONS

PUBLIC SCHOOLS

Board of Education		\$197,251,500
Revenue Sources:		
Local:		
Direct Funding	\$197,251,500	
In-Kind	750,000	
Total Local		\$198,001,500
State		142,291,094
Federal		14,177,536
Other		5,136,641
Total Revenue Sources		\$359,606,771

Category Totals - Uses:		
Administration	\$5,612,871	
Instructional Salaries & Wages	130,494,877	
Student Personnel Services	1,684,795	
Student Health Services	4,141,129	
Student Transportation	22,922,542	
Operation of Plant	23,024,711	
Maintenance of Plant	5,787,350	
Fixed Charges	82,238,477	
Community Services	437,700	
Capital Outlay	785,180	
Mid-Level Administration	25,176,208	
Special Education	46,887,518	
Textbooks and Instructional Supplies	7,826,697	
Other Instructional Costs	2,586,716	
Total BOE Budget	\$359,606,771	
Board of Education Debt Service		10,227,000
TOTAL PUBLIC SCHOOLS		\$207,478,500
<b>EDUCATION OTHER</b>		
Carroll County Cable Commission		\$156,760
Carroll Community College - Adult Basic Ed.		284,040
Carroll County Community College - Entrepreneurship Program		148,830
Carroll County Community College		10,607,100
Category Totals - Includes all revenue sources:		
Instruction	14,509,647	
Academic Support	4,206,159	
Student Services	3,327,848	
Institutional Support	7,234,850	
Operation and Maintenance of Plant	3,855,982	
Mandatory Transfers	65,000	
	\$33,199,486	
Community Media Center		670,000
TOTAL EDUCATION OTHER		\$11,866,730
<b>CARROLL COUNTY PUBLIC LIBRARY</b>		\$9,279,640
<b>PUBLIC SAFETY AND CORRECTIONS</b>		
Public Safety and 911	\$5,550,230	
Administrative Services	3,182,570	
Advocacy and Investigation Center	20,940	
Corrections	8,833,240	
Law Enforcement	11,607,640	
Training Academy	69,570	
State's Attorney - Criminal Prosecution	3,586,800	
Animal Control	937,180	
EMS 24/7 Services	4,657,180	
Volunteer Emergency Services Association	8,545,670	
Length of Service Award Program	398,000	
TOTAL PUBLIC SAFETY AND CORRECTIONS		\$47,389,020
<b>JUDICIAL SERVICES</b>		
Circuit Court	\$2,274,510	
Circuit Court Magistrates	407,160	
Orphans Court	61,110	
Volunteer Community Service Program	186,440	
TOTAL JUDICIAL SERVICES		\$2,929,220

**PUBLIC WORKS**

Public Works Administration	\$584,640
Building Construction	334,970
Engineering Administration	404,460
Engineering Construction Inspection	418,960
Engineering Design	323,850
Engineering Survey	268,710
Facilities	11,163,490
Fleet Management	7,873,160
Permits and Inspections	1,449,890
Roads Operations	7,270,720
Storm Emergencies	2,167,160
Traffic Control	335,200
Transit Administration	144,390
Veteran Transit Services	167,000
<b>TOTAL PUBLIC WORKS</b>	<b>\$32,906,600</b>

**HEALTH AND HUMAN SERVICES****HEALTH**

The ARC Carroll County	\$270,800
CHANGE, Inc.	265,540
Family & Children's Services	392,070
Flying Colors of Success	46,640
Rape Crisis Intervention Service	168,630
Target, Community and Educational Services	270,800
Health Department	3,601,730
	<b>\$5,016,210</b>

**HUMAN SERVICES**

Citizen Services Administration	\$343,990
Aging	1,205,590
Recovery Support Services	411,940
Access Carroll	20,000
Human Services Program	1,217,310
Mosaic Community Services	109,760
Social Services	20,000
Youth Services Bureau	1,070,390
	<b>\$4,398,980</b>

**TOTAL HEALTH AND HUMAN SERVICES****\$9,415,190****CULTURE AND RECREATION**

Recreation Services Administration	\$355,710
Farm Museum	960,220
Hashawha	822,970
Piney Run Park	638,110
Recreation	493,020
Sports Complex	203,300
Historical Society of Carroll County	62,500
Homestead Museum	25,000
<b>CULTURE AND RECREATION</b>	<b>\$3,560,830</b>



**GENERAL GOVERNMENT**

Comprehensive Planning	\$820,250
Comptroller Administration	401,420
Accounting	1,033,570
Bond Issuance	243,220
Collections Office	1,221,110
Independent Post Audit	51,770
Purchasing	402,490
County Attorney	724,440
Economic Development Administration	807,610
Business and Employment Resource Center	194,560
Economic Development Infrastructure and Investment	1,250,000
Tourism	408,210
Human Resources Administration	1,279,720
Health and Fringe Benefits	28,354,510
Personnel Services	148,010
Land and Resource Management Administration	744,760
Development Review	488,880
Resource Management	766,230
Zoning Administration	239,230
Management and Budget Administration	247,050
Budget	552,030
Grants Management	157,330
Risk Management	2,302,650
Technology Services	4,685,310
Production and Distribution Services	448,270
Administrative Hearings	78,570
Audio Video Production	183,910
Board of Elections	1,449,700
Board of License Commissioners	78,040
Not in Carroll	300,000
County Commissioners	979,630
<b>TOTAL GENERAL GOVERNMENT</b>	<b>\$51,042,480</b>

**CONSERVATION AND NATURAL RESOURCES**

Cooperative Extension	\$511,330
Gypsy Moth	30,000
Soil Conservation	415,940
Weed Control	74,480
<b>TOTAL CONSERVATION AND NATURAL RESOURCES</b>	<b>\$1,031,750</b>

**MISCELLANEOUS**

Debt Service	\$26,502,020
Intergovernmental Transfers	3,185,210
Reserve for Contingencies	4,579,280
Interfund Transfers	2,988,710
Transfer to Capital	4,654,150
<b>TOTAL MISCELLANEOUS</b>	<b>\$41,909,370</b>

**TOTAL GENERAL FUND APPROPRIATIONS**

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**\$418,809,330**



**GENERAL FUND REVENUE AND FUND BALANCE APPROPRIATED****TAXES-LOCAL**

Real Property Tax	\$198,001,680
Taxes-Discounts	(860,000)
Penalty and Interest	820,000
Homestead Tax Credit	(370,520)
Senior Tax Credit	(20,000)
Personal Property Tax-Unincorporated	350,000
RR & PU Tax-Current Year	8,000,000
Personal Property Tax-Incorporated	7,798,600
Taxes-Prior Years Deferred	300,000
Semi-Annual Service Charges	100,000
TOTAL LOCAL -TAXES	<u>\$214,119,760</u>

**TAXES-LOCAL OTHER**

Income Tax	\$151,798,000
911 Service Fee	2,850,000
PILOT	16,800
Cable Franchise Fee	1,827,000
Recordation	14,307,500
Admissions	350,000
TOTAL LOCAL OTHER -TAXES	<u>\$171,149,300</u>

**STATE SHARED**

Police Aid	\$860,000
TOTAL STATE SHARED	<u>\$860,000</u>

**LICENSES AND PERMITS**

Beer, Wine and Liquor	\$210,000
Amusements	2,000
Traders Licenses	133,900
Mobile Home Licenses	62,000
Animal Licenses	65,000
Kennel Licenses	18,000
Building Permits	565,000
Plumbing Licenses	16,000
Marriage Licenses	33,000
Electrical Licenses	20,000
Utility Construction Permits	36,000
Electrical Permits	210,000
Grading Permits	22,000
Use and Occupancy Certificate	23,000
Heavy Equipment Tax	125,000
Zoning Certificates/Ordinances	2,100
Plumbing Permits	160,000
Reinspection Fees	8,000
TOTAL LICENSES AND PERMITS	<u>\$1,711,000</u>

**INTERGOVERNMENTAL REVENUES**

Bond Interest Subsidy	\$750,270
State Aid - Fire Companies	388,600
Grand & Petit Jury reimbursement	52,000
Circuit Court Master reimbursement	184,590
TOTAL INTERGOVERNMENTAL REVENUES	<u>\$1,375,460</u>

**GENERAL GOVERNMENT**

Lien Certification	\$215,000
Data Processing Services	3,100
Hearing Fees - Board of Zoning appeals	14,000
Copy Fees	14,900
Health Dept. - BGE	50,000
Hearing Fees - Zoning Admin.	12,600
TOTAL GENERAL GOVERNMENT	<hr/> \$309,600

**PUBLIC SAFETY**

Sheriff Salary Recovery	\$14,890
Sheriff Fees	102,790
Sheriff Training Academy	100,970
Detention Center	200,000
Inspection Fees - Roads	75,000
Inspection Fees - Development Review	12,000
Inspection Fees - Fire Safety	97,000
Detention Center - Commissary	50,000
Detention Center - Home Detention	21,890
Detention Center - Juvenile Transport	21,530
Detention Center - Work Release	70,000
Citations	6,380
Circuit Court Annex- Rent/Heat	13,000
Sex Offender Registry	26,000
State Criminal Alien Asst. Program	2,620
TOTAL PUBLIC SAFETY	<hr/> \$814,070

**PUBLIC WORKS**

Vehicle Maintenance	\$475,000
Road Maintenance	110,000
Development Review Fees	130,000
Flood Plain Review Fees	2,000
Fuel Recovery	600,000
Stormwater/Environmental Review Fees	36,000
Engineering Review Fee	20,000
Forest Conservation Review Fees	22,000
Weed Control	71,580
TOTAL PUBLIC WORKS	<hr/> \$1,466,580

**CULTURE AND RECREATION**

Hashawha General Public Programs	\$9,000
Hashawha Concessions	1,000
Hashawha Fees	265,000
Hashawha Outdoor School Meals	147,000
Hashawha School/Youth Program	13,000
Bear Branch Programs	18,000
Farm Museum Admissions	16,000
Farm Museum Concessions	50,000
Farm Museum Sponsorship	30,000
Farm Museum - Wine Festival Admissions	350,000
Farm Museum Special Events	60,000
Farm Museum Weddings	40,000

Piney Run - Admissions	200,000
Piney Run School Groups	6,500
Piney Run Boat Rentals	75,500
Piney Run Concessions	12,000
Piney Run Programs	6,000
Piney Run Nature Center Concessions	2,500
Piney Run Nature Center Facility Rental	2,000
Piney Run Nature Center Programs	4,500
Piney Run Nature Center Nature Camp	75,000
Piney Run Council Sponsorship	1,200
Pavilion & Facility Rentals	60,000
Rec & Parks Program Fees	18,000
Sports Complex Advertisement	300
Sports Complex Concessions	1,200
Sports Complex Rent/Light/Cell	41,200
Sports Complex Tournament Fees	18,100
Park Facility Rental	7,700
Dog Park Memberships	4,000
<b>TOTAL CULTURE AND RECREATION</b>	<b>\$1,534,700</b>

#### **AGING**

Westminster Senior Center Classes	\$13,000
North Carroll Senior Center Classes	21,000
South Carroll Senior Center Classes	28,000
Taneytown Senior Center Classes	3,600
Mt. Airy Senior Center Classes	14,000
Senior Center Bus Trips	25,000
<b>TOTAL AGING</b>	<b>\$104,600</b>

#### **FINES AND FORFEITS**

Circuit Court Fines	\$30,000
Liquor License Fines	7,200
Animal Violations Fines	10,000
Humane Society Impound Fees	20,000
Parking Violations	250
<b>TOTAL FINES AND FORFEITS</b>	<b>\$67,450</b>

#### **OTHER**

Interest - Misc. Loans	\$11,100
Interest - Fire Company Loans	255,170
Investment Interest	3,559,643
Rents And Royalties	322,960
Cell Tower Rent	52,000
Rent - Family Law	6,600
Advertising - Liquor Licenses	10,000
Postage	26,650
Equipment Sales	150,000
Purchasing Card Rebate	35,000
Miscellaneous	213,660
<b>TOTAL OTHER</b>	<b>\$4,642,783</b>

**COST RECOVERIES**

Health Department	\$5,000
Pension Recovery - Enterprise and Grants	335,000
OPEB Recovery - Enterprise and Grants	370,000
State Retirement Recovery - Enterprise and Grants	6,650
Westminster Motorola Revenue Recovery	22,000
TOTAL COST RECOVERIES	<u>\$738,650</u>

**TRANSFER FROM OTHER FUNDS**

Capital Fund	\$10,225,720
Hotel Rental Tax	408,210
TOTAL TRANSFER FROM OTHER FUNDS	<u>\$10,633,930</u>

**GENERAL FUND BALANCE APPROPRIATION**

	<u>\$9,281,447</u>
APPROPRIATED	<u><u>\$418,809,330</u></u>

**SECTION II****CAPITAL FUND**

WHEREAS, Capital Funds revenues for fiscal year beginning July 1, 2019, and ending June 30, 2020 have been estimated at \$65,792,708. In order to provide a balanced budget, as required by law, funds are allocated to the various projects as follows:

**APPROPRIATIONS****EDUCATION**

Career and Technology Center	\$2,493,000
High School Science Room Renovations	3,146,000
HVAC System Replacement - Spring Garden Elementary	3,175,000
HVAC System Replacement - Winfield Elementary	8,719,000
Paving	855,000
Roof Replacement - Cranberry Station Elementary	1,978,000
Technology Improvements	1,000,000
Transfer to Operating Budget for BOE Debt Service	10,225,720
Window Replacement - South Carroll High School	155,000
Window Replacement - Westminster High School	155,000
<b>TOTAL EDUCATION</b>	<b>\$31,901,720</b>

**CONSERVATION AND OPEN SPACE**

Agriculture Land Preservation	\$4,663,680
Stormwater Facility Renovation	320,000
Watershed Assessment and Improvement (NPDES)	3,450,000
<b>TOTAL CONSERVATION AND OPEN SPACE</b>	<b>\$8,433,680</b>

**PUBLIC WORKS****Roads:**

Highway Safety Improvements	\$30,000
Market Street Extended	500,000
Pavement Management Program	12,660,000
Pavement Preservation	1,114,000
Ramp and Sidewalk Upgrades	78,000
Small Drainage Structures	500,000
State Road Projects	100,000
Storm Drain Rehabilitation	215,000
Storm Drain Video Inspection	135,000
<b>TOTAL ROADS</b>	<b>\$15,332,000</b>

**Bridges:**

Babylon Road over Silver Run	\$202,000
Bridge Inspection and Inventory	83,500
Bridge Maintenance and Structural Repair	71,000
Cleaning and Painting of Existing Bridge Structural Steel	212,000
<b>TOTAL BRIDGES</b>	<b>\$568,500</b>

**TOTAL PUBLIC WORKS****\$15,900,500**



**CULTURE AND RECREATION**

Bear Branch Nature Center Roof Replacement	\$270,000
Community Self-Help Projects	80,000
Double Pipe Creek Boat Ramp	28,000
Land Acquisition	700,000
Park Restoration	171,000
Sports Complex Lighting	683,000
Tot Lot Replacement	80,000
Town Fund	17,970
<b>TOTAL CULTURE AND RECREATION</b>	<b>\$2,029,970</b>

**GENERAL GOVERNMENT FACILITIES**

Carroll Community College Systemic Renovations	\$435,000
Carroll Community College Technology	350,000
County Building Access System Replacements/Additions	280,000
County Building Systemic Renovations	712,500
County Technology	1,230,250
Elections Pollbooks and Printers	452,000
Facilities Asset Management and Work Order System	157,000
Farm Museum Tot Lot	160,000
Generator Replacement	185,000
Library Technology	100,000
Parking Lot Overlays	243,088
Public Safety Emergency Communications Radios	800,000
Public Safety Regional Water Supply	126,000
Public Safety Training Center	1,000,000
Westminster Library - Exploration Commons	1,296,000
<b>TOTAL GENERAL GOVERNMENT</b>	<b>\$7,526,838</b>

**TOTAL CAPITAL FUND APPROPRIATIONS****\$65,792,708****CAPITAL FUND REVENUES****LOCAL:**

Transfer from General Fund	\$4,654,146
Reallocated GF Transfer	739,266
Local Income Tax	12,080,720
Property Tax	2,680,680
Bonds	28,074,330
Reallocated Bonds	2,695,384
Transfer from Special Revenue - Hotel Tax	160,000
<b>TOTAL LOCAL</b>	<b>\$51,084,527</b>

**STATE:**

State Highway Administration	\$176,000
Highway User Revenue	2,548,431
Program Open Space	1,651,700
Ag. Preservation (MALPF)	500,000
Ag Transfer Tax	150,000
State School Construction	7,603,950
MD Higher Education Commission	227,000
MD Library Development	800,000
<b>TOTAL STATE</b>	<b>\$13,657,081</b>

**FEDERAL:**

Highway/Bridge	\$331,500
<b>TOTAL FEDERAL</b>	<b>\$331,500</b>

**OTHER:**

Municipal	\$223,600
Private	496,000
<b>TOTAL OTHER</b>	<b>\$719,600</b>

**TOTAL CAPITAL FUND REVENUES****\$65,792,708****SECTION III****PENSION TRUST FUND**

WHEREAS, Pension Trust Fund revenues for the fiscal year beginning July 1, 2019, and ending June 30, 2020, have been estimated at \$4,487,350. In order to provide a balanced budget, as is required by law, funds are allocated as follows:

**APPROPRIATIONS**

County Pension Fund Trust	\$3,169,090
Certified Law Officers Pension Fund	1,318,260
<b>TOTAL APPROPRIATIONS</b>	<b>\$4,487,350</b>

**REVENUES**

General Fund Contribution	\$4,487,350
<b>TOTAL REVENUES</b>	<b>\$4,487,350</b>

**SECTION IV****OTHER POST EMPLOYMENT BENEFITS**

WHEREAS, OPEB Fund revenues for the fiscal year beginning July 1, 2019 and ending June 30, 2020, have been estimated at \$13,093,310. In order to provide a balanced budget, as is required by law, funds are allocated as follows:

**APPROPRIATIONS**

Other Post Employment Benefit Payments - County	\$6,077,810
Retiree Health Benefit Payments	7,015,500
<b>TOTAL APPROPRIATIONS</b>	<b>\$13,093,310</b>

**REVENUES**

General Fund Contribution	\$12,493,310
Retiree Contributions	600,000
<b>TOTAL REVENUES</b>	<b>\$13,093,310</b>

**SECTION V****SPECIAL REVENUE FUND**

WHEREAS, Special Revenue Fund revenues for the fiscal year beginning July 1, 2019, and ending June 30, 2020 have been estimated at \$568,210. In order to provide a balanced budget, as is required by law, funds are allocated as follows:

**APPROPRIATIONS**

Transfer to Capital Budget	\$160,000
Transfer to Operating Budget	408,210
<b>TOTAL APPROPRIATIONS</b>	<b>\$568,210</b>

**REVENUES**

Hotel Rental Tax	\$568,210
<b>TOTAL REVENUES</b>	<b>\$568,210</b>

**SECTION VI****WATERSHED PROTECTION AND RESTORATION FUND**

WHEREAS, Watershed Protection and Restoration Fund revenues for the fiscal year beginning July 1, 2019, and ending June 30, 2020 have been estimated at \$2,503,750. In order to provide a balanced budget, as is required by law, funds are allocated as follows:

**APPROPRIATIONS**

Personnel	\$1,157,810
Operating	164,100
Debt Service	1,181,840
<b>TOTAL APPROPRIATIONS</b>	<b>\$2,503,750</b>

**REVENUES**

Dedicated Property Tax	\$2,148,660
Fund Balance	237,210
Town Contributions	107,880
Interest Revenue	10,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$2,503,750</b>



**SECTION VII****LENGTH OF SERVICE AWARD PROGRAM**

WHEREAS, Length of Service Award Program for the fiscal year beginning July 1, 2019, and ending June 30, 2020 have been estimated at \$398,000. In order to provide a balanced budget, as is required by law, funds are allocated as follows:

**APPROPRIATIONS**

Length of Service Award Payments	\$398,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$398,000</b>

**REVENUES**

General Fund Contribution	\$398,000
<b>TOTAL REVENUES</b>	<b>\$398,000</b>

**SECTION VIII****UTILITIES ENTERPRISE FUND**

WHEREAS, Utilities Enterprise Fund revenues for the fiscal year beginning July 1, 2019, and ending June 30, 2020 have been estimated at \$12,057,395 in operating and \$5,441,300 in capital. In order to provide a balanced budget as is required by law, funds are allocated as follows:

**APPROPRIATIONS**

<b><u>Operating</u></b>	
Bureau of Utilities Administration	\$1,833,330
Board of Education Facilities	330,230
Freedom Sewer	2,785,410
Freedom Water	3,549,930
Hampstead Sewer	981,690
Other Water & Sewer	155,130
Capital - Repair, Replace, Rehabilitate	2,421,675
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>\$12,057,395</b>

**REVENUES**

MES	\$18,000
Water Usage	4,974,922
Sewer Usage	6,108,673
Lateral/Meter Service	0
Interest	115,000
Rents and Royalties	213,000
Miscellaneous	106,570
General Fund Transfer	521,230
<b>TOTAL OPERATING REVENUES</b>	<b>\$12,057,395</b>

**APPROPRIATIONS**

<b><u>Capital</u></b>	
County Water Line Rehabilitation/Replacement	\$726,000
Freedom Sewer Rehabilitation	175,000
Freedom Wells and Connections	97,000
Freedom WTP Membrane Replacement	174,000
Hampstead Sewer Rehabilitation	55,000
Hydrant Replacements	99,000
North Pump Station Upgrade	180,000
Runnymede Wastewater Treatment Facility Rehabilitation	28,000
Sewer Grinder Installation/Rehabilitation	60,500
Sewer Line Repair, Replacement, and New Installation	110,000
Sewer Manhole Rehabilitation	80,000
South Carroll Wastewater Treatment Facility Rehabilitation	163,000
Standby Generator Replacement	147,000
Tank Rehabilitation and Replacement	640,000
Town of Sykesville Streetscape Water and Sewer Upgrades	715,000

Water Main Loops	440,000
Water Main Valve Replacements	357,000
Water Meters	632,500
Water Service Line Replacement	281,800
Water/Sewer Studies	280,500
<b>TOTAL CAPITAL APPROPRIATIONS</b>	<b>\$5,441,300</b>

#### REVENUES

<b>Capital</b>	
Transfer from General Fund	\$191,000
Utilities Maintenance Fee	1,987,500
Utilities Sewer User Fees	840,493
Reallocated Utilities Sewer User Fees	17,257
Utilities Water User Fees	2,315,050
Area Connection Charges	90,000
<b>TOTAL CAPITAL REVENUES</b>	<b>\$5,441,300</b>

#### SECTION IX

##### **SOLID WASTE ENTERPRISE FUND**

WHEREAS, Solid Waste Enterprise Fund revenues for the fiscal year beginning July 1, 2019, and ending June 30, 2020, have been estimated at \$8,224,770 in operating. In order to provide a balanced budget as is required by law, funds are allocated as follows:

#### APPROPRIATIONS

<b>Operating</b>	
Solid Waste Management Supervision	\$367,550
Closed Landfills	229,480
Northern Landfill	2,228,060
Recycling Operations	1,228,590
Solid Waste Accounting Administration	860,790
Solid Waste Transfer Station	3,310,300
Revenue in Excess of Expenditures	0
<b>TOTAL OPERATING REVENUES</b>	<b>\$8,224,770</b>

#### REVENUES

<b>Operating</b>	
Tipping Fee - Northern Landfills	\$6,711,700
County Hauling	5,500
Interest	150,000
Rent and Royalties	175,600
Recycling	160,000
Misc.	7,500
General Fund Transfer	615,000
Transfer from Fund Balance	399,470
<b>TOTAL REVENUES</b>	<b>\$8,224,770</b>

**SECTION X****AIRPORT ENTERPRISE FUND**

WHEREAS, Airport Enterprise Fund revenues for the fiscal year beginning July 1, 2019, and ending June 30, 2020 have been estimated at \$1,013,490 in operating and \$17,500 in capital. In order to provide a balanced budget as is required by law, funds are allocated as follows:

**APPROPRIATIONS****Operating**

Airport Operations	\$864,776
Revenue in Excess of Expenditures	148,714
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>\$1,013,490</b>

**REVENUES****Operating**

Fuel	\$98,000
Rents	155,580
Corporate Hangar Rents	618,300
Pass - Through Utilities/Taxes	137,930
Miscellaneous	3,680
<b>TOTAL OPERATING REVENUES</b>	<b>\$1,013,490</b>

**APPROPRIATIONS**

Grounds Maintenance Equipment and Storage Facility	\$17,500
<b>TOTAL CAPITAL APPROPRIATIONS</b>	<b>\$17,500</b>

**REVENUES**

Fed Aviation Admin	\$17,500
<b>TOTAL CAPITAL REVENUES</b>	<b>\$17,500</b>

**SECTION XI****FIREARMS ENTERPRISE FUND**

WHEREAS, Firearms Enterprise Fund revenues for the fiscal year beginning July 1, 2019, and ending June 30, 2020 have been estimated at \$159,200 in operating. In order to provide a balanced budget as is required by law, funds are allocated as follows:

**APPROPRIATIONS****Operating**

Firearms	\$159,200
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>\$159,200</b>

**REVENUES****Operating**

Firearms Facility Fees	\$150,000
Firearms Facility Concessions	1,200
Firearms Facility Interest	2,000
Recycling	6,000
<b>TOTAL OPERATING REVENUES</b>	<b>\$159,200</b>

**SECTION XII****SEPTAGE ENTERPRISE FUND**

WHEREAS, Septage Enterprise Fund revenues for the fiscal year beginning July 1, 2019, and ending June 30, 2020 have been estimated at \$1,073,750 in operating. In order to provide a balanced budget as is required by law, funds are allocated as follows:

**APPROPRIATIONS****Operating**

Septage Facility Operations	\$827,760
Capital - Repair, Replace, Rehabilitate	245,990
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>\$1,073,750</b>

**REVENUES****Operating**

Septage Fees	\$1,040,000
Interest	33,750
<b>TOTAL OPERATING REVENUES</b>	<b>\$1,073,750</b>

**SECTION XIII****FIBER NETWORK ENTERPRISE FUND**

WHEREAS, Fiber Network Enterprise Fund revenues for the fiscal year beginning July 1, 2019 and ending June 30, 2020 have been estimated at \$445,000 in operating. In order to provide a balanced budget as is required by law, funds are allocated as follows:

**APPROPRIATIONS****Operating**

Fiber Network Operations	\$445,000
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>\$445,000</b>

**REVENUES****Operating**

Interfund Transfer	\$192,800
Dark Fiber Lease	252,200
<b>TOTAL OPERATING REVENUES</b>	<b>\$445,000</b>

**SECTION XIV****GRANT FUND**

WHEREAS, Grant Fund revenues for the fiscal year beginning July 1, 2019, and ending June 30, 2020 have been estimated at \$16,405,796. In order to provide a balanced budget as is required by law, funds are allocated as follows:

**APPROPRIATIONS****BUREAU OF AGING**

Case Management and Support Planning	\$306,155
Federal Financial Participation	120,580
National Caregiver Support Program	34,206
Ombudsman	58,455
Senior Assisted Housing	103,306
Senior Citizens Center Operating Fund	12,805
Senior Coordinated Community Care	182,187
Senior Guardianship Program	42,335
Senior Health Insurance Program	44,170
Senior Inclusion Program	433,000
Senior Information and Assistance	91,542
Senior Medicare Patrol Program	4,685
Title III B (Supportive Services)	159,807
Title III C1 (Congregate Meals)	297,197
Title III C2 (Home Delivered Meals)	93,589
Title III D (Health Promotion)	9,270
Title III E (Caregiver Support)	81,358
Veterans Directed Home Services	22,874
Veterans Services	150,000
<b>TOTAL BUREAU OF AGING GRANTS</b>	<b>\$2,247,521</b>

**BUSINESS AND EMPLOYMENT RESOURCE CENTER**

DORS Pre-Employment Transition Services	\$77,660
Summer Youth Connections	23,328
WIOA Title I - Administration	107,958
WIOA Title I - Adult	199,067
WIOA Title I - Dislocated Worker	563,841
WIOA Title I - Youth	208,706
<b>TOTAL BERC GRANTS</b>	<b>\$1,180,560</b>

**CIRCUIT COURT**

Child Support Enforcement	41,814
Drug Treatment Court	311,750
Family Law Administration	658,898
<b>TOTAL CIRCUIT COURT GRANTS</b>	<b>\$1,012,462</b>

**CITIZEN SERVICES STATE**

Health Department - Emergency Funds	\$4,000
<b>TOTAL CITIZEN SERVICES STATE GRANTS</b>	<b>\$4,000</b>

**COMPREHENSIVE PLANNING**

2020 Census Grant	\$60,000
Unified Planning Work Program (UPWP)	\$57,050
<b>TOTAL COMPREHENSIVE PLANNING GRANTS</b>	<b>\$117,050</b>

**FARM MUSEUM ENDOWMENT**

<b>TOTAL FARM MUSEUM ENDOWMENT</b>	<b>\$30,000</b>
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**HOUSING AND COMMUNITY DEVELOPMENT**

Continuum of Care	\$45,349
Family Self Sufficiency	55,822
Homeless Prevention Program	9,241
Homeless Solutions Program	344,595
HUD Housing Choice - Voucher	5,757,031
TOTAL HOUSING AND COMMUNITY DEV. GRANTS	<u>\$6,212,038</u>

**LOCAL MANAGEMENT BOARD**

Community Programs	\$448,102
Family Engagement Program	80,000
Interagency Family Preservation	395,833
Local Care Team	38,000
MOU Administration	111,530
Safe and Stable Families	125,824
TOTAL LOCAL MANAGEMENT BOARD GRANTS	<u>\$1,199,289</u>

**PUBLIC SAFETY**

Hazardous Material Emergency Planning	\$231,800
Homeland Security	354,010
TOTAL PUBLIC SAFETY GRANTS	<u>\$585,810</u>

**RECREATION**

Community Recreation Programs	\$158,100
Community Recreation Trips	35,000
TOTAL RECREATION GRANTS	<u>\$193,100</u>

**SHERIFF'S OFFICE**

Child Advocacy Center Services	\$10,500
Child Support Unit	211,960
Children's Justice Act Committee	2,000
High Intensity Drug Trafficking Area	75,000
Highway Safety Enforcement Operations	25,000
Internet Crimes Against Children	11,370
Joint Law Enforcement Operations	10,000
Motor Carrier Safety Assistance Program	20,000
Protective Order	5,000
School Bus Safety Enforcement	12,000
Sexual Offender & Compliance Enforcement in Maryland	16,000
Tactical Diversion Task Force	18,000
Tobacco Sales Compliance	4,500
TOTAL SHERIFF SERVICES GRANTS	<u>\$421,330</u>

**STATE'S ATTORNEY**

Maryland Criminal Intelligence Network	\$394,492
Maryland Victims of Crime	65,468
Violence Against Women Act	135,370
TOTAL STATE'S ATTORNEY GRANTS	<u>\$595,330</u>

**TOURISM**

Maryland Tourism Development Board	\$51,045
TOTAL TOURISM GRANTS	<u>\$51,045</u>

**TRANSIT**

Section 5307 - Capital Assests	\$513,200
Section 5307 - Operating	1,015,481
Section 5307 - Preventative Maintenance	200,000
Section 5311 - Operating	413,790
SSTAP Operating	413,790
TOTAL TRANSIT GRANTS	<u>\$2,556,261</u>

**TOTAL GRANT APPROPRIATIONS**\$16,405,796**REVENUES**

Federal	\$5,898,342
Federal Pass thru State	4,527,011
State	3,687,958
Endowments	30,000
Recreation Program Fees	185,000
Miscellaneous	150,000
Donations	57,045
County Match	1,870,440
TOTAL GRANT REVENUES	<u>\$16,405,796</u>


**FY 20 Budget Ordinance**

Should any provision, section, paragraph or subparagraph of this Ordinance, including any code or text adopted hereby, be declared null and void, illegal, unconstitutional, or otherwise determined to be unenforceable by a court having jurisdiction; the same shall not affect the validity, legality, or enforceability of any other provision, section, paragraph or subparagraph hereof, including any code or text adopted hereby. Each such provision, section, paragraph or subparagraph is expressly declared to be and is deemed severable.

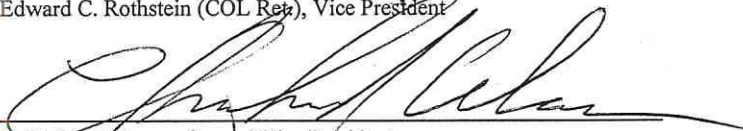
For additional descriptions and information see attached Operating and Capital Budget books which are incorporated herein.

Adopted this 28th day of May, 2019.

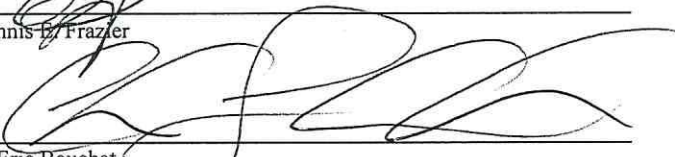
COUNTY COMMISSIONERS OF CARROLL COUNTY

  
Stephen A. Wantz, President

  
Edward C. Rothstein (COL Rep), Vice President

  
C. Richard Weaver, Second Vice President

  
Dennis B. Frazier

  
C. Eric Bouchat

  
Shawn D. Reese, Clerk

APPROVED AS TO FORM

  
Timothy C. Burke, County Attorney



ORDINANCE NO. 2019-02

WHEREAS, under the provisions of the Tax-Property Article, Section 6-302 of the Annotated Code of Maryland, in each year after the date of finality and before the following July 1, the County Commissioners of Carroll County are required set the tax rate for the next taxable year on all assessments of property subject to the County's Property tax; and

WHEREAS, under the provisions of Tax-Property Article, 6-308 the County Commissioners of Carroll County are required to advertise their intent to increase the tax rate above the "constant yield tax rate" as that term is defined in Tax-Property Article, Section 2-205(d) and have had a hearing pursuant to Tax-Property, Section 6-308 on May 13, 2019 and at that hearing announced that this Ordinance would be considered and approved on May 28, 2019 at 10:00 am in Room 311 of the Carroll County Office Building, 225 North Center Street, Westminster, Maryland 21157; and

WHEREAS, the County Commissioners of Carroll County have met at the place and time so indicated for the consideration and adoption of this Ordinance; and

WHEREAS, under the provisions of Resolution 32-75, the County Commissioners of Carroll County have adopted the annual budget and appropriation ordinance immediately prior hereto, and there remains a duty to levy a tax to balance the budget as provided by law.

NOW, THEREFORE, BE IT ORDAINED THAT:

1. An ordinary tax at the rate of \$1.018 per \$100 of assessed value is hereby imposed upon all real property subject to taxation in Carroll County and an ordinary tax at the rate of \$2.515 per \$100 of assessed value is hereby imposed upon all personal property subject to taxation in Carroll County for the taxable year beginning July 1, 2019 ending June 30, 2020. A portion, \$0.01345, of the real property tax rate of \$1.018 per \$100 of assessed value is restricted for the Watershed Protection and Restoration Fund and may be used solely for operating expenditures of watershed improvement activities in accordance with Section 4-202.1 of the Environment Article of the Annotated Code of Maryland.
2. The Collector of Taxes for Carroll County is hereby directed to take whatever steps are legally permissible and necessary to collect the taxes imposed hereby, including but not limited to, rendering a bill for county taxes to each owner of property in Carroll County; giving a discount to persons who pay taxes promptly when due based upon a schedule for such discounts as previously established, and instituting legal proceedings for the recovery of taxes.

**FY 20 Tax Ordinance**

Adopted this 28th day of May, 2019

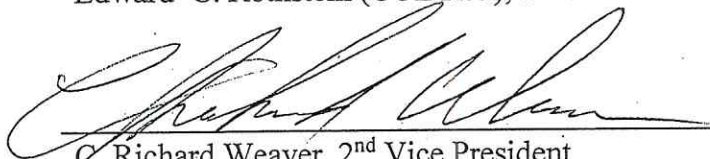
**COUNTY COMMISSIONERS OF CARROLL COUNTY**



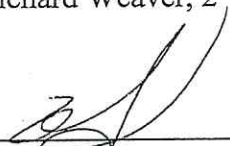
Stephen A. Wantz, President



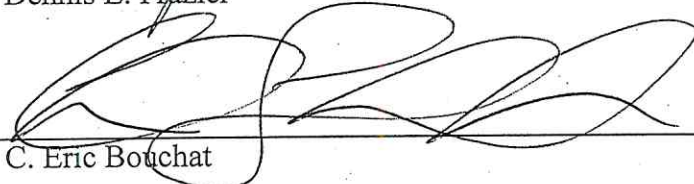
Edward C. Rothstein (COL Ret.), 1<sup>st</sup> Vice President



C. Richard Weaver, 2<sup>nd</sup> Vice President



Dennis E. Frazier



C. Eric Bouchat

ATTEST:



Shawn D. Reese, Clerk

APPROVED AS TO FORM:



Timothy C. Burke, County Attorney

# *Debt Management*

# Debt Management

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## **Capital Expenditures vs. Current Expenditures**

Local government expenditures can be broadly categorized as either current or capital. Generally, current expenditures are related to ongoing operations or purchases that are relatively inexpensive or short lived. Capital expenditures tend to be for one-time, relatively high costs, or for long-lived assets. There is not a perfectly clear line separating current and capital expenditures, but current expenditures should be funded with current sources of revenue and it may be appropriate to fund capital expenditures with current revenue and/or debt financing. When debt financing is used, it is important that the useful life of the asset exceed the time necessary to pay for the asset. Carroll County's operating expenditures are entirely funded by current revenue. A mix of sources, such as bonds, grants, and paygo funding, is used to fund capital projects.

## **Paying for Capital Assets**

There are two general approaches to paying for capital assets: paygo, or using current resources to pay as the expenditure occurs, and debt financing, paying over time as the asset is used. Paygo funding creates no long-term obligation, but may require years of saving, which delays addressing a need. Paygo funding places the entire burden on the existing taxpayer, even though a long-lived asset may benefit new taxpayers in future years. Debt financing commits the County to a long-term obligation and increases the cost of the funding, but allows timely filling of needs and spreads the cost of an asset over a larger number of taxpayers who will benefit from its use. To benefit from the advantages of each of these approaches, Carroll County uses a mix of paygo and debt funding in the Capital Budget.

## **Bonds**

For local governments, financing with long-term debt usually means issuing bonds. A bond is like a mortgage; it is written evidence of the issuer's obligation to repay a specified principal amount on a certain date (maturity date), together with interest at a stated rate, or according to a formula for determining that rate.

General obligation bonds are used when the capital project is beneficial to the community. Examples would be expenditures for law enforcement, fire protection, education, community facilities, or roads and bridges. The payments are financed by the taxpayers of the issuing government because general obligation bonds are secured unconditionally by the full faith, credit, and taxing powers of the issuing government. These bonds typically carry high credit ratings with correspondingly low risk.

Serial bonds are a package of individual bonds with each bond potentially having a different maturity than the rest. Typically, a municipal serial bond issue has maturities ranging from one year to more than twenty years. General obligation bond issues are usually entirely in serial form.

### **Debt Retirement**

As of June 30, 2018, 71.4% of long-term debt owed by the County will be retired within ten years and 41.2% will be retired in five years. New Public Improvement Bonds issued in November 2018 have an aggregate principal amount of \$25.0 million of new bonds.

### **Rating Agencies**

There are currently three credit rating agencies used by Carroll County: Moody's, Fitch, and Standard & Poor's. These agencies tackle the difficult task of evaluating municipal bond issues in light of demographic, economic, financial, and debt factors. The result of the evaluation process is a "rating" that is assigned to the bond issue. Ratings generally measure the probability of the timely repayment of principal and interest on municipal bonds. The higher the credit rating assigned to the issue, the lower the interest rate the County will need to attract investors.

The following table displays the various rating categories used by the rating agencies:

Moody's <sup>1</sup>	Standard & Poor's <sup>2</sup>	Fitch	Description
Aaa	AAA	AAA	Highest quality, extremely strong capacity to pay
Aa	AA	AA	High quality, very strong capacity to pay
A	A	A	Upper medium quality, strong capacity to pay
Baa	BBB	BBB	Medium quality, adequate capacity to pay
Ba	BB	BB	Questionable quality, low capacity to pay

<sup>1</sup>Relative ranking within a range may be designated by a 1, 2, or 3.

<sup>2</sup>Relative ranking within a range may be designated by a + or -.

Credit evaluation, to some extent, is subjective which may result in different analysts looking at different data or assigning different weight to the same data. The rating agencies do not necessarily give the same credit ratings to the same bond issues.

Ratings are initially made before issuance and are continuously reviewed and amended as necessary to reflect change in the issuer's credit position. According to the rating agencies, Carroll County demonstrates very strong credit worthiness. Moody's has assigned Carroll County a rating of **Aaa**, Standard & Poor's **AAA**, and Fitch **AAA**. These high ratings allow Carroll County to benefit from lower interest rates for capital projects financed with long-term debt issues. The County's goal is to maintain our current bond ratings in order to minimize borrowing costs.

### **Sale of Bonds**

Bonds are sold to investors through the services of an underwriter. Underwriters buy the entire bond issue from the issuer and then resell the individual bonds to investors. Since they assume the responsibility of distributing the bonds, they risk having to sell the bonds at a price below the purchase price and thus may realize a loss.

The financial advisor helps the issuer design the bond issue in terms of maturity dates, maturity amounts, and call provisions; prepares the official statement; selects an appropriate time to mark the issue; and complies with legal requirements.

Carroll County historically uses a competitive bid process to sell its bonds. This means that at a specified date and time, bids are accepted from various underwriters. The underwriter submitting the lowest bid (interest rate) is selected to purchase the bonds. Within a few days of the bond purchase, the underwriter sells the bonds to various investors.

### **Debt Affordability**

Carroll County does not have a legal debt limit. The County uses a debt affordability model to evaluate the County's ability to support debt. The model establishes guidelines for the amount of debt the County can initiate each year, and projects the effects of that financing through six years of the CIP.

Debt affordability measures a number of criteria, such as total debt to assessable base and debt service to General Fund revenue, and compares the projected ratios to guideline ratios. The model takes into account potential changes in revenue and interest. The model distinguishes between direct debt (i.e., debt to be paid with General Fund revenue) and indirect debt (i.e., debt that is backed by the government but with an associated revenue stream separate from the General Fund).

# **Schedule of Debt Service Requirements on Direct County Debt**

The following table sets forth the schedule of debt service requirements for the County's direct general obligation bonded debt, State of Maryland Loans, Promissory Notes, Capital Leases, and Enterprise Fund bonded debt, projected as of the year ended June 30, 2019.

**Schedule of Debt Service Requirements (1)**

Fiscal Years Ending June 30	<u>G.O. Bonds (2)</u>		<u>Watershed Bonds</u>		<u>Notes, Capital Leases, and Other Debt</u>		<u>General Obligation Debt</u>		<u>Total General Fund</u>		<u>Enterprise Funds</u>			<u>Grand Total</u>	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total Debt Service	Total Debt Service	Debt Service
2020	\$ 24,797,464	\$ 8,920,505	\$ 676,290	\$ 415,551	\$ 336,498	\$ 114,513	\$ -	\$ 1,791,103	\$ 25,810,252	\$ 11,241,672	\$ 37,051,924	\$ 1,784,826	\$ 373,468	\$ 2,158,294	\$ 39,210,218
2021	21,724,531	7,880,591	679,840	384,251	391,245	101,461	-	1,791,103	22,795,616	10,157,406	32,953,022	1,494,575	301,281	1,795,856	34,748,878
2022	18,223,161	6,952,107	682,718	352,494	344,966	91,064	246,000	1,791,103	19,496,845	9,186,768	28,683,613	1,436,831	233,506	1,670,337	30,353,950
2023	17,321,452	6,127,710	686,763	320,563	391,971	82,329	680,930	1,759,658	19,081,116	8,290,260	27,371,376	1,326,984	171,477	1,498,461	28,869,837
2024	16,535,130	5,341,555	688,322	286,750	401,975	73,026	1,006,624	1,739,344	18,632,051	7,440,675	26,072,726	700,303	127,156	827,459	26,900,185
2025	14,621,972	4,630,640	655,289	254,468	411,505	63,496	2,179,934	1,629,377	17,868,700	6,577,981	24,446,681	513,515	99,716	613,231	25,059,912
2026	14,963,533	4,009,792	657,805	226,486	421,261	53,740	1,346,000	1,561,152	17,388,599	5,851,170	23,239,769	537,648	77,660	615,308	23,855,077
2027	15,224,446	3,417,671	660,623	200,930	431,248	43,752	2,584,000	1,514,265	18,900,317	5,176,618	24,076,935	559,793	58,615	618,408	24,695,343
2028	15,580,010	2,809,190	663,656	176,812	441,472	33,528	-	1,377,285	16,685,138	4,396,815	21,081,953	582,103	38,653	620,756	21,702,709
2029	15,949,660	2,176,552	666,400	152,582	451,938	23,062	107,290	1,377,285	17,175,288	3,729,481	20,904,769	605,649	17,893	623,542	21,528,311
2030	12,150,581	1,585,376	669,717	128,130	462,653	12,347	4,662,430	1,296,157	17,945,381	3,022,010	20,967,391	127,385	3,708	131,093	21,098,484
2031	8,389,332	1,150,559	616,160	104,862	235,424	2,077	13,115,500	923,176	22,356,416	2,180,674	24,537,090	2,771	68	2,839	24,539,929
2032	7,091,383	860,992	608,617	83,702	-	-	-	340,216	7,700,000	1,284,910	8,984,910	-	-	-	8,984,910
2033	5,811,427	638,992	578,573	63,833	-	-	445,320	328,526	6,835,320	1,031,351	7,866,671	-	-	-	7,866,671
2034	4,786,902	457,356	528,098	45,160	-	-	3,475,344	316,837	8,790,344	819,353	9,609,697	-	-	-	9,609,697
2035	3,625,395	313,577	429,605	29,123	-	-	-	134,381	4,055,000	477,081	4,532,081	-	-	-	4,532,081
2036	2,982,360	201,924	322,640	16,570	-	-	473,924	121,940	3,778,924	340,434	4,119,358	-	-	-	4,119,358
2037	1,794,080	119,246	155,920	8,442	-	-	1,303,000	76,925	3,253,000	204,613	3,457,613	-	-	-	3,457,613
2038	1,172,500	65,953	77,500	4,359	-	-	-	44,350	1,250,000	114,662	1,364,662	-	-	-	1,364,662
2039	1,172,500	21,984	77,500	1,453	-	-	887,000	22,175	2,137,000	45,612	2,182,612	-	-	-	2,182,612
<b>Total</b>	<b>\$ 223,917,819</b>	<b>\$ 57,682,272</b>	<b>\$ 10,782,036</b>	<b>\$ 3,256,521</b>	<b>\$ 4,722,156</b>	<b>\$ 694,395</b>	<b>\$ 32,513,296</b>	<b>\$ 19,936,358</b>	<b>\$ 271,935,307</b>	<b>\$ 81,569,546</b>	<b>\$ 353,504,853</b>	<b>\$ 9,672,383</b>	<b>\$ 1,503,201</b>	<b>\$ 11,175,584</b>	<b>\$ 364,680,437</b>

(1) Totals may not add due to rounding.  
(2) Loans paid from revenues or by repayments by others:  
(a) Promissory Notes ..... \$0  
(b) Capital Lease Agreements ..... 4,722,156  
Source: Carroll County Department of the Comptroller

**Projected Statement of Direct and Enterprise Fund Bonded  
Debt Issued and Outstanding  
As of June 30, 2019 <sup>(1)(2)(3)</sup>**

<b>Direct Bonded Debt</b>	<b>Principal Date of Issue</b>	<b>Issued</b>	<b>Outstanding<sup>(4)</sup></b>
Volunteer Fire Dept. Project Bonds.....	11/1/2003	2,100,000	0
Volunteer Fire Dept. Project Bonds.....	9/22/2004	2,065,000	179,571
Volunteer Fire Dept. Project Bonds.....	12/1/2005	2,900,000	380,000
Consolidated Public Improvement Bonds.....	11/13/2007	20,430,000	0
Consolidated Public Improvement Refunding Bonds.....	11/13/2007	6,670,000	1,375,000
Consolidated Public Improvement Refunding Bonds.....	11/13/2008	72,088,000	0
Consolidated Public Improvement Series A.....	11/12/2009	30,931,089	2,775,216
Consolidated Public Improvement Series B Bonds.....	11/12/2009	33,577,761	33,577,761
Consolidated Public Improvement Series A Refunding Bonds.....	10/21/2010	12,480,329	0
Consolidated Public Improvement Series B Refunding Bonds.....	10/21/2010	2,210,000	0
Consolidated Public Improvement Series D Bonds.....	10/21/2010	19,649,128	13,786,323
Consolidated Public Improvement Bonds.....	11/10/2011	18,750,000	13,545,000
Consolidated Public Improvement Refunding Bonds.....	11/10/2011	9,873,957	1,421,001
Consolidated Public Improvement Refunding Bonds.....	11/8/2012	16,220,345	8,044,159
Consolidated Public Improvement Bonds.....	11/8/2012	21,460,000	15,010,000
Consolidated Public Improvement Bonds.....	11/14/2013	26,000,000	19,305,000
Refunding of Taxable Pension Bonds.....	12/23/2013	4,524,000	863,000
Consolidated Public Improvement Bonds.....	11/13/2014	15,000,000	12,000,000
Consolidated Public Improvement Refunding Bonds.....	11/13/2014	52,576,682	43,809,171
Consolidated Public Improvement Bonds.....	11/19/2015	28,000,000	23,665,000
Consolidated Public Improvement Refunding Bonds.....	11/19/2015	6,015,081	5,058,955
Consolidated Public Improvement Bonds.....	11/10/2016	14,000,000	12,600,000
Consolidated Public Improvement Refunding Bonds.....	11/10/2016	6,138,285	1,855,985
Consolidated Public Improvement Bonds.....	11/1/2018	25,000,000	25,000,000
<b>Installment Purchase Agreements:</b>			
Installment Purchase Agreements Issued Fiscal Year 2002.....	7/1/01-6/30/02	396,000	396,000
Installment Purchase Agreements Issued Fiscal Year 2003.....	7/1/02-6/30/03	530,930	530,930
Installment Purchase Agreements Issued Fiscal Year 2004.....	7/1/03-6/30/04	100,000	100,000
Installment Purchase Agreements Issued Fiscal Year 2005.....	7/1/04-6/30/05	2,179,934	2,179,934
Installment Purchase Agreements Issued Fiscal Year 2006.....	7/1/05-6/30/06	1,346,000	1,346,000
Installment Purchase Agreements Issued Fiscal Year 2007.....	7/1/06-6/30/07	2,584,000	2,584,000
Installment Purchase Agreements Issued Fiscal Year 2009.....	7/1/08-6/30/09	2,215,126	1,013,914
Installment Purchase Agreements Issued Fiscal Year 2010.....	7/1/09-6/30/10	4,662,430	4,662,430
Installment Purchase Agreements Issued Fiscal Year 2011.....	7/1/10-6/30/11	13,115,500	13,115,500
Installment Purchase Agreements Issued Fiscal Year 2013.....	7/1/12-6/30/13	445,320	445,320
Installment Purchase Agreements Issued Fiscal Year 2014.....	7/1/13-6/30/14	3,475,344	3,475,344
Installment Purchase Agreements Issued Fiscal Year 2016.....	7/1/15-6/30/16	473,924	473,924
Installment Purchase Agreements Issued Fiscal Year 2017.....	7/1/16-6/30/17	1,303,000	1,303,000
Installment Purchase Agreements Issued Fiscal Year 2018.....	7/1/17-6/30/18	887,000	887,000



Farmers Home Administration:

Watershed Bond — 1972	6/1/1972	769,700	103,361
Watershed Bond — 1974	7/1/1974	253,000	60,892
Watershed Bond — 1979	9/2/1980	678,800	284,460
		<u>\$484,075,665</u>	<u>\$267,213,151</u>

**Enterprise Fund Bonded Debt**

Consolidated Public Improvement Refunding Bonds.....	11/13/2007	9,401,000	0
Consolidated Public Improvement Refunding Bonds.....	11/13/2008	7,616,000	0
Consolidated Public Improvement & Refunding Series A.....	11/12/2009	745,461	88,657
Consolidated Public Improvement Series B.....	11/12/2009	1,072,239	1,072,239
Consolidated Public Improvement Refunding Series A.....	10/21/2010	6,371	0
Consolidated Public Improvement D.....	10/21/2010	13,742	9,642
Consolidated Public Improvement Refunding Bonds.....	11/10/2011	484,429	24,452
Consolidated Public Improvement Refunding Bonds.....	11/8/2012	198,549	103,802
Consolidated Public Improvement Refunding Bonds.....	11/13/2014	5,446,058	4,854,165
Consolidated Public Improvement Refunding Bonds.....	11/19/2015	2,978,549	2,505,094
Consolidated Public Improvement Refunding Bonds.....	11/10/2016	56,307	17,025
Water Quality Loan — MD Dept. of the Environment	3/22/2000	532,680	65,954
Solid Waste.....	11/13/2007	604,000	0
Solid Waste.....	11/13/2008	296,000	0
Solid Waste.....	11/12/2009	203,450	1,127
Solid Waste.....	11/10/2011	789,648	158,221
Solid Waste.....	11/13/2014	406,860	132,480
Solid Waste.....	11/19/2015	191,370	160,951
Solid Waste.....	11/10/2016	91,589	27,693
Septage.....	11/8/2012	62,391	39,351
Airport.....	11/13/2001	2,200,000	330,000
Airport.....	10/21/2010	93,300	0
Airport.....	10/21/2010	27,130	19,035
Airport.....	11/10/2011	286,966	26,327
Airport.....	11/8/2012	18,715	7,687
Airport.....	11/13/2014	85,400	9,184
Airport.....	11/10/2016	63,819	19,297
		<u>\$33,972,023</u>	<u>\$9,672,383</u>
		<u>\$518,047,688</u>	<u>\$276,885,534</u>

(1) This table reflects indebtedness of the County exclusive of the following obligations:

(a) Promissory Notes .....	\$0
(b) Capital Lease Agreements.....	\$4,722,156

Note: This subtotal reflects the direct bonded indebtedness of the County exclusive of those items in Note (1) of this table and Enterprise Fund Bonded Debt and is exclusive of any related bond premiums/discounts or other unamortized charges.

(2) This subtotal reflects the direct bonded indebtedness of the County exclusive of those items in Note (1) of this table and Enterprise Fund Bonded Debt and is exclusive of any related bond premiums/discounts or other unamortized charges.

(3) Does not include Bonds offered herein and the refunding of the Refunded Bonds.

(4) Outstanding 2019 projected from beginning balance of principle payments in NTE6-20 workbook.

Source: Carroll County Department of the Comptroller.

The following tables set forth the County's long-term debt per capita and ratios of debt to assessed value for the six most recent fiscal years ended June 30 and a projection for the fiscal year ended June 30, 2019.

**Projected County Debt  
Exclusive of Enterprise Fund Debt <sup>(1)</sup>**

	<b>Bonded Debt</b>	<b>Estimated Population</b>	<b>Assessed Value</b>	<b>Bonded Debt Per Capita</b>	<b>Bonded Debt to Assessed Value</b>
2019 <sup>(2)</sup> .....	\$267,213,151	174,654	\$20,011,232,000	\$1,529.96	1.34%
2018.....	268,176,801	173,852	19,595,053,827	1,542.56	1.37
2017.....	259,668,445	173,015	19,057,823,000	1,708.92	1.55
2016.....	309,180,611	172,703	18,733,020,866	1,790.24	1.65
2015.....	308,973,068	171,702	18,495,548,665	1,799.47	1.67
2014.....	322,300,607	170,643	18,549,381,425	1,888.74	1.74

**Projected County Debt  
Inclusive of Enterprise Fund Debt <sup>(1)</sup>**

	<b>Bonded Debt (1)</b>	<b>Estimated Population</b>	<b>Assessed Value</b>	<b>Bonded Debt Per Capita</b>	<b>Bonded Debt to Assessed Value</b>
2019 <sup>(2)</sup> .....	\$276,885,534	174,654	\$20,011,232,000	\$1,585.34	1.38%
2018.....	279,595,362	173,852	19,595,053,827	1,608.24	1.43
2017.....	309,048,384	173,015	19,057,823,000	1,786.25	1.62
2016.....	324,624,173	172,703	18,733,020,866	1,879.67	1.73
2015.....	326,345,144	171,702	18,495,548,665	1,898.53	1.76
2014.....	342,092,417	170,643	18,549,381,425	2,004.72	1.84

- (1) These tables reflect indebtedness of the County exclusive of MD Industrial Land Act and MD Industrial Commercial Redevelopment Fund Loans, Promissory Notes, Capital Lease Agreements, and any related bond premiums/discounts or other unamortized charges. They include, among other things, the bonded indebtedness originally incurred by the Carroll County Sanitary Commission, which indebtedness is to be paid first from various charges which the County is authorized to levy together with State and Federal monies received, but which indebtedness is ultimately secured by the full faith and credit of the County.
- (2) Unaudited.

Source: Carroll County Department of the Comptroller.

**THE COUNTY COMMISSIONERS OF CARROLL COUNTY**  
**Westminster, Maryland**

**Computation of the Projected Legal Debt Margin**  
**As of June 30, 2019**

Net Assessed Value - Real Property	\$ 19,416,573,000	
Debt Limit - 6% of Net Total Assessed Value <sup>(1)</sup>		\$ 1,164,994,380
Assessed Value - Personal Property	<u>594,659,000</u>	
Debt Limit - 15% of Net Assessed Value <sup>(1)</sup>		<u>89,198,850</u>
Debt Limit - (6%/15%) of Net Assessed Value		1,254,193,231
Amount of Debt applicable to Debt Limit:		
Total Bonded Debt	\$ 276,819,580	
Less - Agricultural Preservation Program Self Supporting Debt	32,513,296	
Less - Fire Company Loans - Self Supporting Debt	559,571	
Less - Bureau of Utilities bonds	8,675,076	
Less - Septage bonds	19,035	
Total amount of Debt applicable to Debt Limit		<u>235,052,602</u>
Legal debt margin		<u><u>\$ 1,019,140,629</u></u>

<sup>(1)</sup> Recommended limit - Carroll County does not have a legal debt limit.  
Source: Carroll County Department of the Comptroller

Schedule of Legal Debt Margin  
2010-2019

Fiscal Year	Assessed Value	Legal Debt Limitation	Legal Borrowing Limitation	Debt Subject to Limitation	Legal Debt Margin	Ratio of Debt Subject to Legal Borrowing Limitation
2010	22,066,168,625	6%/15%	1,373,814,980	303,156,906	1,070,658,074	22.07%
2011	20,895,165,478	6%/15%	1,302,726,361	301,960,750	1,000,765,611	23.18%
2012	19,813,576,019	6%/15%	1,248,709,194	292,937,714	955,771,480	23.46%
2013	18,789,765,921	6%/15%	1,175,305,137	287,113,093	888,192,044	24.43%
2014	18,514,343,538	6%/15%	1,158,193,261	286,486,025	871,707,236	24.74%
2015	18,495,548,665	6%/15%	1,159,503,407	273,161,300	886,342,107	23.56%
2016	18,733,020,866	6%/15%	1,174,512,828	272,857,221	901,655,607	23.23%
2017	19,098,609,701	6%/15%	1,199,599,196	258,522,314	941,076,882	21.55%
2018	19,595,053,527	6%/15%	1,232,388,106	231,870,818	1,000,517,288	18.81%
2019	20,011,232,000	6%/15%	1,254,193,231	235,052,602	1,019,140,629	18.74%

## ***Fund Balance***

# Explanation of Fund Balance

---

Governmental funds report the difference between their assets and liabilities as fund balance. In February 2009, The Governmental Accounting Standards Board (GASB) issued Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, requiring implementation by June 30, 2011. This GASB standard does not affect the calculation of fund balance, but fundamentally alters the various components used to report it. Fund balance is now divided as follows:

1. Nonspendable
2. Restricted
3. Committed
4. Assigned
5. Unassigned

*Nonspendable* funds are not in a spendable form or must be maintained intact. Examples are inventories, prepaid expenses, and loans to various agencies.

*Restricted* funds can be used only for the specific purposes as stipulated by external creditors, grantors, or laws of other governments; constitutionally; or through enabling legislation.

*Committed* funds are those constrained by limitations that the government imposes on itself at the highest level of decision-making authority. Commitments may be changed or lifted only by the same formal action that imposed the original constraint.

*Assigned* funds are intended to be used by the government for a specific purpose. This intention can be expressed by the governing body, an official, or a body to which the governing body delegates the authority.

*Unassigned* funds are technically available for any purpose. Carroll's consists of anticipated current year unassigned funds.

## Schedule of Changes in Net Assets Proprietary Funds

Business-type Activities - Enterprise Funds							
	Solid Waste Fund	Utilities Fund	Airport Fund	Septage Fund	Firearms Fund	CCFN Fund	Total Enterprise Funds
<b>Net Assets - beginning FY 19</b>	<b>\$3,626,107</b>	<b>\$95,859,468</b>	<b>\$10,040,316</b>	<b>\$2,955,039</b>	<b>\$842,653</b>	<b>\$15,871,306</b>	<b>\$129,194,889</b>
				0			
FY 19 Projected Oper Rev, Non-Oper Rev, Capital Contributions & Transfers In	9,575,070	11,807,400	974,350	985,000	166,600	350,000	23,858,420
FY 19 Projected Oper Exp, Non-Oper Exp & Transfers Out	(7,456,425)	(11,807,400)	(863,585)	(787,067)	(214,450)	(421,700)	(21,550,627)
<b>Net Assets - ending FY 19</b>	<b>\$5,744,752</b>	<b>\$95,859,468</b>	<b>\$10,151,081</b>	<b>\$3,152,972</b>	<b>\$794,803</b>	<b>\$15,799,606</b>	<b>\$131,502,682</b>
FY 20 Projected Oper Rev, Non-Oper Rev, Capital Contributions & Transfers In	8,224,770	12,057,395	1,013,490	1,073,750	159,200	252,000	22,780,605
FY 20 Projected Oper Exp, Non-Oper Exp & Transfers Out	(8,224,770)	(12,057,395)	(864,776)	(827,760)	(159,200)	(445,000)	(22,578,901)
<b>Net Assets - ending FY 20</b>	<b>\$5,744,752</b>	<b>\$95,859,468</b>	<b>\$10,299,795</b>	<b>\$3,398,962</b>	<b>\$794,803</b>	<b>\$15,606,606</b>	<b>\$131,704,386</b>
<b>Percent Change from FY 19 to FY 20</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.5%</b>	<b>7.8%</b>	<b>0.0%</b>	<b>-1.2%</b>	<b>0.2%</b>

## Schedule of Changes in Fund Balance

### Governmental Fund Types

	General Fund	Capital Fund	Other Governmental Funds	Total Governmental Funds
<b>Fund Balance - beginning FY 2019</b>	<b>\$105,312,779</b>	<b>\$10,755,574</b>	<b>\$3,401,249</b>	<b>\$119,469,602</b>
FY 2019 Projected Revenues/other sources	398,568,438	95,959,042	18,273,972	512,801,452
Bond proceeds, premium, and redemption	0	0	0	0
Non-Cash Notes	0	0	0	0
FY 2019 Projected Expenditures/other uses	(405,558,050)	(95,959,042)	(18,273,972)	(519,791,064)
<b>Fund Balance - projected FY 2019</b>	<b>\$98,323,167</b>	<b>\$10,755,574</b>	<b>\$3,401,249</b>	<b>\$112,479,990</b>
FY 2020 Projected Revenues/other sources	409,527,883	65,792,708	19,477,756	494,798,347
Bond proceeds, premium, and redemption	0	0	0	0
Non-Cash Notes	0	0	0	0
FY 2020 Projected Expenditures/other uses	(418,809,330)	(65,792,708)	(19,477,756)	(504,079,794)
<b>Fund Balance - projected FY 2020</b>	<b>\$89,041,720</b>	<b>\$10,755,574</b>	<b>\$3,401,249</b>	<b>\$103,198,543</b>
Percent Change from FY 2019 to FY 2020	-9.4%	0.0%	0.0%	-8.3%

## Schedule of Changes in Fund Balance

### General Fund

	Actual for 6/30/18 Audited - CAFR	Projected for 6/30/19 as of 6/13/19	Projected for 6/30/20
<b><u>Beginning Fund Balance</u></b>	<b>\$113,520,742</b>	<b>\$105,312,779</b>	<b>\$100,010,167</b>
Revenues	390,797,290	397,568,438	409,527,883
Expenditures	-399,005,253	-403,758,050	-418,809,330
GO Bond Proceeds, Premium, and Redemption	0	887,000	0
<b>Projected Ending Fund Balance</b>	<b>\$105,312,779</b>	<b>\$100,010,167</b>	<b>\$90,728,720</b>
<b><u>Nonspendable</u></b>			
Inventory	1,507,541	1,507,541	1,500,000
Prepaid Expenses	163,583	107,791	150,000
Loans for Economic Development	4,334,786	4,322,182	4,322,300
Loans to Volunteer Fire Companies	8,196,972	8,346,972	8,350,000
Loans to Municipalities	149,037	149,037	149,040
Advances to Industrial Development Authority	612,910	612,910	612,910
Due from other Governmental Funds	8,945,784	7,446,377	7,446,377
<b>Total Nonspendable</b>	<b>23,910,613</b>	<b>22,492,809</b>	<b>22,530,627</b>
<b><u>Restricted</u></b>			
Weed Control Future Equipment Purchases	166,116	193,233	193,000
Agricultural Preservation Payables	25,880,091	28,071,021	28,071,021
Loans Collectible Within One Year	1,333,910	0	0
Farmers & Merchants - Collateral	230,000	230,000	230,000
<b>Total Restricted</b>	<b>27,610,117</b>	<b>28,494,254</b>	<b>28,494,021</b>
<b><u>Committed</u></b>			
Stabilization Fund	20,562,903	20,940,467	20,940,467
<b>Total Committed</b>	<b>20,562,903</b>	<b>20,940,467</b>	<b>20,940,467</b>
<b><u>Assigned</u></b>			
Appropriation of Prior Year Unassigned Fund Balance	26,005,992	19,193,601.00	9,913,654
Community Media Center/Gamber Fire Co/CCPL	1,103,308	2,506,477.27	2,506,477
Encumbrances	2,164,512	2,100,000	2,100,000
<b>Total Assigned</b>	<b>29,273,812</b>	<b>23,800,078</b>	<b>14,520,131</b>
<b><u>Unassigned</u></b>			
Unassigned	3,955,334	4,282,560	4,243,474
<b>Total Unassigned</b>	<b>3,955,334</b>	<b>4,282,560</b>	<b>4,243,474</b>
<b><u>Summary</u></b>			
<b>Ending Fund Balance</b>	<b>105,312,779</b>	<b>100,010,167</b>	<b>90,728,720</b>
Less: Nonspendable	(23,910,613)	(22,492,809)	(22,530,627)
Less: Restricted	(27,610,117)	(28,494,254)	(28,494,021)
Less: Committed	(20,562,903)	(20,940,467)	(20,940,467)
Less: Assigned	(29,273,812)	(23,800,078)	(14,520,131)
<b>Current Year Unassigned</b>	<b>\$3,955,334</b>	<b>\$4,282,560</b>	<b>\$4,243,474</b>

Fund Balance

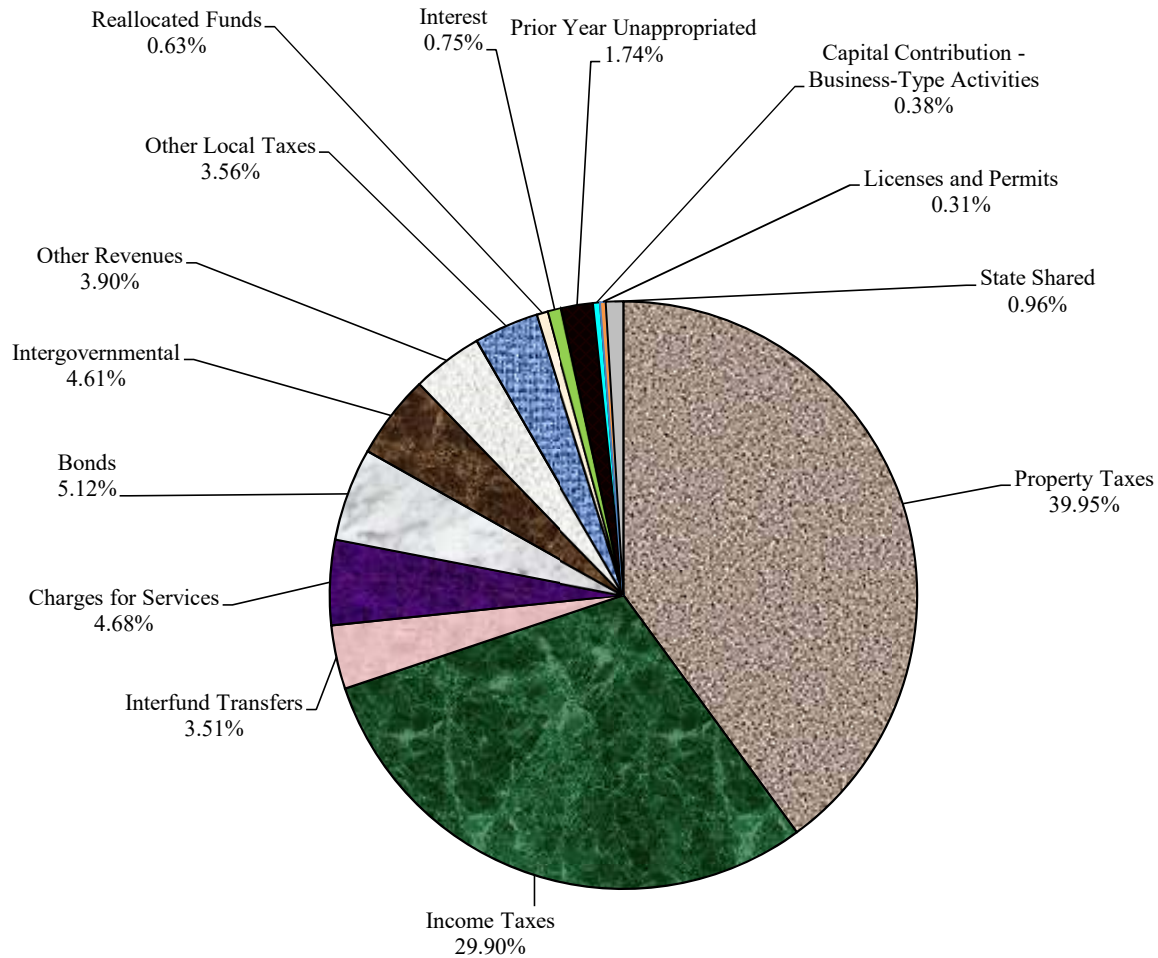


## ***Total Budget Summary***

# All Funds Sources - By Category

**Fiscal Year 2020 Budget**

**\$548,069,185**

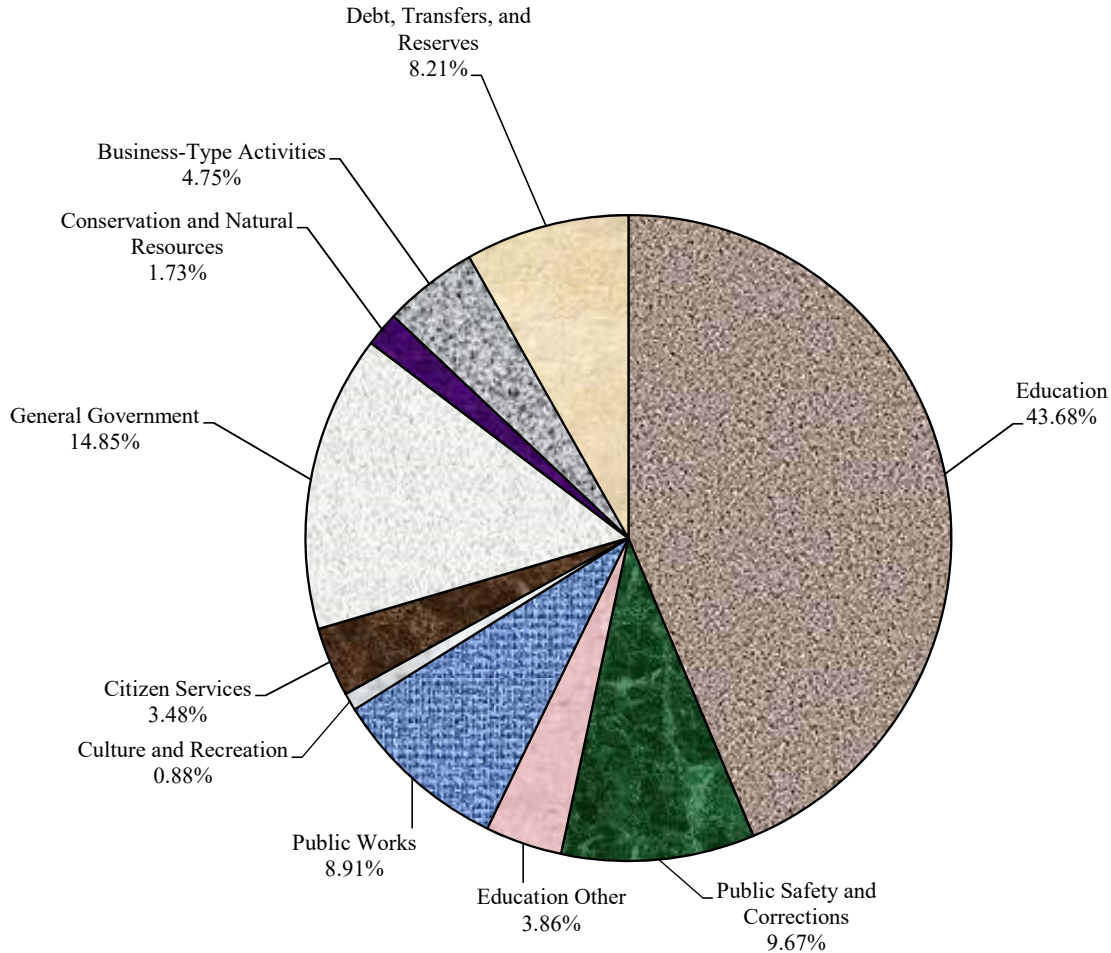


Category	FY 18 Actuals	FY 19 Budget	Change from FY 18	FY 20 Budget	Change from FY 19
Property Taxes	\$207,861,776	\$212,754,383	2.4%	\$218,949,100	2.9%
Income Taxes	153,469,703	161,002,901	4.9%	163,878,720	1.8%
Interfund Transfers	16,694,636	18,971,177	13.6%	19,213,960	1.3%
Charges for Services	24,639,329	25,769,961	4.6%	25,661,490	-0.4%
Bonds	0	29,079,243	100.0%	28,074,330	-3.5%
Intergovernmental	17,513,633	31,405,379	79.3%	25,282,700	-19.5%
Other Revenues	27,273,809	20,481,304	-24.9%	21,375,485	4.4%
Other Local Taxes	19,415,591	18,623,800	-4.1%	19,501,300	4.7%
Reallocated Funds	6,087,130	27,462,427	100.0%	3,434,650	-87.5%
Interest	17,900,589	3,721,958	-79.2%	4,136,663	11.1%
Prior Year Unappropriated	5,307,865	12,999,001	100.0%	9,518,657	-26.8%
Capital Contribution - Business-Type Activities	2,707,232	721,000	0.0%	2,095,000	190.6%
Licenses and Permits	1,417,374	1,600,150	12.9%	1,711,000	6.9%
State Shared	860,983	4,372,730	407.9%	5,236,130	19.7%
<b>Total</b>	<b>\$501,149,650</b>	<b>\$568,965,414</b>	<b>13.5%</b>	<b>\$548,069,185</b>	<b>-3.7%</b>

# All Funds Uses - By Category

**Fiscal Year 2020 Budget**

**\$548,069,185**

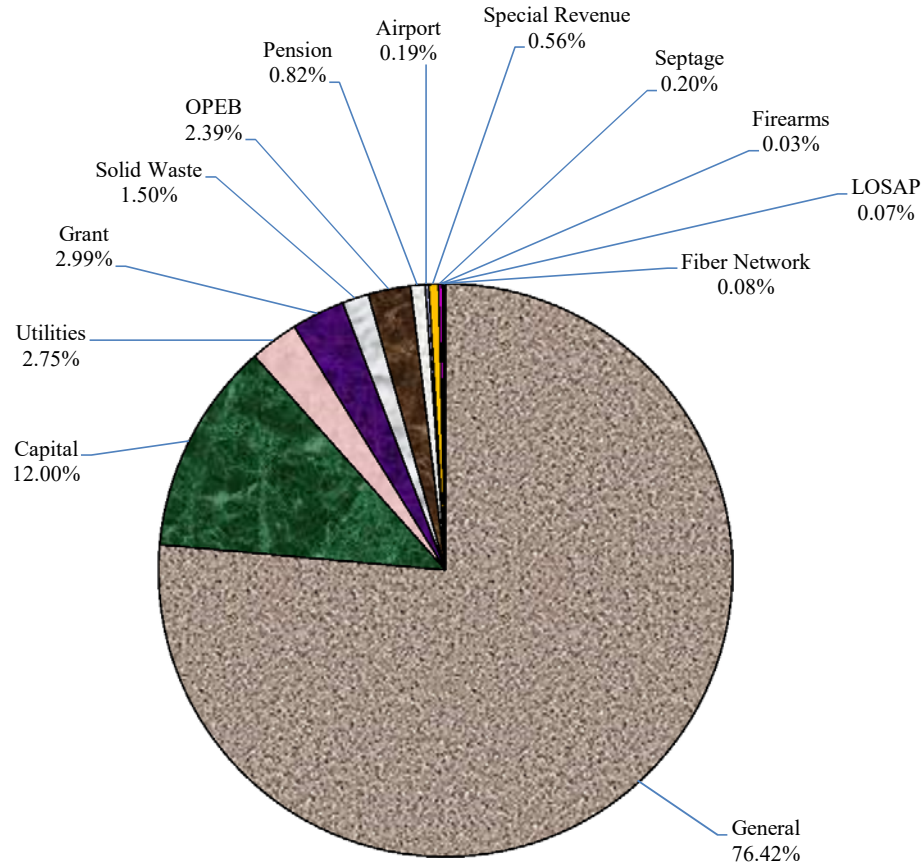


Category	FY 18 Actual	FY 19 Budget	Change from FY 18	FY 20 Budget	Change from FY 19
Education	\$220,183,374	\$241,532,069	9.7%	\$239,380,220	-0.9%
Public Safety and Corrections	59,997,598	56,081,189	-6.5%	52,984,217	-5.5%
Education Other	30,009,469	22,034,880	-26.6%	21,146,370	-4.0%
Public Works	47,718,300	53,200,724	11.5%	48,807,100	-8.3%
Culture and Recreation	4,526,209	4,712,190	4.1%	4,823,680	2.4%
Citizen Services	19,545,982	19,074,224	-2.4%	19,078,038	0.0%
General Government	38,148,714	90,905,149	138.3%	81,392,070	-10.5%
Conservation and Natural Resources	7,285,713	9,888,910	35.7%	9,465,430	-4.3%
Business-Type Activities	23,366,958	26,097,090	11.7%	26,010,730	-0.3%
Debt, Transfers, and Reserves	44,993,740	45,438,990	1.0%	44,981,330	-1.0%
<b>Total</b>	<b>\$495,776,057</b>	<b>\$568,965,414</b>	<b>14.8%</b>	<b>\$548,069,185</b>	<b>-3.7%</b>

# All Funds Uses - By Fund

**Fiscal Year 2020 Budget**

**\$548,069,185**



<u>Fund</u>	FY 18 Actual	FY 19 Budget	Change from FY 18	FY 20 Budget	Change from FY 19
General	\$402,130,277	\$411,258,050	2.3%	\$418,809,330	1.8%
Capital	43,890,928	95,959,042	118.6%	65,792,709	-31.4%
Utilities	11,130,644	13,845,520	24.4%	15,077,020	8.9%
Grant	15,815,468	15,489,742	-2.1%	16,405,796	5.9%
Solid Waste	9,520,831	9,636,070	1.2%	8,224,770	-14.6%
OPEB	4,794,644	12,005,300	150.4%	13,093,310	9.1%
Pension	2,442,600	4,089,960	67.4%	4,487,350	9.7%
Airport	944,509	994,350	5.3%	1,030,990	3.7%
Special Revenue	2,525,148	2,784,230	10.3%	3,071,960	10.3%
Septage	1,195,583	985,000	-17.6%	1,073,750	9.0%
Firearms	159,251	214,450	34.7%	159,200	-25.8%
Fiber Network	416,140	421,700	1.3%	445,000	5.5%
LOSAP	810,034	1,282,000	58.3%	398,000	-69.0%
<b>Total</b>	<b>\$495,776,057</b>	<b>\$568,965,414</b>	<b>14.8%</b>	<b>\$548,069,185</b>	<b>-3.7%</b>

# All Funds Budget

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The All Funds Budget consists of thirteen funds. When appropriations are transferred from one fund to another, the appropriation is recorded in both. This creates double counting of appropriations and artificially increases the All Funds Budget. For example, in FY 20, \$4.7M of General Fund dollars is transferred to the Capital Fund to provide paygo funding to the Community Investment Plan (CIP). This is reflected in the General Fund as an Interfund Transfer to Capital of \$4.7M and in the Capital Fund as revenue of \$4.7M. In order to capture the total budget without the double-counted appropriations, certain transfers and reappropriations of funds from prior years (listed below) need to be netted out of the All Funds Budget.

All Funds – FY 20	<b>\$548,069,185</b>
Double-Counted Appropriations:	
Prior Year Unappropriated	\$9,279,947
Current Year Surplus	1,500
Transfer from Capital to General Fund for Board of Education Debt Service	10,225,720
Interfund Transfers from General Fund	7,642,860
Other Post-Employment Benefits	12,493,310
County and Certified Law Enforcement Pension	4,487,350
Reallocated Transfer from the General Fund	739,266
Reallocated Bonds	2,695,384
Reallocated Utilities User Fees	17,257
Special Revenue Fund – Hotel Tax	568,210
Length of Service Awards Program	398,000
Reallocated Watershed Protection and Restoration Fund Balance	237,210
Total Double-Counted Appropriations	48,786,014
Net All Funds Budget	<b>\$499,283,171</b>

## All Funds Revenue Summary

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All Funds revenue is projected to be \$548.1M in FY 20 with 69.9% of this amount coming from Property Taxes and Income Tax. Total revenue is \$20.9M, or 3.7%, below FY 19. This decrease is driven primarily by a reduction in the Capital Fund in FY 20.

Revenue In Millions	FY 18 Budget	Percent of Total	FY 19 Budget	Percent of Total	FY 20 Budget	Percent of Total
Property Taxes	\$207.1	35.9%	\$212.8	35.9%	\$218.9	39.9%
Income Taxes	158.5	27.5%	161.0	27.5%	163.9	29.9%
Bonds	29.0	5.0%	29.1	5.0%	28.1	5.1%
Charges for Services	25.0	4.3%	25.8	4.3%	25.7	4.7%
Intergovernmental	26.9	4.7%	31.4	4.7%	25.3	4.6%
Other Revenues	21.4	3.7%	20.5	3.7%	21.4	3.9%
Other Local Taxes	18.0	3.1%	18.6	3.1%	19.5	3.6%
Interfund Transfers	23.1	4.0%	19.0	4.0%	19.2	3.5%
Prior Year Unappropriated	11.6	2.0%	13.0	2.0%	9.5	1.7%
State Shared	3.1	0.5%	4.4	0.5%	5.2	1.0%
Interest	2.8	0.5%	3.7	0.5%	4.1	0.8%
Reallocated Funds	7.1	1.2%	27.5	1.2%	3.4	0.6%
Capital Contribution - Business-Type Activities	42.3	7.3%	0.7	7.3%	2.1	0.4%
Licenses and Permits	1.6	0.3%	1.6	0.3%	1.7	0.3%
<b>Total Revenue</b>	<b>\$577.3</b>	<b>100%</b>	<b>\$569.0</b>	<b>100%</b>	<b>\$548.1</b>	<b>100%</b>

Percentages may not add to 100% due to rounding

Following are explanations of each of these revenues. Additional details about the source of these revenues and the processes used to arrive at the budgeted amounts can be found in the various fund sections.

## **Top 5 All Fund Revenues**

### ***Property Taxes***

Largest revenue at 39.9% of the total. Property Tax includes twelve separate taxes, credits, and charges; the most significant is Real Property Tax. The Board of County Commissioners reduced Real Property Tax in FY 12 from \$1.048 per one hundred dollars of assessed value to \$1.028, and then to \$1.018 in FY 13.

The Personal Property Tax rate was also lowered in FY 12 from \$2.62 per one hundred dollars of assessed value to \$2.57, and then to \$2.545 in FY 13. The Board of County Commissioners lowered the Personal Property Tax in FY 14 to \$2.515 per one hundred dollars, or a three-cent reduction from FY 13.

In FY 15, the Commissioners issued a Property Tax rebate of \$0.01 per \$100 of assessment, or approximately \$1.8M. The Homestead Tax Credit was significant in recent years, but due to five years of negative reassessments this credit is greatly reduced. This credit is set by the Board of County Commissioners and caps the amount that taxes can increase on a primary residence at 5.0% a year. Property Tax is primarily a General Fund revenue; however, a portion is dedicated to agricultural land preservation.

Property Taxes are estimated by several methods, including trend analysis, economic analysis, real estate analysis, and assessments provided by the Maryland Department of Assessment and Taxation. Full detail is provided on their website which can be accessed at: <http://dat.maryland.gov/Pages/default.aspx>.

### ***Income Tax***

Second largest revenue at 29.9% of the total. Income Tax is calculated as a percentage of net taxable State income. The State caps the rate at 3.20%. The Commissioners lowered the Income Tax rate from 3.05% to 3.04% in FY 14. In FY 15 the Commissioners again lowered the Income Tax rate by 0.01%, from 3.04% to 3.03%, effective on January 1st, 2015. The State Comptroller's Office administers, collects, and distributes this tax to the counties and municipalities. Income Tax is primarily a General Fund revenue; however, 9.09% of Income Tax is traditionally dedicated to the capital budget for school construction and debt service. The Commissioners elected to reduce this amount to 7.09% in FY 16 and FY 17, to 7.59% in FY 18, and to 8.09% in FY 19, returning to 9.09% in FY 20.

The budget for Income Tax is based on several factors, including a trend analysis of recent distributions, economic analysis of changes made at the State level, the local and national economies, and estimates provided by the State Comptroller's Office.

### ***Bonds/Notes Proceeds***

Third largest revenue at 5.1% of the total. The County issues general obligation bonds to provide funds for construction of major capital facilities such as libraries, senior centers, and schools. Bonds are obligations of the County for which its full faith and credit are pledged. Principal sources of repayment for the bonds are general revenues of the County including Property Taxes

and Income Taxes. Bonds issued for enterprise funds, while still general obligation bonds, are expected to be paid from enterprise fund revenues, such as Area Connection Charges or rents.

Bonds are not budgeted in the same way as other revenues. How much debt issued is based on several factors: debt affordability guidelines; our six-year Operating Plan; availability of paygo funds; as well as the need for and timing of capital projects. In FY 20, the Commissioners are using a \$34.8M bond sale to fund capital projects.

### ***Charges for Services***

Fourth largest revenue at 4.7% of revenue. The intent, unless otherwise determined, is that certain activities and services pay for themselves through user fees, and are not supported through general tax dollars or other non-related revenue sources.

In the Enterprise Fund, the primary sources of revenue are water and sewer usage fees, Area Connection Charges, tipping fees, and airport fuel sales and rental fees. Trend analysis is used in combination with rate modeling to more accurately determine future revenue streams.

For the General Fund and the Grant Fund, the primary sources of revenue are related to Public Safety and Corrections, Public Works, Recreation, and General Government. Fees come from various sources related to building inspections, permitting and review fees, as well as admission and concessions fees at County parks. Trend analysis is used to determine revenue projections based on the current rate and fee structure. Additionally, fee analysis is performed to determine if the current rate and fee structure needs to be adjusted in order to meet actual costs incurred. Rate studies are also performed for fees reimbursed by the State or Federal government to ensure accuracy.

### ***Intergovernmental (State and Federal)***

Fifth largest revenue at 4.6% of the total. The County receives Federal and State funding for several purposes, including school and bridge construction, environmental projects, grants, and reimbursements. State and Federal funding is used primarily in the General, Capital, and Grant Funds. The Grant Fund includes more than \$16.4M in various Federal and State funds, including County match of \$1.9M, to support programs such as housing, transit, meals and rental subsidies to the elderly, handicapped, disabled, and low-income families.

The methods of budgeting State and Federal funds are varied. In some cases, particularly construction funding, there is a specific appropriation in the State budget. In cases where there is not a specific amount, such as Highway User Revenue, which is formula based, estimates are provided by the government agency that oversees the revenue. Other revenues, such as grants, are usually subject to a combination of trend analysis and informed opinion.

## **Remaining All Fund Revenues**

### ***Other Revenues***

3.9% of the total. This group includes revenues from the General, Capital, Grant, Enterprise, and Trust Funds. These revenues are budgeted based on numerous methods, including trend analysis, economic analysis, and estimates provided by State and Federal agencies.



### ***Other Local Taxes***

3.6% of the total. This includes Recordation, 911 Fees, Impact Fees, and Admission Fees. Recordation makes up about 90.0% of these fees. Trend analysis, current housing market, and opinions from industry experts are the sources of this budget.

### ***Interfund Transfers***

3.5% of the total. Due to governmental accounting requirements, revenues that are transferred between funds are shown twice. For instance, Hotel Rental Tax originates in the Special Revenue Fund. When Hotel Rental Tax is used it must be transferred from the Special Revenue Fund to the General Fund. This means that using \$0.1M of Hotel Rental Tax will actually add \$0.2M to the All Funds revenue total. Each fund, Special Revenue and General Fund, will show that \$0.1M. Other interfund revenues do not involve Special Revenues, and include General Fund transfers to Grants, Capital, and Enterprise Funds. The emphasis is on the General Fund as a whole.

### ***Prior Year Unappropriated***

1.7% of the total. This is the amount of revenue in excess of budget plus the amount of unspent appropriated dollars. Prior to FY 15, Carroll County law required that surplus funds be budgeted as revenue in the next fiscal year. During the FY 14 Legislative process, the law was changed for Carroll County effective October 1, 2013. \$8.1M of surplus is in the FY 20 Budget.

### ***State Shared***

1.0% of the total. The State provides Police Aid, Program Open Space, and Highway User Revenues. Budgets for these are based on State estimates, as well as our own economic and legislative analysis.

### ***Interest & Gain/Loss***

0.8% of the total. The primary source of this revenue is interest earned on investments. The budget is based on economic and monetary analysis, as well as consultation with the County's Investment Officer.

### ***Reallocated Funds***

0.6% of the total. These funds may consist of reallocated bonds, reallocated General Fund transfer, and reallocated Property Taxes. These funds were previously appropriated to various projects that either came in under budget, or the decision was made not to move forward with the projects. These sources of funding are being reallocated to projects included in the FY 20 budget.

In FY 20, a total of \$3.4M in bonds and current funding is being reallocated for various capital projects, such as road paving. The amount that we can reallocate depends on several factors, including projects that were completed under budget or projects that were eliminated. The very nature of these types of decisions prevents it from being predictable or consistent with previous years.

### ***Capital Contribution – Business-Type Activities***

0.4% of the total. This category is based on specific and dedicated revenues that are budgeted to capital projects in the enterprise funds. These revenues are based on appropriations budgeted to fund capital projects and do not reflect revenues that are necessarily collected in FY 20.

### ***Licenses & Permits***

0.3% of the total. Fees charged for the various services requested by residents and contractors. These revenues are budgeted based on numerous methods, including trend analysis, economic analysis, and real estate market analysis.

## ***Quick Guide to the FY 20 Budget***

## **A Quick Guide to the FY 20 Budget**

### **Department of Management and Budget**

The combined Operating and Capital Budget books are more than seven hundred pages long and contain a great deal of information. This Quick Guide is intended to serve as a summary of important information and changes, as well as a tool for understanding and locating information in the budget books.

The Recommended, Proposed, and Adopted Budgets are available online at <https://www.carrollcountymd.gov/government/directory/management-budget/bureau-of-budget/>

#### **Revenues (85-95, 103-120)**

- The FY 20 Budget increases \$7.6M, or 1.8%, from the FY 19 Budget.
- Positive reassessments in FY 18 – 20 result in Property Tax revenue growth of 3.3%, or \$6.7M, in FY 20.
- Income Tax is up \$2.9M, or 2.0%. Average growth in distributions is planned at 3.2%.
- Investment Income is up \$0.4M, or 11.6%, due to Federal Reserve rate increases.
- Prior and Current Year surplus decreases \$2.4M, or 20.6%.
- Recordation decreases \$0.6M, or 4.0%. This revenue is driven by activity in the housing market. The average sales price has been increasing but is offset by a recent decrease in the number of units sold.

#### **Expenditures**

- For comparison purposes, the changes and percentages listed below are presented without benefits.
- A 3.0% salary increase, and a one-time 1% bonus, are included for County personnel in FY 20.

#### **General Fund:**

##### **Carroll County Public Schools Summary (129-134)**

- County funding to Carroll County Public Schools (CCPS) is up \$4.9M, or 2.5%, from FY 19.

##### **Education Other Summary (135-143)**

- Carroll Community College increases \$0.5M, or 5.2%, which includes \$0.2M for a one-time bonus equivalent to 1% of salary.
- Community Media Center decreases \$0.1M, or 9.6%, to reflect actual revenue collection levels.

##### **Public Safety and Corrections Summary (145-180)**

- Public Safety 911 decreases \$0.3M, or 6.1%, due to one-time costs in FY 19 for Motorola Software User Agreement and 911 consultant fees, and decreased support for X-series radios planned for replacement.

- Total Sheriff's Office increases \$1.0M, or 5.0%, for disability improvements and the addition of five positions for the School Resource Program.
- VESA/EMS combined funding includes an ongoing increase of 3.0%.

#### **Public Works Summary (181-197)**

Public Works decreases \$48,550, or 0.2%, primarily due to one-time costs associated with the addition of 10 School Resource Officer positions in FY 19.

#### **Citizen Services Summary (199-227)**

- Total Citizen Services decreases \$0.5M, or 21.7%, due to one-time funding in FY 19 for the Boys and Girls Club, a change in personnel allocations, and grant funding covering a portion of expenses for the Recovery Support Services program.
- Citizen Services – Non-Profits increases \$0.1M, or 3.6%, which includes additional ongoing funding for Rape Crisis Intervention Services and Youth Services Bureau's substance abuse treatment program.

#### **Recreation and Culture Summary (229-245)**

- Recreation and Parks increases \$62,900, or 2.8%, due to professional development and one-time repairs.
- Historical Society includes \$2,500 and Union Mills Homestead includes \$5,000 for one-time projects.

#### **General Government Summary (247-315)**

- Comprehensive Planning decreases \$37,310, or \$4.9%, due to employee turnover, conversion of Bureau Chief to Planning Manager, and a one-time furniture purchase in FY 19.
- Total Economic Development decreases \$0.7M, or 17.1%, due to a Commissioner decision to reduce funding to Infrastructure and Investments to \$1.25M.
- Total Human Resources increases \$2.1M, or 14.3%, due to a one-time reduction to rebalance the Internal Service Fund in FY 20, offset by a one-time reduction in FY 19, and benefits associated with new positions.
- Risk Management includes funding of \$1.0M for Worker's Compensation.
- Technology Services increases \$10,430, or 0.2%, due to new software for Department of Public Works offset by multi-year software and hardware maintenance for the backup system and virtual servers purchased in FY 19.
- Board of Elections increases \$0.2M, or 11.7%, due to a planned third early voting site, Same Day Registration costs, and an increase in state billing.
- Not in Carroll includes \$0.3M to combat drug abuse and provide additional resources for drug prevention, treatment, prosecution, and enforcement.

#### **Debt, Transfers, and Reserves Summary (325-332)**

- Debt Service increases \$0.1M, or 0.5%.
- Agricultural Land Preservation Debt Service decreases \$1.2M, or 40.1%, due to a one-time principal payment of \$1.2M in FY 19.

- Intergovernmental Transfers, or Town-County Agreements, decreases \$48,530, or 1.5%, due to a downward adjustment to population rate to account for changes in vacancy rates, mortality rates, and average household size.
- Interfund Transfers decreases \$17,940, or 0.2%, due to a Commissioner decision to decrease Transfer to Solid Waste, partially offset by an increase in Transfer to Grants for Aging and Disabilities and State's Attorney's Office
- The Reserve for Contingencies is generally set at 1% of General Fund revenues and increases \$0.4M, or 9.2%, due to the addition of a Fire Chief and Administrative Assistant.

## **Other Funds:**

### **Firearms Facility Enterprise Fund (371-374)**

Firearms Facility decreases \$55,250, or 25.8%, due to one-time capital projects in FY 19.

### **Septage Facility Enterprise Fund (375-378)**

Septage increases \$88,750, or 9.01%, due to an increase in gallons processed.

### **Solid Waste Enterprise Fund (379-388)**

Solid Waste decreases \$1.3M, or 14.0%, due to a decrease in the Transfer from the General Fund.

### **Utilities Enterprise Fund (389-400)**

Utilities increases \$0.3M, or 2.12%, due to contractual services and an increase in the City of Baltimore water purchase price.

### **Grant Fund Summary (401-421)**

Overall, every \$1.00 of County match/contribution brings in approximately \$7.93 of grant funding.

### **OPEB Fund Summary (425)**

The OPEB Fund increases \$1.1M, or 9.1%, due to an increase in costs for current retirees and costs associated with new positions.

### **Pension Fund Summary (426)**

The overall Pension Fund increases \$0.4M, or 9.7%, for additional positions and improvements to disability benefits for Law Enforcement Officers and Correctional Deputies.

### **LOSAP Fund Summary (428)**

LOSAP decreases \$0.9M due to one-time funding in FY 19 to reduce the unfunded liability.

### **Special Revenue Fund (429)**

- Hotel Rental Tax increases \$150,640 or 36.1%, due to a transfer to capital for the purchase of a tot lot for the Farm Museum. In FY 19, the Board of Commissioners

approved a distribution policy to allow use of Hotel Rental Tax for capital projects related to tourism.

**Watershed Protection and Restoration Fund (430)**

The Watershed Protection and Restoration Fund increases \$0.1M, or 5.8%, due to personnel costs and debt service.

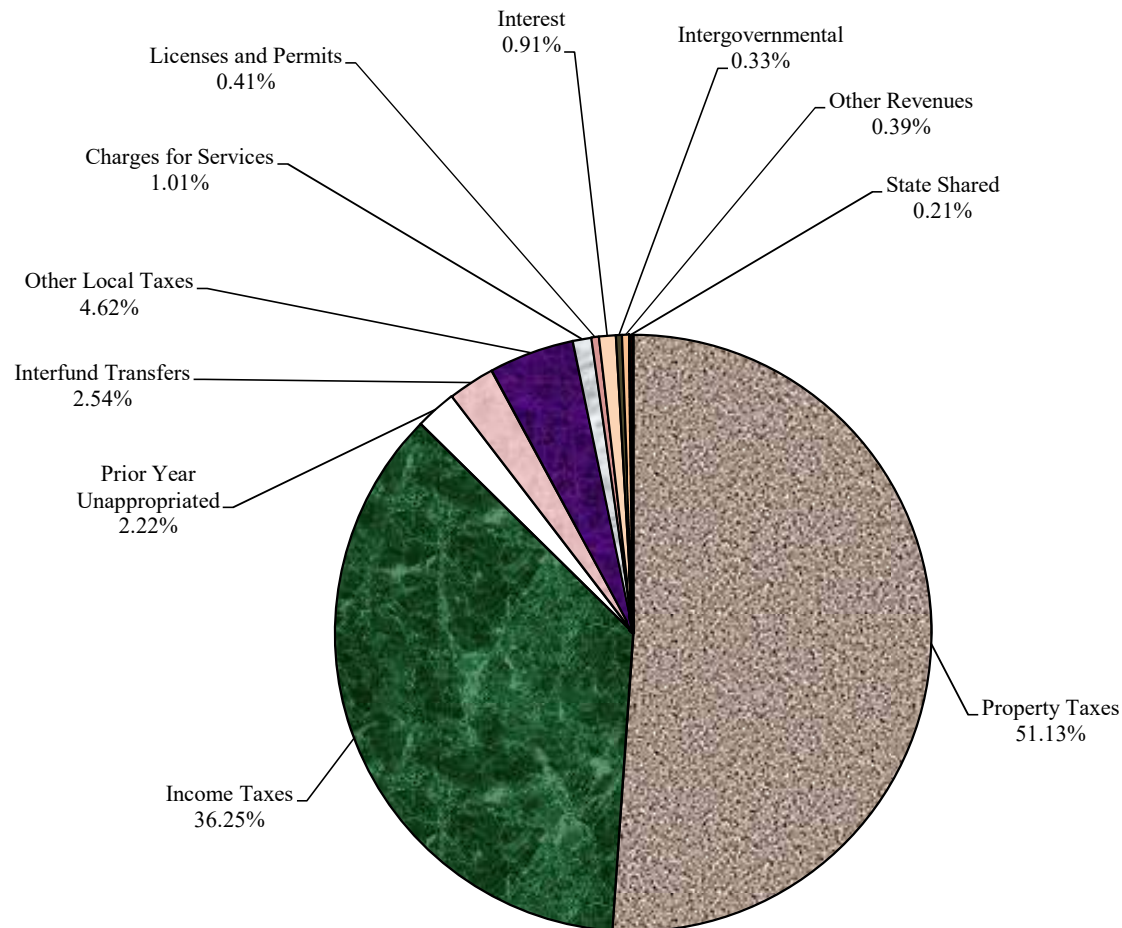
## ***General Fund Appropriations***



# General Fund Sources - By Category

**Fiscal Year 2020 Budget**

**\$418,809,330**

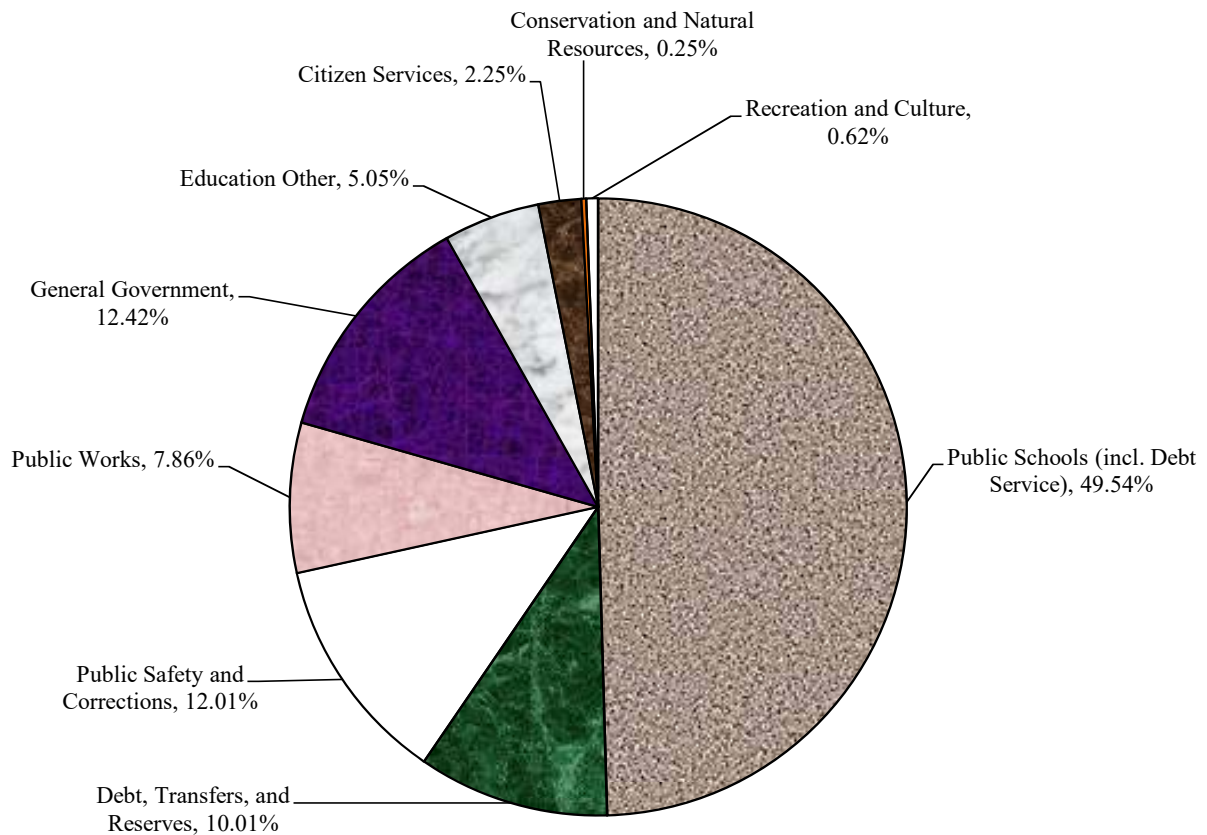


Category	FY 18 Actuals	FY 19 Budget	Change from FY 18	FY 20 Budget	Change from FY 19
Property Taxes	\$202,657,116	\$207,496,490	2.4%	\$214,119,760	3.2%
Income Taxes	141,825,805	148,847,210	5.0%	151,798,000	2.0%
Prior Year Unappropriated	11,557,850	12,889,610	11.5%	9,281,447	-28.0%
Interfund Transfers	11,263,388	10,773,260	-4.4%	10,633,930	-1.3%
Other Local Taxes	17,116,599	18,183,800	6.2%	19,351,300	6.4%
Charges for Services	4,219,642	4,290,125	1.7%	4,229,550	-1.4%
Licenses and Permits	1,683,856	1,600,150	-5.0%	1,711,000	6.9%
Interest	1,292,197	3,527,800	173.0%	3,825,913	8.5%
Intergovernmental	1,371,150	1,380,890	0.7%	1,375,460	-0.4%
Other Revenues	8,506,554	1,418,715	-83.3%	1,622,970	14.4%
State Shared	860,983	850,000	-1.3%	860,000	1.2%
<b>Total</b>	<b>\$402,355,140</b>	<b>\$411,258,050</b>	<b>2.2%</b>	<b>\$418,809,330</b>	<b>1.8%</b>

# General Fund Uses - By Category

Fiscal Year 2020 Budget

\$418,809,330



Category	FY 18 Actuals	FY 19 Budget	Change from FY 18	FY 20 Budget	Change from FY 19
Public Schools (incl. Debt Service)	\$203,693,849	\$202,746,690	-0.5%	\$207,478,500	2.3%
Debt, Transfers, and Reserves	42,468,592	42,654,760	0.4%	41,909,370	-1.7%
Public Safety and Corrections	56,006,677	53,882,090	-3.8%	50,318,240	-6.6%
Public Works	31,494,167	35,780,230	13.6%	32,906,600	-8.0%
General Government	24,855,160	40,347,030	62.3%	52,002,700	28.9%
Education Other	29,984,183	22,034,880	-26.5%	21,146,370	-4.0%
Citizen Services	9,725,422	9,971,890	2.5%	9,415,190	-5.6%
Conservation and Natural Resources	1,092,445	1,046,060	-4.2%	1,031,750	-1.4%
Recreation and Culture	3,109,792	2,794,420	-10.1%	2,600,610	-6.9%
<b>Total</b>	<b>\$402,430,287</b>	<b>\$411,258,050</b>	<b>2.2%</b>	<b>\$418,809,330</b>	<b>1.8%</b>

# General Fund Revenue Analysis

Carroll County's General Fund receives revenues from over 120 sources including taxes, permit fees, State aid, user fees, and investment income. Approximately 87% of revenue comes from Total Property and Income Taxes.

Revenue In Millions	FY 19 Budget	Percent of Total	FY 19 Revised Forecast	Percent of Total	FY 20 Budget	Percent of Total	Cumulative Percent of Total
Real Property	\$191.6	46.6%	\$192.3	46.7%	\$198.0	47.3%	47.3%
Railroad and Public Utilities	7.5	1.8%	7.8	1.9%	8.0	1.9%	49.2%
Ordinary Business	8.2	2.0%	8.2	2.0%	8.1	1.9%	51.1%
<b>Total Property</b>	<b>207.4</b>	<b>50.4%</b>	<b>208.4</b>	<b>50.6%</b>	<b>214.1</b>	<b>51.1%</b>	<b>51.1%</b>
Income Tax	148.9	36.2%	148.9	36.2%	151.8	36.2%	87.4%
Recordation Tax	14.9	3.6%	14.4	3.5%	14.3	3.4%	90.8%
Investment Income	3.2	0.8%	3.2	0.8%	3.6	0.8%	91.6%
Cable Franchise Fee	1.8	0.4%	1.7	0.4%	1.8	0.4%	92.1%
911 Service Fee	1.1	0.3%	1.1	0.3%	2.9	0.7%	92.8%
Building Permits	0.5	0.1%	0.5	0.1%	0.6	0.1%	92.9%
<b>Total Major Revenues</b>	<b>377.8</b>	<b>91.9%</b>	<b>378.2</b>	<b>91.9%</b>	<b>389.0</b>	<b>92.9%</b>	<b>92.9%</b>
Other Annual Revenues	9.8	2.4%	9.8	2.4%	9.9	2.4%	95.2%
<b>Total Annual Revenues</b>	<b>387.6</b>	<b>94.2%</b>	<b>388.0</b>	<b>94.3%</b>	<b>398.9</b>	<b>95.2%</b>	<b>95.2%</b>
Other Revenues	23.7	5.8%	23.7	5.7%	19.9	4.8%	100.0%
<b>Total Revenue</b>	<b>\$411.3</b>	<b>100.0%</b>	<b>\$411.6</b>	<b>100.0%</b>	<b>\$418.8</b>	<b>100.0%</b>	<b>100.0%</b>

Percentages may not add to 100% due to rounding

## Top 5 General Fund Revenues

### *Real Property Tax*

Largest Revenue Source at 47.3% of Total. The Real Property Tax group includes nine separate taxes, credits, and charges. The two most significant are the Real Property Tax and the Homestead Tax Credit.

Properties are assessed by the Maryland Department of Assessment and Taxation while the Board of County Commissioners sets the Property Tax rate. Applying the County tax rate to the State assessment determines the amount of taxes owed.

For assessment purposes, the State divides Carroll County into three assessment groups, as follows:

Group 1	New Windsor, Franklin, Mt. Airy, Berrett, and Freedom
Group 2	Myers, Manchester, Hampstead, and Woolerys
Group 3	Taneytown, Middleburg, Uniontown, Westminster, and Union Bridge

In FY 12 the Board of Commissioners lowered the rate from \$1.048 per one hundred dollars of assessed value to \$1.028. In FY 13 the Board lowered it again to \$1.018. In FY 15 the Commissioners adopted a \$.01 per \$100 of assessed value Property Tax rebate. Each year the State reassesses one group, resulting in a complete reassessment of the County every three years. The Homestead Tax Credit, set by the County Commissioners, limits annual tax bill increases to no more than 5.0% each year. Only primary residences are eligible for this credit. Decreased assessments, regardless of the property type, are fully applied in the first year. The total of the assessed values of local property is the County's assessable base, which can change through reassessment and the loss or gain of buildings and personal property.

In order to determine our revenue projection, we consider various sources of information. The first source is the Maryland State Department of Assessments and Taxation (SDAT). They provide assessment estimates in November and March for the current and upcoming year. These estimates are the primary source for our Property Tax projections and can be accessed at <http://dat.maryland.gov/Pages/Assessable-Base-Report.aspx>. Secondary sources of information are building permit activity reports, recordation reports, and real estate sales information. These reports, along with prior year data, are reviewed in order to properly perform a trend analysis. These trends provide the foundation for projecting the remainder of the current fiscal year and for planning in future fiscal years.

The assessable base includes three major categories of assessment: residential property, commercial and industrial property, and agricultural property. Typically, residential properties increase demand for services. Commercial/industrial and agricultural properties generally pay more in taxes than the cost of the services they require. A strong commercial/industrial base can relieve the tax burden on residents. Conversely, a relatively small commercial/industrial base increases the burden to residential taxpayers, often constraining the level of services that can be offered at a given tax rate. Immediately following this revenue summary is a three-year chart showing Carroll County in comparison to the assessable bases of other counties and Baltimore City.

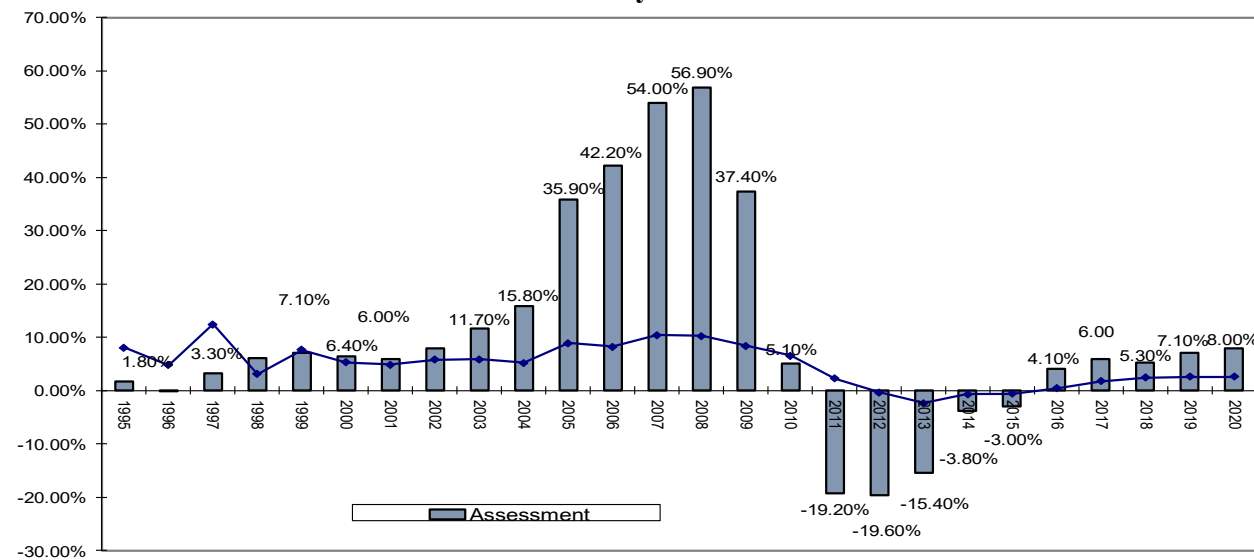
The booming real estate market of the early 2000s began to cool down in 2006, and by 2008 the market had slowed significantly. However, primarily due to the impact of the Homestead Tax Credit, and to a lesser extent growth in reassessments, Property Tax revenue remained fairly strong through FY 10. However, steep negative residential reassessments hit all three groups in FY 11, FY 12, and FY 13. FY 14 and FY 15 also had negative reassessments but a much smaller drop than FY 11 – 13. These drops wiped out most of the deferred Property Tax growth associated with the Homestead Tax Credit. As a result, future years are likely to experience slower Property Tax growth than recent years.

The Homestead Tax Credit limits tax increases for owner-occupied residential properties during times of high assessment growth. This cap was originally established in FY 96 at 10% as a way to limit the amount a Property Tax bill could increase. During FY 06, the Commissioners lowered this credit to 7%. By lowering this cap during a time of rising reassessments, a reserve of deferred growth was created. The thinking was that as assessments slowed or flattened, taxable assessments would catch up with actual assessments. The result was several years of 7% growth in Property Taxes. Whether assessments were rising, slowing, or flattening, the expectation was there would be a predictable growth pattern. In FY 11 the Commissioners lowered this credit to 5.0%.

The hope for a fairly steady growth pattern in Carroll was undercut by sharp decreases in assessments in all three Groups. From FY 11 to FY 13, reassessments dropped 19.2%, 19.6%, and 15.4%, respectively. FY 14 and FY 15 saw drops in reassessments of 3.8% and 3.0%. This combination of negative reassessments resulted in almost all of the Homestead Tax credit reserves being eliminated. These negative reassessments, combined with a \$0.02 Real Property Tax rate reduction in FY 12, and a \$0.01 reduction in FY 13, resulted in a decrease in tax revenue in FY 15. FY 16 showed the first positive reassessment in six years at 4.1%. FY 17, FY 18, FY19 and FY 20 also showed positive reassessment of 6.0%, 5.3%, 7.1% and 8.0%, respectively, resulting in growth in Real Property Tax revenue. The expectation for FY 21 – 25 is to see modest assessment growth of 2.0% – 3.0%.

The graph below shows the average reassessment of the individual groups. As mentioned above, one-third of the County is assessed each year. Each point on the graph is the average reassessment of one of the three areas. The graph also illustrates the cyclical nature of property assessments.

**Carroll County Assessments**



General Fund Revenues

## ***Income Tax***

Second Largest Revenue Source at 36.2% of Total. Income Tax is calculated as a percentage of net taxable State income. The State cap for Income Tax is 3.20%. The Board of County Commissioners lowered the tax rate from 3.05% to 3.04% effective January 1, 2014. The Commissioners also lowered the rate an additional 0.01% to 3.03% effective January 1, 2015. The State Comptroller's Office administers, collects, and distributes this tax to the counties and municipalities.

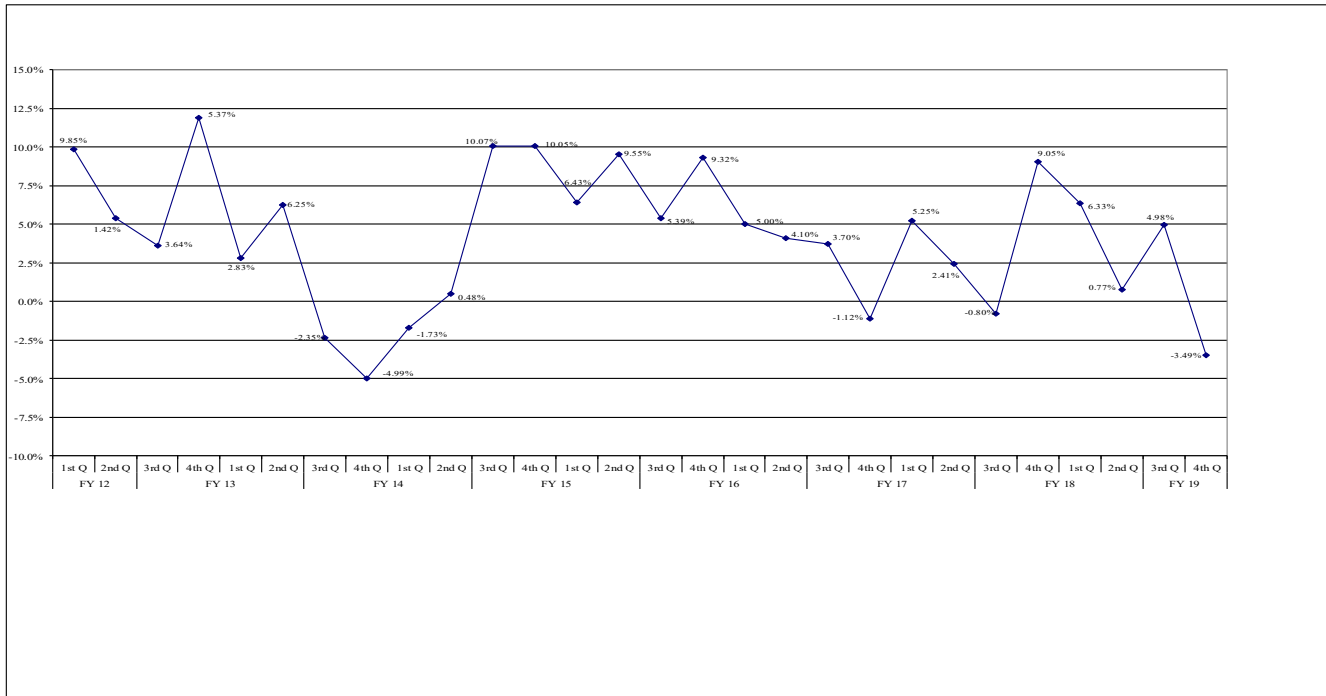
Income Tax is primarily General Fund revenue; however, 9.09% of Income Tax is traditionally dedicated to the Capital Budget for school construction and debt service. The Commissioners reduced the percentage of Income Tax going to school capital and debt to 7.09% in FY 16 through FY 17, 7.59% in FY 18, and to 8.09% in FY 19, with dedicated funding returning to 9.09% in FY 20. The difference resulting from the reduction during these years will be used for the school operating budget.

The budget for Income Tax is based on several factors, including a trend analysis of recent distributions, economic analysis of changes made at the State level, the local and national economy, and estimates provided by the State Comptroller's Office. FY 20 is budgeted at \$151.8M, which is \$2.9M, or a 2.0% increase over the FY 19 Budget of \$148.9M. The growth is primarily due to the expected growth in major distributions, which includes withholdings and estimated payments. Historically, Carroll's growth has been higher than the State-wide figure. The main reasons are that Carroll's income levels are higher than the State-wide average, and Carroll's unemployment rate is lower than the state-wide average. In addition, a higher proportion of Carroll's Income Taxes come from withholding of wages and salaries.

Other jurisdictions in the State have a higher portion of their Income Taxes coming from estimated payments, which cover everything from small businesses to investments. Estimated payments and the income associated with them are more volatile and have fallen at a greater rate than wage and salaries.

Approximately 90% of Income Tax revenue is received in quarterly distributions of withholdings and estimated payments. The graph below shows the growth in the distributions from the same period in the prior year. After seeing a period of negative distributions, Carroll is now experiencing positive growth.

## Growth on Quarterly Income Tax Distributions



### **Recordation**

Third Largest Revenue Source at 3.4% of Total. Recordation Tax is calculated on the value of recorded mortgages, deeds, and other documents conveying title or creating liens on real and personal property. Recordation revenue is directly affected by the economy and housing market.

Recordation spiked in the middle part of the 2000s due to low interest rates, strong housing demand, and rapidly rising home values. This revenue reached an all-time high of \$22.8M in FY 06. However, with the struggling housing market, recordation plummeted from the high in FY 06 to a bottom of \$7.7M in FY 11. Recordation has improved since FY 11 and is expected to reach \$14.4M in FY 19. FY 20 is projected to show a minor decline due to flat activity, and is projected at \$14.32M.

In addition to the historical collection data referenced above, we also review predictions from experts within the housing industry to determine the proper level for Recordation. Finally, we look to the local real estate market, in particular accessing the Metropolitan Regional Information Systems database, which provides sales data on existing properties. Factors such as average home sale price, total units sold, average days on the market, and active listings were reviewed. Recordation revenue projections were lowered for FY 20 due to a recent downturn in the number of units sold.

	2016	2017	2018	% Change from 2017
Sold Dollar Volume	\$797.5M	\$810.2M	\$820.5M	1.3%
Average Sold Price	\$310,310	\$326,707	\$337,925	3.4%
Units Sold	2,570	2,480	2,428	(2.1%)
Average Days on Market	106	82	71	(13.4%)

Source: [http://www.getsmartcharts.com/statistics#carroll\\_county\\_md\\_county/reports](http://www.getsmartcharts.com/statistics#carroll_county_md_county/reports)

### ***Ordinary Business***

Fourth Largest Revenue Source at 1.9% of Total. All corporations are required to file Personal Property Tax returns with the State. The taxable value of personal property is based on its original value less an annual depreciation allowance multiplied by the current tax rate. The County Commissioners lowered this rate from \$2.62 per \$100 of assessed value in FY 11, to \$2.57 in FY 12, and then lowered it again to \$2.545 in FY 13. In FY 14, the Board of County Commissioners lowered the rate to \$2.515 per \$100 of assessed value. FY 20 is budgeted at \$8.1M, a slight decline from FY 19 which is forecast at \$8.2M. Commercial and manufacturing inventory, manufacturing machinery, farm implements, and livestock are exempt from local taxation. Ordinary business is influenced by the economy and growth in the commercial/industrial base. State provided assessment estimates can be accessed at <http://dat.maryland.gov/Pages/Assessable-Base-Report.aspx>.

### ***Railroad and Public Utilities***

Fifth Largest Revenue Source at 1.9% of Total. Property Taxes for railroads and public utilities are combined into one revenue. In FY 12 the Board of County Commissioners lowered the Personal and Real Property Tax rates from \$2.62 and \$1.048 per one hundred dollars of assessed value to \$2.57 and \$1.028, respectively. In FY 13 the Board lowered them further to \$2.545 and \$1.018. Prior to FY 14, the Personal Property Tax rate was set by the State at 2.5 times the Property Tax. In FY 14, the State of Maryland decoupled the Personal Property Tax rate from the Real Property Tax rate. The Personal Property Tax rate can be no more than 2.5 times the Real Property Tax rate. In FY 14, the Board of County Commissioners lowered the Personal Property Tax rate from \$2.545 to \$2.515 per \$100 assessed value, where it remains. The Real Property Tax rate is applied to railroad real property, while the Personal Tax Rate is applied to railroad personal property and to both the real and personal property of public utilities.

In Carroll County, approximately 80% of these collections come from two utility companies: BGE and Verizon. Railroad and public utilities revenue is anticipated to come in at \$7.8M for FY 19, and \$8.0M in FY 20 to FY 25. The State of Maryland assessment estimates can be accessed at <http://dat.maryland.gov/Pages/Statistics-Reports.aspx>.



## **Other Revenues of Note**

### ***Investment Income***

The County invests revenue receipts until they are needed to pay for expenditures. Maryland State law dictates a conservative investment approach to protect taxpayers' money. Carroll County invests primarily in short-term investments such as Maryland Local Government Investment Pool, Bankers' Acceptances, Repurchase Agreements, U.S. Government Agency, and U.S. Government sponsored instruments.

This revenue budget is based on a combination of factors. First, a trend analysis is performed on historical portfolio balances and interest rates. Second, we review planned capital construction projects to determine when tax dollars appropriated are likely to be spent. This helps in determining if the portfolio balance may experience a material change beyond what the trend analysis reflects. Third, we review the current market conditions and follow the Federal Reserve pronouncements in order to determine the expected interest rate.

During FY 08 the housing market slowed dramatically. The Federal Reserve reacted by lowering the federal funds rate from 5.25% to 2.00%. During FY 09, as the economy continued to struggle, the rate was lowered several more times. Ultimately it reached the 0.0% – 0.25% target range. The Federal Reserve first raised interest rates in December 2015 to 0.25%-0.5%. Recent Federal Reserve interest rate hikes occurred quarterly from December 2017 to December 2018 bringing the interest rates to between 2.25% - 2.5%.

As a result of these rate reductions, short-term investment rates dropped. Callable investments were called early. Short-term investments were reinvested at lower rates while longer term investments haven't earned much more. These dramatic decreases have directly impacted our investment income. In FY 07 and 08 we collected \$8.6M. This amount dropped to \$4.0M in FY 09 followed by \$1.4M in FY 10 and \$1.1M in FY 11. FY 19 is projected at \$3.2M.

In FY 19, investment income is projected to increase to \$3.2M to correspond with the lifting of interest rates from the Federal Reserve. FY 20 is budgeted at \$3.6M, and is based primarily on maintaining a \$158.1M portfolio. The FY 20 weighted average rate of the current portfolio is 2.0%. This revenue also includes approximately \$0.46M annually in interest associated with older Installment Purchase Agreements.

### ***911-Service Fee***

The State of Maryland requires all counties to have an operational enhanced 911 system. In order to partially fund this expense, Carroll County imposes a monthly service fee of \$0.75 on all telephones, both cellular and landlines. FY 19 projection is \$1.8M. MD State legislation was passed, effective July 1, 2019, which applies a fee to each separate outbound call voice channel capacity, instead of each account. FY 20 revenue is projected at \$2.9M.

### ***Cable Franchise Fee***

The County charges a fee to Comcast for the ability to provide cable services in Carroll County. This fee is equal to five percent of specific categories of annual cable gross revenues. Forty percent of this amount is dedicated to funding the Community Media Center for Public, Educational, and Government programming. As part of the FY 16 budget process, the Commissioners elected to unrestrict the Cable Franchise Fee. For the first time in history, quarterly collections in FY 19 are coming in lower than planned. The assumed annual revenue growth has been reduced from 5% growth to 0%, or flat at \$1.8M throughout the plan.

### ***Building Permits***

Building permit fees are collected for construction and modification of residential and commercial/industrial buildings. Until FY 07, building permits generated at least \$1.0M annually; however, a combination of a housing market slowdown and changes in the Maryland Department of Environment's water requirements led to a significant reduction in revenue. FY 19 is forecast at \$0.5M. Based on current trends in the housing market, the budget for FY 20 is \$0.6M.

### ***Other Annual Revenues***

Annual revenues, ranging from licenses to park entrance fees, generate approximately 2.4% of total revenue. Individually, these revenues may experience varying levels of growth or decline. As a whole, revenues have shown slow growth over the past ten years. FY 19 is forecast at \$9.8M. FY 20 is budgeted at \$9.9M.

### ***Other Revenues***

Revenues that are not considered recurring are given separate recognition in the budget. Referred to as other revenues, or below the line revenues, these funds vary greatly from year to year. The largest component at \$10.2M in FY 20 is dedicated Local Income Tax revenue for Public School construction that is transferred from the Capital Fund to the General Fund to pay for school related debt service. The second largest is prior year unappropriated reserve, which is commonly referred to as the surplus, and is planned at \$9.3M in FY 20.

# Assessable Base

## Comparison of Maryland Jurisdictions by Property Type

	FY 17			FY 18			FY 19		
Jurisdiction	Commercial/ Industrial	Residential	Agricultural	Commercial/ Industrial	Residential	Agricultural	Commercial/ Industrial	Residential	Agricultural
Baltimore City	41.60%	58.40%	0.00%	42.22%	57.78%	0.00%	43.72%	56.28%	0.00%
Washington	30.16%	65.16%	4.67%	30.73%	64.58%	4.69%	30.80%	64.61%	4.58%
Prince George's	30.60%	69.06%	0.34%	30.72%	68.95%	0.33%	29.90%	69.78%	0.33%
Baltimore County	11.27%	86.40%	2.33%	28.40%	70.33%	1.27%	28.45%	70.30%	1.25%
Allegany	25.94%	70.39%	3.66%	26.76%	69.53%	3.71%	27.19%	69.06%	3.75%
Wicomico	24.95%	70.17%	4.88%	25.15%	70.03%	4.82%	25.68%	69.58%	4.74%
Montgomery	23.16%	76.49%	0.36%	23.23%	76.42%	0.35%	23.86%	75.80%	0.34%
Anne Arundel	23.06%	76.32%	0.62%	23.33%	76.05%	0.61%	23.39%	76.00%	0.61%
Howard	21.61%	77.49%	0.90%	22.23%	76.92%	0.86%	23.03%	76.14%	0.83%
Cecil	20.86%	73.76%	5.37%	20.94%	73.69%	5.36%	22.23%	72.38%	5.39%
Harford	20.18%	77.03%	2.80%	20.59%	76.64%	2.77%	20.65%	76.57%	2.78%
Frederick	20.19%	75.17%	4.64%	20.09%	75.37%	4.54%	20.12%	75.48%	4.40%
St. Mary's	13.58%	81.21%	5.21%	19.94%	69.05%	11.01%	20.10%	68.95%	10.96%
Charles	18.82%	78.59%	2.59%	18.98%	78.48%	2.54%	18.55%	78.94%	2.51%
Dorchester	17.64%	72.25%	10.10%	17.75%	72.13%	10.12%	18.25%	71.77%	9.98%
Kent	16.49%	70.52%	12.99%	16.57%	70.19%	13.25%	16.62%	70.16%	13.22%
Worcester	15.76%	82.38%	1.86%	15.78%	82.35%	1.87%	16.55%	81.57%	1.88%
Caroline	16.88%	68.58%	14.54%	16.55%	68.94%	14.51%	15.99%	69.14%	14.87%
Somerset	19.81%	69.58%	10.61%	13.98%	80.91%	5.10%	14.06%	80.70%	5.23%
<b>Carroll</b>	<b>12.88%</b>	<b>82.03%</b>	<b>5.08%</b>	<b>13.04%</b>	<b>82.02%</b>	<b>4.93%</b>	<b>13.15%</b>	<b>82.09%</b>	<b>4.77%</b>
Talbot	12.43%	76.03%	11.55%	12.67%	76.13%	11.20%	12.95%	76.13%	10.92%
Queen Anne's	12.43%	77.88%	9.69%	12.82%	77.52%	9.65%	12.70%	77.66%	9.64%
Calvert	11.27%	86.40%	2.33%	11.29%	86.36%	2.34%	11.24%	86.44%	2.32%
Garrett	10.88%	83.74%	5.37%	10.94%	83.64%	5.41%	10.95%	83.59%	5.46%
State Total	24.18%	74.10%	1.73%	24.44%	73.88%	1.68%	24.73%	73.62%	1.65%

Numbers may not add to 100% due to rounding

Source: State Department of Assessments and Taxation, AIMS 2 Report

Chart Ranked by FY 19 Commercial/Industrial Assessable Base

# General Fund Operating Revenues

Revenue	FY 18 Actuals	FY 19 Budget	FY 20 Budget	Increase (Decrease)	% Change
Real Property Tax	\$186,855,150	\$191,668,135	\$198,001,680	\$6,333,545	3.30%
Property Tax Rebate	(144)	0	0	0	0.00%
Taxes - Discounts	(824,437)	(860,000)	(860,000)	0	0.00%
Senior Tax Credit	(9,776)	(20,000)	(20,000)	0	0.00%
Penalty and Interest	786,772	820,000	820,000	0	0.00%
Homestead Tax Credit	(299,177)	(380,815)	(370,520)	10,295	-2.70%
Personal Property Tax	350,330	350,000	350,000	0	0.00%
Railroad and Public Utility	7,600,609	7,500,000	8,000,000	500,001	6.67%
Ordinary Business Tax	7,553,337	7,894,170	7,798,600	(95,570)	-1.21%
Real Property Tax - Prior Year	47,895	0	0	0	0.00%
Collections Office - Over/Under	3	0	0	0	0.00%
Prior Years Taxes Deferred	401,039	300,000	300,000	0	0.00%
Semi-Annual Service Charges	195,516	100,000	100,000	0	0.00%
<b>Total Local Property Taxes</b>	<b>\$202,657,116</b>	<b>\$207,371,490</b>	<b>\$214,119,760</b>	<b>\$6,748,270</b>	<b>3.25%</b>
<b>Income Tax</b>	<b>\$141,825,805</b>	<b>\$148,847,210</b>	<b>\$151,798,000</b>	<b>\$2,950,790</b>	<b>1.98%</b>
911 Service Fee	\$1,113,242	\$1,090,000	\$2,850,000	\$1,760,000	161.47%
Recordation Fee	13,923,538	14,900,000	14,307,500	(592,500)	-3.98%
Cable Franchise Fee	1,707,920	1,827,000	1,827,000	0	0.00%
Admissions	355,088	350,000	350,000	0	0.00%
Payment in Lieu of Taxes (PILOT)	16,812	16,800	16,800	0	0.00%
<b>Other Local Taxes</b>	<b>\$17,116,599</b>	<b>\$18,183,800</b>	<b>\$19,351,300</b>	<b>\$1,167,500</b>	<b>6.42%</b>
State Aid - Police Protection	\$860,983	\$850,000	\$860,000	\$10,000	1.18%
<b>Total State Shared Taxes</b>	<b>\$860,983</b>	<b>\$850,000</b>	<b>\$860,000</b>	<b>\$10,000</b>	<b>1.18%</b>
Heavy Equipment Tax	\$131,023	\$125,000	\$125,000	\$0	0.00%
Beer, Wine, Liquor Licenses	223,276	210,000	210,000	0	0.00%
Amusements	38	2,000	2,000	0	0.00%
Traders Licenses	132,399	133,900	133,900	0	0.00%
Mobile Home Licenses	65,915	62,000	62,000	0	0.00%
Animal Licenses	52,539	65,000	65,000	0	0.00%
Kennel Licenses	19,000	18,000	18,000	0	0.00%
Building Permits	507,047	540,750	565,000	24,250	4.48%
Plumbing Licenses	27,055	30,000	16,000	(14,000)	-46.67%
Marriage Licenses	33,500	33,000	33,000	0	0.00%
Electrical Licenses	30,433	38,000	20,000	(18,000)	-47.37%
Utility Construction Permits	47,730	34,000	36,000	2,000	5.88%
Electrical Permits	190,570	210,000	210,000	0	0.00%
Grading Permits	19,710	20,000	22,000	2,000	10.00%
Use and Occupancy Certificates	19,790	22,500	23,000	500	2.22%
Zoning Certificates/Ordinances	2,025	2,000	2,100	100	5.00%
Plumbing Permits	175,782	172,000	160,000	(12,000)	-6.98%
Reinspection Fees	6,025	7,000	8,000	1,000	14.29%
<b>Total Licenses and Permits</b>	<b>\$1,683,856</b>	<b>\$1,725,150</b>	<b>\$1,711,000</b>	<b>(\$14,150)</b>	<b>-0.82%</b>

# General Fund Operating Revenues

Revenue	FY 18 Actuals	FY 19 Budget	FY 20 Budget	Increase (Decrease)	% Change
State Aid - Fire Protection	\$387,701	\$388,600	\$388,600	\$0	0.00%
Bond Interest Subsidy	769,711	760,990	750,270	(10,720)	-1.41%
State Aid - Various Reimbursements	355	0	0	0	0.00%
Grand and Petit Jury Reimbursement	44,525	52,000	52,000	0	0.00%
Circuit Court Master Reimbursement	168,858	179,300	184,590	5,290	2.95%
<b>Total Intergovernmental</b>	<b>\$1,371,150</b>	<b>\$1,380,890</b>	<b>\$1,375,460</b>	<b>(\$5,430)</b>	<b>-0.39%</b>
Lien Certification	\$192,025	\$215,000	\$215,000	\$0	0.00%
Data Processing Services	1,861	3,100	3,100	0	0.00%
Hearing Fees - Board of Zoning Appeals	15,235	14,000	14,000	0	0.00%
Copy Fees	14,826	14,000	14,900	900	6.43%
Health Department	50,391	50,000	50,000	0	0.00%
Hearing Fees - Zoning Administration	8,400	10,300	12,600	2,300	22.33%
<b>Total General Government</b>	<b>\$282,738</b>	<b>\$306,400</b>	<b>\$309,600</b>	<b>\$3,200</b>	<b>1.04%</b>
Sheriff Salary Recovery	\$10,005	\$3,300	\$14,890	\$11,590	351.21%
Sheriff Fees	107,282	105,000	102,790	(2,210)	-2.10%
Sheriff - Town Deputy	26,187	0	0	0	0.00%
Sheriff Training Academy	49,765	52,200	100,970	48,770	93.43%
Detention Center	230,024	235,075	200,000	(35,075)	-14.92%
Detention Center - Commissary	60,356	70,000	50,000	(20,000)	-28.57%
Detention Center - Home Detention	12,562	20,000	21,890	1,890	9.45%
Detention Center - Juvenile Transport	36,035	29,000	21,530	(7,470)	-25.76%
Detention Center - Work Release	70,959	80,000	70,000	(10,000)	-12.50%
Citations	11,964	6,200	6,380	180	2.90%
Circuit Court Annex - Rent and Heat	12,994	13,000	13,000	0	0.00%
Inspection Fees - Roads	127,738	100,000	75,000	(25,000)	-25.00%
Inspection Fees - Development Review	11,315	7,500	12,000	4,500	60.00%
Inspection Fees - Fire Safety	74,898	55,000	97,000	42,000	76.36%
Sex Offender Registry	26,200	26,200	26,000	(200)	-0.76%
State Criminal Alien Asst. Program (SCAAP)	0	5,900	2,620	(3,280)	-55.59%
<b>Total Public Safety</b>	<b>\$868,285</b>	<b>\$808,375</b>	<b>\$814,070</b>	<b>\$5,695</b>	<b>0.70%</b>
Vehicle Maintenance	\$374,787	\$500,000	\$475,000	(\$25,000)	-5.00%
Road Maintenance	155,610	108,300	110,000	1,700	1.57%
Development Review Fees	134,949	118,450	130,000	11,550	9.75%
Flood Plain Review Fees	1,000	3,000	2,000	(1,000)	-33.33%
Fuel Recovery	647,102	630,000	600,000	(30,000)	-4.76%
Stormwater/Environmental Review Fees	55,287	28,500	36,000	7,500	26.32%
Vehicle Auction Fee	1,600	0	0	0	0.00%
Engineering Review Fees	16,720	20,000	20,000	0	0.00%
Forest Conservation Review Fees	15,672	25,000	22,000	(3,000)	-12.00%
Weed Control	77,711	67,500	71,580	4,080	6.04%
<b>Total Public Works</b>	<b>\$1,480,437</b>	<b>\$1,500,750</b>	<b>\$1,466,580</b>	<b>(\$34,170)</b>	<b>-2.28%</b>

# General Fund Operating Revenues

Revenue	FY 18 Actuals	FY 19 Budget	FY 20 Budget	Increase (Decrease)	% Change
Hashawha Concessions	\$558	\$800	\$1,000	\$200	25.00%
Hashawha General Public Programs	8,890	7,000	9,000	2,000	28.57%
Hashawha Fees	263,984	263,000	265,000	2,000	0.76%
Hashawha Outdoor School Meals	143,901	169,000	147,000	(22,000)	-13.02%
Hashawha School Programs	12,891	11,000	13,000	2,000	18.18%
Bear Branch Programs	21,002	14,400	18,000	3,600	25.00%
Farm Museum Admissions	15,849	20,000	16,000	(4,000)	-20.00%
Farm Museum Concessions	48,806	50,000	50,000	0	0.00%
Farm Museum Sponsors	33,950	30,000	30,000	0	0.00%
Farm Museum Wine Festival	357,276	380,000	350,000	(30,000)	-7.89%
Farm Museum Special Events	55,961	90,000	60,000	(30,000)	-33.33%
Farm Museum Weddings	46,350	40,000	40,000	0	0.00%
Piney Run Admissions	177,917	205,000	200,000	(5,000)	-2.44%
Piney Run School Groups	6,624	5,500	6,500	1,000	18.18%
Piney Run Boat Rentals	67,081	80,000	75,500	(4,500)	-5.63%
Piney Run Concessions	7,125	12,000	12,000	0	0.00%
Piney Run Programs	6,074	7,500	6,000	(1,500)	-20.00%
Piney Run Nature Center Concessions	3,400	2,000	2,500	500	25.00%
Piney Run Nature Center Facility	1,420	2,000	2,000	0	0.00%
Piney Run Council Sponsor	86	0	1,200	1,200	100.00%
Piney Run Nature Center Programs	4,372	8,000	4,500	(3,500)	-43.75%
Piney Run Nature Camp	73,869	70,000	75,000	5,000	7.14%
Pavilion and Facility Rentals	58,398	62,000	60,000	(2,000)	-3.23%
Recreation and Parks Program Fees	0	0	18,000	18,000	29.03%
Sports Complex Advertisement	300	300	300	0	0.00%
Sports Complex Concessions	1,303	2,500	1,200	(1,300)	-52.00%
Sports Complex Rent/Lighting	43,348	40,000	41,200	1,200	3.00%
Sports Complex Tournament Fees	12,207	15,000	18,100	3,100	20.67%
Park Facility Rental	2,603	7,700	7,700	0	0.00%
Dog Park Memberships	5,565	4,000	4,000	0	0.00%
Bus Trip Revenue	(2,093)	0	0	0	0.00%
<b>Total Recreation</b>	<b>\$1,479,016</b>	<b>\$1,598,700</b>	<b>\$1,534,700</b>	<b>(\$64,000)</b>	<b>-4.00%</b>
Westminster Senior Center Classes	\$6,565	\$12,000	\$13,000	\$1,000	8.33%
North Carroll Senior Center Classes	28,093	20,000	21,000	1,000	5.00%
South Carroll Senior Center Classes	31,238	27,000	28,000	1,000	3.70%
Taneytown Senior Center Classes	2,460	3,400	3,600	200	5.88%
Mt. Airy Senior Center Classes	14,589	13,500	14,000	500	3.70%
Senior Center Bus Trips	26,223	0	25,000	25,000	100.00%
<b>Total Aging</b>	<b>\$109,166</b>	<b>\$75,900</b>	<b>\$104,600</b>	<b>\$28,700</b>	<b>37.81%</b>
Circuit Court Fines	\$24,642	\$30,000	\$30,000	\$0	0.00%
Liquor License Fines	7,900	7,200	7,200	0	0.00%
Animal Violation Fines	7,950	10,000	10,000	0	0.00%
Humane Society Impound Fees	19,831	20,000	20,000	0	0.00%
Parking Violations	0	250	250	0	0.00%
<b>Total Fines and Forfeits</b>	<b>\$60,323</b>	<b>\$67,450</b>	<b>\$67,450</b>	<b>\$0</b>	<b>0.00%</b>

# General Fund Operating Revenues

Revenue	FY 18 Actuals	FY 19 Budget	FY 20 Budget	Increase (Decrease)	% Change
Interest - Miscellaneous Loans	\$2,584	\$62,900	\$11,100	(\$51,800)	-82.35%
Interest - Fire Company Loans	302,960	274,900	255,170	(19,730)	-7.18%
Investment Income	1,541,927	3,190,000	3,559,643	369,643	11.59%
Unrealized Gains/Losses	(555,274)	0	0	0	0.00%
Rents and Royalties	6,979,737	210,000	322,960	112,960	53.79%
Cell Tower Rent	52,020	52,000	52,000	0	0.00%
Rent - Family Law	6,600	6,600	6,600	0	0.00%
Advertising - Liquor Licenses	10,500	10,000	10,000	0	0.00%
Jury Duty	129	0	0	0	0.00%
Postage	26,542	23,000	26,650	3,650	15.87%
Equipment Sales	227,863	150,000	150,000	0	0.00%
Purchasing Card Rebate	45,334	35,000	35,000	0	0.00%
Miscellaneous	365,946	238,665	213,660	(25,005)	-10.48%
<b>Total Other</b>	<b>\$9,006,868</b>	<b>\$4,253,065</b>	<b>\$4,642,783</b>	<b>\$389,718</b>	<b>9.16%</b>
Insurance Recovery	\$317	\$0	\$0	\$0	0.00%
Health Department	7,037	5,000	5,000	0	0.00%
Pension Recovery - Enterprise and Grants	322,870	290,000	335,000	45,000	15.52%
OPEB Recovery - Enterprise and Grants	372,738	300,000	370,000	70,000	23.33%
State Retirement Recovery - Enterprise and Grants	6,610	9,000	6,650	(2,350)	-26.11%
Westminster Motorola Revenue Recovery	21,989	22,000	22,000	0	0.00%
<b>Total Cost Recovery</b>	<b>\$731,561</b>	<b>\$626,000</b>	<b>\$738,650</b>	<b>\$112,650</b>	<b>18.00%</b>
<b>Total Annual Revenue</b>	<b>\$379,533,902</b>	<b>\$387,595,180</b>	<b>\$398,893,953</b>	<b>\$11,298,773</b>	<b>2.92%</b>
Prior Year Unappropriated Reserve	\$11,557,850	\$11,688,400	\$9,279,947	(\$2,408,453)	-20.61%
Current Year Surplus	0	1,201,210	1,500	(1,199,710)	-99.88%
Special Revenue Fund: Hotel Rental Tax	322,488	417,570	408,210	(9,360)	-2.24%
Transfer from Capital Fund	10,940,900	10,355,690	10,225,720	(129,970)	-1.26%
<b>Total Operating Revenue</b>	<b>\$402,355,140</b>	<b>\$411,258,050</b>	<b>\$418,809,330</b>	<b>\$7,551,280</b>	<b>1.84%</b>

Prior Year Unappropriated Reserve      Consists of revenues in excess of budget and unspent appropriated dollars. These funds are carried over to the next budget following the completion of an independent audit.

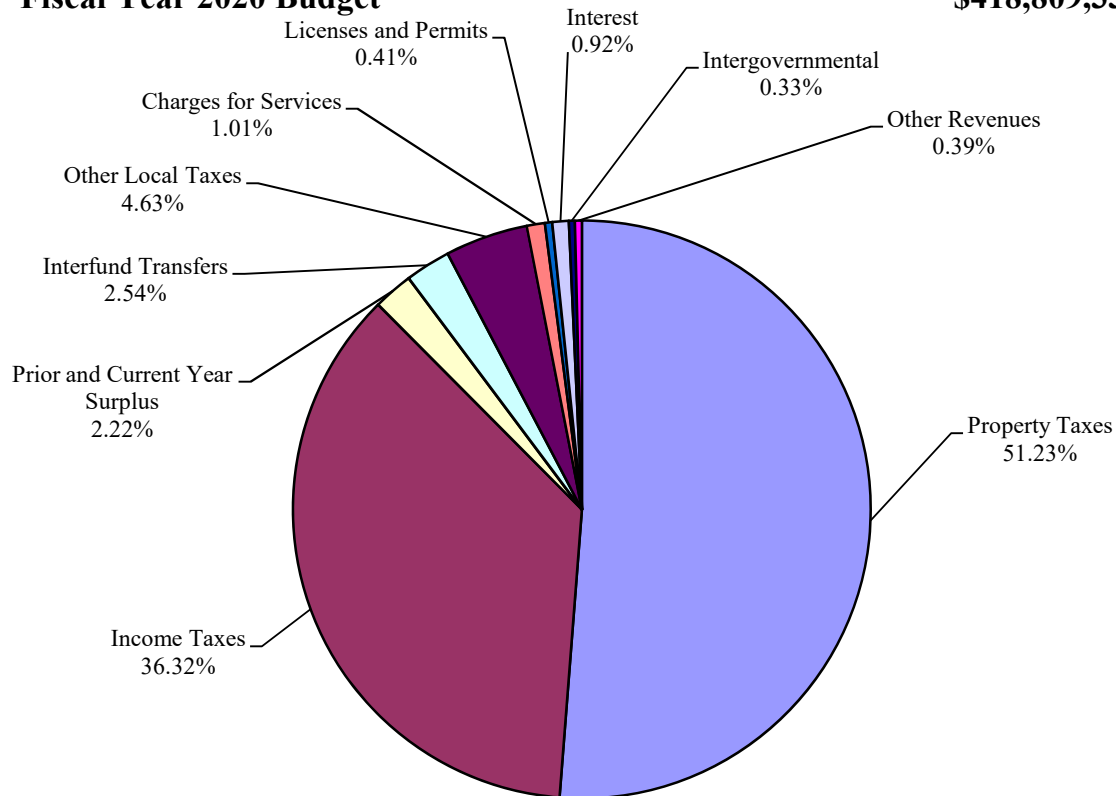
Special Revenue Fund: Hotel Rental Tax      Dedicated Hotel Tax revenue transferred into the General Fund for tourism and promotion of the County.

Transfer from Capital Fund      Dedicated Local Income Tax revenue for Public School construction transferred into the General Fund to pay debt service on school construction.

# Operating Budget Revenues

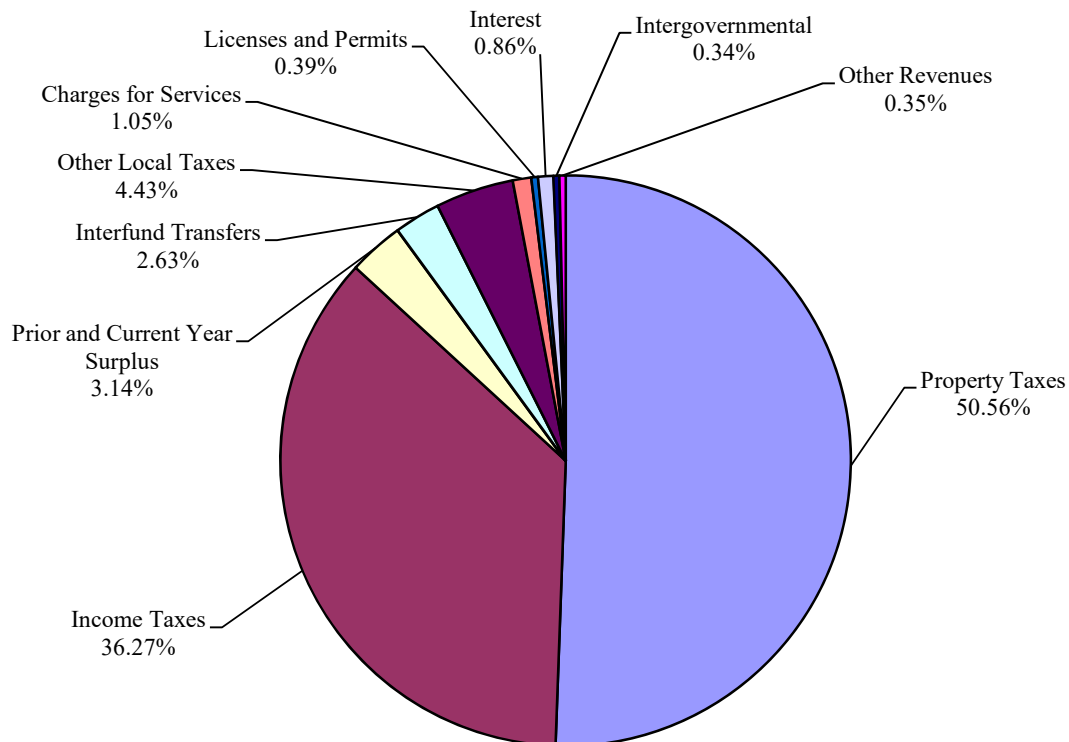
## Fiscal Year 2020 Budget

**\$418,809,330**



## Fiscal Year 2019 Budget

**\$411,258,050**





# *Operating Plan*

# **Multi-Year Financial Forecasting**

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The County maintains a balanced six-year Operating Plan and Community Investment Plan based on projected revenues. The development of six-year plans allows the County to evaluate the impact of current decisions on the long-term financial position of the County and to plan for the impact of changes in the economic environment, laws, and regulations.

## **Six-Year Operating Revenue Forecast**

Growth rates for Property Tax, our largest revenue, remain stable throughout the plan, ranging from 2.8 – 3.0%. This is slightly lower than previous projections due to lower than planned reassessment growth of Group 1 in FY 20. Due to housing data showing a recent slowdown in home sales, growth rates for other housing related revenues, such as recordation and building permits, were reduced from the FY 19 – 24 plan.

FY 19 Income Tax collections, the County's second largest revenue, are projected to come in at budget. Due to recent volatility in distributions and uncertainty of taxpayer behavior, gross Income Tax revenue growth was lowered from 4.5% to 3.8% in FY 20 and from 5.0% to 4.2% in FY 21 – 25.

The rebound of Investment Income is due to interest rate increases by the Federal Reserve. Projections in FY 21 – 25 are reduced from the previous plan following the Federal Reserve announcement of a reduction in the planned number of future interest rate increases.

Although revenue projections are based on reasonable expectations, if any one or more of the numerous variables change throughout the plan then the outcome will most likely change. The goal with the six-year operating plan is to adjust the plan as new information becomes available.

## **Six-Year Operating Expenditure Forecast**

Projected Operating Plan expenditures are built on assumed growth rates, operating impacts of capital projects, projected debt service on known and planned debt issuance, and expenditures that are non-recurring in nature. Most expenditures, including personnel and general operating, are planned to grow at an assumed annual rate of 3.0%. Other expenditures, such as employee health benefits and Workers Compensation, have varying growth rates based on projected annual cost increases. Debt service is calculated by using known debt service amortization schedules and planned debt based on the anticipated timing of capital projects and assumed bond interest rates. Non-recurring costs, such as replacement furniture and equipment, are planned in the year they are expected to occur. The following table provides examples of growth assumptions incorporated into the six-year Operating Plan. The shift of unanticipated State costs to local government can change our expenditure plan quickly. The goal is to be aware of the potential actions from the State and adjust the plan as information becomes available.

## **Operating Impacts of Capital Projects**

Operating impacts of capital projects are included in the Operating Plan. Operating impacts of a capital project are ongoing costs or savings that occur as a result of a capital project. An example of an operating impact is the expenditures that will result from the construction of Sheriff's Office – Eldersburg Precinct, including IT purchases, building insurance, and general maintenance. In recent years, due to fiscal constraints, the County has focused the Community

Investment Plan on maintaining existing infrastructure, such as roads and building maintenance projects.

## Multi-Year Financial Forecasting

### Growth Rate Assumptions

Department/Agency	FY 21 Planned	FY 22 Planned	FY 23 Planned	FY 24 Planned	FY 25 Planned
Salary and General Operating	3.0%	3.0%	3.0%	3.0%	3.0%
Sheriff's Office Salary and Pension	4.0%	4.0%	4.0%	4.0%	4.0%
Board of Education	3.126%	3.126%	3.126%	3.126%	3.126%
Employee Health Costs	6.25%	6.5%	6.75%	7.0%	7.25%
Risk Management (Workers Compensation)	5.0%	5.0%	5.0%	5.0%	5.0%
Retiree Health Costs	9.0%	9.0%	9.0%	9.0%	9.0%
Detention Center (Medical/Food)	3.5%	3.5%	4.0%	4.0%	4.0%
Storm Emergencies	5.0%	5.0%	5.0%	5.0%	5.0%
Collections Office	4.0%	4.0%	4.0%	4.0%	4.0%
Independent Post-Audit	3.0%	4.0%	4.0%	4.0%	4.0%
Board of Elections	5.0%	5.0%	5.0%	5.0%	5.0%
Transfer to Grant Fund – Circuit Court	4.0%	4.0%	4.0%	4.0%	4.0%
Transfer to Grant Fund – Housing	5.0%	5.0%	5.0%	5.0%	5.0%
Transfer to Grant Fund – Sheriff's Office	4.0%	4.0%	4.0%	4.0%	4.0%
Transfer to Grant Fund – State's Attorney's Office	4.0%	4.0%	4.0%	4.0%	4.0%
Transfer to Grant Fund – Transit	5.0%	5.0%	5.0%	5.0%	5.0%

# SIX-YEAR OPERATING REVENUE

	FY 20 Budget	FY 21 Planned	FY 22 Planned	FY 23 Planned	FY 24 Planned	FY 25 Planned
<b>Real Property Tax</b>	\$202,800,500	\$208,867,593	\$214,863,479	\$221,188,523	\$227,583,164	\$234,052,670
% Change	3.00%	2.99%	2.87%	2.94%	2.89%	2.84%
<b>Property Tax directly to Capital Fund</b>	(2,680,680)	(2,695,190)	(3,020,940)	(3,000,000)	(3,000,000)	(3,000,000)
<b>Property Tax directly to Stormwater Fund</b>	(2,148,660)	(2,788,570)	(3,193,740)	(3,593,310)	(3,981,060)	(4,328,430)
<b>Railroad and Public Utility</b>	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
% Change	6.67%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Total Business Tax</b>	8,148,600	8,230,086	8,312,387	8,395,511	8,479,466	8,564,260
% Change	-1.16%	1.00%	1.00%	1.00%	1.00%	1.00%
<b>Total Property Tax</b>	<b>\$214,119,760</b>	<b>\$219,613,919</b>	<b>\$224,961,186</b>	<b>\$230,990,724</b>	<b>\$237,081,570</b>	<b>\$243,288,500</b>
% Change	3.25%	2.57%	2.43%	2.68%	2.64%	2.62%
<b>Income Tax</b>	\$151,798,000	\$159,494,541	\$166,500,748	\$173,831,202	\$181,501,178	\$189,526,673
% Change	1.98%	5.07%	4.39%	4.40%	4.41%	4.42%
<b>Recordation</b>	14,307,500	14,950,000	15,200,000	15,400,000	15,600,000	15,900,000
% Change	-3.98%	4.49%	1.67%	1.32%	1.30%	1.92%
<b>Cable Franchise Fee</b>	1,827,000	1,830,000	1,830,000	1,830,000	1,830,000	1,830,000
% Change	0.00%	0.16%	0.00%	0.00%	0.00%	0.00%
<b>Building Permits</b>	565,000	565,000	565,000	565,000	565,000	565,000
% Change	4.48%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>911 Service Fee</b>	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000
% Change	161.47%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Investment Income</b>	3,559,643	4,187,152	4,623,527	5,444,976	5,732,882	5,838,299
% Change	11.59%	17.63%	10.42%	17.77%	5.29%	1.84%
<b>Total Major Revenues</b>	<b>\$389,026,903</b>	<b>\$403,490,612</b>	<b>\$416,530,461</b>	<b>\$430,911,902</b>	<b>\$445,160,630</b>	<b>\$459,798,473</b>
% Change	2.98%	3.72%	3.23%	3.45%	3.31%	3.29%
<b>Tier 2 Revenues *</b>	\$6,058,630	\$6,440,389	\$6,653,601	\$6,873,209	\$7,099,405	\$7,332,387
% Change	-0.11%	6.30%	3.31%	3.30%	3.29%	3.28%
<b>Tier 3 Revenues **</b>	3,808,420	3,922,673	4,040,353	4,161,563	4,286,410	4,415,003
% Change	1.20%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Annual Revenues</b>	<b>\$398,893,953</b>	<b>\$413,853,674</b>	<b>\$427,224,414</b>	<b>\$441,946,674</b>	<b>\$456,546,445</b>	<b>\$471,545,863</b>
% Change	2.92%	3.75%	3.23%	3.45%	3.30%	3.29%
<b>Prior Year Unappropriated Reserve</b>	\$9,279,947	\$6,219,137	\$5,798,113	\$4,545,188	\$4,275,961	\$5,193,358
% Change	-20.61%	-32.98%	-6.77%	-21.61%	-5.92%	21.45%
<b>Current Year Surplus</b>	1,500	27,500	246,000	680,930	1,006,624	2,179,934
% Change	-99.88%	100.00%	794.55%	176.80%	47.83%	116.56%
<b>Transfer from Special Revenue Fund</b>	408,210	420,460	433,070	446,060	459,440	473,220
% Change	-2.24%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Transfer from Capital Fund - Income Tax For Debt Service</b>	10,225,720	11,101,031	11,544,231	12,924,240	14,230,976	14,424,355
% Change	-1.26%	8.56%	3.99%	11.95%	10.11%	1.36%
<b>Total Revenues</b>	<b>418,809,330</b>	<b>431,621,802</b>	<b>445,245,828</b>	<b>460,543,092</b>	<b>476,519,446</b>	<b>493,816,730</b>
	1.84%	3.06%	3.16%	3.44%	3.47%	3.63%

\* There are approximately 15 Tier 2 revenues. They generally fall between \$200,000 and \$800,000 on an annual basis.

\*\* There are approximately 80 Tier 3 revenues. They generally are below \$200,000 on an annual basis.

# Operating Plan

## Fiscal Years 2020 - 2025

Department/Agency	FY 20 Budget	FY 21 Planned	FY 22 Planned	FY 23 Planned	FY 24 Planned	FY 25 Planned
<b>Public Schools</b>						
Carroll County Public Schools	197,251,500	203,417,580	209,776,420	216,334,030	223,096,630	230,070,630
Carroll County Public Schools Debt Service	10,227,000	11,101,030	11,544,230	12,924,240	14,230,980	14,424,360
<b>Total Public Schools</b>	<b>207,478,500</b>	<b>214,518,610</b>	<b>221,320,650</b>	<b>229,258,270</b>	<b>237,327,610</b>	<b>244,494,990</b>
<b>Education Other</b>						
Cable Regulatory Commission	156,760	164,600	172,830	181,470	190,540	200,070
Carroll Community College	10,607,100	10,698,710	11,019,670	11,350,260	11,690,770	12,041,500
Carroll Community College - Adult Basic Education	284,040	284,040	284,040	284,040	284,040	284,040
Carroll Community College - Entrepreneurship Program	148,830	148,830	148,830	148,830	148,830	148,830
Carroll County Public Library	9,279,640	9,558,030	9,844,770	10,140,110	10,444,320	10,757,650
Community Media Center	670,000	670,000	670,000	670,000	670,000	670,000
<b>Total Education Other</b>	<b>21,146,370</b>	<b>21,524,210</b>	<b>22,140,140</b>	<b>22,774,710</b>	<b>23,428,500</b>	<b>24,102,090</b>
<b>Public Safety and Corrections</b>						
Circuit Court	2,274,510	2,342,930	2,412,090	2,485,610	2,559,020	2,637,080
Circuit Court Magistrates	407,160	419,850	432,770	445,750	459,130	472,900
Orphans Court	61,110	61,440	61,780	62,140	62,500	62,980
Volunteer Community Service Program	186,440	192,030	197,790	203,730	209,840	216,140
<b>Total Courts</b>	<b>2,929,220</b>	<b>3,016,250</b>	<b>3,104,430</b>	<b>3,197,230</b>	<b>3,290,490</b>	<b>3,389,100</b>
Public Safety 911	5,550,230	5,584,070	6,010,440	5,947,160	6,133,890	6,586,690
<b>Total Public Safety 911</b>	<b>5,550,230</b>	<b>5,584,070</b>	<b>6,010,440</b>	<b>5,947,160</b>	<b>6,133,890</b>	<b>6,586,690</b>
Administrative Services	3,182,570	3,309,870	3,442,270	3,579,960	3,723,160	3,872,080
Advocacy and Investigation Center	20,940	26,570	22,370	23,040	23,730	24,440
Corrections	8,833,240	9,174,030	9,536,110	9,894,760	10,290,050	10,726,150
Law Enforcement	11,607,640	12,014,080	12,487,390	12,959,710	13,470,150	14,009,730
Training Academy	69,570	71,660	73,810	76,020	78,300	80,650
<b>Total Sheriff's Office</b>	<b>23,713,960</b>	<b>24,596,210</b>	<b>25,561,950</b>	<b>26,533,490</b>	<b>27,585,390</b>	<b>28,713,050</b>
State's Attorney's Office	3,586,800	3,701,780	3,813,240	3,927,630	4,045,460	4,166,830
<b>Total State's Attorney's Office</b>	<b>3,586,800</b>	<b>3,701,780</b>	<b>3,813,240</b>	<b>3,927,630</b>	<b>4,045,460</b>	<b>4,166,830</b>
Animal Control	937,180	924,100	993,820	1,023,630	1,009,780	1,040,080
EMS 24/7 Services	4,657,180	4,796,900	4,940,800	5,089,030	5,241,700	5,398,950
Length of Service Award Program	398,000	514,000	630,000	680,000	730,000	780,000
Volunteer Emergency Services Association	8,545,670	8,755,690	9,018,360	9,288,910	9,567,580	9,854,610
<b>Total Public Safety and Corrections Other</b>	<b>14,538,030</b>	<b>14,990,690</b>	<b>15,582,980</b>	<b>16,081,570</b>	<b>16,549,060</b>	<b>17,073,640</b>
<b>Total Public Safety and Corrections</b>	<b>50,318,240</b>	<b>51,889,000</b>	<b>54,073,040</b>	<b>55,687,080</b>	<b>57,604,290</b>	<b>59,929,310</b>
<b>Public Works</b>						
Public Works Administration	584,640	606,210	618,890	638,010	656,600	676,300
Building Construction	334,970	344,280	352,930	364,020	374,440	385,670
Engineering Administration	404,460	416,230	428,720	441,580	454,830	508,470
Engineering - Construction Inspection	418,960	429,630	442,520	455,790	469,470	484,420
Engineering - Design	323,850	333,650	343,570	353,970	364,500	375,540
Engineering - Survey	268,710	291,440	285,850	294,340	303,260	312,270
Facilities	11,163,490	11,535,370	11,555,380	11,954,740	12,363,390	12,833,390
Fleet Management	7,873,160	7,990,680	8,230,400	8,477,310	8,731,630	8,993,590
Permits and Inspections	1,449,890	1,490,780	1,543,300	1,581,800	1,629,250	1,687,640
Roads Operations	7,270,720	7,483,060	7,707,530	7,938,770	8,176,910	8,422,210
Storm Emergencies	2,167,160	2,257,880	2,359,760	2,466,600	2,578,450	2,695,580
Traffic Control	335,200	366,250	377,200	388,510	400,170	412,180
Transit Administration	144,390	137,090	141,200	145,440	149,800	154,300
Veteran Transit Services	167,000	172,010	177,170	182,490	187,960	193,600
<b>Total Public Works</b>	<b>32,906,600</b>	<b>33,854,560</b>	<b>34,564,420</b>	<b>35,683,370</b>	<b>36,840,660</b>	<b>38,135,160</b>
<b>Citizen Services</b>						
Citizen Services Administration	343,990	352,460	363,030	373,920	385,140	396,700
Aging and Disabilities	1,205,590	1,241,490	1,278,730	1,317,090	1,356,610	1,397,310
Recovery Support Services	411,940	906,200	922,930	950,470	978,840	1,008,050
<b>Total Citizen Services</b>	<b>1,961,520</b>	<b>2,500,150</b>	<b>2,564,690</b>	<b>2,641,480</b>	<b>2,720,590</b>	<b>2,802,060</b>

# Operating Plan

## Fiscal Years 2020 - 2025

Department/Agency	FY 20 Budget	FY 21 Planned	FY 22 Planned	FY 23 Planned	FY 24 Planned	FY 25 Planned
Access Carroll	20,000	20,000	20,000	20,000	20,000	20,000
The Arc Carroll County	270,800	276,220	281,740	287,380	293,120	298,990
CHANGE, Inc.	265,540	270,850	276,270	281,790	287,430	293,180
Family and Children's Services	392,070	403,830	415,950	428,430	441,280	454,520
Flying Colors of Success	46,640	48,970	51,420	53,990	56,690	59,530
Human Services of Program	1,217,310	1,241,660	1,266,490	1,291,820	1,317,660	1,344,010
Mosaic Community Services	109,760	111,960	114,190	116,480	118,810	121,180
Rape Crisis Intervention Service	168,630	177,060	185,910	195,210	204,970	215,220
Target Community and Educational Services	270,800	276,220	281,740	287,380	293,120	298,990
Youth Services Bureau	1,070,390	1,166,800	1,265,130	1,290,440	1,316,250	1,342,570
<b>Citizen Services Non - Profits</b>	<b>3,831,940</b>	<b>3,993,570</b>	<b>4,158,840</b>	<b>4,252,920</b>	<b>4,349,330</b>	<b>4,448,190</b>
Health Department	3,601,730	3,709,780	3,821,080	3,935,710	4,053,780	4,175,390
Social Services	20,000	20,000	20,000	20,000	20,000	20,000
<b>Citizen Services State</b>	<b>3,621,730</b>	<b>3,729,780</b>	<b>3,841,080</b>	<b>3,955,710</b>	<b>4,073,780</b>	<b>4,195,390</b>
<b>Total Citizen Services</b>	<b>9,415,190</b>	<b>10,223,500</b>	<b>10,564,610</b>	<b>10,850,110</b>	<b>11,143,700</b>	<b>11,445,640</b>
<b>Recreation and Culture</b>						
Recreation and Parks Administration	355,710	369,860	375,950	388,440	398,850	410,810
Hashawha	822,970	847,680	873,110	899,310	926,280	954,070
Piney Run Park	638,110	657,250	675,880	695,150	716,000	737,480
Recreation	493,020	502,400	517,470	532,990	548,980	565,450
Sports Complex	203,300	209,020	218,290	224,840	231,590	238,600
<b>Total Recreation and Parks</b>	<b>2,513,110</b>	<b>2,586,210</b>	<b>2,660,700</b>	<b>2,740,730</b>	<b>2,821,700</b>	<b>2,906,410</b>
Historical Society of Carroll County	62,500	60,000	60,000	60,000	60,000	60,000
Union Mills Homestead	25,000	20,000	20,000	20,000	20,000	20,000
<b>Total Culture</b>	<b>87,500</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>
<b>Total Recreation and Culture</b>	<b>2,600,610</b>	<b>2,666,210</b>	<b>2,740,700</b>	<b>2,820,730</b>	<b>2,901,700</b>	<b>2,986,410</b>
<b>General Government</b>						
Comprehensive Planning	820,250	844,860	870,200	896,310	923,200	950,890
<b>Total Comprehensive Planning</b>	<b>820,250</b>	<b>844,860</b>	<b>870,200</b>	<b>896,310</b>	<b>923,200</b>	<b>950,890</b>
Comptroller Administration	401,420	413,890	426,230	437,410	452,440	466,090
Accounting	1,033,570	1,066,720	1,098,720	1,129,480	1,163,890	1,198,800
Bond Issuance Expense	243,220	305,520	292,670	280,340	228,870	181,890
Collections Office	1,221,110	1,264,950	1,311,040	1,357,520	1,406,340	1,457,630
Independent Post Audit	51,770	53,320	55,460	57,670	59,980	62,380
Purchasing	402,490	415,260	427,220	440,740	453,460	467,770
<b>Total Comptroller</b>	<b>3,353,580</b>	<b>3,519,660</b>	<b>3,611,340</b>	<b>3,703,160</b>	<b>3,764,980</b>	<b>3,834,560</b>
County Attorney	724,440	746,170	768,560	791,620	815,360	839,820
<b>Total County Attorney</b>	<b>724,440</b>	<b>746,170</b>	<b>768,560</b>	<b>791,620</b>	<b>815,360</b>	<b>839,820</b>
Economic Development Administration	807,610	829,850	852,760	876,360	900,670	925,700
Business Employment and Resource Center	194,560	200,400	206,410	212,600	218,980	225,550
Economic Dev. Infrastructure and Investments	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Farm Museum	960,220	988,990	1,018,620	1,049,180	1,080,650	1,113,070
Tourism	408,210	400,960	413,210	425,860	438,930	452,430
<b>Total Economic Development</b>	<b>3,620,600</b>	<b>3,670,200</b>	<b>3,741,000</b>	<b>3,814,000</b>	<b>3,889,230</b>	<b>3,966,750</b>
Human Resources Administration	1,279,720	896,060	922,950	950,630	979,150	1,008,530
Health and Fringe Benefits	28,354,510	30,460,770	32,251,280	34,221,860	36,391,910	38,782,820
Personnel Services	148,010	152,450	157,020	161,730	166,590	171,580
<b>Total Human Resources</b>	<b>29,782,240</b>	<b>31,509,280</b>	<b>33,331,250</b>	<b>35,334,220</b>	<b>37,537,650</b>	<b>39,962,930</b>
Land and Resource Management Administration	744,760	767,100	790,120	813,820	838,230	863,380
Development Review	488,880	503,550	518,650	534,210	550,240	566,750
Resource Management	766,230	788,270	811,930	836,280	861,360	887,200
Zoning Administration	239,230	246,400	253,790	261,410	269,250	277,330
<b>Total Land and Resource Management</b>	<b>2,239,100</b>	<b>2,305,320</b>	<b>2,374,490</b>	<b>2,445,720</b>	<b>2,519,080</b>	<b>2,594,660</b>
Management and Budget Administration	247,050	254,460	262,100	269,960	278,060	286,400
Budget	552,030	568,590	585,650	603,220	621,310	639,950
Grants Office	157,330	167,710	166,040	177,770	176,360	188,450
Risk Management	2,302,650	2,417,300	2,532,530	2,653,330	2,780,020	2,914,750
<b>Total Management and Budget</b>	<b>3,259,060</b>	<b>3,408,060</b>	<b>3,546,320</b>	<b>3,704,280</b>	<b>3,855,750</b>	<b>4,029,550</b>

# Operating Plan

## Fiscal Years 2020 - 2025

Department/Agency	FY 20 Budget	FY 21 Planned	FY 22 Planned	FY 23 Planned	FY 24 Planned	FY 25 Planned
Technology Services	4,685,310	4,986,200	5,339,940	5,443,340	5,651,740	5,815,200
Production and Distribution Services	448,270	461,720	475,570	489,840	504,530	519,670
<b>Total Technology Services</b>	<b>5,133,580</b>	<b>5,447,920</b>	<b>5,815,510</b>	<b>5,933,180</b>	<b>6,156,270</b>	<b>6,334,870</b>
Administrative Hearings	78,570	80,930	83,350	85,860	88,430	91,080
Audio Video Production	183,910	189,430	195,110	200,970	207,000	213,220
Board of Elections	1,449,700	1,456,500	1,539,610	1,604,860	1,695,840	1,768,350
Board of License Commissioners	78,040	80,380	82,790	85,280	87,830	90,470
County Commissioners	979,630	1,009,520	1,039,790	1,075,970	1,103,230	1,136,310
Not in Carroll	300,000	300,000	300,000	300,000	300,000	300,000
<b>Total General Government Other</b>	<b>3,069,850</b>	<b>3,116,760</b>	<b>3,240,650</b>	<b>3,352,940</b>	<b>3,482,330</b>	<b>3,599,430</b>
<b>Total General Government</b>	<b>52,002,700</b>	<b>54,568,230</b>	<b>57,299,320</b>	<b>59,975,430</b>	<b>62,943,850</b>	<b>66,113,460</b>
<b>Conservation and Natural Resources</b>						
Extension Office of Carroll County	511,330	526,670	542,470	558,740	575,510	592,770
Gypsy Moth	30,000	30,000	30,000	30,000	30,000	30,000
Soil Conservation District	415,940	428,420	441,270	454,510	468,140	482,190
Weed Control	74,480	102,670	77,430	79,750	82,140	84,610
<b>Total Conservation and Natural Resources</b>	<b>1,031,750</b>	<b>1,087,760</b>	<b>1,091,170</b>	<b>1,123,000</b>	<b>1,155,790</b>	<b>1,189,570</b>
<b>Debt and Transfers</b>						
Debt Service	24,671,020	22,935,860	22,269,770	22,797,570	22,903,120	22,539,790
Debt Service - Ag Pres.	1,831,000	1,904,430	2,221,700	2,685,500	3,049,220	4,171,630
Intergovernmental Transfers	3,185,210	3,256,880	3,330,160	3,405,090	3,481,700	3,560,040
<b>Total Debt and Transfers</b>	<b>29,687,230</b>	<b>28,097,170</b>	<b>27,821,630</b>	<b>28,888,160</b>	<b>29,434,040</b>	<b>30,271,460</b>
<b>Reserves</b>						
Reserve for Contingencies	4,208,020	4,416,220	4,452,476	4,605,430	4,765,190	4,938,170
Reserve for Positions	0	237,650	244,780	252,120	259,690	267,480
Reserve for Fire Chief and Admin. Positions	371,260	323,730	333,890	343,210	355,320	366,650
<b>Total Reserves</b>	<b>4,579,280</b>	<b>4,977,600</b>	<b>5,031,146</b>	<b>5,200,760</b>	<b>5,380,200</b>	<b>5,572,300</b>
<b>Interfund Transfers</b>						
Transfer to Capital Fund	4,654,150	3,406,260	3,612,560	3,203,980	3,495,180	4,609,580
Transfer to Grant Fund - Aging and Disabilities	234,280	241,310	248,550	256,000	263,680	271,590
Transfer to Grant Fund - Circuit Court	56,830	59,100	61,470	63,930	66,480	69,140
Transfer to Grant Fund - Comprehensive Planning	31,410	11,750	12,100	12,470	12,840	13,230
Transfer to Grant Fund - Health Department	4,000	4,000	4,000	4,000	4,000	4,000
Transfer to Grant Fund - Housing & Community Dev.	33,500	35,180	36,930	38,780	40,720	42,760
Transfer to Grant Fund - Local Management Board	46,530	47,930	49,360	50,840	52,370	53,940
Transfer to Grant Fund - Public Safety	108,750	108,750	108,750	108,750	108,750	108,750
Transfer to Grant Fund - Recreation	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Grant Fund - Sheriff's Office	32,590	52,570	54,670	56,860	59,130	61,500
Transfer to Grant Fund - State's Attorney's Office	172,100	178,980	186,140	193,590	201,330	209,390
Transfer to Grant Fund - Transit	1,124,390	1,200,780	1,258,920	1,319,910	1,383,880	1,451,010
Transfer to Solid Waste Enterprise Fund	615,000	1,815,000	2,415,000	2,415,000	2,415,000	2,415,000
Transfer to Utilities Enterprise Fund	521,230	608,690	455,900	534,310	244,430	251,760
<b>Total Interfund Transfers</b>	<b>7,642,860</b>	<b>7,778,400</b>	<b>8,512,450</b>	<b>8,266,520</b>	<b>8,355,890</b>	<b>9,569,750</b>
Projected Revenue	418,809,330	431,621,802	445,245,828	460,543,092	476,519,446	493,816,730
Projected Expenditures	418,809,330	431,185,250	445,159,276	460,528,140	476,516,230	493,810,140
<b>Balance</b>	<b>0</b>	<b>436,552</b>	<b>86,552</b>	<b>14,952</b>	<b>3,216</b>	<b>6,590</b>
	0.00%	0.10%	0.02%	0.00%	0.00%	0.00%

## *Public Schools Appropriations*



# Carroll County Public Schools Summary

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	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Carroll County Public Schools	\$188,649,046	\$192,391,000	\$192,391,000	\$197,251,500	2.53%	2.53%
Carroll County Public Schools Debt Service	15,044,803	10,355,690	10,355,690	10,227,000	-1.24%	-1.24%
<b>Total Public Schools</b>	<b>\$203,693,849</b>	<b>\$202,746,690</b>	<b>\$202,746,690</b>	<b>\$207,478,500</b>	<b>2.33%</b>	<b>2.33%</b>

## Core Statements

Carroll County Public Schools: Building the Future.

## Core Values

The Board of Education upholds the following core values:

- The Pursuit of Excellence
- Life-Long Learning and Success
- A Safe and Orderly Learning Environment
- Community Participation
- Fairness, Honesty, and Respect
- Continuous Improvement

## Highlights, Changes, and Useful Information

- Carroll County Public Schools (CCPS) are under the control of the Board of Education of Carroll County, an elected board whose powers and duties are defined under State law. While the Board of County Commissioners has a funding obligation to the school system, they do not have any operational authority over it.
- Direct funding in FY 20 is \$5.7M over Maintenance of Effort (MOE). State law mandates that County governments spend the same amount per pupil, less one-time costs, from one year to the next. Each time a County government funds more than MOE, a new higher MOE is created.
- With the exception of FY 11, the school system has been funded above Maintenance of Effort every year since FY 97.
- In addition to the direct funding, the County provides in-kind support, including space and utilities at the Kessler Warehouse, use of Hashawha for Outdoor School, and water and sewer operations for four Board of Education facilities. Beginning FY 19, the County funded additional police officers as part of the School Resource Officer program through the Sheriff's Office.
- The County also provides the overwhelming majority of the funding for the school system's capital budget. In the Community Investment Plan, the County will provide \$150.3M of the total \$214.7M planned for school projects in FY 20 – 25.

## Budget Changes

Beginning FY 17, due to a State-mandated change, teacher pension is part of the Carroll County Public Schools' direct funding of \$197.2M, and is now included in the Maintenance of Effort calculation.

# Carroll County Public Schools

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	188,649,046	192,391,000	192,391,000	197,251,500	2.53%	2.53%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$188,649,046</b>	<b>\$192,391,000</b>	<b>\$192,391,000</b>	<b>\$197,251,500</b>	<b>2.53%</b>	<b>2.53%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Actuals include in-kind of \$1.78M for use of County-owned property and services.

## Contact

**Dr. Steven A. Lockard, Superintendent (410) 751-3000**

**Taylor Hockensmith, Budget Analyst (410) 386-2082**

<http://www.carrollk12.org/>

## Core Statement

Carroll County Public Schools: Building the Future

## Core Values

The Board of Education upholds the following core values:

- The Pursuit of Excellence
- Life-Long Learning and Success
- A Safe and Orderly Learning Environment
- Community Participation
- Fairness, Honesty, and Respect
- Continuous Improvement

## Description

The school system includes the Carroll County Career and Technology Center, the Gateway School, the Carroll Springs special education center, 22 elementary schools, 8 middle schools, and 7 high schools.

- County in-kind contribution includes the use of County facilities and services by CCPS without charge. State funding does not include payments to the retirement and pension system.
- The following is a breakdown of anticipated funding sources, funding changes from FY 20, and the percent of that change.

Funding Source	FY 20 Funding	Change from FY 19	Percent Change
County	\$197,251,500	4,860,500	2.53%
County In-Kind	750,000	(1,228,900)	-62.10%
Use of Fund Balance	0	(4,844,235)	-100.00%
State	142,291,094	7,990,277	5.95%
Federal	14,177,536	1,155,088	8.87%
Other	5,136,641	(23,900)	-0.46%
<b>TOTAL</b>	<b>\$359,606,771</b>	<b>7,908,830</b>	<b>2.25%</b>

## Budget Changes

- Percentage of the budget from each revenue source is as follows:

Funding Source	FY 19 Budget	FY 20 Budget
County (including Fund Balance)	55.27%	55.06%
State	38.19%	39.57%
Federal	3.70%	3.94%
Other (including Fund Balance)	2.84%	1.43%

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# Carroll County Public Schools

The Education Article of the Annotated Code of Maryland grants the County Commissioners authority to designate category totals for the Board of Education. The categorical totals, as approved by the County Commissioners for FY 20, are summarized here:

Budget Category	Amount	Percent of Total Budget
Administration	\$5,612,871	1.56%
Instructional Salaries and Wages	130,494,877	36.29%
Student Personnel Services	1,684,795	0.47%
Student Health Services	4,141,129	1.15%
Student Transportation	22,922,542	6.37%
Operation of Plant	23,024,711	6.40%
Maintenance of Plant	5,787,350	1.61%
Fixed Charges	82,238,477	22.87%
Community Services	437,700	0.12%
Capital Outlay	785,180	0.22%
Mid-Level Administration	25,176,208	7.00%
Special Education	46,887,518	13.04%
Textbooks and Instructional Supplies	7,826,697	2.18%
Other Instructional Costs	2,586,716	0.72%
<b>Total</b>	<b>\$359,606,771</b>	<b>100.0%</b>

# Carroll County Public Schools Debt Service

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	15,044,803	10,355,690	10,355,690	10,227,000	-1.24%	-1.24%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$15,044,803</b>	<b>\$10,355,690</b>	<b>\$10,355,690</b>	<b>\$10,227,000</b>	<b>-1.24%</b>	<b>-1.24%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Taylor Hockensmith, Budget Analyst (410) 386-2082

<http://www.carrollk12.org/>

## Description

School construction is funded with Local Income Tax, revenue from the State, and bonds issued by Carroll County. This budget funds the principal and interest paid on bonds issued for school facilities construction projects. The percentage of Local Income Tax directed to school construction is 9.09% in FY 20.

## *Education Other Appropriations*

# Education Other Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Cable Regulatory Commission	\$142,180	\$149,290	\$149,290	\$156,760	5.00%	5.00%
Carroll Community College	14,798,081	10,084,560	10,084,560	10,607,100	5.18%	5.18%
Carroll Community College - Adult Basic Education	0	284,040	284,040	284,040	0.00%	0.00%
Carroll Community College - Entrepreneurship	0	215,000	215,000	148,830	-30.78%	0.00%
Carroll County Public Library	14,326,002	10,561,020	10,561,020	9,279,640	-12.13%	-12.13%
Community Media Center	717,920	740,970	740,970	670,000	-9.58%	-9.58%
<b>Total Education Other</b>	<b>\$29,984,184</b>	<b>\$22,034,880</b>	<b>\$22,034,880</b>	<b>\$21,146,370</b>	<b>-4.03%</b>	<b>-4.03%</b>
<b>Total Without Benefits</b>	<b>\$26,464,968</b>	<b>\$20,483,220</b>	<b>\$20,483,220</b>	<b>\$21,146,370</b>	<b>3.24%</b>	<b>3.24%</b>

## Mission and Goals

Education Other is a functional grouping of outside agencies that provide educational, cultural, and economic programs and resources to the citizens, businesses, and stakeholders of Carroll County.

### Goals include:

- Serve the public interest
- Promote global awareness and multi-cultural education through curriculum, service learning, and programs serving the community
- Provide access to information and resources efficiently, cost effectively, accurately, and in a format requested by the community
- Work with educational and business partners to create and expand training and career programs to respond to local/regional employment needs
- Maintain ongoing coverage of important local events and activities

### Highlights, Changes, and Useful Information

- College enrollment is projected to be approximately 2,410 full-time equivalent (FTE) students in FY 20, up from 2,399 in FY 19.
- The County provides in-kind support to the College and Public Library. The buildings are County properties. Utilities and maintenance of these buildings are provided through the County's Facilities budget as part of Public Works, and insurance is included in the County's Risk Management budget. Health benefits are provided to the Carroll County Public Library.
- State funding to the Library and the College increases in FY 20.

### Budget Changes

- Carroll Community College increases \$0.5M, which includes \$0.2M for a one-time bonus.
- Carroll Community College – Entrepreneurship Program decreases due to partial transfer of funding to Economic Development Administration.
- Carroll County Public Library decreases due to OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.
- Community Media Center decreases to reflect actual revenue collection levels.

# Cable Regulatory Commission

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	142,180	149,290	149,290	156,760	5.00%	5.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$142,180	\$149,290	\$149,290	\$156,760	5.00%	5.00%
Employees FTE	1.00	1.00	1.00	1.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Carol Shawver, Cable Coordinator (410) 386-2095

Heidi K. Pepin, Management and Budget Project Coordinator  
(410) 386-2082

[www.carrollcable.tv](http://www.carrollcable.tv)

## Mission and Goals

To administer the cable franchise agreement for the County and eight municipalities.

### Goals include:

- To serve the public interest
- To provide enhanced public benefits in franchising and regulation

## Description

The Cable Regulatory Commission (CRC) is an advisory body to the County and the municipalities on matters relating to cable communications and functions as the jurisdictions' representative for regional, State, or national cable communication policy matters.

## Program Highlights

- In July 2016, the CRC negotiated a new Cable Franchise Agreement with Comcast, which will run through 2026. The new agreement allows residents to self-trench driveways to allow for cable extensions.
- The new Franchise Agreement required Comcast to increase the number of residents eligible to connect to Comcast:
  - In 2017, Comcast laid cable passing nearly 1,000 residences and buildable lots.
  - Current in-progress builds by Comcast are expected to pass an additional 350 residences, completing the required franchise builds ahead of the Franchise Agreement schedule.

## Budget Changes

A 5% increase is included in FY 20.

# Carroll Community College

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	14,798,081	10,084,560	10,084,560	10,607,100	5.18%	5.18%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$14,798,081</b>	<b>\$10,084,560</b>	<b>\$10,084,560</b>	<b>\$10,607,100</b>	<b>5.18%</b>	<b>5.18%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Included in the Actuals are in-kind services provided through the Bureau of Facilities budget and recognition of rental values. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Dr. James Ball, President (410) 386-8000**

**Chizuko M. Godwin, Budget Analyst (410) 386-2082**

<http://www.carrollcc.edu/>

## Mission and Goals

Carroll Community College is a publicly supported, open admissions, associate-level postsecondary education institution serving Carroll County, Maryland with baccalaureate preparation programs, career education, workforce and business development, and personal and cultural enrichment opportunities. As a vibrant, learning-centered community, the College engages students as active learners, prepares them for an increasingly diverse and changing world, and encourages lifelong learning.

## Goals include:

- Provide associate degree programs, career and credentialing preparation, job skill enhancement, continuing professional education, and career resources and support to strengthen the regional workforce.
- Support student attainment of essential skills in general education and prepares students for transfer to earn degrees beyond the associate.
- Deliver training and essential services to businesses and entrepreneurs, and creates and sustains strategic community partnerships to support business and economic development.
- Empower students to define and achieve their educational and career goals, while offering individualized academic support services to enhance academic progress, educational transitions and program completion.
- Foster campus and civic engagement and a sense of belonging by providing a safe learning environment that models respect, acceptance, inclusion, and empathy toward diverse ways of thinking and being.
- Provide personal and community enrichment through lifelong learning opportunities, creative and cultural arts, athletics, student organizations, and special events.
- Assess college programs and services to continuously improve student outcomes and the efficient use of college financial, human, physical, and technological resources.

## Description

The College offers Associate of Arts programs preparing students for transfer to baccalaureate institutions in Arts and Sciences, Business Administration, General Studies, and Teacher Education; Associate of Science degree in Nursing; Associate of Applied Science degrees in several career fields; and certificates in Health Information Technology, Nursing, and Office Technology. The Continuing Education and Training area offers courses for career, professional, and personal growth, and provides custom contract training and services to county businesses and organizations.

In addition to the direct contribution of \$10.6M, the County provides the College with \$1.8M of in-kind services for maintenance and utility costs through the Bureau of Facilities. Other sources of revenue include \$11.2M from tuition and fees, \$8.6M from the State, and \$1.0M in other revenue.

FY 20 Revenue	Amount	% of Budget
Tuition and Fees	\$11,197,705	33.7%
County	10,607,100	32.0%
County In-Kind	1,832,385	5.5%
State Aid	8,559,147	25.8%
Other	1,003,149	3.0%
<b>Total</b>	<b>\$33,199,486</b>	<b>100.0%</b>

## Program Highlights

- 22.4% of 2018 Carroll County's high school graduates enrolled at the College in fall 2018.
- Beginning FY 20, Carroll Community College will be offering intercollegiate athletics, including men and women's soccer and cross-country.

## Budget Changes

Carroll Community College increases \$0.5M, which includes \$0.2M for a one-time bonus.



# Carroll Community College – Adult Education

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	0	284,040	284,040	284,040	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$0	\$284,040	\$284,040	\$284,040	0.00%	0.00%
<b>Employees FTE</b>	0.00	0.00	0.00	0.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Dr. James Ball, President (410) 386-8000

Chizuko M. Godwin, Budget Analyst (410) 386-2082

<https://www.carrollcc.edu/Programs-and-Courses/Non-Credit-Programs/Adult-Education/>

## Mission and Goals

Carroll Community College Adult Education programs help County adults and out-of-school youth ages 18 and above to obtain a high school diploma; improve basic reading, writing, and math skills, and improve English language and literacy skills. The program aims to help adults become self-directed learners, effective workers, responsible citizens, and productive members of their family and community.

## Description

The Carroll Community College Adult Education programs are a literacy initiative supported by Federal, State, and local funding.

The program tracks performance based on the number of high school graduates, the number of learners who increase an Educational Functioning Level (as measured by the National Reporting System), as well as on the number of learners who keep or obtain employment and demonstrate outcomes related to improved involvement with their children's education and literacy development. Additionally, data is tracked on the number of Adult Education graduates who transition to post-secondary career training and education.

FY 20 Revenue	Amount
State Funding	\$251,216
County Match	284,040
<b>Total</b>	<b>\$535,256</b>

County Match is not included in Maintenance of Effort State reporting for Carroll Community College.

# Carroll Comm. College – Entrepreneurship Program

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	0	215,000	215,000	148,830	-30.78%	-30.78%
Capital	0	0	0	0	0.00%	0.00%
Total	\$0	\$215,000	\$215,000	\$148,830	-30.78%	-30.78%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Libby Trostle, Vice President,**  
**Continuing Education and Training (410) 386-8000**  
**Chizuko M. Godwin, Budget Analyst (410) 386-2082**

## Mission and Goals

Carroll Community College Entrepreneurship Program provides leadership and operational oversight of all small business development activities in Carroll County.

### Goals include:

- Articulate the mission and vision of small business development for the County.
- Coordinate local planning, scheduling, and reporting for all small business development.
- Provide intake counseling, educational programming, networking, and referral services for small business start-up and business growth.
- Develop an annual marketing plan to market the resources of Miller Business Center.
- Communicate to the public changes and future direction of small business development.
- Provide quarterly reports to the County's Economic Development on the progress of Miller and the partner activities.
- Arrange and participate in meetings of local municipalities for the purpose of planning and providing small business development services to the towns.
- Refer clients seeking start-up funding, site locations, or resolution to issues involving Carroll County or State departments and agencies to the Carroll County Department of Economic Development.
- Enter into and monitor grant agreements with partner agencies and provide said agencies with funds to promote small business entrepreneurship in Carroll County.

## Description

The Board of Commissioners of Carroll County is committed to enhancing the entrepreneurial ecosystem within the County given the importance of small business development and entrepreneurial activities as economic development drivers. Over the past several years, the County has provided funds to Maryland's Northern Region Small Business Development Center (SBDC) to deliver federally funded counseling and referral services, and to Carroll Community College's Miller Business Center for coordination of Miller Business Center and SBDC services, client navigation, and educational services. Additionally, the County has provided funding to community-based organizations that play key roles in supporting the small business community and entrepreneurship through networking activities, technology resources, and youth involvement.

This funding is not included in Maintenance of Effort State reporting for Carroll Community College.

## Program Highlights

In FY 18, Miller Business Center consulted with 109 potential small businesses, resulting in 11 new businesses.

## Budget Changes

Operating decreases due to partial transfer of funding to Economic Development Administration. In FY 20, funding is included for Miller Business Center.

# Carroll County Public Library

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	3,519,215	1,551,660	1,551,660	0	-100.00%	-100.00%
Operating	10,806,787	9,009,360	9,009,360	9,279,640	3.00%	3.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$14,326,002</b>	<b>\$10,561,020</b>	<b>\$10,561,020</b>	<b>\$9,279,640</b>	<b>-12.13%</b>	<b>-12.13%</b>
<b>Total Without Benefits</b>	<b>\$10,806,787</b>	<b>\$9,009,360</b>	<b>\$9,009,360</b>	<b>\$9,279,640</b>	<b>3.00%</b>	<b>3.00%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

Andrea Berstler, Executive Director (410) 386-4500

Chizuko M. Godwin, Budget Analyst (410) 386-2082

<http://library.carr.org/>

## Mission and Goals

To connect our community with welcoming spaces, innovative resources and services, and educational experiences for lifetime enrichment.

## Goals include:

- Make County residents aware of the availability, and have access to, current and emerging technologies and assistance to use them in their daily lives
- To provide a wide variety of materials in many formats that allow individuals and families to expand their skills, be entertained, further their education, and stay informed
- To provide opportunities to innovate and be inspired, both by gathering together and by quiet independent study in clean, comfortable, and versatile facilities

## Description

Service in Carroll County began in 1863 when the Westminster Public Library was founded. In 1949, an endowment made the founding of a private corporation possible (Davis Library, Inc.) to provide library service. In 1958, by agreement with the Carroll County Commissioners, Carroll County Public Library (CCPL), a countywide library system, was established, using the Davis Library location in Westminster.

There are six full-service regional libraries:

- Westminster (1980)
- Eldersburg (1983)
- Taneytown (1989)
- North Carroll (1990)
- Mt. Airy (1994)
- Finksburg (2009)

The library provides service through three mobile vans serving senior citizens and children in daycare centers.

FY 20 Revenue	Amount
County - Direct Funding	\$9,279,640
State Aid	1,069,000
Other	633,990
<b>Total Revenue</b>	<b>\$10,982,630</b>

## Program Highlights

- In FY 16, CCPL had the 2<sup>nd</sup> highest per capita circulation rate in Maryland at 22.62.
- In FY 18, CCPL circulated over 3.6 million items and provided access to 738,777 items.
- In FY 18, CCPL welcomed over 970,000 guests to its library branches.

	FY 15	FY 16	FY 17	FY 18
Books	2,486,254	2,115,285	2,071,010	1,980,192
Video	910,413	864,618	799,414	725,358
Audio	385,335	338,601	288,171	264,029
Periodicals	58,838	53,981	46,373	33,944
Other	130,109	418,402	516,547	611,045
<b>Total</b>	<b>3,970,949</b>	<b>3,790,887</b>	<b>3,721,515</b>	<b>3,614,568</b>

## Budget Changes

A 3% increase is included in FY 20.

## Total County Funding

Department	Estimated Cost
Carroll County Public Library	\$9,279,640
OPEB	1,796,100
Health Benefits	2,849,000
Fleet	49,390
Utilities	404,400
Building Maintenance	93,230
<b>Total</b>	<b>\$14,471,760</b>

# Community Media Center

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	717,920	740,970	740,970	670,000	-9.58%	-9.58%
Capital	0	0	0	0	0.00%	0.00%
Total	\$717,920	\$740,970	\$740,970	\$670,000	-9.58%	-9.58%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Richard Turner, Director (410) 386-4415**

**Heidi K. Pepin, Management and Budget Project Coordinator  
(410) 386-2082**

<http://www.carrollmediacenter.org>

## Mission and Goals

To provide Carroll County residents and organizations with services, tools, training and access to innovative digital technologies that engage, inform and connect them to their community.

### Goals include:

- Meet the needs of all Public, Education, and Government (PEG) partners for PEG services including facility access, equipment, and marketing of local channels to the public
- Encourage and create content essential and relevant to Carroll's community
- Initiate innovative research and development projects exploring technical integrations, platforms, methods, and tools for the creation and/or dissemination of digital media
- Increase community engagement, participation, and retention of residents, organizations, and businesses from Carroll County who support the Community Media Center (CMC) mission, create digital media, and/or utilize services
- Maintain coverage of public meetings, important local events, and activities

- As part of the Carroll County History Project, the CMC produced The Rock of Our Ancestors documentary. The program explores the history and challenges faced by small, local African American churches and the impact of a church closing on the heritage and identity of a community. The event was promoted by The African American Resources Cultural Heritage Society, the Frederick County Public Library and The Heart of the Civil War Heritage Area.
- CMC helped celebrate a 150 year tradition by providing live coverage of the Westminster Memorial Day parade and observance. Channel 19 featured an Honor Roll of local men and women who gave their lives in the Vietnam and Korean conflicts.

## Budget Changes

CMC's budget is based on projected revenue from the cable franchise fee. In FY 20, the budget decreases to reflect actual revenue collection levels.

## Description

The CMC is a Public, Education, and Government shared-use production facility using new media resources to serve Education and Government partners, local non-profits, and individuals to produce content to broadcast over five channels and distribute to the Internet. Channels include: 18 – Carroll Community College, 19 – Public Access, 21 – Carroll County Board of Education, 23 – Town and Community Channel, 24 – Carroll County Government, and 1086 – HD Channel.

## Program Highlights

- In October 2018, CMC collected interviews from over 20 local veterans as part of the Carroll County History Project. Interviews were part of a special Veterans Day broadcast on Channel 19 and are now permanently included in the Carroll History Project's online video archive.

***Public Safety and Corrections  
Appropriations***

# Public Safety and Corrections Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Circuit Court	\$2,466,514	\$2,379,960	\$2,422,250	\$2,274,510	-4.43%	-6.10%
Circuit Court Magistrates	576,494	499,930	457,730	407,160	-18.56%	-11.05%
Orphan's Court	58,100	60,510	60,510	61,110	0.99%	0.99%
Volunteer Community Service Program	249,915	211,670	211,960	186,440	-11.92%	-12.04%
<b>Total Courts</b>	<b>\$3,351,023</b>	<b>\$3,152,070</b>	<b>\$3,152,450</b>	<b>\$2,929,220</b>	<b>-7.07%</b>	<b>-7.08%</b>
<b>Total Without Benefits</b>	<b>\$2,334,340</b>	<b>\$2,549,090</b>	<b>\$2,549,430</b>	<b>\$2,606,830</b>	<b>2.27%</b>	<b>2.25%</b>

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Public Safety 911	\$5,483,800	\$6,325,530	\$6,313,600	\$5,550,230	-12.26%	-12.09%
<b>Total Public Safety 911</b>	<b>\$5,483,800</b>	<b>\$6,325,530</b>	<b>\$6,313,600</b>	<b>\$5,550,230</b>	<b>-12.26%</b>	<b>-12.09%</b>
<b>Total Without Benefits</b>	<b>\$4,210,184</b>	<b>\$5,548,730</b>	<b>\$5,537,650</b>	<b>\$5,210,790</b>	<b>-6.09%</b>	<b>-5.90%</b>

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Administrative Services	\$0	\$0	\$0	\$3,182,570	100.00%	100.00%
Advocacy and Investigation Center	158,391	157,390	157,850	20,940	-86.70%	-86.73%
Corrections	11,948,008	10,732,290	10,550,170	8,833,240	-17.69%	-16.27%
Law Enforcement	16,094,345	14,020,580	14,102,040	11,607,640	-17.21%	-17.69%
Training Academy	72,561	61,450	61,450	69,570	13.21%	13.21%
<b>Total Sheriff's Office</b>	<b>\$28,273,305</b>	<b>\$24,971,710</b>	<b>\$24,871,510</b>	<b>\$23,713,960</b>	<b>-5.04%</b>	<b>-4.65%</b>
<b>Total Without Benefits</b>	<b>\$19,523,914</b>	<b>\$19,110,900</b>	<b>\$19,017,840</b>	<b>\$20,061,320</b>	<b>4.97%</b>	<b>5.49%</b>

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
State's Attorney's Office	\$4,393,326	\$3,907,758	\$3,906,500	\$3,586,800	-8.21%	-8.18%
<b>Total State's Attorney's Office</b>	<b>\$4,393,326</b>	<b>\$3,907,758</b>	<b>\$3,906,500</b>	<b>\$3,586,800</b>	<b>-8.21%</b>	<b>-8.18%</b>
<b>Total Without Benefits</b>	<b>\$2,978,890</b>	<b>\$3,001,760</b>	<b>\$3,000,580</b>	<b>\$3,113,280</b>	<b>3.72%</b>	<b>3.76%</b>

FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

# Public Safety and Corrections Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Animal Control	\$1,153,969	\$990,410	\$990,410	\$937,180	-5.37%	-5.37%
EMS 24/7 Services	4,351,430	4,521,530	4,521,530	4,657,180	3.00%	3.00%
Length of Service Award Program	166,000	1,282,000	1,282,000	398,000	-68.95%	-68.95%
Volunteer Emergency Services Association	8,533,824	8,731,080	8,731,080	8,545,670	-2.12%	-2.12%
Volunteer Recruitment and Retention	300,000	0	0	0	0.00%	0.00%
<b>Total Public Safety and Corrections Other</b>	<b>\$14,505,223</b>	<b>\$15,525,020</b>	<b>\$15,525,020</b>	<b>\$14,538,030</b>	<b>-6.36%</b>	<b>-6.36%</b>
<b>Total Without Benefits</b>	<b>\$14,238,803</b>	<b>\$15,405,660</b>	<b>\$15,405,660</b>	<b>\$14,538,030</b>	<b>-5.63%</b>	<b>-5.63%</b>
<b>Total Public Safety and Corrections</b>	<b>\$56,006,677</b>	<b>\$53,882,088</b>	<b>\$53,769,080</b>	<b>\$50,318,240</b>	<b>-6.61%</b>	<b>-6.42%</b>
<b>Total Without Benefits</b>	<b>\$43,286,131</b>	<b>\$45,616,140</b>	<b>\$45,511,160</b>	<b>\$45,530,250</b>	<b>-0.19%</b>	<b>0.04%</b>

FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

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## Courts



# Courts Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Circuit Court	\$2,466,514	\$2,379,960	\$2,422,250	\$2,274,510	-4.43%	-6.10%
Circuit Court Magistrates	576,494	499,930	457,730	407,160	-18.56%	-11.05%
Orphan's Court	58,100	60,510	60,510	61,110	0.99%	0.99%
Volunteer Community Service Program	249,915	211,670	211,960	186,440	-11.92%	-12.04%
<b>Total Courts</b>	<b>\$3,351,023</b>	<b>\$3,152,070</b>	<b>\$3,152,450</b>	<b>\$2,929,220</b>	<b>-7.07%</b>	<b>-7.08%</b>
<b>Total Without Benefits</b>	<b>\$2,334,340</b>	<b>\$2,549,090</b>	<b>\$2,549,430</b>	<b>\$2,606,830</b>	<b>2.27%</b>	<b>2.25%</b>

## Mission and Goals

The mission of the Circuit Court for Carroll County is to serve its residents in the determination of litigation in serious criminal matters, substantive civil cases, and domestic and child support cases, in accordance with the Constitution.

## Goals include:

- Maintain a commitment to expediting the judicial process in order to preserve and build public trust and confidence in the justice system
- Provide the framework for proper distribution of estates to legal heirs
- Assist children involved in delinquent behavior to utilize the available resources to receive intervention from appropriate agencies
- Provide prompt resolution of family law issues such as visitation, divorce, and custody
- Ensure non-profit organizations and government agencies benefit from the Volunteer Community Service Program

## Highlights, Changes, and Useful Information

- The Circuit Court is part of the judicial branch of government. While the Commissioners have a legal requirement to adequately fund the Circuit Court, they do not have operational authority over it.
- The Circuit Court Magistrates and Volunteer Community Service Program are under the supervision of the Circuit Court.
- The State directly pays the salaries and benefits for the Circuit Court Judges, their law clerks, one Standing Magistrate, and reimburses the County for the salary and fringe benefits of one Standing Magistrate.
- In addition to direct funding to the Circuit Court, the County also provides in-kind support, including health benefits, building maintenance, technology services and support, access to the County's fleet of pool vehicles, and Personnel Services staff.

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to the addition of a Court Assignment Officer in the Circuit Court budget, offset by the elimination of a position in Circuit Court Magistrates.
- FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

# Circuit Court

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
<b>Personnel</b>	\$1,665,506	\$1,812,960	\$1,852,240	\$1,884,330	3.94%	1.73%
<b>Benefits</b>	696,056	420,190	423,200	232,270	-44.72%	-45.12%
<b>Operating</b>	104,911	143,000	143,000	155,100	8.46%	8.46%
<b>Capital</b>	42	3,810	3,810	2,810	-26.25%	-26.25%
<b>Total</b>	\$2,466,514	\$2,379,960	\$2,422,250	\$2,274,510	-4.43%	-6.10%
<b>Total Without Benefits</b>	\$1,770,458	\$1,959,770	\$1,999,050	\$2,042,240	4.21%	2.16%
<b>Employees FTE</b>	35.10	35.10	37.10	37.10	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**The Honorable Fred S. Hecker, Administrative Judge**  
(410) 386-2650

**Chizuko M. Godwin, Budget Analyst (410) 386-2082**

<https://circuitcourt.carrollcountymd.gov>

## Mission

To serve its residents in the determination of litigation in serious criminal matters, substantive civil cases, and domestic and child support cases in accordance with the Constitution.

## Description

The Circuit Court is a trial court of general jurisdiction, which handles major civil cases and serious criminal matters, and has appellate jurisdiction over the District Court and certain administrative agencies. The Circuit Court has full common law, equity powers and jurisdiction in all civil and criminal cases within the County, and all additional powers and jurisdiction conferred by the Constitution and by law.

## Program Highlights

- Carroll County Circuit Judges conducted mock trials for elementary students and judged the Carroll County High School Mock Trial Program.
- The Family Law Supervised Visitation Center had 802 monitored exchanges and 729 supervised visitations.
- 191 participants from Adult Circuit Court Drug Treatment Court have successfully completed the program since its inception on April 13, 2007.

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to the addition of a Court Assignment Officer.
- A 3% salary increase is included in FY 20.
- Operating increases due to the annual maintenance for three X-ray machines.
- Capital decreases due to one-time purchase of office equipment in FY 19.

## Total County Funding

Department	Estimated Cost
Circuit Court	\$2,274,510
Health Benefits	370,000
OPEB	223,260
Public Safety	1,320
Utilities	227,990
Building Maintenance	143,970
Technology Support	72,640
Cash Match for Grants	56,830
<b>Total</b>	<b>\$3,370,520</b>

# Circuit Court Magistrates

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$361,017	\$374,550	\$335,350	\$345,970	-7.63%	3.17%
Benefits	209,304	118,300	115,300	54,150	-54.23%	-53.04%
Operating	6,174	7,080	7,080	7,040	-0.56%	-0.56%
Capital	0	0	0	0	0.00%	0.00%
Total	\$576,494	\$499,930	\$457,730	\$407,160	-18.56%	-11.05%
Total Without Benefits	\$367,191	\$381,630	\$342,430	\$353,010	-7.50%	3.09%
Employees FTE	6.00	6.00	4.76	4.76	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

The Honorable Fred S. Hecker, Administrative Judge  
(410) 386-2650

Chizuko M. Godwin, Budget Analyst (410) 386-2082

<https://circuitcourt.carrollcountymd.gov/judges.aspx>

## Mission

To see that children are given the appropriate services to assist them, and that all children involved in delinquent behavior receive intervention from appropriate agencies.

## Description

The Juvenile Court functions as part of the Circuit Court and the Circuit Court Magistrates preside over the hearings. The Juvenile Court works closely with other agencies, such as the Department of Juvenile Services, the Carroll County Department of Social Services, State's Attorney's Office, Office of the Public Defender, and the Board of Education.

## Program Highlights

The County is reimbursed by the State for the salary and benefits of one full-time Standing Circuit Court Magistrate.

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to the elimination of a Judicial Assistant position.
- A 3% salary increase is included in FY 20.

## Total County Funding

Title	Estimated Cost
Circuit Court Magistrates	\$407,160
Health Benefits	92,500
OPEB	58,320
Total	\$557,980

# Orphans Court

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$44,581	\$46,500	\$46,500	\$46,500	0.00%	0.00%
Benefits	12,404	12,050	12,050	12,650	4.98%	4.98%
Operating	1,115	1,960	1,960	1,960	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$58,100	\$60,510	\$60,510	\$61,110	0.99%	0.99%
Total Without Benefits	\$45,696	\$48,460	\$48,460	\$48,460	0.00%	0.00%
Employees FTE	3.00	3.00	3.00	3.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

The Honorable Charles M. Coles, Jr., Chief Judge

(410) 386-2086

Chizuko M. Godwin, Budget Analyst (410) 386-2082

## Mission and Goals

To review all estates, verify personal representatives have complied with the Annotated Code of Maryland-Estates and Trusts, and distributed estates according to the deceased persons' wills.

## Goals include:

- Educate the public about the need for a will
- Provide the framework for the proper distribution of the net distributable estate to the legal heirs
- Read and examine every estate of deceased Carroll County residents

## Description

The Judges of the Orphans Court probate wills greater than \$50,000. Their functions are to:

- Ensure that all wills are carried out in accordance with the desires of the deceased
- Protect the rights of heirs in the absence of a will
- Preside over probate hearings where there are disputes as to the administration of the estate

In addition, the Court approves all petitions for personal representative fees, attorney fees, and funeral expenses in accordance with the laws of the State of Maryland.

The County pays the salaries and expenses of three Orphans Court Judges. Salaries of the Orphans Court Judges are set by law and may change only at the beginning of their four-year term.

# Volunteer Community Service Program

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$148,980	\$153,420	\$153,680	\$158,290	3.17%	3.00%
Benefits	98,920	52,440	52,470	23,320	-55.53%	-55.56%
Operating	2,015	5,810	5,810	4,830	-16.87%	-16.87%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$249,915</b>	<b>\$211,670</b>	<b>\$211,960</b>	<b>\$186,440</b>	<b>-11.92%</b>	<b>-12.04%</b>
<b>Total Without Benefits</b>	<b>\$150,995</b>	<b>\$159,230</b>	<b>\$159,490</b>	<b>\$163,120</b>	<b>2.44%</b>	<b>2.28%</b>
<b>Employees FTE</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**The Honorable Fred S. Hecker, Administrative Judge**  
(410) 386-2650

**Chizuko M. Godwin, Budget Analyst (410) 386-2082**

<https://circuitcourt.carrollcountymd.gov/vcsp.aspx>

## Mission and Goals

To offer a positive alternative to the traditional sentencing options used by the Courts.

### Goals include:

- To assist offenders in finding opportunities to perform court-ordered community service at private companies, non-profit organizations, and governmental agencies
- To ensure as many organizations and agencies as possible benefit from the services that Volunteer Community Service Program (VCSP) provides

## Description

VCSP, functioning under the authority of the Circuit Court of Carroll County, has been in operation since October 1980. VCSP interviews, places, and monitors juvenile and adult non-violent offenders who have been referred to the program by the Circuit Court, District Court, Juvenile Court, and the Department of Juvenile Justice as part of their rehabilitation.

VCSP's crew works from 7 a.m. until 12 noon most Sunday mornings, staffed by Community Service workers and supervised by the Community Service Coordinator. The group travels throughout Carroll County helping various County agencies and non-profit organizations with special projects.

Benefits of the program include:

- Providing sentencing alternatives for Judges
- Reducing the jail population
- Enabling offenders to meet family and employment commitments
- Utilizing work as a rehabilitation tool
- Making clients personally accountable for their actions

- Supplying manpower to public and private non-profit agencies

## Program Highlights

Since the inception of the program in 1980 through October 2018, a total of 33,826 volunteers have been referred to the program and volunteered a total of 1,399,855 hours.

## Budget Changes

- A 3% salary increase is included in FY 20.
- Operating decreases due to a reduction in casualty insurance cost.

## Total County Funding

Title	Estimated Cost
Volunteer Community Service Program	\$186,440
Health Benefits	55,500
OPEB	34,990
<b>Total</b>	<b>\$276,930</b>

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## **Public Safety 911**

# Public Safety 911 Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Public Safety 911	\$5,483,800	\$6,325,530	\$6,313,600	\$5,550,230	-12.26%	-12.09%
<b>Total Public Safety 911</b>	<b>\$5,483,800</b>	<b>\$6,325,530</b>	<b>\$6,313,600</b>	<b>\$5,550,230</b>	<b>-12.26%</b>	<b>-12.09%</b>
<b>Total Without Benefits</b>	<b>\$4,210,184</b>	<b>\$5,548,730</b>	<b>\$5,537,650</b>	<b>\$5,210,790</b>	<b>-6.09%</b>	<b>-5.90%</b>

## Mission and Goals

To protect the safety and welfare of all Carroll County residents, persons visiting the County, and the County's natural resources by responding to any disaster and by providing the best possible emergency assistance.

### Goals include:

- To provide reliable, responsive, and accurate assistance in a timely, professional, and courteous manner to all persons calling 911
- To provide a fire-safe environment in new and renovated buildings throughout Carroll County
- To plan and prepare for recovery from disasters, both natural and manmade, in compliance with State and Federal regulations

## Highlights, Changes, and Useful Information

- Public Safety 911 supports County Government operations, as well as other outside agencies at varying levels. Radios are funded through this budget for County government agencies, Sheriff's Office, Volunteer Emergency Services Association (VESA), and Animal Control. Public Safety maintains the communications system that all of these organizations, as well as the towns and State Police, use during emergencies.
- The Emergency Communications Center dispatched a total of 21,903 incidents in calendar year 2018:

	CY 13	CY 14	CY 15	CY 16	CY 17	CY 18
Fire	2,612	2,875	2,456	2,241	2,348	2,532
EMS	13,259	13,267	14,827	14,737	15,159	15,977
Rescue	1,066	1,054	1,081	1,113	1,128	1,144
Mutual Aid	1,849	2,054	2,164	2,244	2,127	2,250
<b>Total</b>	<b>18,786</b>	<b>19,250</b>	<b>20,528</b>	<b>20,335</b>	<b>20,762</b>	<b>21,903</b>

## Budget Changes

- Public Safety 911 decreases due to one-time funding of a Standard User Agreement upgrade for the communications radio system and consulting fees in FY 19, as well as reductions in maintenance costs for communication radios and uninterruptible power supplies in FY 20.
- FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

# Public Safety 911

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$2,211,114	\$2,297,340	\$2,286,260	\$2,349,770	2.28%	2.78%
Benefits	1,273,615	776,800	775,950	339,440	-56.30%	-56.25%
Operating	1,956,412	2,962,740	2,962,740	2,600,440	-12.23%	-12.23%
Capital	42,659	288,650	288,650	260,580	-9.72%	-9.72%
Total	\$5,483,800	\$6,325,530	\$6,313,600	\$5,550,230	-12.26%	-12.09%
Without Benefits	\$4,210,184	\$5,548,730	\$5,537,650	\$5,210,790	-6.09%	-5.90%
Employees FTE	44.45	44.45	44.45	44.45	-----	-----

Note: Actuals include allocations for health and fringe and OPEB while some operating and capital outlay expenditures were allocated to individual budgets. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

Scott Campbell, Director (410) 386-2261

Lynn Karr, Senior Budget Analyst (410) 386-2082

<http://ccgovernments.carr.org/ccg/pubsafe/>

## Mission and Goals

To provide emergency assistance to Carroll County through trained personnel utilizing new and efficient techniques and equipment. Staff strives to improve fire protection by reviewing building plans for compliance with fire safety standards.

### Goals include:

- Reliable, responsive, and accurate assistance to all persons calling 911, in a professional, timely, and courteous manner, by highly trained personnel
- Provide 911 callers with pre-arrival instructions appropriate to the emergency they are reporting, including emergency medical, fire, and police related incidents
- Plan, prepare for, mitigate the impact of, respond to, and assist with recovery from disasters (both natural and manmade) in compliance with State and Federal regulations
- Continuously improve fire protection and safety in new and renovated construction by ensuring compliance with fire prevention standards and establishing reliable and year-round accessible water supply sources
- Support Carroll County Volunteer Emergency Services Association (VESA) and its member Volunteer Fire Departments
- Support Carroll County's law enforcement community including individual law enforcement agencies, their leaders, and personnel

## Description

Public Safety 911 dispatches or directs calls to appropriate law enforcement agencies and dispatches the appropriate fire and ambulance companies for emergency response. Personnel trained in emergency medical, police, and fire dispatch are available 24 hours a day, 7 days a week. 911 personnel also provide assistance to the 14 Fire Companies by reviewing commercial structures for

fire safety compliance and site plans for adequate fire protection facilities.

## Program Highlights

- Continued planning for implementation of Next Generation 911.
- Handled dispatch and radio communications for all Fire, Rescue, and Emergency Medical Services (EMS) incidents occurring in Carroll County, as well as all law enforcement activity for the Sheriff's Office, Hampstead Police Department, Manchester Police Department. Mt. Airy Police Department was added October 1, 2017.
- Installed two 30,000 gallon underground water storage tanks for regional fire protection.
- Emergency Management Community Events in 2018:
  - Gamber Fire Department (FD) Open House (April)
  - Seniors On The Go Expo (April)
  - Big Truck Night (May)
  - National Night Out – Sykesville and New Windsor (August)
  - Home Depot Safety Day – Eldersburg (September)
  - Emergency Preparedness Expo (September)
  - Westminster FD Open House (October)
  - Winfield FD Holiday Safety Open House (November)

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to employee turnover.
- A 3% salary increase is included in FY 20.
- Operating decreases due to one-time funding of a Standard User Agreement upgrade for the communications radio system and consulting fees in FY 19, as well as reductions in maintenance costs for communication radios and uninterruptable power supplies in FY 20.
- Capital increases due to radios and Mobile Data Terminals (MDT) for the Sheriff's Office.



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## **Sheriff's Office**

# Sheriff's Office Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Administrative Services	\$0	\$0	\$0	\$3,182,570	100.00%	100.00%
Advocacy and Investigation Center	158,391	157,390	157,850	20,940	-86.70%	-86.73%
Corrections	11,948,008	10,732,290	10,550,170	8,833,240	-17.69%	-16.27%
Law Enforcement	16,094,345	14,020,580	14,102,040	11,607,640	-17.21%	-17.69%
Training Academy	72,561	61,450	61,450	69,570	13.21%	13.21%
<b>Total Sheriff's Office</b>	<b>\$28,273,305</b>	<b>\$24,971,710</b>	<b>\$24,871,510</b>	<b>\$23,713,960</b>	<b>-5.04%</b>	<b>-4.65%</b>
<b>Total Without Benefits</b>	<b>\$19,523,914</b>	<b>\$19,110,900</b>	<b>\$19,017,840</b>	<b>\$20,061,320</b>	<b>4.97%</b>	<b>5.49%</b>

## Mission and Goals

The Sheriff's Office is committed to safeguarding constitutional freedoms and quality of life. The office will sustain public trust by holding members accountable to the highest standards of honesty, ethics, and integrity. Members will treat everyone in an unbiased, dignified, and respectful manner without regard to human traits, characteristics, or status. Staff is committed to partnerships with community, professional, and government associates promoting the quality of life.

## Goals include:

- Promoting professional development and wellness
- Implementing new technologies that enhance public safety communications and information sharing
- Promoting service excellence through continued maintenance of Commission on Accreditation for Law Enforcement Agencies (CALEA) standards
- Increasing outreach efforts

## Highlights, Changes, and Useful Information

- The Sheriff is a constitutional office elected by the voters of Carroll County. While the Commissioners have a legal requirement to adequately fund the constitutional functions of the office, they do not have operational authority.
- In addition to direct funding to Sheriff's Office, the County also provides in-kind support, including health benefits, public safety support, vehicles and maintenance, technology services and support, Worker's Compensation, and other insurance coverage.
- During FY 18, the Board of County Commissioners approved the creation of the Carroll County Sheriff's Office Training Academy to provide entry-level training for recruits at the former North Carroll High School building.
- In partnership with the Carroll County Public Schools and the Carroll County Commissioners, 10 School Resource Officers were added in FY 19, with an additional 5 School Resource positions included in FY 20, to provide security for students and staff.

## Budget Changes

- The overall decrease from FY 19 Original to Adjusted is due to employee turnover.
- FY 20 Budget reflects a change in presentation of the Sheriff's Office budgets. Civilian positions are combined in Administrative Services, correctional positions are included in Corrections, and sworn personnel are included in Law Enforcement.
- FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.
- The overall increase in Total Sheriff's Office in FY 20 is due to a 4% salary increase, improvements to disability benefits for correctional deputies and law enforcement officers, and 5 additional School Resource positions.

# Administrative Services

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$2,763,620	100.00%	100.00%
Benefits	0	0	0	418,950	100.00%	100.00%
Operating	0	0	0	0	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$0	\$0	\$0	\$3,182,570	100.00%	100.00%
<b>Total Without Benefits</b>	\$0	\$0	\$0	\$2,763,620	100.00%	100.00%
<b>Employees FTE</b>	0.00	0.00	0.00	55.75	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

James DeWees, Sheriff (410) 386-2900

Heidi K. Pepin, Management and Budget Project Coordinator  
(410) 386-2082

<https://sheriff.carrollcountymd.gov/asb.htm>

## Mission and Goals

To provide support to the Sheriff's Office through a variety of functions including procurement, information technology, grants management, and recruitment and employment.

## Budget Changes

- Personnel and Benefits increase in FY 20 due to transferring positions previously included in Law Enforcement, Corrections, and CCAIC to this budget.
- A 4% salary increase and an administrative position for the School Resource program are included in FY 20.

## Total County Funding

Department	Estimated Cost
Administrative Services	\$3,182,570
Health Benefits	906,500
OPEB	575,050
Technology Services	11,310
<b>Total</b>	<b>\$4,675,430</b>

# CCAIC

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$83,507	\$103,160	\$103,600	\$0	-100.00%	-100.00%
Benefits	51,711	30,840	30,860	0	-100.00%	-100.00%
Operating	23,172	23,390	23,390	20,940	-10.47%	-10.47%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$158,391</b>	<b>\$157,390</b>	<b>\$157,850</b>	<b>\$20,940</b>	<b>-86.70%</b>	<b>-86.73%</b>
<b>Total Without Benefits</b>	<b>\$106,680</b>	<b>\$126,550</b>	<b>\$126,990</b>	<b>\$20,940</b>	<b>-83.45%</b>	<b>-83.51%</b>
<b>Employees FTE</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**James DeWees, Sheriff (410) 386-2900**

**Heidi K. Pepin, Management and Budget Project Coordinator  
(410) 386-2082**

## Mission and Goals

To reduce trauma to children and adult citizens of Carroll County who have been abused. CCAIC investigates allegations of sexual abuse and sexual assault, assesses and protects the victim, and provides resources for the victim and the victim's family/guardian.

## Goals include:

- Provide intervention and team collaboration to minimize potential trauma to children and adults
- Increase public awareness of the signs and impact of abuse
- Educate and support the family to enable them to provide and maintain a safe and nurturing environment
- Obtain sufficient evidence for successful prosecution of child abuse cases
- Provide prompt intervention for appropriate medical and specialized therapeutic services

## Description

The unit is comprised of a wide range of agencies and organizations, including members of the Maryland State Police, State's Attorney's Office, Sheriff's Office, Department of Social Services, Westminster City Police, and Family and Children's Services. These agencies, along with the Carroll County Health Department, Carroll Hospital Center, and Rape Crisis Intervention Service, are all organized to work together from a victim advocacy perspective.

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to salary adjustments.
- Personnel and Benefits decrease in FY 20 due to transferring the positions previously included in this budget to Law Enforcement and Administrative Services.
- Operating decreases to align with actual spending levels and some expenses transferring to Law Enforcement.

## Total County Funding

Department	Estimated Cost
CCAIC	\$20,940
Technology Support	600
<b>Total</b>	<b>\$21,540</b>

# Corrections

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$6,032,823	\$6,332,200	\$6,163,030	\$5,571,120	-12.02%	-9.60%
Benefits	3,749,610	2,400,630	2,387,680	1,237,750	-48.44%	-48.16%
Operating	2,105,631	1,935,810	1,935,810	1,952,470	0.86%	0.86%
Capital	59,945	63,650	63,650	71,900	12.96%	12.96%
<b>Total</b>	<b>\$11,948,008</b>	<b>\$10,732,290</b>	<b>\$10,550,170</b>	<b>\$8,833,240</b>	<b>-17.69%</b>	<b>-16.27%</b>
<b>Total Without Benefits</b>	<b>\$8,198,398</b>	<b>\$8,331,660</b>	<b>\$8,162,490</b>	<b>\$7,595,490</b>	<b>-8.84%</b>	<b>-6.95%</b>
<b>Employees FTE</b>	<b>109.50</b>	<b>109.50</b>	<b>109.50</b>	<b>92.00</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

James DeWees, Sheriff (410) 386-2900

Heidi K. Pepin, Management and Budget Project Coordinator  
(410) 386-2082

<https://sheriff.carrollcountymd.gov/index.htm>

## Mission and Goals

To provide correctional programs, meeting all applicable County, State, and Federal standards.

### Goals include:

- Reduce the cost of services to the citizens of Carroll County
- Provide for the safety and security of inmates and staff
- Support the physical, emotional, and psychological wellbeing of inmates
- Protect the dignity and rights of the inmates

## Description

The Carroll County Detention Center is responsible for providing a secure holding facility for inmates confined within the County.

## Budget Changes

- Personnel decreases from FY 19 Original to Adjusted due to employee turnover and salary adjustments.
- Personnel and Benefits decrease due to transferring seventeen full-time and one part-time civilian positions to Administrative Services. This is partially offset by improvements to disability benefits.
- A 4% salary increase is included in FY 20.
- Operating increases due to home monitoring equipment, partially offset by lower than planned prescriptions and medical service.
- Capital increases due to the continued replacement of cameras and kitchen equipment.

## Total County Funding

Department	Estimated Cost
Corrections	\$8,833,240
Health Benefits	1,609,500
OPEB	975,200
Public Safety	88,400
Utilities	155,360
Building Maintenance	121,050
Technology Support	34,160
Fleet	155,500
<b>Total</b>	<b>\$11,972,410</b>

# Law Enforcement

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$8,667,338	\$9,819,400	\$9,895,070	\$8,858,590	-9.78%	-10.47%
Benefits	4,948,069	3,429,340	3,435,130	1,995,940	-41.80%	-41.90%
Operating	1,460,231	760,640	760,640	744,810	-2.08%	-2.08%
Capital	1,018,706	11,200	11,200	8,300	-25.89%	-25.89%
<b>Total</b>	<b>\$16,094,345</b>	<b>\$14,020,580</b>	<b>\$14,102,040</b>	<b>\$11,607,640</b>	<b>-17.21%</b>	<b>-17.69%</b>
<b>Total Without Benefits</b>	<b>\$11,146,275</b>	<b>\$10,591,240</b>	<b>\$10,666,910</b>	<b>\$9,611,700</b>	<b>-9.25%</b>	<b>-9.89%</b>
<b>Employees FTE</b>	<b>152.25</b>	<b>162.25</b>	<b>162.25</b>	<b>131.00</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**James DeWees, Sheriff (410) 386-2900**

**Heidi K. Pepin, Management and Budget Project Coordinator  
(410) 386-2082**

<https://sheriff.carrollcountymd.gov/index.htm>

## Mission and Goals

To safeguard constitutional freedoms and quality of life. The office will sustain public trust by adhering to the highest standards of honesty, ethics, and integrity. Members will treat everyone in an unbiased and respectful manner without regard to human traits, characteristics, and status.

## Description

Law Enforcement is responsible for:

- Prevention of crime and protection of life and property
- Enforcement of laws and ordinances, including traffic laws
- Maintaining court security and transporting prisoners
- Locating and arresting persons wanted in Carroll County and fugitives from other states
- Carrying out court orders by collecting judgments or taking possession of property
- Executing warrants of restitution by evicting tenants

## Program Highlights

In partnership with the Carroll County Public Schools and the Carroll County Commissioners, 10 School Resource Officers were added in FY 19. An additional 5 positions, including an Administrative position, are planned in FY 20. School Resource Officers provide security for the schools, students, and staff. The Officers also serve as positive role models and mentors to the school population.

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to salary adjustments, partially offset by employee turnover.
- Personnel and Benefits decrease due to transferring thirty-six full-time and two contractual civilian positions to Administrative Services. This is partially offset by improvements to disability benefits.
- A 4% salary increase is included in FY 20.
- The overall increase in FY 20 is due to the addition of 4 School Resource Officers.

## Total County Funding

Department	Estimated Cost
Law Enforcement	\$11,607,640
Health Benefits	2,072,000
OPEB	1,388,600
Public Safety	400,300
Utilities	44,360
Building Maintenance	24,900
Building Leases	34,000
Technology Support	99,690
Fleet	1,404,800
Cash Match for Grants	50,550
<b>Total</b>	<b>\$17,126,840</b>

# Training Academy

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	67,329	61,450	61,450	69,320	12.81%	12.81%
Capital	5,232	0	0	250	100.00%	100.00%
<b>Total</b>	<b>\$72,561</b>	<b>\$61,450</b>	<b>\$61,450</b>	<b>\$69,570</b>	<b>13.21%</b>	<b>13.21%</b>
<b>Total Without Benefits</b>	<b>\$72,561</b>	<b>\$61,450</b>	<b>\$61,450</b>	<b>\$69,570</b>	<b>13.21%</b>	<b>13.21%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include a health and fringe allocation and other operating expenses. Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**James DeWees, Sheriff (410) 386-2900**

**Heidi K. Pepin, Management and Budget Project Coordinator  
(410) 386-2082**

<https://sheriff.carrollcountymd.gov/index.htm>

## Description

The Training Academy offers three Maryland Police and Correctional Training Commissioner certified programs:

- Correctional Entrance Level Training (CELTP)
- Police Entrance Level Training Program (PELTP)
- Comparative Compliance Training Course

The Comparative Compliance Training Course is an abbreviated program designed for previously certified Maryland police officers who have been separated from law enforcement for three to five years, and non-Maryland officers who have completed an entrance-level academy in another state or through the Federal government.

The Training Academy also provides in-service training for current law enforcement officers.

## Program Highlights

During FY 18, the Board of County Commissioners approved the creation of the Carroll County Sheriff's Office Training Academy to provide a PELTP at the former North Carroll High School building. The program is a 28 week, 1,126 hour course of instruction for members of small- and medium-sized police agencies.

The Training Academy expanded during FY 19 to provide a Comparative Compliance Training course and a CELTP program.

Graduation for the 2<sup>nd</sup> PELTP was held March 29, 2019 at Winters Mill High School.

## Budget Changes

Operating increases due to the expansion of class offerings with increased funding for books, supplies, and uniforms.

## Total County Funding

Department	Estimated Cost
Training Academy	\$69,570
Utilities	114,450
Technology Support	2,650
<b>Total</b>	<b>\$186,670</b>

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## **State's Attorney's Office**



# State's Attorney's Office Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
State's Attorney's Office	\$4,393,326	\$3,907,758	\$3,906,500	\$3,586,800	-8.21%	-8.18%
<b>Total State's Attorney's Office</b>	<b>\$4,393,326</b>	<b>\$3,907,758</b>	<b>\$3,906,500</b>	<b>\$3,586,800</b>	<b>-8.21%</b>	<b>-8.18%</b>
<b>Total Without Benefits</b>	<b>\$2,978,890</b>	<b>\$3,001,760</b>	<b>\$3,000,580</b>	<b>\$3,113,280</b>	<b>3.72%</b>	<b>3.76%</b>

## Mission and Goals

The State's Attorney's Office has a constitutional and statutory mandate to effectively prosecute all criminal cases and serious traffic cases that occur in Carroll County.

### Goals include:

- Maintain and build partnerships with law enforcement, legal, ethnic, religious, and community groups to implement strategies to assist in detecting, arresting, and prosecuting criminals.
- Establish preventative and educational programs to deter criminal activity and enhance the security of our community.
- Strive to protect the rights of victims, seek restitution, and provide compassion and appropriate resources for those impacted by crime.

## Highlights, Changes, and Useful Information

- The State's Attorney is elected by the voters of Carroll County. While the Commissioners have a legal requirement to adequately fund the constitutional functions of the office, they do not have operational authority.
- In addition to direct funding to the State's Attorney's Office, the County also provides in-kind support, including health benefits, building maintenance, vehicles and maintenance, technology services and support, and Personnel Services staff.
- A new Drug Court Prosecutor was included in FY 19.

## Budget Changes

FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

# State's Attorney's Office

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$2,620,775	\$2,822,230	\$2,821,050	\$2,924,470	3.62%	3.67%
Benefits	1,414,436	905,998	905,920	473,520	-47.73%	-47.73%
Operating	262,601	176,330	176,330	186,810	5.94%	5.94%
Capital	95,514	3,200	3,200	2,000	-37.50%	-37.50%
<b>Total</b>	<b>\$4,393,326</b>	<b>\$3,907,758</b>	<b>\$3,906,500</b>	<b>\$3,586,800</b>	<b>-8.21%</b>	<b>-8.18%</b>
<b>Total Without Benefits</b>	<b>\$2,978,890</b>	<b>\$3,001,760</b>	<b>\$3,000,580</b>	<b>\$3,113,280</b>	<b>3.72%</b>	<b>3.76%</b>
<b>Employees FTE</b>	<b>44.62</b>	<b>45.42</b>	<b>45.43</b>	<b>45.43</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Brian DeLeonardo, State's Attorney (410) 386-2671**

**Chizuko Godwin, Budget Analyst (410) 386-2082**

<http://carrollcountystatesattorney.org/>

## Mission and Goals

The State's Attorney's Office (SAO) has a constitutional and statutory mandate to effectively prosecute all cases arising in Carroll County.

### Goals include:

- Maintain and build partnerships with law enforcement, legal, ethnic, religious, and community groups to implement strategies to assist in detecting, arresting, and prosecuting criminals
- Establish preventative and educational programs to deter criminal activity to enhance the security of our community
- Strive to protect the rights of victims, seek restitution, and provide compassion and appropriate resources for those impacted by crime

## Description

The Carroll County SAO is a Division of the Executive Branch created by the Constitution of Maryland that serves the County as its chief law enforcement agency. The office has a constitutional and statutory mandate to effectively prosecute all potential criminal cases that arise within Carroll County, with cases ranging from traffic violations to murder. The State's Attorney is elected for a four-year term and heads a team of prosecutors, victim advocates, case managers, investigators, and other administrative staff seeking justice in all criminal cases that occur in the County.

## Program Highlights

- A Drug Court Prosecutor was included in FY 19.
- SAO completed e-discovery installation, allowing electronic discovery transmissions to Public Defenders and private members of the bar.
- With Judicial Dialog, a case management system, SAO will now be able to better track case outcomes and compile reliable statistical data.

## Budget Changes

- Personnel increases due to a 3% salary increase and a legislated salary adjustment for the State's Attorney.
- Operating increases due to office supplies, dues, and legal fees.
- Capital decreases due to a one-time furniture purchase in FY 19.

## Total County Funding

Department	Estimated Cost
State's Attorney's Office	\$3,586,800
Health Benefits	851,000
OPEB	481,560
Fleet	19,050
Utilities	25,890
Technology Support	66,430
Public Safety	23,400
Cash Match for Grant	172,100
<b>Total</b>	<b>\$5,226,230</b>

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## **Public Safety and Corrections Other**

# Public Safety and Corrections Other Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Animal Control	\$1,153,969	\$990,410	\$990,410	\$937,180	-5.37%	-5.37%
EMS 24/7 Services	4,351,430	4,521,530	4,521,530	4,657,180	3.00%	3.00%
Length of Service Award Program	166,000	1,282,000	1,282,000	398,000	-68.95%	-68.95%
Volunteer Emergency Services Association	8,533,824	8,731,080	8,731,080	8,545,670	-2.12%	-2.12%
Volunteer Recruitment and Retention	300,000	0	0	0	0.00%	0.00%
<b>Total Public Safety and Corrections Other</b>	<b>\$14,505,223</b>	<b>\$15,525,020</b>	<b>\$15,525,020</b>	<b>\$14,538,030</b>	<b>-6.36%</b>	<b>-6.36%</b>
<b>Total Without Benefits</b>	<b>\$14,238,803</b>	<b>\$15,405,660</b>	<b>\$15,405,660</b>	<b>\$14,538,030</b>	<b>-5.63%</b>	<b>-5.63%</b>

## Mission and Goals

Public Safety and Corrections Other is a functional grouping of agencies that provide 24/7 emergency medical services, fire protection, and animal control throughout Carroll County in an efficient and timely manner.

## Highlights, Changes, and Useful Information

- The organizations in Public Safety and Corrections Other operate independently of the Board of Carroll County Commissioners' authority. Animal Control is provided by the Humane Society. Fire and Ambulance services are provided by Carroll County Volunteer Emergency Services Association (VESA).
- In addition to direct funding, the County also provides varying levels of in-kind support to these organizations. All of the organizations benefit from the County's emergency communication system. For Animal Control, the County provides health benefits, building maintenance, and building insurance. VESA receives radios and access to capital financing from the County's bonding authority.
- Thirteen fire companies have at least one 24/7 paid medic unit. Sykesville-Freedom and Westminster each have two 24/7 paid medic units.

## Budget Changes

- Animal Control decreases due to a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.
- Length of Service Award Program decreases due to additional funding of \$1.0M in FY 19 to reduce the unfunded liability. The Board of Commissioners approved a 5-year plan to increase the base benefit by \$10/month for each of the next five years, going from \$125/month in FY 17 to \$175/month in FY 22.
- Volunteer Emergency Services Association decreases due to one-time funding in FY 19 for self-contained breathing apparatus for three fire companies, offset by one-time funding in FY 20 for self-contained breathing apparatus for Lineboro Fire Department, and a 3% increase on base funding.

# Animal Control

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	266,421	119,360	119,360	0	-100.00%	-100.00%
Operating	887,549	871,050	871,050	897,180	3.00%	3.00%
Capital	0	0	0	40,000	100.00%	100.00%
Total	\$1,153,969	\$990,410	\$990,410	\$937,180	-5.37%	-5.37%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Karen Baker, Executive Director**

**Humane Society of Carroll County (410) 848-4810**

**Chizuko M. Godwin, Budget Analyst (410) 386-2082**

<https://hscarroll.org/>

## Mission and Goals

To provide compassionate treatment of animals through adoption, population control, education, and protection.

### Goals include:

- To protect both people and animals
- To resolve conflict and enforce the animal codes and laws
- To reduce euthanasia of animals

## Description

Carroll County has a Memorandum of Understanding with the Humane Society of Carroll County to provide animal control. The Carroll County Animal Control/Humane Society is located at 2517 Littlestown Pike, Westminster, MD.

Hours of operation are 11-6 Monday through Friday and 9-2 Saturdays. However, citizens are encouraged to bring their animals to the shelter by appointment to provide pertinent information for the staff. There is no charge to bring an animal to the shelter. Pictures of stray animals and adoptable animals are available on the Humane Society's website for the public's convenience.

Animal Control Officers investigate all complaints of cruelty and neglect of animals. Additionally, the staff coordinates lost and found animal efforts in the County, and enforces County and State animal-related laws. Follow up is done to ensure all adopted pets from the facility are spayed or neutered and vaccinated for rabies, as required by law. There are 28 animal licensing outlets throughout the County, including most County veterinarians.

Animal Control Officers are on call 24 hours a day for emergencies involving:

- Life-threatening animal situations
- Injured stray animals
- Wild animals within a home (including bats)
- Police, Fire, and/or Health Department need for assistance

## Program Highlights

During calendar year 2018:

- Maintained over 95% live rate
- Sprayed/neutered over 1,000 Carroll County farm cats through CatSnip program
- Partnered with Metro Ferals to increase spay/neuter services, offering free and low-cost services to the public

## Budget Changes

- A 3% increase is included in FY 20.
- Capital increases due to a replacement vehicle.

# EMS 24/7 Services

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	4,351,430	4,521,530	4,521,530	4,657,180	3.00%	3.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$4,351,430</b>	<b>\$4,521,530</b>	<b>\$4,521,530</b>	<b>\$4,657,180</b>	<b>3.00%</b>	<b>3.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Don Fair, President, VESA (443) 744-0579

Lynn Karr, Senior Budget Analyst (410) 386-2082

<http://www.ccvesa.org>

## Mission and Goals

To ensure the availability of 24/7 emergency services operations in the County, and provide timely responses and quality emergency care.

## Description

The Carroll County Board of Commissioners established this budget in FY 04 to fund paid staff for medic units operated by 13 of the 14 member volunteer fire departments of the Carroll County Volunteer Emergency Services Association (VESA). The County funds the staffing of one paid medic unit at eleven of the fire companies, and two each at both the Sykesville-Freedom and Westminster companies.

## Budget Changes

A 3% increase is included in FY 20.

# Length of Service Award Program

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	166,000	1,282,000	1,282,000	398,000	-68.95%	-68.95%
Operating	0	0	0	0	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	166,000	1,282,000	1,282,000	398,000	-68.95%	-68.95%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Robert M. Burk, Comptroller (410) 386-2085**

**Lynn Karr, Senior Budget Analyst (410) 386-2082**

## Description

The Length of Service Award Program (LOSAP) Pension Trust Fund, a defined benefit pension plan, was implemented July 1, 2004. The Plan covers all volunteer firemen meeting eligibility requirements and provides a monthly payment to retirees beginning at age 60.

## Budget Changes

- The decrease is due to additional funding of \$1.0M in FY 19 to reduce the unfunded liability.
- The Board of Commissioners approved a 5-year plan to increase the base benefit by \$10/month for each of the next 5 years, or from \$125/month in FY 17 to \$175/month in FY 22. The base payout in FY 20 increases from \$145 to \$155 per month.

# Volunteer Emergency Services Association

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	438,088	315,000	315,000	300,000	-4.76%	-4.76%
Operating	8,095,736	8,416,080	8,416,080	8,245,670	-2.02%	-2.02%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$8,533,824</b>	<b>\$8,731,080</b>	<b>\$8,731,080</b>	<b>\$8,545,670</b>	<b>-2.12%</b>	<b>-2.12%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Don Fair, President, VESA (443) 744-0579**

**Lynn Karr, Senior Budget Analyst (410) 386-2082**

<http://www.ccvesa.org>

## Mission and Goals

The Carroll County Volunteer Emergency Services Association (VESA) represents the 14 community volunteer fire companies in Carroll County. Over 1,000 men and women volunteer at the Gamber, Hampstead, Harney, Lineboro, Manchester, Mt. Airy, New Windsor, Pleasant Valley, Reese, Sykesville-Freedom, Taneytown, Union Bridge, Westminster, and Winfield fire companies.

## Description

VESA is the hub of all the County fire departments' administration. Two representatives from each of the 14 fire companies meet on a monthly basis. County funding provided to VESA is allocated to the 14 fire companies and the following administrative budgets:

- Advanced Tactical Rescue (ATR) Team
- VESA Administration
- EMS Operations and Training
- Haz-Mat Program
- Information Technology
- Public Information
- Training Facility Management Committee (TFMC)

The County provides funding for the VESA physical program, which provides physicals to active members within the service.

## Program Highlights

The 14 companies respond to fire calls, emergency medical services calls, rescue calls, and mutual aid calls. The following chart compares the number of calls by type over the past three years.

	CY 16	CY 17	CY 18
Fire	2,241	2,348	2,532
EMS	14,737	15,159	15,977
Rescue	1,113	1,128	1,144
Mutual Aid	2,244	2,127	2,250
<b>Total</b>	<b>20,335</b>	<b>20,762</b>	<b>21,903</b>

## Budget Changes

Operating decreases due to one-time funding in FY 19 for self-contained breathing apparatus for three fire companies, partially offset by one-time funding in FY 20 for self-contained breathing apparatus for Lineboro Fire Department, and a 3% increase on base funding.

## Total County Funding

Department	Estimated Cost
VESA	\$8,545,670
Public Safety 911	188,740
<b>Total</b>	<b>\$8,734,410</b>



# Volunteer Recruitment and Retention

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	300,000	0	0	0	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$300,000	\$0	\$0	\$0	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Lynn Karr, Senior Budget Analyst (410) 386-2082

## Description

The Volunteer Recruitment and Retention program was established to provide incentives for volunteer firefighters and emergency services personnel. Program details were recommended by the Carroll County Volunteer Emergency Services Work Group, which consists of members from CCVESA and Carroll County Government staff.

## Budget Changes

The Board of Commissioners included one-time funding in FY 18 to address recruitment and retention of volunteer firefighters and emergency services personnel.

## *Public Works Appropriations*

# Public Works Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Public Works Administration	\$1,219,194	\$945,320	\$953,860	\$584,640	-38.15%	-38.71%
Building Construction	373,196	365,000	363,040	334,970	-8.23%	-7.73%
Engineering Administration	606,687	438,120	439,850	404,460	-7.68%	-8.05%
Engineering - Construction Inspection	601,175	485,830	464,580	418,960	-13.76%	-9.82%
Engineering - Design	406,770	373,070	365,000	323,850	-13.19%	-11.27%
Engineering - Survey	388,658	329,530	330,660	268,710	-18.46%	-18.74%
Facilities	8,917,407	11,451,030	11,414,360	11,163,490	-2.51%	-2.20%
Fleet Management	2,871,508	8,190,890	8,192,110	7,873,160	-3.88%	-3.89%
Permits and Inspections	1,962,823	1,638,600	1,610,330	1,449,890	-11.52%	-9.96%
Roads Operations	11,779,904	8,586,820	8,524,770	7,270,720	-15.33%	-14.71%
Storm Emergencies	2,098,551	2,292,040	2,292,040	2,167,160	-5.45%	-5.45%
Traffic Control	268,295	419,280	419,280	335,200	-20.05%	-20.05%
Transit Administration	0	162,700	143,780	144,390	-11.25%	0.42%
Veteran Transit Services	0	102,000	142,000	167,000	63.73%	17.61%
<b>Total Public Works</b>	<b>\$31,494,167</b>	<b>\$35,780,230</b>	<b>\$35,655,660</b>	<b>\$32,906,600</b>	<b>-8.03%</b>	<b>-7.71%</b>
<b>Total Without Benefits</b>	<b>\$23,948,275</b>	<b>\$31,337,520</b>	<b>\$31,224,630</b>	<b>\$31,288,970</b>	<b>-0.15%</b>	<b>0.21%</b>

## Mission and Goals

The Department of Public Works is dedicated to timely service to accomplish the tasks necessary for building and maintaining a sound infrastructure to serve public needs. This infrastructure includes the Carroll County Regional Airport, buildings, roads, bridges, water and sewer systems, and landfills.

### Goals include:

- Ensure a safe and viable Airport facility
- Ensure and protect the health, safety, convenience, and enjoyment of the citizens using County facilities
- Provide safe and reliable facilities, equipment, and vehicles to all County agencies and other agencies in a cost-effective manner
- Maintain the network of County roads
- Provide and maintain adequate water and sanitary sewer systems to serve the citizens of Carroll County
- Explore long-range alternatives for the collection and disposal of solid waste
- Provide dependable and affordable transit services to County residents and veterans

## Highlights, Changes, and Useful Information

The Department of Public Works supports County Government operations, as well as many other agencies.

### Budget Changes

- The overall decrease from FY 19 Original to Adjusted is due to employee turnover, salary adjustments, and personnel allocation changes, partially offset by additional funding for an increase in contracted service hours for Veteran Transit Services.
- FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.
- Veteran Transit Services increases for anticipated growth in ridership.

# Public Works Administration

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$481,331	\$457,310	\$465,240	\$477,600	4.44%	2.66%
Benefits	569,920	459,000	459,610	83,430	-81.82%	-81.85%
Operating	143,036	29,010	29,010	22,920	-20.99%	-20.99%
Capital	24,907	0	0	690	100.00%	100.00%
Total	\$1,219,194	\$945,320	\$953,860	\$584,640	-38.15%	-38.71%
Total Without Benefits	\$649,274	\$486,320	\$494,250	\$501,210	-3.06%	1.41%
Employees FTE	7.00	6.70	6.59	6.59	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Jeffrey D. Castonguay, Director (410) 386-2248**  
**Heidi K. Pepin, Management and Budget Project Coordinator**  
**(410) 386-2082**  
<https://www.carrollcountymd.gov/government/directory/public-works/>

## Mission and Goals

To provide timely service and projects proceeding on schedule and completed with cost-effective service delivery.

### Goals include:

- Ensure a safe, secure, and viable Airport facility
- Provide and maintain the building infrastructure necessary for government functions
- Provide dependable and economic maintenance for the County's fleet of vehicles and equipment
- Provide staff to review, issue, and inspect all permitting activity in a timely manner
- Plan for public utility systems' systemic repairs and ensure dependable continuity of service
- Explore the long-range alternatives for the collection and disposal of solid waste
- Maintain the network of County roads to high standards
- Provide dependable and affordable transit services to County residents

## Description

The Director of Public Works oversees the following bureaus:

- Airport
- Building Construction
- Engineering
- Facilities
- Fleet Management
- Permits and Inspections
- Roads
- Solid Waste
- Transit Administration
- Utilities
- Veteran Transit Services

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to employee turnover and personnel allocation changes.
- A 3% salary increase is included in FY 20.
- Operating decreases due to one-time dam inspection funding in FY 19.
- Capital Outlay increases for the purchase of two replacement chairs.

# Building Construction

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$228,597	\$263,840	\$262,020	\$269,880	2.29%	3.00%
Benefits	114,896	79,390	79,250	40,450	-49.05%	-48.96%
Operating	17,645	21,770	21,770	24,640	13.18%	13.18%
Capital	12,057	0	0	0	0.00%	0.00%
Total	\$373,196	\$365,000	\$363,040	\$334,970	-8.23%	-7.73%
Total Without Benefits	\$258,299	\$285,610	\$283,790	\$294,520	-3.12%	3.78%
Employees FTE	4.00	4.00	4.00	4.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

Jeffrey D. Castonguay, Director (410) 386-2248  
 Taylor Hockensmith, Budget Analyst (410) 386-2082  
<https://www.carrollcountymd.gov/government/directory/public-works/building-construction/>

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to employee turnover.
- A 3% salary increase is included in FY 20.
- Operating increases for professional development and a one-time purchase of replacement equipment.

## Mission and Goals

To design and construct buildings that are economical to maintain over time and serve the needs of County user agencies and citizens.

## Goals include:

- Develop and implement the Community Investment Plan for all agencies served by County government
- Manage projects from design through construction and to the end of the one-year warranty period to assure an efficient and effective facility

## Description

The Bureau of Building Construction oversees the design, construction, and contracts for many Carroll County capital construction projects. The Bureau is responsible for the complete oversight of various capital construction projects from conception, programming, and budgeting through design, construction, and monitoring through the warranty period. Building Construction acts on behalf of the County and serves as the point of contact between the County, user agencies, professional design services, and contractors.

## Program Highlights

Construction management projects include:

- Charles Carroll Gymnasium and Community Center
- Farm Museum Renovations
- Public Safety Training Center
- Union Mills Homestead Restoration
- Westminster Library – Exploration Commons

# Engineering Administration

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$318,417	\$327,140	\$328,740	\$338,600	3.50%	3.00%
Benefits	173,538	97,310	97,440	51,820	-46.75%	-46.82%
Operating	14,491	13,670	13,670	13,690	0.15%	0.15%
Capital	100,241	0	0	350	100.00%	100.00%
Total	\$606,687	\$438,120	\$439,850	\$404,460	-7.68%	-8.05%
Total Without Benefits	\$433,149	\$340,810	\$342,410	\$352,640	-3.47%	2.99%
Employees FTE	4.75	4.75	4.75	4.75	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Jeffrey D. Castonguay, Director (410) 386-2248**  
**Heidi K. Pepin, Management and Budget Project Coordinator**  
**(410) 386-2082**  
<https://www.carrollcountymd.gov/government/directory/public-works/engineering/>

## Mission and Goals

To provide responsible, efficient, and effective direction to the various Engineering Divisions within the Bureau to accomplish the tasks necessary for building a sound infrastructure consisting of roads, bridges, storm drains, water and sewer systems, and landfills.

## Goals include:

- Maintain accurate accounting of spending for operating and capital budgets
- Provide pre-qualification of contractors to ensure compliance with industry construction standards
- Review and process pre-qualification applications/renewals in 20 days 90% of the time
- Update the GIS layers with data collected, from the field or gathered in another fashion, within five days
- Provide information to the general public about community investment projects via project information letters, press releases, and the County website

## Description

Engineering Administration directs the operations of the following divisions:

- Construction Inspection
- Design
- Survey

These divisions collectively provide engineering services and fund tracking for capital improvement projects and payments to contractors for:

- Bridges
- Roads
- Drainage structure

## Program Highlights

- During 2018, the Bureau administered eight projects, including five roadway and pipe culvert construction projects, traffic barrier improvements, sidewalk upgrade project, and Cape Horn Road bridge replacement.
- GIS staff worked on data input, updates, and analysis in 2018 for Traffic Engineering, Roads, and Utilities. All requests were uploaded and checked into the GIS system within the five-day timeframe.
- Disseminated over 2,300 project information flyers to property owners relating to the three paving projects and one sidewalk upgrade project for 2018.
- Traffic Engineer reviewed and processed 18 special roadway usage applications, 28 sight distance variance requests, 100 signing and marking changes/upgrades, and answered numerous general citizen questions.

## Budget Changes

- A 3% salary increase is included in FY 20.
- Capital increases for replacement office furniture.

# Engineering Construction Inspection

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$363,043	\$365,750	\$346,010	\$358,050	-2.11%	3.48%
Benefits	192,865	113,410	111,900	53,440	-52.88%	-52.24%
Operating	23,308	6,670	6,670	7,470	11.99%	11.99%
Capital	21,959	0	0	0	0.00%	0.00%
Total	\$601,175	\$485,830	\$464,580	\$418,960	-13.76%	-9.82%
Total Without Benefits	\$408,310	\$372,420	\$352,680	\$365,520	1.85%	3.64%
Employees FTE	6.00	6.00	6.00	6.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Jeffrey D. Castonguay, Director (410) 386-2248**  
**Heidi K. Pepin, Management and Budget Project Coordinator**  
**(410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/public-works/engineering/construction-inspection-division/>

## Mission and Goals

To provide quality inspection services for the construction and upgrade of roads, storm drains, and hot mix asphalt overlays planned in the Community Investment Plan and to complete projects within budget in a timely manner.

### Goals include:

- Conduct 100% of the inspections of every major work category
- Manage capital projects to within 10% of the overall contract price to avoid potential cost overruns of unit pay items where payment to the contractor is based on measured quantities
- Respond within 48 hours and complete all field modifications within 30 days 90% of the time

## Description

The primary function of Engineering Construction Inspection is to ensure that community investment and neighborhood projects are constructed as specified using approved materials and built to proposed dimensions. The division also controls the measurement and quantities of materials used, as well as the collection of payments from the contractors.

## Program Highlights

This division inspected the following projects in 2018:

- Replacement of the Cape Horn Road bridge structure with a single cell box culvert
- Overlay projects on 40 roadways, consisting of more than 46 miles
- Fifty-nine pipe culvert crossing rehabilitations/replacements
- ADA Sidewalk upgrades at 27 locations

This division also inspects the construction of private development roads and infrastructure throughout the County. Developments inspected include:

- Castle Farms
- Hidden Creek
- Klees Mill Overlook
- Morgan Creek
- Offutt Place
- Rustic Rising
- Windy Hills Farms – Section 4A

## Budget Changes

- Personnel increases due to a 3% salary adjustment and additional overtime costs.
- Operating increases for a one-time purchase of replacement equipment.

# Engineering Design

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$242,877	\$273,120	\$265,620	\$273,580	0.17%	3.00%
Benefits	158,075	92,470	91,900	42,820	-53.69%	-53.41%
Operating	3,617	7,480	7,480	7,450	-0.40%	-0.40%
Capital	2,200	0	0	0	0.00%	0.00%
Total	\$406,770	\$373,070	\$365,000	\$323,850	-13.19%	-11.27%
Total Without Benefits	\$248,695	\$280,600	\$273,100	\$281,030	-0.15%	2.90%
Employees FTE	5.00	5.00	5.00	5.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Jeffrey D. Castonguay, Director (410) 386-2248**  
**Heidi K. Pepin, Management and Budget Project Coordinator**  
**(410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/public-works/engineering/>

## Mission and Goals

To provide high-quality engineering and project management for building a sound infrastructure of roads, bridges, and drainage systems.

### Goals include:

- Prepare accurate, buildable construction drawings, specifications, and cost estimates
- Maintain the roadway network Pavement Condition Index (PCI) within a satisfactory range of 71 to 85
- Decrease the number of bridge structures with a Bridge Sufficiency Rating (BSR) less than 60 in the County's biennial bridge inspection program

## Description

The primary function of Engineering Design is to administer the following types of capital projects:

- Road maintenance
- Road construction
- Bridge rehabilitation/replacement
- Drainage systems

The division designs in-house projects and reviews designs of outside contractors. The use of Computer-Aided Design (CAD) and drafting system allows the division to do more in-house design projects including:

- Grading studies
- Parking lots
- Boundary plats
- Road design
- Highway safety improvements
- Drainage, slip-lining, and culvert design

After the division approves the design and completes the construction documents, the project is advertised to initiate the bid process and award of contract.

## Program Highlights

- As of 2018, the PCI for the roadway network remains in the satisfactory range with an overall rating of 76.
- During 2018, the bureau designed, advertised, and constructed three pavement management projects, two pipe culvert and storm drain preservation projects, one traffic barrier improvement project, and improvements to John Pickett Road.
- During 2018, approximately 47 miles of roadway were resurfaced and 59 pipe culverts and storm drain sections were repaired or replaced.

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to employee turnover.
- A 3% salary increase is included in FY 20.



# Engineering Survey

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$213,767	\$219,120	\$220,180	\$226,790	3.50%	3.00%
Benefits	160,963	82,300	82,370	33,830	-58.89%	-58.93%
Operating	13,928	9,110	9,110	8,090	-11.20%	-11.20%
Capital	0	19,000	19,000	0	-100.00%	-100.00%
Total	\$388,658	\$329,530	\$330,660	\$268,710	-18.46%	-18.74%
Total Without Benefits	\$227,695	\$247,230	\$248,290	\$234,880	5.00%	-5.40%
Employees FTE	5.00	5.00	5.00	5.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

Jeffrey D. Castonguay, Director (410) 386-2248  
 Heidi K. Pepin, Management and Budget Project Coordinator  
 (410) 386-2082  
<https://www.carrollcountymd.gov/government/directory/public-works/engineering/survey-control-network/>

## Budget Changes

- A 3% salary increase is included in FY 20.
- Operating decreases due to a two-year warranty for maintenance of the GPS unit purchased in FY 19.
- Capital decreases for the one-time purchase of a replacement GPS unit in FY 19.

## Mission and Goals

To provide responsible, efficient, and effective surveys, survey control, and global positioning system points.

## Goals include:

- Provide accurate, efficient, and comprehensive surveys for County projects
- Provide County-wide survey control established by global positioning system

## Description

The division is responsible for all survey-related functions performed for the County, including survey of County owned property and property intended to be purchased by the County. Services include topographic surveys for proposed roads, bridges culverts, and buildings.

This division maintains the County Survey Control Network. The network is a series of geographical survey points used as reference points for surveys, with over 2,100 monuments in the network. All projects requiring County review must be based on one of these survey control points.

## Program Highlights

In FY 18, Engineering Survey performed 285 surveys. The Bureaus of Resource Management, Engineering, and Roads Operations account for the majority of the workload.

# Facilities

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$2,355,159	\$2,641,250	\$2,607,190	\$2,684,400	1.63%	2.96%
Benefits	1,658,613	975,490	972,880	410,640	-57.90%	-57.79%
Operating	4,894,806	7,791,310	7,791,310	8,022,980	2.97%	2.97%
Capital	8,829	42,980	42,980	45,470	5.79%	5.79%
Total	\$8,917,407	\$11,451,030	\$11,414,360	\$11,163,490	-2.51%	-2.20%
Total Without Benefits	\$7,258,794	\$10,475,540	\$10,441,480	\$10,752,850	-2.65%	2.98%
Employees FTE	58.50	60.00	60.00	60.00	-----	-----

Note: Actuals include allocations for health and fringe and OPEB while some operating and capital outlay expenditures were allocated to individual budgets. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 reflects a change in benefit allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Jeffrey D. Castonguay, Director (410) 386-2248**

**Taylor Hockensmith, Budget Analyst (410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/public-works/facilities/>

## Mission and Goals

To maintain a clean, orderly, and attractive appearance of grounds, structures, and facilities.

### Goals include:

- Provide an efficient and effective maintenance program that emphasizes proactive maintenance
- Deliver a timely and professional response to reactive maintenance service calls
- Provide immediate response to emergency maintenance requests

## Description

The Bureau of Facilities provides maintenance, repairs, and renovations for buildings at more than 50 locations, with multiple buildings at several sites throughout Carroll County. Full service maintenance is provided for air conditioning, heating, ventilating, plumbing, and electrical systems, and all other aspects involving the maintenance of building structures and equipment. Emphasis is placed on preventive maintenance efforts to reduce emergency calls and extend the useful life of buildings and equipment.

The Bureau maintains and manages all of the grounds at County buildings, parks, and other County properties including those purchased for future use. This includes:

- Turf and landscape
- Woodlands
- Storm water and recreational ponds
- Snow removal
- Rental management
- Construction and remodeling
- Athletic fields

## Program Highlights

Recent projects include:

- Generator replacement at Carroll Community College
- Repair of the walking trail at Westminster Senior Center
- Painting and replacing wallcoverings in the Economic Development Office
- Replacement hot water heater installation at the Courthouse Annex

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to employee turnover.
- A 3% salary increase is included in FY 20.

# Fleet Management

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$1,035,952	\$1,154,410	\$1,155,540	\$1,188,450	2.95%	2.85%
Benefits	719,799	409,730	409,820	190,540	-53.50%	-53.51%
Operating	2,130,864	3,948,050	3,948,050	3,960,850	0.32%	0.32%
Capital	(1,015,108)	2,678,700	2,678,700	2,533,320	-5.43%	-5.43%
Total	\$2,871,508	\$8,190,890	\$8,192,110	\$7,873,160	-3.88%	-3.89%
Total Without Benefits	\$2,151,708	\$7,781,160	\$7,782,290	\$7,682,620	1.27%	-1.28%
Employees FTE	24.00	24.00	24.00	24.00	-----	-----

Note: Actuals include allocations for health and fringe and OPEB while some operating and capital outlay expenditures were allocated to individual budgets. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

Jeffrey D. Castonguay, Director (410) 386-2248

Stephanie R. Krome, Senior Budget Analyst (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/public-works/fleet-managementwarehouse/>

## Mission and Goals

To provide safe and reliable transportation and equipment through efficient maintenance to all County agencies and other agencies in a cost-effective manner.

### Goals include:

- Maintain vehicles through assertive preventive maintenance
- Provide guidance and information to agencies seeking new and replacement vehicles

## Description

Fleet Management provides preventive maintenance services for County vehicles and equipment and associated agencies such as the Board of Education, Carroll Transit System, and the Carroll County Sheriff's Office. These vehicles and equipment range from heavy equipment, such as dump trucks, to lawn mowers and patrol vehicles.

## Program Highlights

Below is a history of the Fleet revenue received from outside agencies for maintenance services provided and fuel dispensed:

FY 15	FY 16	FY 17	FY 18
\$1,228,561	\$1,093,150	\$1,045,472	\$1,021,889

## Budget Changes

- A 3% salary increase is included in FY 20.
- Capital includes the following replacement vehicles and equipment:

Replacement Type	Number	Amount
Asphalt Hot Box	1	\$24,000
Car	3	57,000
Dump Truck	2	350,000
Fuel System	1	85,000
Leaf Vac	1	35,000
Loader	1	180,000
Mowers/Tractors	3	194,000
Patrol SUV	22	1,100,440
Radar Units	16	36,000
Shop Equipment	1	20,000
SUV	5	136,000
Truck	6	255,000
Van	1	45,000
Wet Systems - Dump Trucks	2	20,000
<b>Total</b>	<b>65</b>	<b>\$2,537,440</b>

- Capital includes the following additional vehicles and equipment:

Additional Type	Number	Amount
Boom Lift	1	\$35,000
Brine Tank	1	15,000
Patrol SUV – SRO Program	5	250,100
Radar Units – SRO Program	5	11,250
Trailer	2	54,500
<b>Total</b>	<b>22</b>	<b>\$365,850</b>

# Permits and Inspections

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$1,147,508	\$1,184,300	\$1,158,040	\$1,224,960	3.43%	5.78%
Benefits	747,972	418,180	416,170	188,960	-54.81%	-54.60%
Operating	62,677	36,120	36,120	35,970	-0.42%	-0.42%
Capital	4,665	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$1,962,823</b>	<b>\$1,638,600</b>	<b>\$1,610,330</b>	<b>\$1,449,890</b>	<b>-11.52%</b>	<b>-9.96%</b>
<b>Total Without Benefits</b>	<b>\$1,214,851</b>	<b>\$1,220,420</b>	<b>\$1,194,160</b>	<b>\$1,260,930</b>	<b>-3.32%</b>	<b>5.59%</b>
<b>Employees FTE</b>	<b>23.60</b>	<b>23.60</b>	<b>23.60</b>	<b>23.60</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

Jeffrey D. Castonguay, Director (410) 386-2248

Taylor Hockensmith, Budget Analyst (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/public-works/permits-inspections/>

## Mission and Goals

To provide efficient, effective, and courteous service to the citizens of Carroll County while complying with all laws and ordinances.

## Goals include:

- Perform quality plan reviews and inspections within 24 hours of the request
- Accurately and consistently enforce minimum building codes
- Provide a simple, streamlined permit and review process to the public while maintaining an effective system

## Description

The Bureau of Permits and Inspections is responsible for enforcing building, mechanical, electrical, plumbing, handicap, energy, livability, and life-safety codes adopted through local ordinances and/or Maryland State law. The bureau accepts, processes, and issues all building, plumbing, and electrical permits, as well as licensing of electricians, plumbers, gas fitters, and utility contractors. The Permits and Inspections staff ensures buildings are safe for occupancy and work in coordination with public safety personnel to protect the health and safety of the citizens of Carroll County.

## Program Highlights

Inspections	2015	2016	2017	2018
Building	15,135	15,922	15,157	13,911
Electrical	12,627	14,098	13,796	11,993
Plumbing/Site	11,382	11,324	10,732	9,414
Fire	0	0	645	2,539
<b>Total</b>	<b>39,144</b>	<b>41,344</b>	<b>40,330</b>	<b>37,857</b>

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to employee turnover.
- Personnel increases due to a 3% salary increase and salary adjustments.
- Operating decreases due to a planned triennial purchase of code books in FY 19.

# Roads Operations

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$3,945,129	\$4,340,800	\$4,283,150	\$4,410,190	1.60%	2.97%
Benefits	3,048,979	1,694,880	1,690,480	512,040	-69.79%	-69.71%
Operating	3,408,901	2,517,500	2,517,500	2,327,590	-7.54%	-7.54%
Capital	1,376,894	33,640	33,640	20,900	-37.87%	-37.87%
Total	\$11,779,904	\$8,586,820	\$8,524,770	\$7,270,720	-15.33%	-14.71%
Total Without Benefits	\$8,730,925	\$6,891,940	\$6,834,290	\$6,758,680	1.93%	-1.11%
Employees FTE	107.90	107.90	107.90	107.90	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

Jeffrey D. Castonguay, Director (410) 386-2248  
 Heidi K. Pepin, Management and Budget Project Coordinator  
 (410) 386-2082  
<https://www.carrollcountymd.gov/government/directory/public-works/roads-operations/>

## Mission and Goals

To provide a local road system in good condition by using the most economical means available, and to provide timely citizen service.

### Goals include:

- Maintain the condition of County gravel roads
- Manage roadside growth
- Maintain centerline and edgeline road markings
- Provide ongoing road maintenance

## Description

The Bureau of Roads Operations maintains approximately 150 bridges and more than 980 miles of roads. Road maintenance tasks include:

- Paving and patching
- Crack sealing
- Road shoulder restoration
- Ditch installation and reconditioning
- Inlet repair and rebuilding
- Pipe maintenance and replacement
- Roadside mowing
- Tree trimming and removal
- Litter and debris removal
- Roadway evaluations

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to employee turnover.
- A 3% salary increase is included in FY 20.
- Capital decreases due to fewer planned purchases in FY 20.

# Storm Emergencies

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$467,577	\$499,280	\$499,280	\$514,260	3.00%	3.00%
Benefits	272	0	0	0	0.00%	0.00%
Operating	1,541,517	1,658,510	1,658,510	1,635,900	-1.36%	-1.36%
Capital	89,186	134,250	134,250	17,000	-87.34%	-87.34%
<b>Total</b>	<b>\$2,098,551</b>	<b>\$2,292,040</b>	<b>\$2,292,040</b>	<b>\$2,167,160</b>	<b>-5.45%</b>	<b>-5.45%</b>
<b>Total Without Benefits</b>	<b>\$2,098,279</b>	<b>\$2,292,040</b>	<b>\$2,292,040</b>	<b>\$2,167,160</b>	<b>5.45%</b>	<b>-5.45%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

Note: Adjusted Budget includes budget changes made during the year. FY 19 ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Jeffrey D. Castonguay, Director (410) 386-2248  
 Heidi K. Pepin, Management and Budget Project Coordinator  
 (410) 386-2082  
<https://www.carrollcountymd.gov/government/directory/public-works/roads-operations/>

## Mission

To provide effective responses to emergencies involving the County's highway system.

## Description

The funds allocated to this budget are to cover the costs of snow removal operations and emergency response to damage from:

- Flooding
- Down trees
- Cave-ins
- Vehicle accidents
- Other hazards

Staff who perform this function are included in the Bureau of Roads Operations and no regular hours for employees are charged to this budget. The personnel expenses are for overtime hours logged by Roads Operations responding to snow or other emergency situations.

## Budget Changes

Capital decreases due to the purchase of an automatic brine maker and the third of three replacement bunk trailers in FY 19.

# Traffic Control

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	264,214	381,840	381,840	328,200	-14.05%	-14.05%
Capital	4,081	37,440	37,440	7,000	-81.30%	-81.30%
Total	\$268,295	\$419,280	\$419,280	\$335,200	-20.05%	-20.05%
Total Without Benefits	\$268,295	\$419,280	\$419,280	\$335,200	20.05%	-20.05%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. FY 19 ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jeffrey D. Castonguay, Director (410) 386-2248**  
**Heidi K. Pepin, Management and Budget Project Coordinator (410) 386-2082**  
<https://www.carrollcountymd.gov/government/directory/public-works/roads-operations/>

## Budget Changes

- Operating decreases due to a reduction in contracted paint prices.
- Capital decreases due to the purchase of message boards in FY 19, partially offset by the purchase of a laser sight system for the paint truck in FY 20.

## Mission and Goals

To keep all signs and highway markings in good repair and in compliance with the Uniform Traffic Control Devices manual.

## Goals include:

To minimize the amount of time that signs are down or missing and to have a reasonable schedule of re-striping and replacing road markings.

## Description

Staff who perform the Traffic Control function are included in the Bureau of Roads Operations. Employees are responsible for using the paint truck to maintain and place all highway markings such as:

- Centerlines
- Edge lines
- Crosswalks
- Turn lanes

In addition, this division has the following responsibilities connected with traffic control and road name signs:

- Replacement
- Repair
- Cleaning
- Creation
- Installation

The need for new signs is determined through routine inspection and investigation, citizen requests, and laws and regulations.

# Transit Administration

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$91,250	\$73,670	\$75,880	-16.84%	3.00%
Benefits	0	20,550	19,210	9,660	-52.99%	-49.71%
Operating	0	50,900	50,900	58,850	15.62%	15.62%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$0</b>	<b>\$162,700</b>	<b>\$143,780</b>	<b>\$144,390</b>	<b>-11.25%</b>	<b>0.42%</b>
<b>Total Without Benefits</b>	<b>\$0</b>	<b>\$142,150</b>	<b>\$124,570</b>	<b>\$134,730</b>	<b>5.22%</b>	<b>8.16%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>1.50</b>	<b>1.35</b>	<b>1.35</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

Jeffrey D. Castonguay, Director (410) 386-2248  
 Heidi K. Pepin, Management and Budget Project Coordinator  
 (410) 386-2082  
<https://www.carrollcountymd.gov/government/directory/public-works/transit/>

## Mission

To provide dependable and affordable transit services to County citizens.

## Description

The funds allocated to this budget cover the administrative costs of the transit grants and programs.

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to personnel allocation changes, partially offset by salary adjustments.
- A 3% salary increase is included in FY 20.
- Operating increases due to the transfer of software maintenance from the Public Works – Transit grants.

## Total Funding

Department	Estimated Cost
Transit Administration	\$144,390
Cash Match for Grants	1,124,390
Federal/State Grants	1,431,871
<b>Total</b>	<b>\$2,700,651</b>

For additional information on the transit program and the transit grants, see the Public Works Transit page in the Grant Fund.



# Veteran Transit Services

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	0	102,000	142,000	167,000	63.73%	17.61%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$0	\$102,000	\$142,000	\$167,000	63.73%	17.61%
<b>Total Without Benefits</b>	\$0	\$102,000	\$142,000	\$167,000	-63.73%	17.61%
<b>Employees FTE</b>	0.00	0.00	0.00	0.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. FY 19 ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jeffrey D. Castonguay, Director of Public Works**

**(410) 386-2248**

**Heidi K. Pepin, Management and Budget Project Coordinator**

**(410) 386-2082**

## Mission

To provide dependable and affordable transit services to County veterans.

## Description

The funds allocated to this budget are to cover the costs of a contractual vendor providing veterans with transportation to the following Veterans Affairs locations:

- North Greene Street, Baltimore
- Loch Raven Boulevard, Baltimore
- Fort Detrick, Frederick
- Martinsburg, West Virginia

All requests for transportation to new locations must be approved prior to providing service.

Staff who provide oversight for the Veterans Transit Services contract are included in Transit Administration.

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to additional funding associated with an increase in contracted service hours.
- Operating increases due to anticipated growth in ridership.

## *Citizen Services Appropriations*

# Citizen Services Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Citizen Services Administration	\$466,188	\$460,790	\$463,230	\$343,990	-25.35%	-25.74%
Aging and Disabilities	1,493,747	1,433,780	1,383,170	1,205,590	-15.92%	-12.84%
Recovery Support Services	822,646	859,900	859,900	411,940	-52.09%	-52.09%
<b>Total Citizen Services</b>	<b>\$2,782,582</b>	<b>\$2,754,470</b>	<b>\$2,706,300</b>	<b>\$1,961,520</b>	<b>-28.79%</b>	<b>-27.52%</b>

<b>Total Without Benefits</b>	<b>\$2,057,365</b>	<b>\$2,281,920</b>	<b>\$2,237,180</b>	<b>\$1,786,520</b>	<b>-21.71%</b>	<b>-20.14%</b>
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	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Access Carroll	\$20,000	\$20,000	\$20,000	\$20,000	0.00%	0.00%
The Arc Carroll County	257,750	290,160	290,160	270,800	-6.67%	-6.67%
CHANGE, Inc.	277,740	260,330	260,330	265,540	2.00%	2.00%
Family and Children's Services	369,560	380,650	380,650	392,070	3.00%	3.00%
Flying Colors of Success	42,300	44,420	44,420	46,640	5.00%	5.00%
Human Services Program	1,170,040	1,193,440	1,193,440	1,217,310	2.00%	2.00%
Mosaic Community Services	106,540	107,610	107,610	109,760	2.00%	2.00%
Rape Crisis Intervention Services	142,970	162,620	162,620	168,630	3.70%	3.70%
Target Community and Educational Services	257,750	265,490	265,490	270,800	2.00%	2.00%
Youth Service Bureau	883,210	975,870	975,870	1,070,390	9.69%	9.69%
<b>Total Citizen Services Non-Profits</b>	<b>\$3,527,860</b>	<b>\$3,700,590</b>	<b>\$3,700,590</b>	<b>\$3,831,940</b>	<b>0.00%</b>	<b>0.00%</b>

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Health Department	\$3,394,980	\$3,496,830	\$3,496,830	\$3,601,730	3.00%	3.00%
Social Services	20,000	20,000	20,000	20,000	0.00%	0.00%
<b>Total Citizen Services State</b>	<b>\$3,414,980</b>	<b>\$3,516,830</b>	<b>\$3,516,830</b>	<b>\$3,621,730</b>	<b>2.98%</b>	<b>2.98%</b>

<b>Total Citizen Services</b>	<b>\$9,725,422</b>	<b>\$9,971,890</b>	<b>\$9,923,720</b>	<b>\$9,415,190</b>	<b>-5.58%</b>	<b>-5.12%</b>
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<b>Total Without Benefits</b>	<b>\$9,000,205</b>	<b>\$9,499,340</b>	<b>\$9,454,600</b>	<b>\$9,240,190</b>	<b>-2.73%</b>	<b>-2.27%</b>
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FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

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# Citizen Services

# Citizen Services Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Citizen Services Administration	\$466,188	\$460,790	\$463,230	\$343,990	-25.35%	-25.74%
Aging and Disabilities	1,493,747	1,433,780	1,383,170	1,205,590	-15.92%	-12.84%
Recovery Support Services	822,646	859,900	859,900	411,940	-52.09%	-52.09%
<b>Total Citizen Services</b>	<b>\$2,782,582</b>	<b>\$2,754,470</b>	<b>\$2,706,300</b>	<b>\$1,961,520</b>	<b>-28.79%</b>	<b>-27.52%</b>
<b>Total Without Benefits</b>	<b>\$2,057,365</b>	<b>\$2,281,920</b>	<b>\$2,237,180</b>	<b>\$1,786,520</b>	<b>-21.71%</b>	<b>-20.14%</b>

## Mission and Goals

To provide individuals and families with information, programs, and services that focus on sustaining and enhancing quality of life.

### Goals include:

- Ensure that Carroll County remains a place where all citizens can live healthy, secure, and productive lives
- Deliver quality customer service to the evolving community of Carroll County
- Provide the highest quality of services, programs, and assistance to promote choice, dignity, and independence for older adults and those who care for them

## Highlights, Changes, and Useful Information

Services provided at the Senior Centers	FY 15	FY 16	FY 17	FY 18
Meals served	37,124	39,374	38,781	36,809
Older Adults Registered at Senior Community Centers	5,556	4,856	4,932	5,663
Income Tax Forms prepared by AARP at Bureau	1,255	1,211	1,093	2,337

Services provided through Veterans Services	FY 15	FY 16	FY 17	FY 18
Number of People Served (unduplicated)	721	760	795	825
Home and Community Based Service Program	5	5	6	7
Veterans Transportation Shuttle Program	129	204	281	323

## Budget Changes

- The overall Citizen Services decrease from FY 19 Original to Adjusted is due to personnel allocations changes.
- FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.
- Citizen Services Administration decreases due to one-time funding for the Boys and Girls Club in FY 19.
- Recovery Support Services decreases due to a one-time Health Department grant funding a portion of triage beds in FY 20.

# Citizen Services Administration

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$299,162	\$262,570	\$264,840	\$272,710	3.86%	2.97%
Benefits	148,416	110,180	110,350	42,490	-61.44%	-61.50%
Operating	18,611	88,040	88,040	28,790	-67.30%	-67.30%
Capital	0	0	0	0	0.00%	0.00%
Total	\$466,188	\$460,790	\$463,230	\$343,990	-25.35%	-25.74%
Total Without Benefits	\$317,773	\$350,610	\$352,880	\$301,500	-14.01%	-14.56%
Employees FTE	6.38	4.50	4.50	4.50	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB will be budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Christine Cambareri Kay, Director (410) 386-3600**

**Stephanie R. Krome, Senior Budget Analyst (410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/citizen-services/>

## Budget Changes

- A 3% salary increase is included in FY 20.
- Operating decreases due to one-time funding of \$64,850 for the Boys and Girls Club of Westminster in FY 19, partially offset by a transfer of professional development funding from Aging and Disabilities and one-time training in FY 20.

## Mission and Goals

To provide individuals and families with information, programs, and services that focus on sustaining and enhancing quality of life.

### Goals include:

- Ensure that Carroll County remains a place where all citizens can live healthy, secure, and productive lives
- Provide the highest quality of service programs and assistance to promote choice, dignity, and independence for older adults and those who care for them

## Description

The Department of Citizen Services administers:

- Aging and Disabilities
- Housing and Community Development
- Local Management Board
- Recovery Support Services

The Department is responsible for the County government's compliance with the Americans with Disabilities Act and serves as the liaison to the following agencies which receive County funds:

- Access Carroll
- The Arc Carroll County
- CHANGE, Inc.
- Family and Children's Services
- Flying Colors of Success
- Human Services Program
- Mosaic Community Services
- Rape Crisis Intervention Services
- Social Services
- Target Community and Education Services
- Youth Services Bureau

# Aging and Disabilities

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$760,092	\$909,810	\$862,800	\$888,960	-2.29%	3.03%
Benefits	576,801	362,370	358,770	132,510	-63.43%	-63.07%
Operating	145,253	152,600	152,600	175,120	14.76%	14.76%
Capital	11,601	9,000	9,000	9,000	0.00%	0.00%
Total	\$1,493,747	\$1,433,780	\$1,383,170	\$1,205,590	-15.92%	-12.84%
Total Without Benefits	\$916,946	\$1,071,410	\$1,024,400	\$1,073,080	0.16%	4.75%
Employees FTE	19.38	21.26	20.52	20.52	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB will be budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Christine Cambareri Kay, Director (410) 386-3600**

**Stephanie R. Krome, Senior Budget Analyst (410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/citizen-services/bureau-of-aging-disabilities/>

## Mission and Goals

To provide the highest quality of services, programs, and assistance to promote choice, dignity, and independence for older adults, adults with disabilities, and those who care for them.

### Goals include:

- Promote independent living
- Minimize or prevent inappropriate institutional placement
- Assure a dignified level of living for those requiring a more structured living environment
- Promote awareness of Maryland Access Point (MAP) services

## Description

The Bureau of Aging and Disabilities is responsible for a wide range of programs and services for older adults (60 and over) and disabled adults (18 and older) at the five Senior and Community Centers in Carroll County. Federal, State, and County funding support the programs which provide essential services for Carroll County:

- Information and Assistance/Referral
- Senior Assisted Living Group Home Subsidy
- Senior Care, Nursing Home Diversion Program
- Senior Health Insurance Program
- Senior Medicare Patrol
- Transportation Assistance
- Comprehensive Case Management and Supports Planning
- National Family Caregiver Support Program
- Long Term Care Ombudsman Program
- Legal Aid Services
- Guardianship Program
- Senior Inclusion Program
- Senior and Community Centers
- Nutrition Program – Congregate Meals
- Home Delivered Meal Program

- Chronic Disease Self-Management Program
- Veterans Services
- Veterans Transit Services

## Program Highlights

In FY 18:

- Carroll County is a site for MAP and served 1,280 people. MAP is Maryland's version of Federal Aging and Disability Resource Center. It streamlines access to needed services for older adults and those 18 and over with disabilities.
- Veterans Services staff provided guidance and assistance to 812 Veterans applying for veterans' benefits.
- Aging staff provided assistance with Medicare and other senior health care services to 1,936 seniors.
- The five senior centers served 5,663 unduplicated constituents.
- 4,578 older adults participated in fee classes and 36,809 meals were served.

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to a change in personnel allocations.
- A 3% salary increase is included in FY 20.
- Operating increases due to additional transportation vouchers and supplies for the Veterans Forum, partially offset by a one-time expense in FY 19 for an AmeriCorps volunteer.

# Recovery Support Services

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	819,182	844,900	844,900	406,940	-51.84%	-51.84%
Capital	3,465	15,000	15,000	5,000	-66.67%	-66.67%
Total	\$822,646	\$859,900	\$859,900	\$411,940	-52.09%	-52.09%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Christine Cambareri Kay, Director (410) 386-3600

Stephanie R. Krome, Senior Budget Analyst (410) 386-2082

<http://cchd.maryland.gov/recovery-support-services-rss/>

## Mission and Goals

To provide treatment and triage service for individuals who have substance use or co-occurring substance use and mental health disorders, to improve their quality of life, and to foster self-sufficiency, dignity, and respect.

## Goals include:

Improve quality of life by providing an integrated network of comprehensive, effective, and efficient behavioral health services that foster self-sufficiency, dignity, and respect

## Description

This program is a recovery-oriented system of behavioral health care that offers residents an array of accessible services and support to address their particular behavioral health condition. The County anticipates that this program will serve up to 48 individuals with American Society of Addiction Medicine levels of care III.1 to III.3, as well as low and high intensity behavioral health triage beds.

## Budget Changes

- Operating decreases due to one-time Health Department grant funding a portion of triage beds in FY 20.
- Capital decreases for a reduction in planned appliance replacements.



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## **Citizen Services Non-Profits**

# Citizen Services Non-Profits Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Access Carroll	\$20,000	\$20,000	\$20,000	\$20,000	0.00%	0.00%
The Arc Carroll County	257,750	290,160	290,160	270,800	-6.67%	-6.67%
CHANGE, Inc.	277,740	260,330	260,330	265,540	2.00%	2.00%
Family and Children's Services	369,560	380,650	380,650	392,070	3.00%	3.00%
Flying Colors of Success	42,300	44,420	44,420	46,640	5.00%	5.00%
Human Services Program	1,170,040	1,193,440	1,193,440	1,217,310	2.00%	2.00%
Mosaic Community Services	106,540	107,610	107,610	109,760	2.00%	2.00%
Rape Crisis Intervention Services	142,970	162,620	162,620	168,630	3.70%	3.70%
Target Community and Educational Services	257,750	265,490	265,490	270,800	2.00%	2.00%
Youth Service Bureau	883,210	975,870	975,870	1,070,390	9.69%	9.69%
<b>Total Citizen Services Non-Profits</b>	<b>\$3,527,860</b>	<b>\$3,700,590</b>	<b>\$3,700,590</b>	<b>\$3,831,940</b>	<b>3.55%</b>	<b>3.55%</b>

## Mission and Goals

Citizen Services Non-Profit Service Providers is a functional grouping of agencies that provide a variety of services to fulfill the basic needs of children, youth, older adults, and the disabled in the community. The Department of Citizen Services is the coordinating agency for all human service functions funded by Carroll County Government.

## Goals include:

- Linking citizens to community services
- Reducing the risk of crime and substance abuse, with attention to prevention, enforcement, and treatment, and focusing on youth and families

## Highlights, Changes, and Useful Information

These agencies are funded at the discretion of the Commissioners. This funding is to offset part of the cost of services the County would likely provide if they were not made available to citizens through the non-profits.

## Budget Changes

- The Arc Carroll County decreases due to one-time funding in FY 19 for the purchase of two accessible vans.
- Rape Crisis Intervention Services increases due to additional ongoing funding of \$11,000 for the Outreach Specialist.
- Additional funding of \$75,000 is included in Youth Service Bureau for substance abuse treatment.
- In FY 20, the ongoing growth rate for The Arc Carroll County, CHANGE, Inc., Mosaic Community Services, and Target Community and Educational Services was increased from 1% to 2%.

# Access Carroll

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	20,000	20,000	20,000	20,000	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>0.00%</b>	<b>0.00%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Tammy Black, RN, BSN - Executive Director (410) 871-1478**  
**Taylor Hockensmith, Budget Analyst (410) 386-2082**  
<http://www.accesscarroll.org/>

## Mission and Goals

To champion health and provide quality, integrated health care services for low-income residents of Carroll County.

## Goals include:

- Increase the number of pro bono or discount providers
- Increase the number of people receiving coordinated healthcare

## Description

Access Carroll is a primary care medical office located at 10 Distillery Drive in Westminster, MD. Access Carroll provides free medical care and health education to uninsured Carroll County residents who are at 200% or below the Federal Poverty Level. Access Carroll is a Medicaid accepting provider and offers reduced costs on a sliding fee scale for eligible residents. The organization estimates roughly 24,000 people in the County qualify for treatment. Patients are seen on an appointment basis by nurse practitioners, physicians, or physician assistants and donations are accepted. In addition to primary healthcare, services also include:

- Medication assistance
- Laboratory testing
- Radiology testing
- Referrals to specialists
- Family dental services
- Individual, Group and Family Counseling
- Health Exchange and Medicaid insurance enrollment and Navigation

In addition to the direct contribution of \$20,000, the County provides Access Carroll with \$270,000 of in-kind services through building space and utilities at the Citizen Services Distillery Building.

## Program Highlights

- Access Carroll served 9,706 individual patients, including 1,306 new clients, in FY 18.
- Access Carroll earned the Gold Seal of Accreditation from The Joint Commission, a measure of quality and patient safety measures recognized internationally.
- Ambulatory Detox services have expanded to daily availability.

# The Arc Carroll County

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	257,750	290,160	290,160	270,800	-6.67%	-6.67%
Capital	0	0	0	0	0.00%	0.00%
Total	\$257,750	\$290,160	\$290,160	\$270,800	-6.67%	-6.67%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Donald Rowe, Executive Director (410) 848-4124**  
**Taylor Hockensmith, Budget Analyst (410) 386-2082**  
<http://www.arccarroll.com>

## Mission and Goals

To support the efforts of people with intellectual and developmental disabilities in their individual pursuit of fulfilling life.

### Goals include:

- Promote, expand, and enhance the name, image, and services of The Arc Carroll County (The Arc) throughout the community
- Evaluate all programs and service areas for relevance and quality of services and supports for clients
- Raise program quality through staff input and innovation by creating person-centered services
- Identify the needs of the people who are served
- Maximize the use of monetary assets by prioritizing needs and investing responsibly for the future
- Expand staff development to include formal orientation for new hires and targeted trainings to address complex needs
- Develop and enhance the relationships and partnerships with major stakeholders
- Become the most dynamic and sought after provider of services without boundaries

## Description

The Arc is a non-profit organization located at 180 Kriders Church Road, Westminster, MD. The Arc organizes the numerous services it provides to individuals with intellectual and developmental disabilities into three primary service departments:

- Community Living programs
- Employment and Day Services
- Transportation services

The Community Living program creates personalized living arrangements in a community-based setting. Services in the program include respite care, adaptive equipment, architectural modifications, personal care, health services, in-home support, medical supplies, and transportation.

The Employment and Day Services program provides a variety of opportunities to assist people in realizing their career and employment goals through vocational and job development training, paid employment opportunities with local businesses, and job retention services.

Transportation services provides door-to-door transportation to people participating in The Arc sponsored programs and services, as well as daily transportation to over 200 students attending specialized programs in Carroll County Public Schools.

## Program Highlights

- In FY 18, 185 individuals were served in the various programs The Arc provides.
- Residential services were provided to 25 clients in FY 18.
- In Partnership with The Arc Maryland and Comcast, The Arc Carroll County opened the Technology Coaching Center.

## Budget Changes

- Budget decreases due to one-time funding of \$24,670 for the purchase of two accessible vans in FY 19.
- In FY 20, the ongoing growth rate for The Arc was increased from 1% to 2%.

# CHANGE, Inc.

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	277,740	260,330	260,330	265,540	2.00%	2.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$277,740	\$260,330	\$260,330	\$265,540	2.00%	2.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Michael F. Shriver, Executive Director (410) 876-2179**

**Taylor Hockensmith, Budget Analyst (410) 386-2082**

<http://www.changeinc.cc/>

## Mission and Goals

To support individuals with disabilities to achieve community integration and independence through personal choices.

### Goals include:

- Foster an environment that promotes cooperation in the community for the success of each individual
- Communicate clearly, truthfully, and constructively in all interactions with all facets of our community
- Work towards encouraging an environment that embraces trust and commitment
- Pursue higher standards that promote an environment that encourages creativity, innovation, and interdepartmental collaboration
- Work together in an environment that recognizes and celebrates communal successes and individual accomplishments

## Description

CHANGE, Inc., a non-profit organization located at 115 Stoner Avenue, Westminster, MD, provides the following programs for individuals with developmental and intellectual disabilities:

- Day Habilitation with daily transportation
- Customized Employment Services
- Personal Supports
- Family and Individual Support Services
- Aquatics
- Respite Inn

Clients in the Day Habilitation Program receive support, training, and assistance in activities of daily living, including basic hygiene, mobility, communications, and personal care. Services include a therapeutic pool, a community volunteer program, and daily transportation.

The Vocational Program provides clients with the opportunity to work 1:1 with a specially trained employment specialist in order to determine the client's career path to aide in obtaining independent employment.

The Support team model is a holistic approach that focuses on a person's unique support needs, their vision of a "good life" and the goal to achieve their "good life". Geographically based support teams serve 25-30 individuals in the community setting for employment, volunteering and inclusion.

Family and Individual Support Services provide respite care, in home personal assistance, and other services to families and individuals.

The Respite Inn provides temporary care for children and adults in a comfortable home-like environment.

## Program Highlights

- In FY 18, 171 individuals were served by various programs.
- CHANGE continues to partner with Carroll County Public Schools in Vocational Opportunities for Independent Change and Empowerment (VOICE); a program that works with the clients on in-home living skills.

## Budget Changes

In FY 20, the ongoing growth rate for CHANGE, Inc. was increased from 1% to 2%.

# Family and Children's Services

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	369,560	380,650	380,650	392,070	3.00%	3.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$369,560	\$380,650	\$380,650	\$392,070	3.00%	3.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Kelley Rainey, Director of Carroll County Programs**  
(410) 876-1233

**Taylor Hockensmith, Budget Analyst (410) 386-2082**  
<http://www.fcsmd.org>

## Mission and Goals

To transform the lives of children and adults by providing opportunities to build self-confidence, resilience, and hope.

### Goals include:

- Foster safety, resiliency, and stability for families impacted by crime and violence
- Expand capacity, infrastructure, and efficiency to increase the number of victims served, particularly those that are in special classes or who have been traditionally underserved
- Contribute to a more cohesive and streamlined victim services system that is more accessible and responsive
- Provide education and professional development opportunities for law enforcement, the court system, service providers, and the public about the devastating emotional, psychological, and physical effects that crime and violence have on victims and the options available to them.
- Provide safety and prevention of abuse to Carroll County's aging population by offering respite for caregivers and a safe place for the seniors in their family who need support to go during the day
- Provide general counseling services as requested by those in the community who are not able to connect to other mental health providers

## Description

Family and Children's Services (FCS) of Central Maryland is a private not for profit agency that has three locations it operates programming for Carroll County families. FCS operates the West End Place Adult Day Care at 7 School House Avenue, Westminster, MD. The Adult Day Care supports seniors and older adults who are unable to stay at home during the day. There are daily activities for client engagement and weekly trips available for client participation. A second location, 22 North Court Street, Westminster, MD, houses behavioral health and case management programs, provides specialized programs to victims of domestic violence, sexual assault, childhood sexual and physical abuse, and elder neglect and abuse.

The emphasis of the Family Violence Project is on developing and implementing strategies specifically intended to move families impacted by crime and violence from crisis and vulnerability to safety and stability. FCS has been meeting the needs of Baltimore and surrounding communities for 170 years. Carroll County services include, but are not limited to:

- Twenty-four hour hotline which provides emergency counseling, and sheltering at the Domestic Violence Program (DVP) Safe House.
- DVP Safe House offers up to 60 days of safe shelter, individual and group counseling and therapy, education, ongoing case management, and support groups.
- Legal representation, court accompaniment, and assistance obtaining resources for victims.
- First Step Projects provides outreach, with police accompaniment, as follow-up to 911 calls.
- Psychiatric evaluations, consultations, and ongoing treatment by board-certified psychiatrists.
- Court-ordered and voluntary programs including Abuser Intervention, Anger Management, and Appropriate Responses to Abuse.

## Program Highlights

- FCS served 1,453 individuals in FY 18.
- In FY 19, FCS has begun a new partnership with Maryland Legal Aid; two days a week staff from Maryland Legal Aid are available at FCS to provide free legal advice to victims of crime.
- FCS continues to work on outreach and engagement in Carroll County Public Schools in partnership with the State's Attorney's Office through the Students Offering Support Program.
- FCS continues to play an important role in implementing the Lethality Assessment Program (LAP), an 11-question screening tool that allows all law enforcement agencies and first responders in the County to better assess victims' needs for early intervention and connect them with immediate help.

## Budget Changes

A 3% increase is included.

# Flying Colors of Success

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	42,300	44,420	44,420	46,640	5.00%	5.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$42,300</b>	<b>\$44,420</b>	<b>\$44,420</b>	<b>\$46,640</b>	<b>5.00%</b>	<b>5.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**C. Michael Hardesty, M.S. President/CEO (410) 876-0838**  
**Taylor Hockensmith, Budget Analyst (410) 386-2082**  
<http://www.flyingcolorsofsuccess.org/>

## Mission and Goals

To provide the highest quality community-based support designed to enhance the quality of life and increase the independence of people with disabilities and special needs.

### Goals include:

- Provide quality community-based residential services to citizens with intellectual and developmental disabilities in single family homes throughout Carroll County
- Develop and provide specialized one-on-one day services for individuals ineligible for, or who elect not to attend, traditional day programs
- Develop handicap accessible housing
- Serve as a model for other organizations and citizens
- Provide a handicap respite resource
- Provide advocacy/support to students with intellectual disabilities transitioning from Carroll County Public Schools

## Description

Flying Colors of Success (FCS, Inc.) was founded by the Kennedy Krieger Institute in 1991 and established as a private non-profit organization. The administrative offices of FCS, Inc. are located at 88 East Main Street, Westminster, MD. FCS, Inc. is licensed to provide residential services, family and individual support services, respite, community supported living arrangements, and day program services. The residential program operates 365 days a year and provides 24 hour support. FCS, Inc. provides transportation for medical appointments, as well as social and recreational activities. Direct support staff is trained in health, safety, and behavioral support. Quality Assurance staff monitor the programs to assure client needs are met.

## Program Highlights

In FY 18, FCS, Inc. provided residential services to 28 individuals and day services to 6, for a total of 34 individuals.

## Budget Changes

A 5% increase is included.

# Human Services Program

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	1,170,040	1,193,440	1,193,440	1,217,310	2.00%	2.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$1,170,040</b>	<b>\$1,193,440</b>	<b>\$1,193,440</b>	<b>\$1,217,310</b>	<b>2.00%</b>	<b>2.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Scott Yard, Executive Director (410) 386-6620

Taylor Hockensmith, Budget Analyst (410) 386-2082

<http://www.hspinc.org/>

## Mission and Goals

To help improve the quality of life and self-sufficiency of at-risk and low-income Carroll County residents by providing assistance with basic needs, advocacy, linkages to resources, and opportunities to enhance life skills. Services involve three main divisions: emergency assistance, housing and shelters for the homeless, and a family support center.

## Goals include:

To assist low-income and at-risk residents with:

- Employment
- Education
- Income management
- Housing
- Emergency services
- Nutrition
- Self-sufficiency

## Description

Human Services Program (HSP) located at 10 Distillery Drive, Westminster, MD, is a private, non-profit agency. HSP is the County's designated Community Action Agency (CAA) that serves as the point of entry for accessing the many countywide services that fight poverty and promote self-sufficiency for low-income individuals and families to enable them to achieve economic independence. Programs and Services offered include:

- Emergency and Energy
- Family Support Center
- Child and Adult Food Programs
- Workforce Development
- Shelters:
  - Safe Haven Shelter
  - Cold Weather Shelter
  - Women and Children's Shelter
  - Intact Family Shelter
  - Men's Shelter
- Housing:
  - Rental Allowance Program (RAP)
  - Homeless Prevention Program

Constituents Served:

	Clients	Households
FY 15	9,911	4,973
FY 16	10,395	4,166
FY 17	10,410	7,614
FY 18	13,228	4,956

In addition to the direct contribution of \$1,217,310, the County provides Human Service Programs with \$421,000 of estimated in-kind services through building space at the Citizen Services Distillery Building and \$211,000 for the space provided for Safe Haven.

## Program Highlights

In FY 18:

- Cold Weather Shelter served 184 adults
- Safe Haven Shelter served 47 adults
- Family Shelter served 36 adults and 44 children
- Men's Shelter served 44 adults
- Office Of Home Energy Programs served 1,904 Households
- The Family Support Center served 76 parents and 81 Children by providing Basic Life Skill, Health, Parent Education courses, and Child Development
- Community garden served 484 households with 603 pounds of produce
- Financial Education served 115 participants
- Volunteer Income Tax Assistance completed 1,010 tax returns

## Budget Changes

A 2% increase is included.



# Mosaic Community Services

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	106,540	107,610	107,610	109,760	2.00%	2.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$106,540</b>	<b>\$107,610</b>	<b>\$107,610</b>	<b>\$109,760</b>	<b>2.00%</b>	<b>2.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jeff Richardson, Executive Director (410) 453-9553**  
**Taylor Hockensmith, Budget Analyst (410) 386-2082**  
<http://www.mosaicinc.org/>

## Mission and Goals

To enhance the quality of life for those with mental illness and promoting their recovery through effective, community-based, outcome-focused services that are consumer-driven, flexible, and comprehensive.

### Goals include:

- Provide quality outpatient mental health psychiatric treatment services and therapy
- Provide crisis and case management services
- Provide in-home and off-site based Psychiatric Rehabilitation Program for up to 30 Carroll County adults with severe mental illness
- Provide Residential Rehabilitation Housing for up to 28 county residents with severe mental illness
- Provide a comprehensive corporate compliance and quality improvement program to evaluate treatment outcomes and develop process improvement

## Description

Mosaic Community Services, Inc. is a non-profit mental health organization located at 288 E. Green Street, Westminster, MD. Granite House (a program of Mosaic Community Services) is Carroll County's largest provider of publicly supported outpatient mental health services to adults and older teens. The organization's two primary services include the clinic and group practice, and the Psychiatric Rehabilitation Program.

## Program Highlights

The mental health clinic and group practice serves over 1,300 people at any one time, including over 1,000 consumers in the Public Mental Health System. Treatment services include:

- Psychiatric evaluation
- Medication evaluation, treatment, and monitoring
- Individual, group, and family therapy
- Treatment planning and coordination
- Case management and coordination with other providers

The Psychiatric Rehabilitation Program provides skills training and support to individuals with severe and persistent mental illness. The elements of this program include:

- A housing program, which serves up to 28 people in agency-operated housing and another 30 in their own homes.
- A day rehabilitation program, which provides group services to individuals designed to improve social skills, self-esteem, and daily life coping.
- Vocational pathways, a supported employment program, uses evidence-based technologies to help as many as 60 disabled individuals become employed.

In FY 18, 1,027 clients were served.

## Budget Changes

In FY 20, the ongoing growth rate for Mosaic Community Services, was increased from 1% to 2%.

# Rape Crisis Intervention Services

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	142,970	162,620	162,620	168,630	3.70%	3.70%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$142,970</b>	<b>\$162,620</b>	<b>\$162,620</b>	<b>\$168,630</b>	<b>3.70%</b>	<b>3.70%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Janice Kispert, CEO (410) 857-0900**

**Taylor Hockensmith, Budget Analyst (410) 386-2082**

<http://www.rapecrisiscc.org>

## Mission and Goals

To provide counseling and support services to citizens hurt by sexual violence and to eliminate sexual violence in Carroll County through education and advocacy.

### Goals include:

- Develop service plans for clients receiving in-person counseling
- Have clients meet their goals as outlined in their service plans
- Provide education regarding healthy relationships, sexual abuse, and assault prevention to youth in Carroll County public middle and high schools

## Description

Rape Crisis Intervention Service of Carroll County (RCIS), is a private non-profit organization located at 224 North Center Street, Room 102, Westminster, MD. RCIS serves Carroll County residents aged 12 and older who have been affected by any type of sexual violence.

The following aspects of service make RCIS unique among other service providers in Carroll County:

- Free confidential crisis counseling services are available on a walk-in basis, and same day service is provided.
- The 24-hour hotline provides fast access and confidentiality, and is staffed by certified volunteers.
- Accompaniment services to police stations, hospitals, and courts are available.
- Victims do not need to disclose their name or personal financial information to access services.
- Minors do not require parental permission or knowledge to obtain services or information.

All services are of a short duration with most clients completing treatment within a period of six months. County funds are used primarily to support crisis intervention services, education programs, outreach services, and overhead costs. Treatment services are provided to both victims and families.

In addition to the direct contribution of \$168,630, the County provides RCIS with \$40,000 of estimated in-kind services through building space.

## Program Highlights

- RCIS continues their partnership with Carroll County State's Attorney's Office to provide all high schools and middle schools by providing programs on relationship violence.
- In FY 18:
  - 318 individuals were served
  - 1027 hotline calls were received
  - 232 face-to-face interventions were provided
  - 175 individual and group therapy sessions were provided

## Budget Changes

Rape Crisis Intervention Services increases due to additional ongoing funding of \$11,000 for the Outreach Specialist.

# Target Community and Educational Services

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	257,750	265,490	265,490	270,800	2.00%	2.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$257,750</b>	<b>\$265,490</b>	<b>\$265,490</b>	<b>\$270,800</b>	<b>2.00%</b>	<b>2.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Thomas Zirpoli, President & CEO (410) 848-9090  
 Taylor Hockensmith, Budget Analyst (410) 386-2082  
<http://www.targetcommunity.org/>

## Mission and Goals

To enhance the lives of individuals with developmental and physical disabilities through quality, community-based residential, vocational, recreational, and family support services.

### Goals include:

- 100% of clients in Residential Services will score satisfied or higher concerning their current living arrangement.
- 100% of clients in Vocational Services will be satisfied with their current job placement.
- 100% of clients in Recreational Services will be provided community-based recreational opportunities.
- 100% of clients in Family Support Services will score satisfied or higher concerning these services.

## Description

Target Community and Educational Services, Inc. is a non-profit organization located at 111 Stoner Avenue, Westminster, MD. Target provides residential, vocational, recreational, and family support services to children and adults with developmental disabilities. Target services include:

- Residential / Community Living Services
- Vocational Services
- Recreational Services
- Family Support Services
- Autism Program

Target programs include:

- Eight alternative-living unit houses owned by Target and occupied by no more than three developmentally disabled adults under the direct care of staff
- Supervision, support, and direct care to clients who choose to live with their family or in their own home
- Assistance to individuals in finding jobs
- Job-coaching support and helping individuals earn a competitive wage

- A partnership with Carroll County Public Schools to provide a School-to-Work transaction program for students with disabilities leaving the public school system, but not ready for college or employment
- An autism program that provides in-home support, services, and respite for families in Carroll County who have children with autism

The Winchester Country Inn is the former home of William Winchester, the founder of Westminster, MD. It is located on the property used by Target Community and Educational Services, Inc. The Inn is a functioning tearoom and gift shop, as well as a vocational training site for individuals with developmental disabilities.

## Program Highlights

- Target served 160 individuals in FY 18.
- In FY 19, Target completed the construction of two new homes which provide housing for 6 individuals with disabilities.
- Target continues to work with MAGIC's Smart Home Project.

## Budget Changes

In FY 20, the ongoing growth rate for Target Community and Educational Services was increased from 1% to 2%.

# Youth Service Bureau

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	883,210	975,870	975,870	1,070,390	9.69%	9.69%
Capital	0	0	0	0	0.00%	0.00%
Total	\$883,210	\$975,870	\$975,870	\$1,070,390	9.69%	9.69%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Lynn Davis, Executive Director (410) 848-2500**

**Taylor Hockensmith, Budget Analyst (410) 386-2082**

<http://www.ccysb.org/>

## Mission and Goals

To provide a continuum of community-based mental health and substance abuse services for children, adults, and families in Carroll County. The Carroll County Youth Service Bureau (CCYSB) uses a multi-disciplinary approach to deliver prevention, intervention, and treatment services in the least restrictive and most cost-effective manner. In the true spirit of the helping profession, CCYSB is dedicated to excellence in service, innovation in programming, and responsiveness to our community.

### Goals include:

- Maximize potential of youth by providing, supporting, and advocating for high-quality counseling
- Provide crisis intervention services by way of suicide intervention and potential for violence assessments
- Refer children and families to other appropriate resources when services at CCYSB are at capacity
- Provide educational and outreach services to children, parents, adults, and organizations in the community
- Deter youth from delinquent activities through early intervention and prevention activities
- Identify physical and social conditions that provide opportunities for growth and healthy maturation for youth
- Provide home-based case management, intensive counseling, and support services through mobile treatment and family preservation services
- Provide quality service by staying current in clinical knowledge and statistical trends, and by continually evaluating the effectiveness through a quality assurance system

## Description

CCYSB operates from 59 Kate Wagner Road, Westminster, MD. Serving the Carroll County community since 1972, CCYSB is an outpatient mental health clinic for children, adults, and families, and the organization receives oversight licensing and certification from the MD Department of Health and Mental Hygiene and Juvenile Services. The Local Management Board also provides oversight. On July 1, 2011 CCYSB took over the

management of the substance abuse services formally provided by Junction, Inc.

CCYSB clients possess a variety of behavioral and emotional illnesses and can include at-risk and severely emotionally disturbed children, adolescents, and adults, as well as the chronically mentally ill. With a strong focus on prevention through early intervention, education, and recognition that children, adults, and families may require different services, CCYSB has developed a continuum of services to meet individual needs. Services currently provided include:

- Alcohol and Substance Abuse Services
- Violence Assessment Program
- Assertive Community Treatment
- Intensive Family Preservation Services
- Safe and Stable Family Preservation Program
- Brief Strategic Family Therapy
- Parenting Education Workshops
- Suicide/Self-Injury Intervention Program
- Interactive Group Therapy
- Parents as Teachers
- Dialectical Behavioral Therapy

## Program Highlights

In FY 18 CCYSB served:

- 2,690 clients
- 103 individuals in Assertive Community Treatment
- 38 families in Safe and Stable Family Preservation
- 37 at-risk families through Brief Strategic Family Therapy
- 30 at-risk youth in the Violence Prevention Program

## Budget Changes

A 2% increase is included, as well as an additional \$75,000 of ongoing funding. This is the fourth year of additional funding for substance abuse treatment program and is planned to increase to a cumulative \$500,000 in FY 22.

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## **Citizen Services State**

# Citizen Services State Summary

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	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Health Department	\$3,394,980	\$3,496,830	\$3,496,830	\$3,601,730	3.00%	3.00%
Social Services	20,000	20,000	20,000	20,000	0.00%	0.00%
<b>Total Citizen Services State</b>	<b>\$3,414,980</b>	<b>\$3,516,830</b>	<b>\$3,516,830</b>	<b>\$3,621,730</b>	<b>2.98%</b>	<b>2.98%</b>

## Mission and Goals

Citizen Services State is a functional grouping of State Agencies that provides a variety of services to fulfill the basic needs of children, youth, adults, and the disabled in the community. The Department of Citizen Services is the coordinating agency for all human service functions funded by Carroll County Government.

### Goals include:

- Promote financial independence
- Strengthen family stability
- Ensure a safe and healthy family environment

## Highlights, Changes, and Useful Information

The State Agencies are funded at the discretion of the Commissioners, with the exception of a required match for the Health Department.

# Health Department

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	3,394,980	3,496,830	3,496,830	3,601,730	3.00%	3.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$3,394,980</b>	<b>\$3,496,830</b>	<b>\$3,496,830</b>	<b>\$3,601,730</b>	<b>3.00%</b>	<b>3.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Edwin Singer, Health Officer (410) 876-4974**  
**Taylor Hockensmith, Budget Analyst (410) 386-2082**  
<http://cchd.maryland.gov/>

## Mission and Goals

To create and sustain a community of wellness in Carroll County and to assure the optimum quality of life by empowering the public with knowledge and resources through advocacy and community partnerships.

### Goals include:

- Minimize the incidence of preventable illness, disability, and premature death in Carroll County residents from environmental and organic causes
- Promote good health practices by educating the public about health issues
- Protect the public from environmental hazards by keeping the environment clean, healthy, and safe
- Establish a program to protect County citizens against bioterrorism and other disasters with public health implications

## Description

Since 1934, each of Maryland's 23 counties and Baltimore City has established its own local health department. From 2001 to 2009, local health departments were overseen by the Community Health Administration within the Department of Health and Mental Hygiene (DHMH). Beginning in July 2009, oversight responsibility was transferred to Public Health Services within DHMH in order to ensure basic public health services are provided in all parts of Maryland.

Under the direction of a local Health Officer, each local health department provides these services and administers and enforces State and local health laws and regulations in its jurisdiction. Programs meet the public health needs of the community and provide services not offered by the private sector. The local Health Officer is appointed jointly by the Secretary of Health and Mental Hygiene and the local governing body.

The Carroll County Health Department is located at 290 South Center Street in Westminster, MD. The County is mandated by law to provide the Health Department matching funds in support of the following Core programs:

- Communicable disease control services
- Environmental health services
- Family planning services
- Maternal and child health services
- Wellness promotional services
- Adult health and geriatric services
- Administration and communication services associated with the provision of the services described above

Generally, County funding provides approximately 20% of the total Health Department budget. State and Federal funding provides close to 66% of the budget, and the remaining 14% is obtained through private grants and fees.

For more information on Public Health Services within DHMH, refer to:

<http://www.msa.md.gov/msa/mdmanual/16dhmh/html/16agenp.html>

## Budget Changes

A 3% increase is included in FY 20.

# Social Services

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	20,000	20,000	20,000	20,000	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$20,000	\$20,000	\$20,000	\$20,000	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Vicky Keller, Director (410) 386-3300**

**Taylor Hockensmith, Budget Analyst (410) 386-2082**

<http://dhr.maryland.gov/local-offices/carroll-county/>

## Mission and Goals

To promote financial independence, strengthen family stability, and ensure a safe and healthy environment for children and vulnerable adults.

### Goals include:

- Provide a safe and healthy environment for all citizens
- Develop and maintain an open system of communication between staff and clients
- Create a trusting work environment that promotes learning, communication, and generally fosters high morale
- Increase customer and community knowledge of, and accessibility to, the services provided by the agency and the community

## Description

Located in each of Maryland's 23 counties and Baltimore City, the local Departments of Social Services are coordinated and directed by the Social Services Administration (SSA) within the Maryland Department of Human Resources (DHR). The SSA determines what factors contribute to social and family problems and recommends ways to address those problems. The Carroll County office is located at 1232 Tech Court, Westminster, MD.

The local Departments of Social Services (DSS) administer the various programs subject to the supervision, direction, and control of the SSA. DSS provides a variety of services to men, women, and children from all socioeconomic backgrounds in Carroll County.

Services provided include:

- Children Protective Services
- Foster Care and Adoption
- Adult Protective Services
- Child Support Enforcement and Collection Services

Other services include supervision and licensing of all public and private institutions that have the care, custody, or control of dependent, abandoned, or neglected children.

DSS has evolved from an agency that provides long-term financial assistance for families to a "workforce support" agency. Programs and partnerships to assist families to become self-sufficient include:

- The Family First Program's focus is to prevent child abuse, prevent out-of-home placement, and provide emergency services to prevent abuse
- Temporary Cash Assistance is a time-limited subsidy intended to help parents of young children
- DSS helps people obtain quality daycare, learn job skills, obtain transportation, and maintain medical care so they can work

## Program Highlights

In FY 18, the Department received 2,558 child welfare referrals and provided in-home family services to 60 families.



## *Recreation and Culture Appropriations*

# Recreation and Culture Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Recreation and Parks Administration	\$445,867	\$383,170	\$388,860	\$355,710	-7.17%	-8.52%
Hashawha	1,036,043	879,500	880,990	822,970	-6.43%	-6.59%
Piney Run Park	681,052	697,920	695,160	638,110	-8.57%	-8.21%
Recreation	580,103	532,120	532,120	493,020	-7.35%	-7.35%
Sports Complex	266,727	211,710	201,250	203,300	-3.97%	1.02%
<b>Total Recreation and Parks</b>	<b>\$3,009,792</b>	<b>\$2,704,420</b>	<b>\$2,698,380</b>	<b>\$2,513,110</b>	<b>-7.07%</b>	<b>-6.87%</b>
<b>Total Without Benefits</b>	<b>\$2,135,919</b>	<b>\$2,231,780</b>	<b>\$2,226,180</b>	<b>\$2,294,680</b>	<b>2.82%</b>	<b>3.08%</b>

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Historical Society of Carroll County	\$70,000	\$65,000	\$65,000	\$62,500	-3.85%	-3.85%
Union Mills Homestead	30,000	25,000	25,000	25,000	0.00%	0.00%
<b>Total Culture</b>	<b>\$100,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$87,500</b>	<b>-2.78%</b>	<b>-2.78%</b>

<b>Total Recreation and Culture</b>	<b>\$3,109,792</b>	<b>\$2,794,420</b>	<b>\$2,788,380</b>	<b>\$2,600,610</b>	<b>-6.94%</b>	<b>-6.73%</b>
<b>Total Without Benefits</b>	<b>\$2,235,919</b>	<b>\$2,321,780</b>	<b>\$2,316,180</b>	<b>\$2,382,180</b>	<b>2.60%</b>	<b>2.85%</b>

FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

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## **Recreation and Parks**

# Recreation and Parks Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Recreation and Parks Administration	\$445,867	\$383,170	\$388,860	\$355,710	-7.17%	-8.52%
Hashawha	1,036,043	879,500	880,990	822,970	-6.43%	-6.59%
Piney Run Park	681,052	697,920	695,160	638,110	-8.57%	-8.21%
Recreation	580,103	532,120	532,120	493,020	-7.35%	-7.35%
Sports Complex	266,727	211,710	201,250	203,300	-3.97%	1.02%
<b>Total Recreation and Parks</b>	<b>\$3,009,792</b>	<b>\$2,704,420</b>	<b>\$2,698,380</b>	<b>\$2,513,110</b>	<b>-7.07%</b>	<b>-6.87%</b>
<b>Total Without Benefits</b>	<b>\$2,135,919</b>	<b>\$2,231,780</b>	<b>\$2,226,180</b>	<b>\$2,294,680</b>	<b>2.82%</b>	<b>3.08%</b>

## Mission and Goals

To provide quality recreation programs and a diverse local park system, encourage appreciation of the natural environment, and provide opportunities for growth and lifelong learning for all ages and abilities, improving the overall quality of life for residents. To make Carroll County a great place to live, to work, and to play.

## Goals include:

- Provide the best possible customer service from well-trained staff
- Help Carroll County residents recognize and understand the valuable role Recreation and Parks plays in their quality of life
- Develop alternative funding sources to supplement the County's Community Investment Program and taxpayer funded capital budgets
- Provide residents with benefits from health and wellness-related programming
- Increase inventory of recreation and park facilities to help meet current and future needs
- Operate in a fiscally responsible manner by developing revenue sources and striving to limit dependence on local tax revenue for operating expenses

## Highlights, Changes, and Useful Information

- The Hashawha budget includes funding for the Outdoor School program provided to sixth graders in Carroll County Public Schools.
- In FY 18, Recreation and Parks volunteers donated over 429,000 hours of service.
- Some maintenance costs for the parks system are funded within the Recreation and Parks budget. Additional funding is in the Bureau of Facilities budget under the Department of Public Works and in the Community Investment Plan.

## Budget Changes

- FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.
- Sports Complex increases due to maintenance and vendor costs. Beginning FY 20, the budget also increases due to referee expenses for basketball leagues, offset by revenue.

# Recreation and Parks Administration

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$265,694	\$272,820	\$278,110	\$286,460	5.00%	3.00%
Benefits	150,456	88,040	88,440	44,390	-49.58%	-49.81%
Operating	25,968	21,910	21,910	24,860	13.46%	13.46%
Capital	3,749	400	400	0	-100.00%	-100.00%
Total	\$445,867	\$383,170	\$388,860	\$355,710	-7.17%	-8.52%
Total Without Benefits	\$295,412	\$295,130	\$300,420	\$311,320	5.49%	3.63%
Employees FTE	4.00	4.00	4.00	4.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

Jeff Degitz, Director (410) 386-2103

Judy Flickinger, Senior Budget Analyst (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/recreation-parks/>

## Mission and Goals

To connect people, parks, and programs in support of a strong, healthy community and natural environment.

### Goals include:

- Serve citizens by providing a broad spectrum of leisure opportunities
- Provide administrative support to maintain and increase the current volunteer system
- Maintain and, where possible, upgrade facilities and offer additional services
- Reduce dependence on tax dollars by fully developing new sources of revenue and cost-saving strategies

## Description

Recreation and Parks Administration oversees the Bureau of Recreation, Hashawha Environmental Center and Bear Branch Nature Center, Piney Run Park and Nature Center, Carroll County Sports Complex, and the Hap Baker Firearms Facility.

Recreation and Parks Administration oversees Program Open Space funds for the County and municipalities.

## Program Highlights

- Partnerships with commercial and non-profit organizations were implemented to leverage resources and improve program offerings.
- In FY 18:
  - More than 49,900 registrants participated in programs
  - Over 1,012,000 people attended programs, activities, or visited parks
  - Volunteers donated over 429,000 hours of service

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to employee turnover and salary adjustments.
- A 3% salary increase is included in FY 20.
- Operating increases due to professional development and certifications.
- Capital decreases due to a one-time furniture purchase in FY 19.

# Hashawha

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$349,884	\$386,270	\$387,660	\$399,240	3.36%	2.99%
Benefits	285,170	135,710	135,810	58,060	-57.22%	-57.25%
Operating	314,682	347,470	347,470	358,170	3.08%	3.08%
Capital	86,308	10,050	10,050	7,500	-25.37%	-25.37%
Total	\$1,036,043	\$879,500	\$880,990	\$822,970	-6.43%	-6.59%
Total Without Benefits	\$750,873	\$743,790	\$745,180	\$764,910	2.84%	2.65%
Employees FTE	10.23	10.23	10.23	10.23	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Jeff Degitz, Director (410) 386-2103**

**Judy Flickinger, Senior Budget Analyst (410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/recreation-parks/places-to-go/hashawha-environmental-center-bear-branch-nature-center/>

## Mission and Goals

To provide a quality experience for user groups and the general public through outdoor recreation, environmental education and nature study, lodging, and food service.

### Goals include:

- Increase quality programming at the Nature Center, appealing to a wider and more age-diverse audience
- Utilize the resources of Hashawha and Bear Branch in an efficient manner

## Description

The Hashawha Environmental Center is located at 300 John Owings Road, Westminster, MD. This 360 acre facility is composed of two areas: Hashawha Environmental Center and Bear Branch Nature Center. These centers provide programs and activities related to the environment, conservation of natural resources, outdoor recreation, and wildlife appreciation.

Hashawha Environmental Center was established in 1974. The Center consists of 5 winterized cabins which sleep up to 180 people, a full-service dining hall, meeting rooms, a swimming pool, tot lot, archery area, basketball court, and ball fields. Hashawha serves as a year-round residential camping facility for many organizations, such as 4-H, YMCA, and Scouts.

Bear Branch Nature Center opened to the public in 1993 and features a large exhibit hall to demonstrate the natural environment of the region. Bear Branch includes a planetarium, children's discovery room, and an auditorium.

The Carroll County Outdoor School uses Hashawha as its base of operations and utilizes the facility to educate sixth graders in Carroll County Public Schools about environmental issues and outdoor education during a week-long program. While the Hashawha Environmental Center itself is closed to the public (rental of the facility is available), approximately 300 acres with 5 miles of hiking/biking trails, a wetland area, pavilions, and a tent camping area are available for public use.

## Program Highlights

In FY 18:

- 43,925 people visited Hashawha/Bear Branch Nature Center and 228 volunteers donated 1,976 service hours
- Bear Branch Nature Center hosted special events, including Monarch Madness Festival in September and Hashawha's Maple Sugarin' Festival in February

## Budget Changes

- A 3% salary increase is included in FY 20.
- Operating increases due to vendor services.
- Capital decreases due to one-time equipment purchase in FY 19, partially offset by furniture purchase in FY 20.

# Piney Run

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$373,077	\$446,320	\$443,760	\$453,790	1.67%	2.26%
Benefits	192,001	112,620	112,420	54,060	-52.00%	-51.91%
Operating	100,418	105,580	105,580	111,310	5.43%	5.43%
Capital	15,556	33,400	33,400	18,950	-43.26%	-43.26%
Total	\$681,052	\$697,920	\$695,160	\$638,110	-8.57%	-8.21%
Total Without Benefits	\$489,051	\$585,300	\$582,740	\$584,050	-0.21%	0.22%
Employees FTE	18.00	18.00	18.00	18.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Jeff Degitz, Director (410) 386-2103**

**Judy Flickinger, Senior Budget Analyst (410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/recreation-parks/places-to-go/piney-run-park/>

## Mission and Goals

To develop and enhance outdoor recreation, environmental education, and conservation of natural resources to maximize the benefit for current and future generations.

### Goals include:

- Work with other conservation agencies to promote and support the conservation of natural resources and preservation of land
- Ensure quality boating, fishing, and related aquatic-based recreation through management procedures and techniques
- Expand the environmental education programs, both on and off site, to increase the levels of appreciation and enjoyment for all segments of society

## Description

Piney Run Park and Nature Center, located at 30 Martz Road, Sykesville, MD, is an 800 acre park which includes a 300 acre lake stocked with numerous types of fish, including striped and largemouth bass, trout, and catfish. The lake is surrounded by 550 acres of woods, fields, and open space. There are more than five miles of hiking trails throughout the park. During the park's open season, canoes, rowboats, kayaks, and pedal boats may be rented for use on the lake. Fishing is permitted and several fishing tournaments are held each year. The Nature Center schedules programs for school and youth groups, as well as the general public.

## Program Highlights

- In FY 18, there were 111,490 visitors to Piney Run Park and 101 volunteers donated 2,849 service hours.

- Recent updates include:
  - Great Blue Heron art piece installation and dedication
  - Replacement of sidewalk, entryway, and retaining wall in front of the Nature Center
  - Installation of memorial benches on piers and near Yak Shack
  - Implementation of seasonal wagon rides and campfire program

## Budget Changes

- A 3% salary increase is included in FY 20.
- Operating increases due to maintenance and vendor services.
- Capital decreases due to one-time mower purchase in FY 19, partially offset by equipment replacement in FY 20.

# Recreation

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$311,477	\$334,480	\$334,480	\$343,700	2.76%	2.76%
Benefits	180,900	101,740	101,740	48,370	-52.46%	-52.46%
Operating	87,726	95,900	95,900	100,550	4.85%	4.85%
Capital	0	0	0	400	100.00%	100.00%
Total	\$580,103	\$532,120	\$532,120	\$493,020	-7.35%	-7.35%
Total Without Benefits	\$399,203	\$430,380	\$430,380	\$444,650	3.32%	3.32%
Employees FTE	8.50	8.50	8.50	8.50	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Jeff Degitz, Director (410) 386-2103**

**Judy Flickinger, Senior Budget Analyst (410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/recreation-parks/>

## Mission and Goals

To provide a broad spectrum of quality leisure opportunities for the citizens of Carroll County.

### Goals include:

- Continue cooperative relationships with public and private agencies to encourage shared use of facilities to maximize resources
- Provide consistent opportunities for youth and adults to participate in athletic, cultural, and recreational programs
- Support programs to meet particular community needs by utilizing demographics, health data surveys, and program evaluations
- Market and promote county recreation and parks amenities through commercial and social media outlets

## Description

The Bureau of Recreation is responsible for managing recreation services for Carroll County. The Bureau supports the County's volunteer recreation councils that represent citizens throughout the County. These councils sponsor programs and special events throughout the year in all areas of the County with an emphasis on youth activities.

In FY 20, the Bureau of Recreation will contribute to the Carroll County Arts Council (CCAC). The CCAC produces public programs, provides grants and scholarships, and serves as a primary source for cultural information in Carroll County.

The Bureau offers additional recreation, leisure, and lifelong learning opportunities through the Adaptive Recreation Council, formerly known as the Therapeutic Recreation Council. These programs provide activities for all ages and abilities. In addition, the Bureau hosts tournaments, special events, summer camps, and bus trips.

## Program Highlights

- Held 8<sup>th</sup> annual Park Pursuit event.
- 24<sup>th</sup> LaxMax tournament brought in 133 lacrosse teams and 2,400 participants.
- Held youth activities, including the annual Free Kids Rodeo at the Westminster Community Pond and a youth fishing tournament at Krimgold Park.
- Held 1<sup>st</sup> annual Bruce Dutterer Park Legacy Golf Tournament in lieu of the Park Legacy Tournament.

## Budget Changes

- A 3% salary increase is included in FY 20.
- Operating increases due to one-time lighting repairs and professional development.
- Capital increase due to a one-time furniture purchase.



# Sports Complex

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$96,161	\$101,510	\$91,790	\$94,550	-6.86%	3.01%
Benefits	65,347	34,530	33,790	13,550	-60.76%	-59.90%
Operating	81,925	75,670	75,670	94,700	25.15%	25.15%
Capital	23,294	0	0	500	100.00%	100.00%
Total	\$266,727	\$211,710	\$201,250	\$203,300	-3.97%	1.02%
Total Without Benefits	\$201,380	\$177,180	\$167,460	\$189,750	7.09%	13.31%
Employees FTE	2.70	2.70	2.70	2.70	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Jeff Degitz, Director (410) 386-2103**

**Judy Flickinger, Senior Budget Analyst (410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/recreation-parks/places-to-go/carroll-county-sports-complex/>

## Mission and Goals

To develop, provide, and maintain cost-effective and diverse public recreational opportunities for Carroll County residents and visitors while also offering a variety of tournaments and events that will attract visitors to Carroll County annually, resulting in a positive economic impact for the County.

### Goals include:

- Provide quality recreational activities based upon the needs of County residents
- Maintain the facility's status as one of the top softball facilities in the eastern United States
- Provide a high level of customer service and optimize visitors' experience with the facility and with Carroll County
- Continue to develop and expand efforts to generate revenue through increased concessions, advertising, and sponsorships with an ultimate goal of operating in a self-sustaining manner
- Promote healthy recreation activities for youth, adult, and senior citizen groups

## Description

The Carroll County Sports Complex, located at 2225 Littlestown Pike (Route 97 North), Westminster, MD, includes five softball fields, two multi-purposes fields, pavilions, a tot lot, and a walking trail. Guests come to the Sports Complex from mid-March through early November to participate in sports activities, leagues, tournaments, and camps. The Sports Complex serves as a host site for championship softball tournaments.

This 76 acre facility is used by many local and regional groups, such as: The Carroll County Men's, Church, and Co-Ed Softball leagues, and Charles Carroll Recreation Council for youth

baseball, softball, and soccer. The Sports Complex also serves as the central Maryland home for women's fast pitch softball.

## Program Highlights

- The Sports Complex organized and hosted three women's fast-pitch tournaments in 2018. These over-18 open women's fast-pitch tournaments are unique to the Sports Complex and draw teams from throughout the Mid-Atlantic region.
- The Sports Complex co-ed softball leagues are some of the largest in the state, and continually represent well in state and national co-ed tournaments.
- The Sports Complex hosted teams and events from throughout the mid-Atlantic region.
- In FY 18, over 56,600 people attended activities, and programs were supported by 130 volunteers who contributed 413 hours.

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to employee turnover.
- A 3% salary increase is included in FY 20.
- Operating increases due to maintenance and vendor costs, and the addition of referee expenses for basketball leagues, offset by revenue.
- Capital increases due to equipment replacements.

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# Culture

# Culture Summary

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	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Historical Society of Carroll County	\$70,000	\$65,000	\$65,000	\$62,500	-3.85%	-3.85%
Union Mills Homestead	30,000	25,000	25,000	25,000	0.00%	0.00%
<b>Total Culture</b>	<b>\$100,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$87,500</b>	<b>-2.78%</b>	<b>-2.78%</b>

## Mission and Goals

Historical Society and Union Mills Homestead embody much of the history of Carroll County. Each is dedicated to preserving, promoting, and educating others about the County's cultural and historic resources.

### Goals include:

- Provide a setting to teach Carroll County history to visitors of all ages
- Restore and preserve all historic buildings, exhibits, and artifacts

## Highlights, Changes and Useful Information

- Historical Society and the Union Mills Homestead have initiated various cost-cutting measures, including heavy reliance on volunteers.
- Historical Society provides education through publications, presentations, tours, radio and televised programs, trips, and their website.
- The County provides for maintenance of the buildings and grounds at the Union Mills Homestead Museum in the Bureau of Facilities budget under the County's Department of Public Works.
- Renovations and maintenance efforts continue at each of the facilities.

## Budget Changes

- Historical Society decreases due to one-time funding of \$5,000 for traveling trunks and interpretive garden project in FY 19, partially offset by one-time funding of \$2,500 for a new exhibit printer.
- Union Mills Homestead remains flat due to one-time funding of \$5,000 for the mobile tannery exhibit in FY 19, offset by one-time increase of \$5,000 for a tannery interpretation.

# Historical Society of Carroll County

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	70,000	65,000	65,000	62,500	-3.85%	-3.85%
Capital	0	0	0	0	0.00%	0.00%
Total	\$70,000	\$65,000	\$65,000	\$62,500	-3.85%	-3.85%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Gainor B. Davis, Ph.D., Executive Director (410) 848-6494**

**Judy Flickinger, Senior Budget Analyst (410) 386-2082**

<http://hsccmd.org/>

## Mission and Goals

Historical Society of Carroll County (HSCC) is a non-profit, educational institution dedicated to preserving materials and interpreting the history of Carroll County. The HSCC approved a five-year strategic plan in November 2016, which includes a new mission statement, vision, and core values. The HSCC connects the past to the present and makes the County's vibrant history tangible, relevant, and meaningful for today's diverse communities and for generations to come.

## Goals include:

- Raising public visibility of the Historical Society
- Creating greater public accessibility to its collections and its expertise
- Stabilizing and expanding the institution's financial resources to insure its future viability

## Description

The Historical Society of Carroll County was founded in 1939 and owns three historic properties on East Main Street in Westminster.

The Kimmey House (c. 1800) serves as the main office building. In conjunction with the Society's Strategic Plan, a new space allocation project concentrates on creating an Orientation Center for visitors. The Kimmey House now includes the Museum Shop and Bookstore with an ADA accessible research library now housed on the first floor. Grant funds are used to meet general operating costs.

The Sherman-Fisher-Shellman House (c. 1807) is the Society's historic house museum, interpreting daily urban life in Carroll County in the period 1807-1840. The house is open for school field trips and group tours by appointment.

The first floor of Cockey's Tavern (c. 1820) has been converted into permanent and changing exhibition space. The second floor of Cockey's houses the Koontz-Yingling Learning Center with meeting rooms, a kitchenette, and ADA accessible bathrooms. HSCC installed a lift that allows visitors to access the building's

second floor from the first. The third floor of Cockey's contains office space, meeting space, and storage for educational and programmatic materials.

The Society stores and curates more than 40,000 items in three permanent collections and continues to accept donated artifacts and documents of local origin and significance.

The Emerald Hill building, located at 1838 Emerald Hill Lane, Westminster, MD, provides auxiliary space for exhibits and programs and is used in conjunction with the Celebrating America initiative.

## Program Highlights

- Held 4<sup>th</sup> Annual Legacy Gala at a historic Carroll County farm with approximately 180 participants in April 2018.
- Completed Maryland Heritage Area grant to restore the facades of the Shellman and Kimmey Houses to their original 19<sup>th</sup> century look.
- Emerald Hill hosted the 5<sup>th</sup> Annual Winter Wine Warmer in January 2018 with 100 attendees.
- Held the 18<sup>th</sup> annual Antiques and Collectibles Appraisal Day in September 2018, with 5 appraisers and over 28 participants.
- During calendar year 2018, HSCC volunteers donated 16,000 hours to the organization.
- Partnered with high school and college interns to complete historical projects. These included: researching and mounting exhibits; special events production; social media creation in the form of blogs, e-newsletter, and Facebook updating; production of educational activities for youth. HSCC has worked with 11 interns in the past three years.
- Raised visibility in the community by participating in Westminster's Wine Walk, Flower and Jazz Festival, Memorial Day Parade, Oyster Stroll, Halloween Parade, and Electric Holiday Parade.
- Continued to build social media outlets for increased exposure of HSCC and its offerings.

## Budget Changes

Historical Society decreases due to one-time funding of \$5,000 for traveling trunks and interpretive garden project in FY 19, partially offset by one-time funding of \$2,500 for a new exhibit printer.

# Union Mills Homestead

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	30,000	25,000	25,000	25,000	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$30,000	\$25,000	\$25,000	\$25,000	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Jane Sewell, Executive Director (410) 848-2313

Judy Flickinger, Senior Budget Analyst (410) 386-2082

<http://www.unionmills.org/>

## Mission and Goals

To maintain and preserve the Homestead Buildings and gristmill as a living, working, historical landmark for future generations.

### Goals include:

- Continued preservation and restoration of the historic site, buildings, and original furnishings
- Operation of the historic site as a museum of early American and Carroll County heritage
- Genuine and authentic education and historic interpretation of the site in keeping with its distinctive character and atmosphere

## Description

In 1797, David and Andrew Shriver purchased the tract of land along Big Pipe Creek for the purpose of operating a gristmill and sawmill. The brothers later added a tannery, cooper shop, and blacksmith's shop. The growing enterprise soon took the name "Union Mills" because of the partnership between the two brothers and their various businesses. The mill operated commercially until 1942. It was closed for restoration in the early 1980's and then re-opened in 1983. In addition to the mill and outbuildings, the original "double house" of the two Shriver brothers can be visited today. The facility, located on Littlestown Pike in Union Mills, is owned by Carroll County and operated by the Union Mills Homestead Foundation, a non-profit organization which extensively uses volunteers.

Many special events draw visitors to the Homestead. The annual Flower and Plant Market in May, the Corn Roast Festival in August, and the Microbrewery Festival in September are three of the premiere events at the Homestead. The Homestead draws approximately 10,000 visitors annually.

In addition to the direct contribution of \$25,000, the County provides the Union Mills Homestead Foundation with in-kind services through the Bureau of Facilities and capital projects for renovations to the Homestead buildings and mill.

In FY 20, the Bureau of Facilities' budget includes \$41,200 for Union Mills.

## Program Highlights

- The Homestead's Executive Director served as Co-Chair for the County's "Celebrating America" initiative.
- Partnered with Carroll County Public Library to bring the grist mill and tannery to life in a traveling exhibit called "Union Mills: Early Industry Comes Alive".
- The 49<sup>th</sup> Flower and Plant Market event was held in May.
- Annual scheduled events include the Corn Roast in August, and the Microbrewery Festival in September which highlights the Grist Mill.
- Worked with local Scouts on a variety of Eagle Scout projects, including a new community message board and ten wooden benches.
- The annual German Christmas-themed Christkindlmarkt was well attended in November.

## Budget Changes

Union Mills Homestead remains flat due to one-time funding of \$5,000 for the mobile tannery exhibit in FY 19, offset by one-time increase of \$5,000 for a tannery interpretation.

## ***General Government Appropriations***

# General Government Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Comprehensive Planning	\$907,642	\$962,440	\$907,340	\$820,250	-14.77%	-9.60%
<b>Comprehensive Planning</b>	<b>\$907,642</b>	<b>\$962,440</b>	<b>\$907,340</b>	<b>\$820,250</b>	<b>-14.77%</b>	<b>-9.60%</b>
<b>Total Without Benefits</b>	<b>\$596,235</b>	<b>\$768,460</b>	<b>\$717,270</b>	<b>\$731,150</b>	<b>-4.86%</b>	<b>1.94%</b>

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Comptroller Administration	\$480,377	\$441,590	\$441,890	\$401,420	-9.10%	-9.16%
Accounting	1,081,952	1,115,660	1,134,680	1,033,570	-7.36%	-8.91%
Bond Issuance Expense	17,252	213,300	213,300	243,220	14.03%	14.03%
Collections Office	1,390,773	1,340,430	1,286,630	1,221,110	-8.90%	-5.09%
Independent Post Audit	47,780	50,660	50,660	51,770	2.19%	2.19%
Purchasing	484,241	484,100	447,270	402,490	-16.86%	-10.01%
<b>Total Comptroller</b>	<b>\$3,502,376</b>	<b>\$3,645,740</b>	<b>\$3,574,430</b>	<b>\$3,353,580</b>	<b>-8.01%</b>	<b>-6.18%</b>
<b>Total Without Benefits</b>	<b>\$2,576,405</b>	<b>\$3,050,900</b>	<b>\$2,984,640</b>	<b>\$3,078,050</b>	<b>0.89%</b>	<b>3.13%</b>

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
County Attorney	\$1,010,890	\$802,750	\$804,490	\$724,440	-9.76%	-9.95%
<b>Total County Attorney</b>	<b>\$1,010,890</b>	<b>\$802,750</b>	<b>\$804,490</b>	<b>\$724,440</b>	<b>-9.76%</b>	<b>-9.95%</b>
<b>Total Without Benefits</b>	<b>\$800,375</b>	<b>\$655,340</b>	<b>\$656,960</b>	<b>\$646,780</b>	<b>-1.31%</b>	<b>-1.55%</b>

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Economic Development Administration	\$1,046,356	\$779,250	\$781,450	\$807,610	3.64%	3.35%
Business and Employment Resource Center	281,601	251,520	246,220	194,560	-22.65%	-20.98%
Econ. Dev. Infrastructure and Investments	1,570,384	2,067,000	2,067,000	1,250,000	-39.53%	-39.53%
Farm Museum	1,098,915	992,880	972,490	960,220	-3.29%	-1.26%
Tourism	322,488	417,570	417,850	408,210	-2.24%	-2.31%
<b>Total Economic Development</b>	<b>\$4,319,744</b>	<b>\$4,508,220</b>	<b>\$4,485,010</b>	<b>\$3,620,600</b>	<b>-19.69%</b>	<b>-19.27%</b>
<b>Total Without Benefits</b>	<b>\$3,709,847</b>	<b>\$4,134,100</b>	<b>\$4,112,540</b>	<b>\$3,425,830</b>	<b>-17.13%</b>	<b>-16.70%</b>

FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

# General Government Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Human Resources Administration	\$1,119,991	\$940,210	\$930,370	\$1,279,720	36.11%	37.55%
Health and Fringe Benefits	731,367	14,842,030	14,842,030	28,354,510	91.04%	91.04%
Personnel Services	162,026	199,480	184,230	148,010	-25.80%	-19.66%
<b>Total Human Resources</b>	<b>\$2,013,383</b>	<b>\$15,981,720</b>	<b>\$15,956,630</b>	<b>\$29,782,240</b>	<b>86.35%</b>	<b>86.64%</b>
<b>Total Without Benefits</b>	<b>\$897,523</b>	<b>\$14,955,200</b>	<b>\$14,931,900</b>	<b>\$17,096,060</b>	<b>14.32%</b>	<b>14.49%</b>

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Land and Resource Management Adm.	\$875,279	\$798,740	\$818,320	\$744,760	-6.76%	-8.99%
Development Review	587,877	570,590	554,870	488,880	-14.32%	-11.89%
Resource Management	942,770	867,520	858,540	766,230	-11.68%	-10.75%
Zoning Administration	302,938	259,200	272,060	239,230	-7.70%	-12.07%
<b>Total Land and Resource Management</b>	<b>\$2,708,864</b>	<b>\$2,496,050</b>	<b>\$2,503,790</b>	<b>\$2,239,100</b>	<b>-10.29%</b>	<b>-10.57%</b>
<b>Total Without Benefits</b>	<b>\$1,692,063</b>	<b>\$1,850,750</b>	<b>\$1,857,930</b>	<b>\$1,951,380</b>	<b>5.44%</b>	<b>5.03%</b>

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 18	% Change From Adj. FY 18
Management and Budget Administration	\$276,994	\$255,240	\$256,240	\$247,050	-3.21%	-3.59%
Budget	705,872	601,820	606,740	552,030	-8.27%	-9.02%
Grants Office	174,890	171,390	180,220	157,330	-8.20%	-12.70%
Risk Management	1,831,195	2,416,840	2,420,340	2,302,650	-4.72%	-4.86%
<b>Total Management and Budget</b>	<b>\$2,988,951</b>	<b>\$3,445,290</b>	<b>\$3,463,540</b>	<b>\$3,259,060</b>	<b>-5.41%</b>	<b>-5.90%</b>
<b>Total Without Benefits</b>	<b>\$1,621,641</b>	<b>\$3,112,310</b>	<b>\$3,129,260</b>	<b>\$3,067,550</b>	<b>-1.44%</b>	<b>-1.97%</b>

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Technology Services	\$4,619,193	\$4,965,310	\$4,967,140	\$4,685,310	-5.64%	-5.67%
Production and Distribution Services	388,135	472,920	473,580	448,270	-5.21%	-5.34%
<b>Total Technology Services</b>	<b>\$5,007,328</b>	<b>\$5,438,230</b>	<b>\$5,440,720</b>	<b>\$5,133,580</b>	<b>-5.60%</b>	<b>-5.65%</b>
<b>Total Without Benefits</b>	<b>\$3,877,011</b>	<b>\$4,765,560</b>	<b>\$4,768,930</b>	<b>\$4,780,480</b>	<b>0.31%</b>	<b>0.24%</b>

FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.



# General Government Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Administrative Hearings	\$93,810	\$90,150	\$90,380	\$78,570	-12.85%	-13.07%
Audio Video Production	222,255	204,080	204,030	183,910	-9.88%	-9.86%
Board of Elections	838,280	1,297,980	1,297,980	1,449,700	11.69%	11.69%
Board of License Commissioners	82,619	91,270	86,050	78,040	-14.50%	-9.31%
County Commissioners	1,159,019	1,083,110	1,073,780	979,630	-9.55%	-8.77%
Not in Carroll	0	300,000	300,000	300,000	0.00%	0.00%
<b>Total General Government Other</b>	<b>\$2,395,982</b>	<b>\$3,066,590</b>	<b>\$3,052,220</b>	<b>\$3,069,850</b>	<b>0.11%</b>	<b>0.58%</b>
<b>Total Without Benefits</b>	<b>\$1,890,897</b>	<b>\$2,436,520</b>	<b>\$2,423,170</b>	<b>\$2,906,480</b>	<b>19.29%</b>	<b>19.95%</b>
<b>Total General Government</b>	<b>\$24,855,160</b>	<b>\$40,347,030</b>	<b>\$40,188,170</b>	<b>\$52,002,700</b>	<b>28.89%</b>	<b>29.40%</b>
<b>Total Without Benefits</b>	<b>\$17,661,996</b>	<b>\$35,729,140</b>	<b>\$35,582,600</b>	<b>\$37,683,760</b>	<b>5.47%</b>	<b>5.91%</b>

FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

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# **Comprehensive Planning**

# Comprehensive Planning

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Comprehensive Planning	\$907,642	\$962,440	\$907,340	\$820,250	-14.77%	-9.60%
<b>Total Comprehensive Planning</b>	<b>\$907,642</b>	<b>\$962,440</b>	<b>\$907,340</b>	<b>\$820,250</b>	<b>-14.77%</b>	<b>-9.60%</b>
<b>Total Without Benefits</b>	<b>\$596,235</b>	<b>\$768,460</b>	<b>\$717,270</b>	<b>\$731,150</b>	<b>-4.86%</b>	<b>1.94%</b>

## Mission and Goals

To develop and implement plans that allocate physical, natural, fiscal, and constructed resources in a manner that is equitable, responsible, and defensible.

### Goals include:

- Maintain the fabric of our communities
- Conserve natural resources
- Minimize sprawl
- Encourage economic development opportunities

## Highlights, Changes, and Useful Information

Plans in progress include:

- County Bicycle – Pedestrian Master Plan
- Countywide Transportation Master Plan
- Recodification of the County Zoning Code to align with the Future Land Use Designations identified in the Carroll County Master Plan adopted February 2015.

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to employee turnover, and conversion of Bureau Chief to Planning Manager.
- FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

# Comprehensive Planning

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$502,335	\$649,250	\$598,060	\$615,470	-5.20%	2.91%
Benefits	311,407	193,980	190,070	89,100	-54.07%	-53.12%
Operating	90,086	116,810	116,810	115,680	-0.97%	-0.97%
Capital	3,815	2,400	2,400	0	-100.00%	-100.00%
Total	\$907,642	\$962,440	\$907,340	\$820,250	-14.77%	-9.60%
Total Without Benefits	\$596,235	\$768,460	\$717,270	\$731,150	-4.86%	1.94%
Employees FTE	11.62	11.62	11.62	11.62	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

Lynda Eisenberg, Director (410) 386-5145

Lynn Karr, Senior Budget Analyst (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/planning/>

## Mission and Goals

To develop and implement plans for physical, natural, fiscal, and constructed resources in a manner that is equitable, responsible, and defensible.

### Goals include:

- Maintain the fabric of our communities
- Conserve natural resources
- Minimize sprawl
- Encourage economic development opportunities

## Description

The Department of Comprehensive Planning is responsible for developing and implementing the County Master Plan as envisioned by the citizens. The meetings and activities of the Planning and Zoning Commission are coordinated by the Department Director, who is Secretary to the Commission. Capital Improvement Projects review, site selection, and land banking for future schools, roads, and other public facilities are administrative functions of the Department.

Land use plans are developed and implemented working with the Carroll County Planning Commission. Functions within the Department are designed to assure County projects and programs conform to the County Master Plan, that current and long-range County planning serve to implement the plan, and that land use and policy decisions are in accordance with the plan. Among the ways the Department fulfills these functions are: water and sewer master planning, comprehensive plans for the County and incorporated towns, major road planning, and the town/county liaison planners.

## Program Highlights

Plans in progress include:

- Freedom Community Comprehensive Plan
- County Bicycle – Pedestrian Master Plan
- Recodification of the County Zoning Code to align with the Future Land Use Designations identified in the Carroll County Master Plan adopted February 2015

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to employee turnover, and conversion of Bureau Chief to Planning Manager.
- A 3% salary increase is included in FY 20.
- Capital decreases due to a one-time replacement of office furniture in FY 19.

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# Comptroller

# Comptroller Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Comptroller Administration	\$480,377	\$441,590	\$441,890	\$401,420	-9.10%	-9.16%
Accounting	1,081,952	1,115,660	1,134,680	1,033,570	-7.36%	-8.91%
Bond Issuance Expense	17,252	213,300	213,300	243,220	14.03%	14.03%
Collections Office	1,390,773	1,340,430	1,286,630	1,221,110	-8.90%	-5.09%
Independent Post Audit	47,780	50,660	50,660	51,770	2.19%	2.19%
Purchasing	484,241	484,100	447,270	402,490	-16.86%	-10.01%
<b>Total Comptroller</b>	<b>\$3,502,376</b>	<b>\$3,645,740</b>	<b>\$3,574,430</b>	<b>\$3,353,580</b>	<b>-8.01%</b>	<b>-6.18%</b>
<b>Total Without Benefits</b>	<b>\$2,576,405</b>	<b>\$3,050,900</b>	<b>\$2,984,640</b>	<b>\$3,078,050</b>	<b>0.89%</b>	<b>3.13%</b>

## Mission and Goals

The Department of the Comptroller's mission is to perform the financial operations of the County while maintaining strong fiscal controls to ensure that all County assets are safeguarded, and that the County continues to maintain a strong financial condition.

### Goals include:

- Maintain and enhance a strong financial control structure to protect the assets of the County
- Ensure that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with Generally Accepted Accounting Principles (GAAP)
- Compose an annual presentation to the credit rating agencies that results in an excellent rating in order to obtain the lowest possible interest rate on the bond issuance
- Complete a timely deposit of funds to allow the County to meet its obligations and carry out all of the functions of government
- Receive an unqualified audit opinion with no findings, questioned costs, significant deficiencies, or material weaknesses
- Obtain optimum value for every tax dollar spent

## Highlights, Changes, and Useful Information

- For the 34th consecutive year, the County was awarded the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) of the United States and Canada for the FY 18 Comprehensive Annual Financial Report (CAFR).
- Select services provided by the Comptroller's Office, including receipt of payment of Property Taxes and utility bills, are provided at County Library branches. The County pays the Library an administrative fee for providing this service.
- In FY 18, the County improved its bond rating levels with the three following major credit rating agencies:

Moody's Investors Service	Aaa
Standard & Poor's	AAA
Fitch	AAA

## Budget Changes

- The overall decrease from FY 19 Original to Adjusted is due to employee turnover.
- FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.
- Bond Issuance Expense increases due to the size of the anticipated bond sale in FY 20.

# Comptroller Administration

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$308,347	\$300,780	\$301,050	\$310,000	3.07%	2.97%
Benefits	128,985	86,550	86,580	48,210	-44.30%	-44.32%
Operating	43,044	54,260	54,260	43,210	-20.36%	-20.36%
Capital	0	0	0	0	0.00%	0.00%
Total	\$480,377	\$441,590	\$441,890	\$401,420	-9.10%	-9.16%
Total Without Benefits	\$351,392	\$355,040	\$355,310	\$353,210	-0.52%	-0.59%
Employees FTE	4.15	4.15	4.15	4.15	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Robert M. Burk, Comptroller (410) 386-2085**

**Judy Flickinger, Senior Budget Analyst (410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/comptroller/>

## Mission and Goals

To perform the financial operations of the County while maintaining a strong financial control environment to ensure that all assets are safeguarded and that the County continues to maintain a strong financial condition.

### Goals include:

- Provide accurate financial information and excellent customer service to all of our internal and external customers
- Maintain strong financial controls

## Description

The Comptroller is responsible for the accounting of all financial activities of the County government and overseeing the efficient operation of the following functions:

- Accounting
- Payroll
- Accounts Payable
- Collections Office
- Grant and Enterprise Fund Accounting
- Treasury services including deposits, investments, and cash management
- Purchasing

These responsibilities include maintaining all systems to properly record receipt and disbursement of funds, as well as maintaining internal control systems for safeguarding County assets. The Comptroller is also tasked with ensuring that the County's financial records are in compliance with all Generally Accepted Accounting Principles (GAAP), obtaining an independent financial audit, composing the Comprehensive Annual Financial Report (CAFR), managing pension administration, and issuing debt. The Comptroller also monitors fees for the Enterprise Funds.

## Program Highlights

For the 34<sup>th</sup> consecutive year, the County was awarded the Certificate of Achievement for Excellence in Financial Reporting from the GFOA of the United States and Canada for the FY 18 CAFR.

## Budget Changes

- A 3% salary increase is included in FY 20.
- Operating decreases due to vendor services and biennial professional development.

# Accounting

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$669,411	\$737,920	\$755,580	\$779,590	5.65%	3.18%
Benefits	376,705	241,270	242,630	118,700	-50.80%	-51.08%
Operating	35,406	134,570	134,570	133,300	-0.94%	-0.94%
Capital	431	1,900	1,900	1,980	4.21%	4.21%
Total	\$1,081,952	\$1,115,660	\$1,134,680	\$1,033,570	-7.36%	-8.91%
Total Without Benefits	\$705,247	\$874,390	\$892,050	\$914,870	4.63%	2.56%
Employees FTE	12.00	13.00	13.00	13.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Robert M. Burk, Comptroller (410) 386-2085**

**Judy Flickinger, Senior Budget Analyst (410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/comptroller/accounting/>

## Mission and Goals

To ensure the County's financial data is accurately reported, to assure taxpayers and County citizens that their tax dollars are being handled in a prudent and appropriate manner, and to establish and maintain an internal control structure.

### Goals include:

- Continue to achieve excellence in financial reporting
- Provide timely and accurate financial data as requested in order to maintain continuity between departments
- Maintain and enhance the internal control structure that protects County assets
- Ensure the County's financial records and statements are in compliance with Generally Accepted Accounting Principles (GAAP), the Governmental Accounting Standards Board (GASB), and best practices as recommended by the Government Finance Officers Association (GFOA)

## Description

The Bureau of Accounting is responsible for the financial operations of the County, and is overseen by the Comptroller. Duties include:

- Payment of all County obligations (payroll, accounts payable, long-term debt, etc.)
- Billing for water, sewer, septage, and solid waste services
- Cash management and maintaining investment portfolios based on priorities of safety, liquidity, and return on investment
- Accounting for all capital assets
- Maintaining separate records for all funds including General, Grants, Special Revenue, Capital, Internal Service, Fiduciary, Debt Service, and Enterprise

## Program Highlights

For the 34<sup>th</sup> consecutive year, the County was awarded the Certificate of Achievement for Excellence in Financial Reporting from the GFOA of the United States and Canada for the FY 18 CAFR.

Output Measures	FY 15	FY 16	FY 17	FY 18
Payroll Checks Issued	26,949	27,245	27,265	27,424
Vendor Payments Issued	16,402	15,292	15,147	14,648
Voucher Payments Processed	24,419	23,881	24,663	24,246
W-2 Forms Issued	1,244	1,292	1,392	1,281
1099 Forms Issued	700	710	710	698

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to salary adjustments.
- A 3% salary increase is included in FY 20.
- Capital increases due to furniture replacement.



# Bond Issuance Expense

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	17,252	213,300	213,300	243,220	14.03%	14.03%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$17,252</b>	<b>\$213,300</b>	<b>\$213,300</b>	<b>\$243,220</b>	<b>14.03%</b>	<b>14.03%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Robert M. Burk, Comptroller (410) 386-2085**

**Judy Flickinger, Senior Budget Analyst (410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/comptroller/>

## Mission and Goals

To provide an effective debt-management program that enables the County to issue debt for capital needs at the lowest possible costs.

### Goals include:

- Maintain the County's three credit ratings
- Maintain open public disclosure of debt and financial information
- Utilize best practices and available financial tools to borrow at the lowest possible costs
- Monitor compliance with IRS regulations and state laws with regard to debt issuance

## Description

The County issues bonds to finance various capital projects and requests. The rating agencies also review the credit worthiness of the County and issue their ratings, which affect the terms at which the County can issue debt. Numerous costs are included within the annual bond issuance expenses because the County is able to avoid future financing costs by paying these costs when incurred, rather than including them in the debt issuance. The major expenses include:

- Financial Advisor Fees
- Credit Rating Agency Fees
- Legal Counsel concerning the preparation and review of the official statement and other required documents
- Advertising, Printing, and Distribution Fees
- Existing issuance registrar and escrow fees
- New issuance and setup fees

All outstanding bond issues, official statements, and disclosures can be viewed at [www.dacbond.com](http://www.dacbond.com).

## Program Highlights

- In FY 19, the County improved its bond rating level by earning the third Aaa rating from Moody's Investors Service, confirming a strong credit worthiness with the three following major credit rating agencies:

Moody's Investors Service	Aaa
Standard & Poor's	AAA
Fitch	AAA

- The chart below shows a comparison of the County's bond issuance amounts and interest rates over the fiscal years:

FY 16 General Obligation Bonds and Refunding	\$37,185,000	2.63%
FY 17 General Obligation Bonds and Refunding	\$20,350,000	2.656%
FY 18 - No General Obligation Bonds or Refunding	\$0	0.00%
FY 19 General Obligation Bonds and Refunding	\$25,000,000	3.238%

## Budget Changes

In FY 20, the anticipated bond issue is \$34.8 million.

# Collections Office

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$422,844	\$468,330	\$418,350	\$433,890	-7.35%	3.71%
Benefits	276,574	171,090	167,270	66,560	-61.10%	-60.21%
Operating	691,126	700,335	700,335	720,110	2.82%	2.82%
Capital	228	675	675	550	-18.52%	-18.52%
Total	\$1,390,773	\$1,340,430	\$1,286,630	\$1,221,110	-8.90%	-5.09%
Total Without Benefits	\$1,114,199	\$1,169,340	\$1,119,360	\$1,154,550	-1.26%	3.14%
Employees FTE	10.63	10.63	10.63	10.63	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Robert M. Burk, Comptroller (410) 386-2085**

**Judy Flickinger, Senior Budget Analyst (410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/comptroller/collectionstaxes/>

## Mission and Goals

The mission of the Collections Office is to receive and properly record all revenues remitted and due to the County.

### Goals include:

- Maintain a high level of efficiency and accuracy while providing excellent customer service
- Achieve a timely deposit of funds in order to maximize earnings on invested assets to allow the County to meet its obligations and perform all of its functions as a government

## Description

The Collections Office is a centralized function for all County agencies and departments, and the office is responsible for the security and transfer of deposits to financial institutions. In order to assure fairness to all taxpayers, tax sale proceedings are initiated on delinquent accounts near the end of the tax year, and the tax sale is held on the last day of the tax year.

The Office also collects revenues for the County, such as:

- Real Estate Taxes for the County, State, and Towns
- Personal Property Taxes
- Impact Fees
- Bay Restoration Fees
- Recordation Taxes
- Water and Sewer charges
- Landfill tipping fees
- Recreation and Parks fees
- Permit and Inspections fees
- Various license fees

The Collections Office is accountable for the following:

- Compliance with State of Maryland laws and the Carroll County Code of Public Laws and Ordinances
- Monthly reporting to the State Department of Assessments and Taxation (SDAT) on various revenues collected and remittance to the State of Maryland
- Monthly reporting to Carroll County municipalities and remittance of corresponding revenues

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to employee turnover.
- A 3% salary increase is included in FY 20.
- Operating increases due to SDAT expense, partially offset by vendor services remaining flat.

# Independent Post Audit

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	47,780	50,660	50,660	51,770	2.19%	2.19%
Capital	0	0	0	0	0.00%	0.00%
Total	\$47,780	\$50,660	\$50,660	\$51,770	2.19%	2.19%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Robert M. Burk Comptroller, (410) 386-2085**

**Judy Flickinger, Senior Budget Analyst (410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/comptroller/>

## Program Highlights

For FY 18, Carroll County received an unmodified audit opinion.

## Budget Changes

Operating increases due to contract pricing for audit services.

## Mission and Goals

To secure an independent certified public accounting firm to perform an independent annual audit of the County's financial records in order to assure the records are in accordance with the Generally Accepted Accounting Principles (GAAP).

## Goals include:

- Obtain the annual audit at the lowest possible cost while simultaneously guaranteeing the audit is independent and conforms to all auditing standards required for governmental audits
- Fairly and clearly present full financial disclosure to anyone interested in the County's finances

## Description

The independent audit is performed on an annual basis to provide reasonable assurance that the financial statements of Carroll County for the prior fiscal year are free of material misstatement. The independent audit involves: examining, on a test basis, evidence supporting the amounts and disclosure in the financial statements; assessing the accounting principles used and significant estimates made by management; and evaluating the overall financial statement presentation.

This budget is for the General Fund portion of the annual audit itself and includes a single audit of Federal awards. State law (Maryland Code Article 19, Section 40) requires that all local governments have an annual audit of financial records performed by a certified public accountant.

County personnel who assist the external auditors in administering the Independent Post Audit are included in the Comptroller's Department.

The County's audited financial statements are presented online as part of the Comprehensive Annual Financial Report (CAFR) available at <http://cggovernment.carr.org/cgg/comp/18-cafr>.

# Purchasing

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$289,970	\$304,870	\$270,660	\$278,730	-8.57%	2.98%
Benefits	143,706	95,930	93,310	42,060	-56.16%	-54.92%
Operating	50,565	83,300	83,300	81,700	-1.92%	-1.92%
Capital	0	0	0	0	0.00%	0.00%
Total	\$484,241	\$484,100	\$447,270	\$402,490	-16.86%	-10.01%
Total Without Benefits	\$340,536	\$388,170	\$353,960	\$360,430	-7.15%	1.83%
Employees FTE	5.00	5.00	5.00	5.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Robert M. Burk, Comptroller (410) 386-2085**

**Judy Flickinger, Senior Budget Analyst (410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/comptroller/purchasing/>

## Mission and Goals

To procure necessary goods and services for the County in the most efficient and effective manner possible and to serve customers in all business activities and transactions with honor, fairness, and integrity, actively seeking best value results in all County purchases.

### Goals include:

- Treat all individuals, corporations, and businesses who desire to compete in the County with fairness and equality
- Uphold and promote honesty and integrity at all times
- Conduct an open and transparent bidding process
- Attend to internal and external customer needs
- Maintain an informative website for customers
- Participate in piggyback or cooperative bidding whenever it is in the County's best interest
- Seek new and innovative ideas to purchase, manage, and reduce energy consumption
- Assist non-profits and others with information or services that are beneficial to their needs
- Seek best practices in public procurement through continuing education programs and networking
- Maximize investment recovery for equipment, furniture, and supplies through partnerships with the private sector

## Description

The Bureau of Purchasing is responsible for maintaining a fair and equitable procurement process for the citizens of Carroll County. The Bureau constantly seeks to obtain the best value and achieve the maximum savings of County tax dollars through purchases at the right quantity, quality, price, place, and time.

The Bureau of Purchasing utilizes professional organizations such as the National Institute of Governmental Purchasing (NIGP) and the Maryland Public Purchasing Association (MPPA) to network and keep abreast of best practices in public procurement.

The Bureau of Purchasing also takes advantage of Carroll County's Baltimore Metropolitan Council (BMC) of Governments to reap the benefits of one of the BMC's committees, the Baltimore Regional Cooperative Purchasing Committee (BRCPC).

## Program Highlights

- As a result of membership on the BMC's Purchasing Subcommittee and Energy Board, the County has been able to lower and stabilize its energy costs (natural gas and electricity) for government buildings. Additionally, an energy management tracking program has been implemented to provide valuable energy cost and performance data.
- The expanded use of the procurement card program decreased the transaction time for the purchase of goods and services, increased the efficiency of the payment process, and reduced paper requirements and volume.
- The Bureau of Purchasing has been very active in cooperative buying initiatives. Cooperative buying effectively leverages the needs of many to obtain a great price for commodities and services required by end users.
- Utilization of cooperative purchasing initiatives has led to decreased administrative costs and increased Bureau efficiency.

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to employee turnover.
- A 3% salary increase is included in FY 20.
- Operating decreases due to biennial professional development in FY 19.

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## **County Attorney**

# County Attorney Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
County Attorney	\$1,010,890	\$802,750	\$804,490	\$724,440	-9.76%	-9.95%
<b>Total County Attorney</b>	<b>\$1,010,890</b>	<b>\$802,750</b>	<b>\$804,490</b>	<b>\$724,440</b>	<b>-9.76%</b>	<b>-9.95%</b>
<b>Total Without Benefits</b>	<b>\$800,375</b>	<b>\$655,340</b>	<b>\$656,960</b>	<b>\$646,780</b>	<b>-1.31%</b>	<b>-1.55%</b>

## Mission and Goals

The Department of the County Attorney provides legal representation and advice to the Carroll County Commissioners and their boards, commissions, officers, and employees regarding matters affecting the County. The Department also provides advice and representation to other government agencies funded by the Board of County Commissioners.

## Goals include:

- Protect the legal interests of the Board of County Commissioners
- Aid in the prompt resolution of disputes
- Ensure fair and equal treatment of citizens and employees
- Ensure that County laws, contracts, legal documents, and policies are of the highest legal standard

## Highlights

Between FY 14 and FY 18, the County Attorney's Office collected more than \$1.5M in delinquent accounts related to unpaid taxes and fees, medical expenses for inmates, and reimbursements for accidents and bad checks.

FY 14	FY 15	FY 16	FY 17	FY 18
\$343,960	\$317,210	\$276,580	\$300,040	\$262,640

## Budget Changes

- FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.
- The decrease in FY 20 is due to a one-time increase in outside legal fees in FY 19.

# County Attorney

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$475,271	\$489,450	\$491,070	\$505,730	3.33%	2.99%
Benefits	210,515	147,410	147,530	77,660	-47.32%	-47.36%
Operating	325,104	165,890	165,890	141,050	-14.97%	-14.97%
Capital	0	0	0	0	0.00%	0.00%
Total	\$1,010,890	\$802,750	\$804,490	\$724,440	-9.76%	-9.95%
Total Without Benefits	\$800,375	\$655,340	\$656,960	\$646,780	-1.31%	-1.55%
Employees FTE	6.75	6.75	6.75	6.75	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Timothy Burke, County Attorney (410) 386-2030**  
**Chizuko M. Godwin, Budget Analyst (410) 386-2082**  
<https://www.carrollcountymd.gov/government/directory/county-attorney/>

## Mission and Goals

The Department of the County Attorney provides legal representation and advice to the Carroll County Commissioners and their boards, commissions, officers, and employees regarding matters affecting the County. The Department also provides advice and representation to other government agencies funded by the Board of County Commissioners.

### Goals include:

- Protect the legal interests of the Board of County Commissioners
- Aid in the prompt resolution of disputes
- Ensure fair and equal treatment of citizens and employees
- Ensure that County laws, contracts, legal documents, and policies are of the highest legal standard

## Description

This Department was created by State law to serve as in-house counsel to the Board of County Commissioners and all of the departments, bureaus, agencies, offices, quasi-judicial boards, commissions, and other organizations that receive operating funds from the County.

In addition to furnishing legal advice and representation, the office handles real estate settlements, collections of delinquent accounts, zoning and building code violations, preparation of legal documents for subdivisions, and codification of County laws. It also represents Carroll Community College, Carroll County Public Library, Humane Society, and Sheriff's Office.

The Department serves as a resource to citizens for general questions about County government and County and State laws.

## Program Highlights

Between FY 14 and FY 18, the County Attorney's Office collected more than \$1.5M in delinquent accounts related to unpaid taxes and fees, medical expenses for inmates, and reimbursements for accidents and bad checks.

## Budget Changes

- A 3% salary increase is included in FY 20.
- Operating decreases due to a one-time increase in outside legal fees in FY 19.

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# **Economic Development**



# Economic Development Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Economic Development Administration	\$1,046,356	\$779,250	\$781,450	\$807,610	3.64%	3.35%
Business and Employment Resource Center	281,601	251,520	246,220	194,560	-22.65%	-20.98%
Econ. Dev. Infrastructure and Investments	1,570,384	2,067,000	2,067,000	1,250,000	-39.53%	-39.53%
Farm Museum	1,098,915	992,880	972,490	960,220	-3.29%	-1.26%
Tourism	322,488	417,570	417,850	408,210	-2.24%	-2.31%
<b>Total Economic Development</b>	<b>\$4,319,744</b>	<b>\$4,508,220</b>	<b>\$4,485,010</b>	<b>\$3,620,600</b>	<b>-19.69%</b>	<b>-19.27%</b>
<b>Total Without Benefits</b>	<b>\$3,709,847</b>	<b>\$4,134,100</b>	<b>\$4,112,540</b>	<b>\$3,425,830</b>	<b>-17.13%</b>	<b>-16.70%</b>

## Mission and Goals

The mission of the Department of Economic Development is to create a positive business environment to foster the growth and retention of resident companies, and encourage the attraction of new industry. The purpose is to provide jobs for local residents, promote a healthy economy, and increase the industrial tax base to provide for government services.

### Goals include:

- Increase the commercial/industrial tax base
- Increase the number of quality jobs
- Support the development of new technology and the growth of resident industries
- Create an environment that fosters small business creation, sustainability, and growth
- Increase tourism in Carroll County and support the efforts of local tourism related businesses
- Assist Carroll County businesses with workforce development needs and citizens in finding employment opportunities

## Highlights, Changes, and Useful Information

The Business and Employment Resource Center continues to see demand for their programs, such as workforce training classes and job search assistance.

### Budget Changes

- FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.
- Economic Development Infrastructure and Investments decreases due to a Commissioner decision to reduce funding to \$1.25M.
- Tourism increases due to advertising, partially offset by one-time vehicle purchase in FY 19.

# Economic Development Administration

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$407,181	\$419,670	\$421,720	\$434,350	3.50%	2.99%
Benefits	217,040	122,830	122,980	67,940	-44.69%	-44.76%
Operating	422,135	236,750	236,750	305,320	28.96%	28.96%
Capital	0	0	0	0	0.00%	0.00%
Total	\$1,046,356	\$779,250	\$781,450	\$807,610	3.64%	3.35%
Total Without Benefits	\$829,316	\$656,420	\$658,470	\$739,670	12.68%	12.33%
Employees FTE	5.75	5.75	5.75	5.75	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

Jack Lyburn, Director (410) 386-2071

Judy Flickinger, Senior Budget Analyst (410) 386-2082

<http://www.carrollbiz.org/>

## Mission and Goals

To create a positive business environment to foster the growth and retention of resident companies, and encourage the attraction of new industry. The purpose is to provide jobs for local residents, promote a healthy economy, and increase the industrial tax base to provide for government services.

## Goals include:

- Enhancing economic development in Carroll County to provide an adequate tax base to maintain a high-quality of life and ensure the stability of communities
- Providing opportunities for residents to work in their communities
- Investing in developing infrastructures and business support programs

## Description

The Department of Economic Development:

- Promotes Carroll County as a business location
- Provides an array of services to residents and potential businesses, such as site and facility tours, research, financing, regulatory agency assistance, and business advocacy services
- Provides administrative support to the Economic Development Commission, a Commissioner-appointed board that acts as an advisor to Commissioners on issues impacting business
- Utilizes many methods to attract new industry, including advertising, e-newsletters, public relations, and attendance at industry and professional association seminars and conferences
- Maintains an active business retention visitation program

## Program Highlights

- February 2019 unemployment numbers rank Carroll County as the fourth lowest in the State at 3.6%, well below the State's unemployment rate of 4.1 %.
- Commercial and Industrial vacancy rates are as noted below.

	Carroll	Baltimore
Office	10.7%	9.5%
Retail	3.5%	4.0%
Industrial	7.7%	7.7%

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to salary adjustments.
- A 3% salary increase is included in FY 20.
- Operating increases due to partial transfer of funding from the Carroll Community College – Entrepreneurship budget.

# Business and Employment Resource Center

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$149,331	\$155,290	\$150,370	\$154,870	-0.27%	2.99%
Benefits	129,160	80,890	80,510	24,240	-70.03%	-69.89%
Operating	3,109	15,340	15,340	15,450	0.72%	0.72%
Capital	0	0	0	0	0.00%	0.00%
Total	\$281,601	\$251,520	\$246,220	\$194,560	-22.65%	-20.98%
Total Without Benefits	\$152,441	\$170,630	\$165,710	\$170,320	-0.18%	2.78%
Employees FTE	2.85	2.85	2.85	2.85	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Jack Lyburn, Director (410) 386-2071**

**Judy Flickinger, Senior Budget Analyst (410) 386-2082**

<http://www.carrollworks.org/>

## Mission and Goals

To develop a highly effective workforce for new and existing businesses, and to assist job seekers in achieving, advancing, and retaining employment.

### Goals include:

- Maximize public investment in job training and workforce development to create and maintain a workforce development system in Carroll County
- Assist citizens in finding employment opportunities, preferably with Carroll County businesses
- Market services to Carroll County employers
- Continue Youth Programs by partnering with public, private, and not-for-profit organizations
- Support State and Federal Departments of Labor's strategic goals to enhance opportunities for America's workforce, promote economic security of workers and families, and foster quality workplaces that are safe, healthy, and fair

## Description

The Business and Employment Resource Center, located at 224 N. Center Street, Room 205, Westminster, MD, provides employment-related services which include skills and career assessment, career counseling, career exploration, occupational skills training, job skill remediation, diploma programs, on-the-job training, and job search/placement assistance. BERC offers a state-of-the-art One-Stop Resource Center with free usage of resources that include current labor market information, current job openings, computers, tutorials, workshops, and a well-equipped library. BERC assists local employers with no-fee recruitment services, posting job openings, job fairs, and supplying meeting or office spaces for business needs. BERC also provides assistance to prospective employers in relation to workforce issues through efforts with the Department of Economic Development.

## Program Highlights

BERC's total operating funds are from the following sources:

	FY 18 Actuals	FY 19 Budget	FY 20 Budget	FY 20 % of Total
Local – County	\$281,600	\$251,520	\$194,560	15.00%
Grants	1,430,622	1,199,526	1,102,900	85.00%
Total	\$1,712,222	\$1,451,046	\$1,297,460	100.00%

During FY 18:

- 11,813 customer visits (1,376 new) were made to BERC
- 489 customers (330 new) were registered to access individualized and training services beyond universally available self-directed services
- 585 documented job placements
- 225 customers received a total of 495 training services
- Job recruitment events were held with over 113 businesses participating and over 1,000 attendees

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to employee turnover.
- A 3% salary increase is included in FY 20.

# Economic Development Infrastructure and Investments

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	1,595,384	2,067,000	2,067,000	1,250,000	-39.53%	-39.53%
Capital	(25,000)	0	0	0	0.00%	0.00%
Total	\$1,570,384	\$2,067,000	\$2,067,000	\$1,250,000	-39.53%	-39.53%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jack Lyburn, Director (410) 386-2071**

**Judy Flickinger, Senior Budget Analyst (410) 386-2082**

## Description

Economic Development Infrastructure and Investments was established to provide funding that would support and encourage economic development in the County. This funding is used to promote Carroll County as a commercial/industrial site for businesses, which may include infrastructure improvements, studies, and targeted investments.

This budget funds projects such as:

- Job training investments
- Feasibility studies
- Land acquisition related to business development
- Business infrastructure development

The staff who administer the expenses are included in the Economic Development Administration budget.

## Program Highlights

- Penguin Random House expanded its Westminster operation by 192,000 square feet, with a capital investment over \$14M.
- Fairlawn Tool constructed a new 75,000 square foot facility at the Westminster Technology Park. It retained its 50 employees and hired 25 new positions.
- Evapco, a global designer and manufacturer of evaporative cooling and industrial refrigeration products, expanded its manufacturing operations to include a new 140,000 square-foot building adjacent to their current facility in Taneytown. It currently employs over 400 full-time workers.
- CoastTec, a Maryland-based company that specializes in the refurbishing and recycling of American Power Conversion (APC) Uninterruptible Power Supplies (UPS), relocated to a 65,000 square foot building in Eldersburg. The new headquarters will employ about 50 people.
- G3 Technologies in Mt. Airy expanded by more than 20,000 square feet. The technology company develops custom solutions for fixed/mobile wireless operators, wireless infrastructure vendors, and wireless consulting companies. The company employs 95 people.

- Lehigh Portland Cement completed a 4.6-mile conveyor system to transport limestone from Lehigh's New Windsor quarry to its Union Bridge facility. After more than a decade of planning and development, the project is fully operational. Total investment of the multi-year project exceeds \$160 million.
- Strouse Corporation expanded its manufacturing operation into a new facility in June 2018. The 65,000 square foot building houses administrative offices and manufacturing functions. Strouse Corporation retained 50 employees and expects to hire 25 additional employees.
- Advanced Thermal Batteries purchased a facility in Westminster for the manufacturing of thermal batteries for the U.S. Department of Defense. The company invested nearly \$7 million and employs 50 people.
- Springdale Preparatory School, a private boarding school, opened to students in August 2017 on the grounds of the former Brethren Center located in New Windsor. Springdale is leasing the building formerly known as New Windsor Middle, with plans to purchase it in the next year.
- Find Solid Corporation purchased 201 Railroad Avenue, Westminster, MD, and is renovating the building for the manufacturing of specialized doors and hardware. This is the company's first United States location and the company expects to hire over 100 people in the coming years.
- In 2018, the Warfield Collaborative (developers) of "Warfield at Historic Sykesville" embarked on the construction of 145 townhomes, complemented with office space within the historic buildings. There is an additional 100,000 square feet available for new retail development.

## Budget Changes

Operating decreases due to a Commissioner decision to reduce funding to \$1.25M in FY 20.

# Farm Museum

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$402,066	\$424,850	\$405,900	\$422,750	-0.49%	4.15%
Benefits	224,206	127,380	125,940	57,820	-54.61%	-54.09%
Operating	419,471	438,050	438,050	475,050	8.45%	8.45%
Capital	53,174	2,600	2,600	4,600	76.92%	76.92%
Total	\$1,098,915	\$992,880	\$972,490	\$960,220	-3.29%	-1.26%
Total Without Benefits	\$874,710	\$865,500	\$846,550	\$902,400	4.26%	6.60%
Employees FTE	11.06	10.90	11.10	11.10	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Jack Lyburn, Director (410) 386-2071**

**Judy Flickinger, Senior Budget Analyst (410) 386-2082**

<http://carrollcountyfarmmuseum.org/>

## Mission and Goals

To promote the prestige and general welfare of Carroll County, to preserve the rural lifestyle that this country was built upon with a living history facility, and to educate all visitors about not only the Museum, but also the County's history and the role agriculture continues to hold in the modern world.

### Goals include:

- Enrich, educate, and entertain visitors by providing an experience of life in rural 19th century Carroll County
- Promote greater understanding of the resourcefulness of 19th century farm life using the technology of the period
- Provide a setting to teach rural Carroll County history to visitors of all ages
- Restore and preserve all Farm Museum buildings

## Description

The Carroll County Farm Museum, located at 500 South Center Street, Westminster, MD, was established in 1966 to preserve the rural heritage of Carroll County and to educate visitors about farming life in the mid-19<sup>th</sup> century.

The Carroll County Farm Museum, the first of its kind in the State of Maryland, provides visitors an overview of the rural Carroll County farm lifestyle of the 19<sup>th</sup> century through exhibits, demonstrations, and traditional arts classes. The special events held throughout the year bring increased revenue to many businesses in the surrounding area.

The Living History Camp, Enrichment Camp, Traditional Arts classes, and the Heirloom and County gardens provide opportunities to demonstrate how Carroll County residents lived 150 years ago.

Farm animals add to the pastoral ambience, along with a fishpond, children's play area, nature trail, flower garden, croquet lawn, horseshoe pits, and volleyball court.

Special events include a Civil War Encampment, Fiddler's Convention, the Old Fashioned July 4<sup>th</sup> Picnic, the Maryland Wine Festival, Fall Harvest Days, and the annual Holiday Tour.

## Program Highlights

- The Farm Museum added to its exhibits with the installation of the Wormseed Distillery. The exhibit highlights a national industry that was headquartered in southern Carroll County.
- The Farm Museum continues to maintain its reputation as a wedding and conference venue.
- Living History Camp for elementary school students, and Traditional Arts Classes for children and adults, continue to be popular programs designed to support the Museum's educational mission and bring history to life.
- The National Archives Exhibit on the Bill of Rights has been acquired and will be added to the permanent collection.

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to employee turnover.
- Personnel increases due to a 3% salary adjustment and additional overtime costs.
- Operating increases due to the addition of tent vendor service, and other vendor costs.
- Capital increases due to equipment replacements.

# Tourism

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$106,915	\$119,100	\$119,360	\$122,940	3.22%	3.00%
Benefits	39,491	43,020	43,040	44,770	4.07%	4.02%
Operating	164,906	228,950	228,950	240,000	4.83%	4.83%
Capital	11,175	26,500	26,500	500	-98.11%	-98.11%
Total	\$322,488	\$417,570	\$417,850	\$408,210	-2.24%	-2.31%
Total Without Benefits	\$282,996	\$374,550	\$374,810	\$363,440	-2.97%	-3.03%
Employees FTE	2.90	2.90	2.90	2.90	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Jack Lyburn, Director (410) 386-2071**

**Judy Flickinger, Senior Budget Analyst (410) 386-2082**

<http://carrollcountytourism.org/>

- Expanded advertising to The Washington Post, The Hagerstown Magazine, and digital ads on Facebook.
- The Tourism budget is 100% funded by the Hotel Tax.

## Mission and Goals

To market Carroll County as a tourist destination, to position Carroll County as a competitive destination statewide, and to provide visitors information and services.

### Goals include:

- Strengthen revenues for the County and local tourism-related businesses
- Market Carroll County as a reasonably priced, quality experience for visitors
- Provide up-to-date information for visitors

## Description

The Carroll County Visitor Center is located at 1838 Emerald Hill Lane, Westminster, MD. The Bureau works to promote Carroll County as an attractive, inexpensive place to visit. These efforts include:

- Operating the Carroll County Visitor Center seven days a week
- Assisting local tourism-related businesses and event organizers in their marketing efforts
- Advertising, creating, and distributing marketing materials
- Attending travel shows that help promote the County
- Creating and distributing Tourism brochures
- Creating and maintaining the Tourism website

## Program Highlights

- Partnered with municipalities' Main Street Managers to assist with their advertising efforts.
- Partnered with The Heart of Civil War Heritage Area to bring more student travel groups to the area.

## Budget Changes

- A 3% salary increase is included in FY 20.
- Operating increases due to advertising.
- Capital decreases due to a one-time vehicle purchase in FY 19, partially offset by furniture replacement.

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# Human Resources

# Human Resources Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Human Resources Administration	\$1,119,991	\$940,210	\$930,370	\$1,279,720	36.11%	37.55%
Health and Fringe Benefits	731,367	14,842,030	14,842,030	28,354,510	91.04%	91.04%
Personnel Services	162,026	199,480	184,230	148,010	-25.80%	-19.66%
<b>Total Human Resources</b>	<b>\$2,013,383</b>	<b>\$15,981,720</b>	<b>\$15,956,630</b>	<b>\$29,782,240</b>	<b>86.35%</b>	<b>86.64%</b>
<b>Total Without Benefits</b>	<b>\$897,523</b>	<b>\$14,955,200</b>	<b>\$14,931,900</b>	<b>\$17,096,060</b>	<b>14.32%</b>	<b>14.49%</b>

## Mission and Goals

To encourage employee growth, foster open communications, and provide a respectful and supportive work environment that enables all Carroll County Government employees to improve and maintain their work productivity in the service of Carroll County citizens.

### Goals include:

- Attract, retain, and develop qualified employees who support the vision, goals, and objectives of Carroll County Government
- Provide career development opportunities to assure continuity of county government operations
- Encourage employee engagement and increase morale through various programs
- Develop and maintain competitive classification and compensation plans
- Develop, monitor, and maintain policies related to employment laws and the Carroll County Personnel Code
- Provide fiscally responsible health and welfare benefits programs to employees as part of the full compensation package

## Highlights, Changes, and Useful Information

Human Resources supports County Government operations, as well as outside agencies at varying levels. Health coverage, retirement, and other benefits are administered and funded out of this Department for the Courts, State's Attorney's Office, and Sheriff's Office. These agencies are able to use the clerical workers in Personnel Services. Health coverage is also provided to the Carroll County Public Library and Animal Control.

### Budget Changes

- Human Resources Administration increases due to the addition of an Employment Compliance Coordinator, a one-time 1% bonus for County, State's Attorney, and Courts employees, and a 3% salary increase included in FY 20.
- Health and Fringe Benefits increases due to the net effect of:
  - Consolidation of OPEB allocations from individual budgets to Health and Fringe Benefits
  - One-time reduction of \$2.0M in FY 19 to rebalance the Internal Service Fund, partially offset by a \$1.0M reduction in FY 20
  - 4.6% increase in claims
  - Addition of eight new positions, including five for the School Resource program



# Human Resources Administration

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$622,590	\$615,110	\$605,970	\$1,044,530	69.81%	72.37%
Benefits	382,898	193,870	193,170	103,640	-46.54%	-46.35%
Operating	114,502	131,230	131,230	130,630	-0.46%	-0.46%
Capital	0	0	0	920	100.00%	100.00%
Total	\$1,119,991	\$940,210	\$930,370	\$1,279,720	36.11%	37.55%
Total Without Benefits	\$737,093	\$746,340	\$737,200	\$1,176,080	57.58%	59.53%
Employees FTE	11.00	10.00	10.00	11.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

Kimberly Frock, Director (410) 386-2129

Lynn Karr, Senior Budget Analyst (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/human-resources/>

## Mission and Goals

To encourage employee growth, foster open communications, and provide a respectful and supportive work environment that enables all Carroll County Government employees to improve and maintain their work productivity in the service of Carroll County citizens.

### Goals include:

- Attract, retain, and develop qualified employees who support the vision, goals, and objectives of Carroll County Government
- Provide career development opportunities
- Encourage employee engagement and increase morale through various programs
- Develop and maintain competitive classification and compensation plans
- Develop, monitor, and maintain policies related to employment laws and the Carroll County Personnel Code

## Description

Human Resources oversees all responsibilities associated with Carroll County Government employment, including:

- Recruitment, selection, and hiring
- Personnel policies, procedures, and files
- Benefits, compensation, and recognition programs
- Employee relations programs
- Computer skills assessment
- Wellness initiatives
- Employee training and development activities
- Compliance with Federal and State employment and benefit laws

## Program Highlights

- Carroll County Government health plans continue to maintain “grandfathered” status under the Patient Protection and Affordable Care Act.
- In FY 18:
  - Facilitated four quarterly orientations on policies, laws, recycling, risk management, and technology services.
  - MoMentum training program offered four computer skills sessions and five management component sessions.
  - Wellness Committee offered 25 events.

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to employee turnover.
- Personnel increases due to a 3% salary adjustment included in FY 20, the addition of an Employment Compliance Coordinator, and a one-time 1% bonus for County, State’s Attorney, and Courts employees.

# Health and Fringe Benefits

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$11,500	\$13,000	\$13,000	\$13,000	0.00%	0.00%
Benefits	651,398	771,580	771,580	12,562,510	1528.15%	1528.15%
Operating	68,469	14,057,450	14,057,450	15,779,000	12.25%	12.25%
Capital	0	0	0	0	0.00%	0.00%
Total	\$731,367	\$14,842,030	\$14,842,030	\$28,354,510	91.04%	91.04%
Total Without Benefits	\$79,969	\$14,070,450	\$14,070,450	\$15,792,000	12.24%	12.24%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, while other operating expenditures were allocated to individual budgets. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

Kimberly Frock, Director (410) 386-2129

Lynn Karr, Senior Budget Analyst (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/human-resources/benefits-summary/>

## Mission and Goals

To administer employee benefits, educate employees about their benefits, and work with employees to resolve issues related to benefits.

The goal is to provide a competitive health and welfare benefit package to employees as part of the total compensation package.

## Description

Benefits offered by the County include:

- Pension plans (see the OPEB, Pension Trust, and Special Revenue Funds section for further explanation and annual contributions)
- Death benefits
- Longevity program
- Life insurance
- Disability benefits
- Medical healthcare
- Dental healthcare
- Tuition Reimbursement
- Wellness program

Staff that administers the Health and Fringe Benefits budget is included in the Human Resources Administration budget.

## Program Highlights

- United Healthcare is the County's medical health plan provider. County employees have a choice between two medical plans:
  - Choice is an HMO program that provides in-network coverage only, with no requirement for referrals, but no out-of-network benefit for employees who choose to utilize non-participating providers.
  - Choice Plus allows the insured to receive treatment within the network of providers for the regular co-payment amount and also provides out-of-network coverage at slightly increased expense to the insured.
- Benefit providers include OptumRx as the provider for prescription coverage and Delta Dental as the PPO provider for dental care.
- Member education resulted in utilization of generic prescriptions increasing from 81.6% to 84.0% in calendar year 2017.
- Member utilization of in-network providers remains high at 99.0%.

## Budget Changes

Health and Fringe Benefits increases due to the net effect of:

- Consolidation of OPEB allocations from individual budgets to Health and Fringe Benefits
- One-time reduction of \$2.0M in FY 19 to rebalance the Internal Service Fund, partially offset by a \$1.0M reduction in FY 20
- 4.6% increase in claims
- The addition of five School Resource positions, an Employment Compliance Coordinator, a Resource Management Technician, and a Network Client Analyst.

# Personnel Services

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$80,462	\$138,400	\$124,240	\$127,970	-7.54%	3.00%
Benefits	81,564	61,070	59,980	20,030	-67.20%	-66.61%
Operating	(0)	10	10	10	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$162,026	\$199,480	\$184,230	\$148,010	-25.80%	-19.66%
Total Without Benefits	\$80,462	\$138,410	\$124,250	\$127,980	-7.54%	3.00%
Employees FTE	3.00	4.00	4.00	4.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

Kimberly Frock, Director (410) 386-2129

Lynn Karr, Senior Budget Analyst (410) 386-2082

## Mission and Goals

To provide a trained work pool of staff to assist County offices with clerical needs.

### Goals include:

- Provide trained clerical support knowledgeable in County procedures and equipment
- Have staff ready and available for clerical openings to shorten recruitment time when vacancies occur

## Description

Personnel Services provides clerical support to all County agencies, Sheriff's Office, the Circuit Court, and the State's Attorney's Office as needed. The staff of clerical positions:

- Is readily available for assignments
- Is familiar with County procedures and policies
- Is trained and familiar with County office equipment and software
- Provides agencies the option to fill vacancies with trained employees
- Eliminates the need for temporary staffing from outside services
- Provides support when other employees are unavailable or additional support is needed

## Program Highlights

In FY 18, Personnel Services provided 4,847 hours of support to various agencies.

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to employee turnover.
- A 3% salary increase is included in FY 20.

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# **Land and Resource Management**

# Land and Resource Management Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Land and Resource Management Administration	\$875,279	\$798,740	\$818,320	\$744,760	-6.76%	-8.99%
Development Review	587,877	570,590	554,870	488,880	-14.32%	-11.89%
Resource Management	942,770	867,520	858,540	766,230	-11.68%	-10.75%
Zoning Administration	302,938	259,200	272,060	239,230	-7.70%	-12.07%
<b>Total Land and Resource Management</b>	<b>\$2,708,864</b>	<b>\$2,496,050</b>	<b>\$2,503,790</b>	<b>\$2,239,100</b>	<b>-10.29%</b>	<b>-10.57%</b>
<b>Total Without Benefits</b>	<b>\$1,692,063</b>	<b>\$1,850,750</b>	<b>\$1,857,930</b>	<b>\$1,951,380</b>	<b>5.44%</b>	<b>5.03%</b>

## Mission and Goals

The Department of Land and Resource Management's vision is to maintain, develop, and implement programs in an efficient and effective manner related to development review, zoning, resource management, geographic information systems (GIS), and agricultural preservation.

### Goals include:

- Preserve farmland in perpetuity for present and future agricultural uses
- Develop creative means to achieve the County's land preservation goal of 100,000 acres
- Provide timely, efficient, accurate, and friendly customer service in a predictable and efficient manner while assuring compliance with County development codes, regulations, and processes, as well as applicable State laws and regulations
- Maintain full EPA National Pollutant Discharge Elimination System (NPDES) permit compliance for the five-year compliance period
- Promote the health, safety, and welfare of the residents of Carroll County through the fair and equitable enforcement of the Zoning Ordinance

## Highlights, Changes, and Useful Information

The majority of funding for the services provided by the Department of Land and Resource Management is in the Community Investment Plan, including Agricultural Land Preservation and water quality projects.

### Budget Changes

- The overall increase from FY 19 Original to Adjusted is due to salary adjustments, partially offset by employee turnover.
- Resource Management increases due to the addition of a Resource Management Technician.
- FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

# Land and Resource Management Administration

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$540,140	\$579,990	\$598,180	\$616,130	6.23%	3.00%
Benefits	310,628	180,590	181,980	96,070	-46.80%	-47.21%
Operating	24,511	38,160	38,160	32,560	-14.68%	-14.68%
Capital	0	0	0	0	0.00%	0.00%
Total	\$875,279	\$798,740	\$818,320	\$744,760	-6.76%	-8.99%
Total Without Benefits	\$564,651	\$618,150	\$636,340	\$648,690	4.94%	1.94%
Employees FTE	9.33	9.43	9.43	9.43	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

Thomas Devilbiss, Director (410) 386-2145

Lynn Karr, Senior Budget Analyst (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/land-resource-management/>

## Mission and Goals

To maintain, develop, and implement programs in an efficient and effective manner related to development review, zoning, resource management, geographic information systems (GIS), and agricultural preservation.

### Goals include:

- Preserve farmland in perpetuity for present and future agricultural uses
- Develop creative means to achieve the County's land preservation goal of 100,000 acres
- Maintain full EPA National Pollutant Discharge Elimination System (NPDES) permit compliance for the five-year compliance period
- Promote the health, safety, and welfare of the residents of Carroll County through the fair and equitable enforcement of the Zoning Ordinance

## Description

The Department of Land and Resource Management is a front-line agency serving the citizens, businesses, and other governmental agencies on a daily basis. The Department provides leadership guidance, GIS products, and technical and statistical information on issues relating to development, land preservation, water resource management, zoning, town/county cooperation, and resource protection issues. Responsibilities also include enforcing the County's Storm Sewer System code, and managing the Countywide National Pollutant Discharge Elimination System (NPDES). The Department assists the Planning and Zoning Commission, the Environmental Advisory Council, and participates in the Water Resource Coordination Council.

## Program Highlights

- Annual in-house training for County and municipal staff was performed in October in compliance with the NPDES permit.
- Administration staff submitted the Annual Permit Compliance Report to the Maryland Department of Environment.
- In FY 18 the County Agricultural Preservation Program preserved 12 farms, for a total of 1,271 acres.

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to salary adjustments.
- A 3% salary increase is included in FY 20.
- Operating decreases due to a reduction in professional services, partially offset by an increase to professional development.

# Development Review

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$321,755	\$414,090	\$399,480	\$411,460	-0.64%	3.00%
Benefits	219,568	142,400	141,290	63,410	-55.47%	-55.12%
Operating	46,555	14,100	14,100	14,010	-0.64%	-0.64%
Capital	0	0	0	0	0.00%	0.00%
Total	\$587,877	\$570,590	\$554,870	\$488,880	-14.32%	-11.89%
Total Without Benefits	\$368,309	\$428,190	\$413,580	\$425,470	-0.64%	2.87%
Employees FTE	8.00	8.00	8.00	8.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

Clayton R. Black, Bureau Chief (410) 386-2145  
 Lynn Karr, Senior Budget Analyst (410) 386-2082  
<https://www.carrollcountymd.gov/government/directory/land-resource-management/development-review/>

## Mission and Goals

To provide timely, efficient, accurate, and friendly customer service in a predictable and efficient manner while assuring compliance with County development codes, regulations, and processes, as well as applicable State laws and regulations.

## Goals include:

- Interpret correctly and consistently apply the requirements of Chapter 155 Development and Subdivision of Land, Chapter 156 Adequate Public Facilities and Concurrency Management, Chapter 158 Zoning, Development Review Manual, and Roads and Storm Drain Design Manual
- Promote economic development initiatives through expeditious and thorough reviews
- Develop and refine systems and procedures to collect, assess, and provide accurate, reliable development information
- Increase the availability of information for improving public knowledge and use of the development process
- Facilitate communications and cooperation for all users of our service
- Continually review and recommend code changes and revisions to improve the functionality of the development process

## Description

The Bureau of Development Review is responsible for reviewing all residential, commercial, and industrial plans in Carroll County. The Bureau processes and tracks development plans from submission through approval while providing development review services to the municipalities. The Bureau is also responsible for monitoring the effects of the Concurrency Management Ordinance and developing the annual report detailing the adequacy level of the applicable facilities.

## Program Highlights

Year	Final Plats Processed and Recorded	Planning Commission Reviewed
FY 18	48	39
FY 17	41	41
FY 16	48	27
FY 15	38	66
FY 14	41	35
FY 13	39	27
FY 12	35	39

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to employee turnover.
- A 3% salary increase is included in FY 20.

# Resource Management

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$513,566	\$569,150	\$560,810	\$624,920	9.80%	11.43%
Benefits	366,742	254,120	253,480	96,870	-61.88%	-61.78%
Operating	54,646	36,050	36,050	33,320	-7.57%	-7.57%
Capital	7,816	8,200	8,200	11,120	35.61%	35.61%
Total	\$942,770	\$867,520	\$858,540	\$766,230	-11.68%	-10.75%
Total Without Benefits	\$576,028	\$613,400	\$605,060	\$669,360	9.12%	10.63%
Employees FTE	9.90	10.15	10.15	10.65	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

Gale Engles, Bureau Chief (410) 386-2145

Lynn Karr, Senior Budget Analyst (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/land-resource-management/resource-management/>

## Mission and Goals

To protect and manage the natural resources for use and enjoyment by the citizens of Carroll County, and to promote public awareness and education to preserve, protect, and improve natural resources in the County.

### Goals include:

- Serve as the central source of information and data relating to Carroll County's natural resources
- Fairly and equitably interpret and apply code requirements for Chapter 53 Environmental Management of Storm Sewer System, Chapter 153 Floodplain Management, Chapter 157 Landscape Enhancement of Development, Chapter 151 Stormwater Management, and Chapter 154 Water Resource Management
- Maintain full EPA National Pollutant Discharge Elimination System (NPDES) permit compliance for the current compliance period
- Protect and promote the economic value and contribution of Carroll County's agricultural resources

## Description

The Bureau of Resource Management staff is responsible for protection and management of water, soil, and forestry resources. The staff is involved in a wide range of activities: subdivision and site plan review, retrofit and restoration projects, tree plantings, water supply protection, watershed assessments, restoration and protection, forest protection and enhancement, landscape development and enhancement, floodplain management and grading/sediment control, sinkhole investigation, program development, inspection and enforcement, and technical assistance to other County agencies and the general public. The work of the Bureau is regulated by County Codes and State/Federal mandated programs.

## Program Highlights

- In FY 18, nine stormwater management retrofit projects were completed, treating 194 acres of impervious area and 411 acres of drainage area.
- 17 projects are currently under design and four are under construction.
- Staff performed 12,303 inspections in FY 18, and processed 712 development plans.
- Community outreach included:
  - Staff participation at Carroll County outdoor School's Earth Day event
  - Speaking at schools, community organizations, club meetings and other venues to ensure environmental information is timely and available
  - "Down to Earth" newsletters sent to citizens throughout the County providing information about Bureau activities and suggestions about ways homeowners can protect the environment

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to employee turnover, partially offset by salary adjustments.
- Personnel increases due to a 3% salary adjustment, the addition of a Resource Management Technician, and a change in personnel allocations to the Watershed Protection and Restoration Fund.
- Operating decreases due to a new printer contract, partially offset by professional development.
- Capital increases due to additional equipment to meet monitoring requirements.



# Zoning Administration

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$174,401	\$183,710	\$195,650	\$201,460	9.66%	2.97%
Benefits	119,864	68,190	69,110	31,370	-54.00%	-54.61%
Operating	8,673	7,000	7,000	6,100	-12.86%	-12.86%
Capital	0	300	300	300	0.00%	0.00%
Total	\$302,938	\$259,200	\$272,060	\$239,230	-7.70%	-12.07%
Total Without Benefits	\$183,075	\$191,010	\$202,950	\$207,860	8.82%	2.42%
Employees FTE	4.00	4.00	4.00	4.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

Jay C. Voight, Zoning Administrator (410) 386-2982  
 Lynn Karr, Senior Budget Analyst (410) 386-2082  
<https://www.carrollcountymd.gov/government/directory/land-resource-management/zoning-administration/>

## Mission and Goals

To maintain a fair and equitable application of the Zoning Ordinance.

### Goals include:

- Promote the health, safety, and welfare of the residents of Carroll County through the fair and equitable enforcement of the Zoning Ordinance
- Administer, maintain, and enforce the Zoning Ordinance and related regulations, and to process development proposals and applications to ensure land use activities are in accordance with the Zoning Ordinance and Comprehensive Plan
- Interpret the Zoning Ordinance and provide information to citizens and legal and real estate professionals on the zoning and use of properties for their determination in land use and purchase decisions
- Enforce written Zoning Regulations, and the approvals and conditions of the Board of Zoning Appeals
- Review all pending building permits to assure Zoning Ordinance conformance

## Description

The purpose of the Zoning Ordinance is to promote the health, safety, and general welfare of the community by regulating and restricting a structure's:

- Height and number of stories
- Percent of lot area that may be occupied
- Population density
- Lot, yard, court, and other open space size
- Location
- Use and purpose

The Zoning Ordinance also functions to:

- Conserve the value of property
- Secure safety from fire, panic, and other danger
- Provide for adequate light and air

The Zoning Administrator:

- Conducts public hearings for variance requests including notices and postings
- Participates in planning efforts as they relate to master plans, comprehensive plans, and map and text amendments

## Program Highlights

	FY 16	FY 17	FY 18
New Zoning Cases	311	331	271
Abated Cases	322	284	291
Zoning Inspections	1,118	1,250	1,085
Zoning Certificates Issued	70	71	86
Admin. Zoning Hearings	73	62	59
Building Permits Processed	1,891	1,865	1,661
Investigation Activities	1,944	2,050	1,872

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to salary adjustments, partially offset by employee turnover.
- A 3% salary increase is included in FY 20.
- Operating decreases due to a reduction in cell tower consulting fees.

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## **Management and Budget**

# Management and Budget Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Management and Budget Administration	\$276,994	\$255,240	\$256,240	\$247,050	-3.21%	-3.59%
Budget	705,872	601,820	606,740	552,030	-8.27%	-9.02%
Grants Office	174,890	171,390	180,220	157,330	-8.20%	-12.70%
Risk Management	1,831,195	2,416,840	2,420,340	2,302,650	-4.72%	-4.86%
<b>Total Management and Budget</b>	<b>\$2,988,951</b>	<b>\$3,445,290</b>	<b>\$3,463,540</b>	<b>\$3,259,060</b>	<b>-5.41%</b>	<b>-5.90%</b>
<b>Total Without Benefits</b>	<b>\$1,621,641</b>	<b>\$3,112,310</b>	<b>\$3,129,260</b>	<b>\$3,067,550</b>	<b>-1.44%</b>	<b>-1.97%</b>

## Mission and Goals

To plan for and facilitate the provision of services, facilities, and infrastructure in a way that protects the County's long-term fiscal position.

### Goals include:

- Ensure budget compliance and the most cost-effective use of the County's financial resources
- Leverage resources by securing as much grant revenue as possible
- Minimize losses due to accidents and damage to County employees and property
- Provide asset management through effective safety, insurance, and building inspection programs

## Highlights, Changes, and Useful Information

- The Department of Management and Budget supports County Government operations and outside agencies at varying levels.
- Risk Management administers the County's insurance program that provides services such as Workers Compensation and property insurance to the Courts, State's Attorney, Sheriff's Office, Carroll Community College, Carroll County Public Library, and many others.
- Grants Office provides grant writing assistance to many outside agencies, particularly the local non-profits.
- The current FY 19 Adopted Operating and Capital Budgets, as well as prior year budgets, are available on the Carroll County Government website.
- Grants statistical information:

	FY 15	FY 16	FY 17	FY 18
Grant Applications	89	101	113	98
Grants Awarded	78	88	91	87
Grants Denied	11	13	22	9
Grants Pending	0	0	0	2
Award Dollars	\$12,910,554	\$13,525,303	\$12,314,137	\$12,846,237

## Budget Changes

- The overall increase from FY 19 Original to Adjusted is due to salary adjustments.
- FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.
- Risk decreases due to a reduction in the transfer to the Workers Compensation Internal Service Fund (ISF).

# Management and Budget Administration

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$189,086	\$194,930	\$195,870	\$201,740	3.49%	3.00%
Benefits	79,437	50,360	50,420	31,570	-37.31%	-37.39%
Operating	8,470	9,950	9,950	13,740	38.09%	38.09%
Capital	0	0	0	0	0.00%	0.00%
Total	\$276,994	\$255,240	\$256,240	\$247,050	-3.21%	-3.59%
Total Without Benefits	\$197,557	\$204,880	\$205,820	\$215,480	5.17%	4.69%
Employees FTE	2.00	2.00	2.00	2.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Ted Zaleski, Director (410) 386-2082**

**Heidi K. Pepin, Management and Budget Project Coordinator  
(410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/management-budget/>

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to salary adjustments.
- A 3% salary increase is included in FY 20.
- Operating increases due to the consolidation of office and computer supplies in Management and Budget Administration.

## Mission

To manage the County's financial resources and insured investments efficiently and effectively.

## Goals include:

- Accurately project the availability of resources without exceeding actual collections
- Provide information and analysis to the Board of County Commissioners
- Help agencies to provide services, facilities, and infrastructure
- Monitor revenues and expenditures to assure a fiscally appropriate year-end position
- Communicate information about the budget, six-year budget plans, and the fiscal position to elected officials, service providers, and the public

## Description

The Department of Management and Budget includes Management and Budget Administration, the Bureau of Budget, Risk Management, and Grants Office. Through these agencies, the Department organizes and provides detailed fiscal analysis and management information to assist the Board of County Commissioners and County agencies in making informed management decisions.

The Department of Management and Budget seeks to develop funding strategies that provide a mix of funds from Federal, State, foundation, local, and corporate sources. It also oversees many of the County's insurance programs while working to reduce insurance losses through various Risk Management programs.

# Budget

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$460,616	\$448,290	\$452,850	\$467,530	4.29%	3.24%
Benefits	238,232	139,530	139,890	73,080	-47.62%	-47.76%
Operating	4,591	14,000	14,000	11,420	-18.43%	-18.43%
Capital	2,434	0	0	0	0.00%	0.00%
Total	\$705,872	\$601,820	\$606,740	\$552,030	-8.27%	-9.02%
Total Without Benefits	\$467,640	\$462,290	\$466,850	\$478,950	3.60%	2.59%
Employees FTE	7.15	7.15	7.15	7.15	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Deborah Effingham, Bureau Chief (410) 386-2082**

**Heidi K. Pepin, Management and Budget Project Coordinator  
(410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/management-budget/bureau-of-budget/>

## Mission

To turn the Commissioners' vision, goals, and priorities into services and facilities through the allocation of resources. The Bureau of Budget facilitates the County Budget process, and is responsible for forecasting and monitoring all revenues and expenditures.

## Goals include:

- Accurately project the availability of resources without exceeding actual collections
- Provide information and analysis to the Board of County Commissioners
- Help agencies provide services, facilities, and infrastructure
- Monitor revenues and expenditures to assure a fiscally appropriate year-end position
- Communicate information about the budget, six-year plans, and our fiscal position to elected officials, service providers, and the public

## Description

The Bureau of Budget facilitates the County Budget process, and is responsible for forecasting and monitoring all revenues. Staff assists County agencies in the preparation of their budget requests, reviews those requests, and makes recommendations to the County Commissioners for a balanced budget.

Throughout the year, Budget staff reviews agency expenditure requests for conformance to the approved budget and resolves any issues that arise. Staff performs analysis of County agencies with respect to efficiency, methods, procedures, and organization as instructed by the Director of Management and Budget and the Board of County Commissioners.

## Program Highlights

The current FY 19 Adopted Operating and Capital Budgets are available on the Carroll County Government website. The Recommended, Proposed, and Adopted Capital and Operating Budgets for FY 20 become available on the website as each are completed.

FY 19 marks the 12<sup>th</sup> consecutive year the Adopted Budget Books received the Government Finance Officers Association (GFOA) "Distinguished Budget Presentation Award".

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to salary adjustments.
- A 3% salary increase is included in FY 20.
- Operating decreases due to the consolidation of office and computer supplies in Management and Budget Administration.

# Grants Office

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$115,528	\$117,740	\$125,940	\$129,680	10.14%	2.97%
Benefits	53,326	38,220	38,850	20,200	-47.15%	-48.01%
Operating	6,036	14,930	14,930	7,450	-50.10%	-50.10%
Capital	0	500	500	0	-100.00%	-100.00%
<b>Total</b>	<b>\$174,890</b>	<b>\$171,390</b>	<b>\$180,220</b>	<b>\$157,330</b>	<b>-8.20%</b>	<b>-12.70%</b>
<b>Total Without Benefits</b>	<b>\$121,564</b>	<b>\$133,170</b>	<b>\$141,370</b>	<b>\$137,130</b>	<b>2.97%</b>	<b>-3.00%</b>
<b>Employees FTE</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

Deborah Standiford, Grants Manager (410) 386-2082

Heidi K. Pepin, Management and Budget Project

Coordinator (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/management-budget/grants-management/>

## Mission and Goals

To enhance Carroll County by advocating, seeking, developing, securing, and managing grant funding.

### Goals include:

- Help service providers make successful grant applications
- Focus on grant opportunities with the greatest impact on the Commissioners' goals
- Maintain a process that promotes successful compliance

## Description

Grants Office assists County agencies, County-related agencies, municipalities, and non-profits to identify, develop, write, manage, and evaluate grants. Grants are sought from Federal, State, foundation, and corporate sources. Research provides grant opportunities that closely fit agency needs. Every grant is reviewed to ensure quality of writing and accuracy of budget information. Application requirements are reviewed to assure that the application sufficiently covers information requested so that the grant receives the best evaluation possible from the granting agency.

Grant award conditions are reviewed and assistance is provided to grantees to assure compliance with grant requirements, which are becoming more stringent. Grants may also be selected for monitoring at random to assure sufficiency of record keeping in preparation for audit.

*Grantsline*, a monthly newsletter published by Grants Office, contains current Federal, State, and philanthropic grant opportunities.

## Program Highlights

	FY 16	FY 17	FY 18
Grant Applications	101	113	98
Grants Awarded	88	91	87
Grants Denied	13	22	9
Grants Pending	0	0	2
Award Dollars	\$13,525,303	\$12,314,137	\$12,846,237

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to salary adjustments.
- A 3% salary increase is included in FY 20.
- Operating decreases due to the biennial Indirect Cost Study in FY 19.
- Capital decreases due to one-time furniture replacement in FY 19.

# Risk Management

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$227,172	\$224,160	\$227,410	\$234,230	4.49%	3.00%
Benefits	996,315	104,870	105,120	66,660	-36.44%	-36.59%
Operating	607,391	2,084,810	2,084,810	1,998,760	-4.13%	-4.13%
Capital	317	3,000	3,000	3,000	0.00%	0.00%
Total	\$1,831,195	\$2,416,840	\$2,420,340	\$2,302,650	-4.72%	-4.86%
Total Without Benefits	\$834,880	\$2,311,970	\$2,315,220	\$2,235,990	-3.29%	-3.42%
Employees FTE	4.00	4.00	4.00	4.00	-----	-----

Note: Actuals include allocations for health and fringe and OPEB while some operating expenditures were allocated to individual budgets. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 reflects a change in benefit allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Cecilia Devilbiss, Risk Manager (410) 386-2082**  
**Heidi K. Pepin, Management and Budget Project Coordinator**  
**(410) 386-2082**  
<https://www.carrollcountymd.gov/government/directory/management-budget/risk-management/>

## Mission and Goals

To prevent adverse events and to build and promote a zero-accident culture while seeking an accident-free work environment.

### Goals include:

- Identify and address all sources of workplace risk
- Assess the impact of various risks on the County
- Work with departments to reduce risks and costs, and to ensure compliance with laws and regulations

## Description

Risk Management protects the assets of Carroll County and administers the County's safety and insurance programs. The office contracts with insurance companies for a variety of insurance coverage, including: casualty, comprehensive, general liability, umbrella, crime, environmental impairment, workers' compensation, and employee bonding. Risk Management monitors all of its programs to ensure the County is receiving the best rates and utilizes other current cost-saving measures such as self-insurance.

Risk Management maintains and works to improve the internal procedures to reduce loss exposure. The office sponsors safety activities to remind all employees of the importance of a safe work environment. Risk Management also follows guidelines set forth by the Department of Transportation, which include physicals and drug alcohol testing for employees driving County vehicles.

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to salary adjustments.
- A 3% salary increase is included in FY 20.
- Operating decreases due to a reduction in the ISF Transfer, partially offset by additional funding for Comprehensive Collision insurance associated with new positions.

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## **Technology Services**



# Technology Services Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Technology Services	\$4,619,193	\$4,965,310	\$4,967,140	\$4,685,310	-5.64%	-5.67%
Production and Distribution Services	388,135	472,920	473,580	448,270	-5.21%	-5.34%
<b>Total Technology Services</b>	<b>\$5,007,328</b>	<b>\$5,438,230</b>	<b>\$5,440,720</b>	<b>\$5,133,580</b>	<b>-5.60%</b>	<b>-5.65%</b>
<b>Total Without Benefits</b>	<b>\$3,877,011</b>	<b>\$4,765,560</b>	<b>\$4,768,930</b>	<b>\$4,780,480</b>	<b>0.31%</b>	<b>0.24%</b>

## Mission and Goals

The Department of Technology Services provides cost-effective, quality technology solutions and services that enable County departments, agencies, and partners to be successful in achieving their respective goals.

### Goals include:

- To provide technology services to County agencies and partners to ensure appropriate and cost-effective use of IT services
- To provide technical expertise in the implementation and support of computer applications to County agencies and partners in order to accomplish management improvements and business process efficiencies, and to serve the residents, businesses, and employees of Carroll County
- To provide the underlying technology infrastructure required to assist County agencies in providing effective support to residents
- To increase access to information and services through E-Government platforms

## Highlights, Changes and Useful Information

- The Carroll County Public Network (CCPN) high-speed voice and data connections to the Carroll County Public School System, Carroll Community College, the Carroll County Public Library System, and all County government facilities were upgraded from 1 GB to 10 GB.
- Technology Services completed replacing the backup system and started upgrading virtual servers.
- County-wide migration to Microsoft Office 365 annual subscriptions is under way.

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to a mid-year budget transfer for County website hosting.
- FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.
- Technology Services decreases due to multi-year software and hardware maintenance for the backup system and virtual servers purchased in FY 19, partially offset by the addition of a Network Client Analyst position and new software purchases for Department of Public Works.

# Technology Services

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$1,928,877	\$2,032,090	\$2,020,150	\$2,133,390	4.99%	5.61%
Benefits	1,049,647	622,710	621,790	332,280	-46.64%	-46.56%
Operating	1,647,177	2,151,340	2,166,030	2,115,180	-1.68%	-2.35%
Capital	(6,508)	159,170	159,170	104,460	-34.37%	-34.37%
Total	\$4,619,193	\$4,965,310	\$4,967,140	\$4,685,310	-5.64%	-5.67%
Total Without Benefits	\$3,569,546	\$4,342,600	\$4,345,350	\$4,353,030	0.24%	0.18%
Employees FTE	31.00	31.17	31.17	32.17	-----	-----

Note: Actuals include allocations for health and fringe and OPEB while some operating and capital outlay expenditures were allocated to individual budgets. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 reflects a change in benefit allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

Mark Ripper, Director (410) 386-2056

Chizuko M. Godwin, Budget Analyst (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/technology-services/>

## Mission and Goals

To provide up-to-date intellectual and technical resources to the departments, offices, and bureaus of Carroll County Government and partner agencies so the County can offer greater efficiency in the services it provides.

## Goals include:

- Provide technology services to County agencies and partners to ensure appropriate, cost-effective use of IT services
- Provide technical expertise in implementation and support of computer applications to County agencies and partners to accomplish management improvements and business process efficiencies, and to serve the residents, businesses, and employees of Carroll County
- Provide underlying technology infrastructure to assist County agencies in providing effective support to residents
- Increase access to information and services through E-Government platforms

## Description

Technology Services provides information and technology services to Carroll County Government and governmental partners, educating and training personnel in the use of computer equipment and business applications including enterprise Geographic Information Systems (GIS). Staff also evaluates, selects, and initiates purchasing procedures for information processing hardware, software, and consulting services. Additionally, Technology Services acts as liaison and coordinator between vendors, consultants, and County agencies.

## Program Highlights

Technology Services provides high-speed voice and data connections to all County government facilities.

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to a mid-year budget transfer for the County Website Hosting.
- Personnel increases due to a 3% salary adjustment and the addition of a Network Client Analyst position.
- Operating decreases due to multi-year software and hardware maintenance for the backup system and virtual servers purchased in FY 19, partially offset by the addition of a Network Client Analyst position and new software purchases for Department of Public Works.
- Capital decreases due to hardware purchases associated with new positions transferred to Public Safety 911.

# Production and Distribution Services

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$124,936	\$129,280	\$129,900	\$133,760	3.47%	2.97%
Benefits	80,671	49,960	50,000	20,820	-58.33%	-58.36%
Operating	182,529	293,680	293,680	293,690	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$388,135	\$472,920	\$473,580	\$448,270	-5.21%	-5.34%
Total Without Benefits	\$307,465	\$422,960	\$423,580	\$427,450	1.06%	0.91%
Employees FTE	3.00	3.00	3.00	3.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

Mark Ripper, Director (410) 386-2056

Chizuko M. Godwin, Budget Analyst (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/technology-services/>

## Description

To provide organizational support services including photocopying, white prints, binding, laminating, and mailing and shipping services to County agencies, as well as to some affiliated groups.

Production and Distribution Services (PDS) serves as an in-house print shop, generating both color and black and white copies. In addition, the staff will staple, hole punch, bind, cut, and laminate to order. The staff works to find the most cost-effective methods to handle mail and shipping.

## Program Highlights

- Nearly three million copies are made each year.
- Approximately 165,000 pieces of mail are distributed on a monthly basis and delivered daily to 72 locations.
- More than 80,000 square feet of blueprints/whiteprints are copied annually.

## Budget Changes

A 3% salary increase is included in FY 20.

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## **General Government Other**

# General Government Other Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Administrative Hearings	\$93,810	\$90,150	\$90,380	\$78,570	-12.85%	-13.07%
Audio Video Production	222,255	204,080	204,030	183,910	-9.88%	-9.86%
Board of Elections	838,280	1,297,980	1,297,980	1,449,700	11.69%	11.69%
Board of License Commissioners	82,619	91,270	86,050	78,040	-14.50%	-9.31%
County Commissioners	1,159,019	1,083,110	1,073,780	979,630	-9.55%	-8.77%
Not in Carroll	0	300,000	300,000	300,000	0.00%	0.00%
<b>Total General Government Other</b>	<b>\$2,395,982</b>	<b>\$3,066,590</b>	<b>\$3,052,220</b>	<b>\$3,069,850</b>	<b>0.11 %</b>	<b>0.58 %</b>
<b>Total Without Benefits</b>	<b>\$1,890,897</b>	<b>\$2,436,520</b>	<b>\$2,423,170</b>	<b>\$2,906,480</b>	<b>19.29 %</b>	<b>19.95 %</b>

## Highlights, Changes, and Useful Information

General Government Other includes various County and State budgets, with no inherent relationship. They are combined for presentation purposes only.

- Since FY 11, five Commissioners are elected by district. These election districts can be viewed at: <https://www.carrollcountymd.gov/government/commissioners/>
- Not in Carroll is a comprehensive initiative to combat drug abuse and provides resources for drug prevention, treatment, prosecution, and enforcement in Carroll County.
- The Board of License Commissioners collects fees for applications of new or transferred liquor licenses and license violations. Below is a history of liquor license revenues:

FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
\$210,610	\$214,426	\$208,787	\$216,212	\$201,549	\$198,754	\$210,501	\$213,164	\$223,276

## Budget Changes

- The overall decrease from FY 19 Original to Adjusted is due to salary adjustments.
- FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.
- Board of Elections increases due to planned addition of a third early voting site, costs associated with Same-Day Registration, and an increase in State billing.

# Administrative Hearings

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$46,199	\$47,540	\$47,760	\$49,190	3.47%	2.99%
Benefits	32,930	17,390	17,400	7,700	-55.72%	-55.75%
Operating	14,681	25,220	25,220	21,680	-14.04%	-14.04%
Capital	0	0	0	0	0.00%	0.00%
Total	\$93,810	\$90,150	\$90,380	\$78,570	-12.85%	-13.07%
Total Without Benefits	\$60,880	\$72,760	\$72,980	\$70,870	-2.60%	-2.89%
Employees FTE	1.00	1.00	1.00	1.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Jo Vance, Administrative Hearings Coordinator**  
(410) 386-2094

**Chizuko Godwin, Budget Analyst (410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/county-administrator/administrative-hearings/>

## Mission and Goals

To provide excellent and efficient service in a courteous and friendly manner, and to help constituents through the required processes for zoning appeals, ethics questions, and historical preservation applications.

## Description

The Board of Zoning Appeals is a five-member board appointed by the County Commissioners to serve three-year terms. Their purpose is to hear citizen appeals for zoning violation citations, and for special exceptions and variances to zoning ordinance regulations and specifications. The Board consists of a chairman and four members who sit as administrative judges three to four days each month, depending upon the number of cases filed and scheduled.

The Carroll County Ethics Commission is a six-member board established by County law appointed by the Carroll County Commissioners. The role of the Ethics Commission is to receive and maintain financial disclosures and lobbying disclosures, process outside employment requests, process and make determinations as to complaints filed by persons alleging violations of the Ethics Ordinance, and to provide public information regarding the purpose and application of the Ethics Ordinance.

The Historic Preservation Commission (HPC) is a five-member board established by County law and appointed by the Carroll County Commissioners. The HPC reviews work permit applications prior to changes being made to any property within the Historic District involving exterior changes which would affect the historic, archaeological, or architectural significance of the property. Additionally, the HPC is required to maintain and

update the Maryland Inventory of Historic Properties for Carroll County, review petitions for designation as a historic site, structure, or district, and review applications for conditional uses and variances for properties located within the Historic District.

Board members are appointed by the County Commissioners and are not County employees.

Staff associated with this budget provide administrative support to the HPC, Board of Zoning Appeals, and Ethics Commission.

## Budget Changes

- A 3% salary increase is included in FY 20.
- Operating decreases due to a reduction in per diem expenses to reflect historical spending.

# Audio Video Production

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$125,142	\$135,020	\$134,970	\$139,510	3.33%	3.36%
Benefits	79,716	50,930	50,930	21,750	-57.29%	-57.29%
Operating	2,457	2,800	2,800	2,650	-5.36%	-5.36%
Capital	14,939	15,330	15,330	20,000	30.46%	30.46%
Total	\$222,255	\$204,080	\$204,030	\$183,910	-9.88%	-9.86%
Total Without Benefits	\$142,539	\$153,150	\$153,100	\$162,160	5.88%	5.92%
Employees FTE	2.63	3.00	3.00	3.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Chris Swam, Digital Media Manager (410) 386-2801**

**Chizuko Godwin, Budget Analyst (410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/county-administrator/audiovideo-production/>

## Mission and Goals

- To provide information to Carroll County citizens concerning the functions, activities, and programs of Carroll County Government.
- To expand and enhance public participation in the governmental process by broadcasting meetings of governmental bodies, public hearings, and other related governmental events
- To create and present programs to expand citizen awareness of County government, organizations and functions
- To facilitate communication between citizens and government officials
- To expand and enhance citizen access to County programs and services via cable television and Internet
- To enhance emergency communications in the County
- To educate and inform citizens about County government decisions and decision makers
- To provide consistent messaging over multiple platforms

## Goals include:

- Develop a global brand for Carroll County to encompass all aspects of county government and promote the benefits of Carroll County
- Coordinate with agencies to promote programs and projects
- Coordinate social media messaging across departments
- Develop a calendar of postings to social media platforms and track the effectiveness of the communication
- Increase subscriptions for Carroll Connect and followers on Facebook and Twitter
- Ensure that content on the County website is up to date
- Promote County initiatives and ideas through local media

## Description

The Audio Video Production creates content for Comcast Channel 24, digital content for Web Streaming, County Social Networking, and provides media assistance to County departments. In addition, staff provides technical maintenance of audio/video equipment, along with the design and installation of County audio and video systems.

Audio Video Production provides timely, accurate information about County government programs, projects, and issues. Staff serves as a liaison between the government, members of the media, and citizens of Carroll County, MD.

## Program Highlights

Social media statistics for 2018 include:

- 21,845 subscribers to GovDelivery Service
- 19,000 visits to Meeting Portal/Web Stream
- 19,201 views on County's YouTube Channel
- 3,786 followers on Twitter
- 5,079 followers on Facebook

## Budget Changes

- A 3% salary increase is included in FY 20.
- Capital increases due to equipment replacement.

# Board of Elections

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$15,265	\$31,070	\$31,070	\$34,550	11.20%	11.20%
Benefits	1,167	2,380	2,380	2,420	1.68%	1.68%
Operating	819,821	1,263,530	1,263,530	1,412,430	11.78%	11.78%
Capital	2,027	1,000	1,000	300	-70.00%	-70.00%
Total	\$838,280	\$1,297,980	\$1,297,980	\$1,449,700	11.69%	11.69%
Total Without Benefits	\$837,113	\$1,295,600	\$1,295,600	\$1,447,280	11.71%	11.71%
Employees FTE	0.60	0.62	0.62	0.62	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Katherine Berry, Director (410) 386-2080**  
**Heidi K. Pepin, Management and Budget Project**  
**Coordinator (410) 386-2082**  
<https://elections.carrollcountymd.gov/>

## Mission and Goals

To conduct Primary and General Elections for the citizens of Carroll County.

### Goals include:

- Administer Federal, State, and Local laws, policies, and court decisions
- Implement all election-related legislation of the Maryland General Assembly
- Conduct honest and impartial elections with the highest level of integrity
- Ensure access to early voting centers

## Description

The Board of Elections is responsible for all Federal, State, and County elections held in Carroll County. The Board consists of five regular members appointed by the Governor for four-year terms. The Board administers programs, including voter registration, absentee ballots, election judge hiring and training, petition management, election and results management, candidacy and campaign finance, precinct boundary and street file management, voting system and electronic pollbook maintenance. As of December 31, 2018, there were 123,565 active voters in Carroll County, with 36 polling locations and 2 early voting centers.

## Program Highlights

Following is a history of voter activity:

	CY 15	CY 16	CY 17	CY 18
Registrations	6,866	10,049	6,893	7,778
Address Changes	6,491	10,030	7,661	6,850
Name Changes	2,138	2,846	2,351	2,788
Deletions	4,635	7,726	8,250	5,567
Affiliation Changes	2,086	5,063	2,032	2,541
<b>Total</b>	<b>22,216</b>	<b>35,714</b>	<b>27,187</b>	<b>25,524</b>

## Budget Changes

- The annual stipend for Board of Elections members increases \$500 for four members, with the President of the Board receiving a \$1,000 increase.
- Operating increases due to the planned addition of a third early voting site, costs associated with Same-Day Registration, and an increase in State billing.



# Board of License Commissioners

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$51,460	\$61,880	\$57,030	\$58,520	-5.43%	2.61%
Benefits	17,018	17,940	17,570	8,040	-55.18%	-54.24%
Operating	14,141	11,450	11,450	11,480	0.26%	0.26%
Capital	0	0	0	0	0.00%	0.00%
Total	\$82,619	\$91,270	\$86,050	\$78,040	-14.50%	-9.31%
Total Without Benefits	\$65,601	\$73,330	\$68,480	\$70,000	-4.54%	2.22%
Employees FTE	1.55	1.38	1.18	1.18	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Jo Vance, Administrative Hearings Coordinator**  
(410) 386-2094

**Chizuko Godwin, Budget Analyst (410) 386-2082**  
<https://www.carrollcountymd.gov/government/boards-commissions/board-of-license-commissioners-liquor-board/>

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to a reduction in hours for the part-time inspector, partially offset by salary adjustments.
- A 3% salary increase is included in FY 20.

## Mission and Goals

To assure compliance with the regulations of Article 2B, the Laws and Regulations of the State of Maryland, for the sale of alcoholic beverages and tobacco tax.

## Description

The Board of License Commissioners is a three-member board mandated by State law. They are appointed by the Carroll County Commissioners to accept, hear, and approve applications for County liquor licenses. The Board is responsible for the annual renewal of all existing liquor licenses, issuance of special and temporary liquor licenses, and the enforcement of the State alcoholic beverage laws. The Board consists of a Chairman and two members who sit as administrative judges, meeting one day each month to hear requests for applications and cases on violations that have been filed. The three Board members are appointed by the County Commissioners and are not County employees.

## Program Highlights

Fees are collected for applications for new or transferred liquor licenses and license violations. The Board of License Commissioners collects these fees. Below is a history of liquor license revenues:

FY 14	FY 15	FY 16	FY 17	FY 18
\$201,549	\$198,754	\$210,501	\$213,164	\$223,276

# County Commissioners

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$679,528	\$764,280	\$755,610	\$773,320	1.18%	2.34%
Benefits	374,253	241,430	240,770	123,460	-48.86%	-48.72%
Operating	104,794	76,900	76,900	82,850	7.74%	7.74%
Capital	443	500	500	0	-100.00%	-100.00%
Total	\$1,159,019	\$1,083,110	\$1,073,780	\$979,630	-9.55%	-8.77%
Total Without Benefits	\$784,765	\$841,680	\$833,010	\$856,170	1.72%	2.78%
Employees FTE	14.13	14.00	14.00	13.65	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Roberta Windham, County Administrator (410) 386-2043**  
**Stephanie R. Krome, Senior Budget Analyst (410) 386-2082**  
<https://www.carrollcountymd.gov/government/commissioners/>

## Mission and Goals

To ensure Carroll County government provides effective and efficient service to its citizens in a courteous and friendly manner. Carroll County conducts business openly and encourages all residents to play an active role in creating and keeping Carroll County a great place to live, a great place to work, and a great place to play.

## Ten Governing Principles

The Board of Commissioners established principles that will guide their administration. Refer to the link below to get a full explanation of the principles.

<http://ccgoverment.carr.org/ccg/releases/Gov%20Principles.pdf>

1. Smaller, Constitutional Government
2. Mandates
3. Term Limits
4. Property Taxes
5. Economic Development
6. Affirmation of Our Values
7. Protection of Individual Property Rights
8. Capital Expenditures
9. Straight Talk and Citizen Participation
10. Servant Leadership

## Description

Pursuant to the Maryland Constitution, State law, and the County Code, the Board of County Commissioners serves as the executive and legislative branches of Carroll County government. The Commissioners' duties include setting and enacting administrative, legislative, and executive policies, approving budgets, establishing the tax levy, and setting the direction of the County Master Plan. The Master Plan should be a blueprint for future decisions that balance the need for economic growth and diversity with programs and strategies that maintain and enhance

the quality of life for citizens in the County and within each of the eight incorporated municipalities.

## Program Highlights

Beginning FY 11, five Commissioners are elected by district. These election districts can be viewed at:

<https://www.carrollcountymd.gov/government/commissioners/>

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to a change in hours for the Legislative Liaison position.
- A 3% salary increase is included in FY 20.
- Operating increases due to professional development.
- Capital decreases due to one-time furniture replacement in FY 19.

# Not in Carroll

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	0	300,000	300,000	300,000	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$0	\$300,000	\$300,000	\$300,000	0.00%	0.00%
Total Without Benefits	\$0	\$300,000	\$300,000	\$300,000	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Roberta Windham, County Administrator (410) 386-2043

Taylor Hockensmith, Budget Analyst (410) 386-2082

## Mission and Goals

To provide additional funding to drug treatment, prevention, prosecution, and enforcement.

## Description

Not in Carroll is a comprehensive initiative to combat drug abuse and provide resources for drug prevention, treatment, prosecution, and enforcement in Carroll County. Funds will be distributed to programs as recommended by a committee made up of members from local law enforcement, clinicians, and the community, and approved by the Board of County Commissioners.

## Program Highlights

In FY 19, the following were approved:

- \$135,000 for a Crisis Call Center through the Carroll County Health Department
- \$50,000 for startup costs related to a nurse practitioner and \$25,000 for a vehicle for the Assertive Community Treatment team, both housed at Youth Services Bureau
- \$43,000 to the Board of Education for an afterschool program for middle school students
- \$25,000 for the Street Smart Program through the Boys and Girls Club of Westminster
- \$15,000 for a behavioral health resource guide

*Conservation and Natural  
Resources Appropriations*

# Conservation and Natural Resources Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Extension Office of Carroll County	\$482,290	\$498,810	\$498,810	\$511,330	2.51%	2.51%
Gypsy Moth	6,075	30,000	30,000	30,000	0.00%	0.00%
Soil Conservation District	541,221	450,020	451,420	415,940	-7.57%	-7.86%
Weed Control	62,858	67,230	67,230	74,480	10.78%	10.78%
<b>Total Conservation and Natural Resources</b>	<b>\$1,092,445</b>	<b>\$1,046,060</b>	<b>\$1,047,460</b>	<b>\$1,031,750</b>	<b>-1.37%</b>	<b>-1.50%</b>
<b>Total Without Benefits</b>	<b>\$891,810</b>	<b>\$948,420</b>	<b>\$949,720</b>	<b>\$981,050</b>	<b>3.44%</b>	<b>3.30%</b>

## Mission and Goals

Conservation and Natural Resources is a group of State agencies that have a funding partnership with Carroll County. There is no inherent relationship between these budgets. They are combined for presentation purposes only.

## Goals include:

- Support Carroll County's agriculture industry
- Protect and take actions to preserve the County and State's valuable natural resources
- Promote public awareness and education to maintain and improve residents' wellbeing and the quality and quantity of natural resources
- Control and eliminate threats to our natural resources

## Highlights, Changes, and Useful Information

In FY 18:

- Extension Office of Carroll County served 29,727 constituents.
- Gypsy Moth program conducted more than 625 gypsy moth egg mass surveys on private, State, and County lands.
- Farmers in Carroll County completed 40 soil conservation capital projects, with assistance of \$437,673 from the Maryland Agricultural Water Quality Cost-Share Programs (MACS).
- Carroll farmers entered into 144 contracts to cover 34,468 acres through the Winter Cover Crop Program.
- Weed Control's noxious weed spray program generated \$142 in revenues from private properties, \$93,091 in revenues from State and County agencies, and a value of \$13,391 for County roads and properties. Weed Control does not bill the County for spraying County right-of-way along roads.

## Budget Changes

- FY 20 Budget reflects a change in OPEB allocations for Soil Conservation. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.
- Weed Control increases due to additional spraying of noxious weeds, offset by revenue.

# Extension Office of Carroll County

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	482,290	498,810	498,810	511,330	2.51%	2.51%
Capital	0	0	0	0	0.00%	0.00%
Total	\$482,290	\$498,810	\$498,810	\$511,330	2.51%	2.51%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Jennifer Benteljewski, Interim Area Extension Director  
(410) 386-2760

Cheryl Hill, Business Services Specialist (410) 386-2760

Lynn Karr, Senior Budget Analyst (410) 386-2082

<http://extension.umd.edu/carroll-county>

## Mission and Goals

To enhance the quality of life for people and communities by disseminating unbiased research-based educational information.

## Description

University of Maryland Extension (UME) is a statewide, non-formal education system within the college of Agriculture and Natural Resources and the University of Maryland Eastern Shore. UME educational programs and problem-solving assistance are available to citizens and are based on the research and experience of land grant universities such as the University of Maryland, College Park. The County funds approximately 40% of the cost of operations.

There are eight educators and one Nutrient Management Advisor based in the Carroll County Office that provide educational programming and materials, services and consultations for the community. There is also a Business Services Specialist, two Administrative Assistants, and an Information Technology Assistant who provides the administrative support for the office. An Area Extension Director provides administrative oversight and direction for the Carroll, Frederick, and Howard County offices, and approximately 35% of the Director's time is based in Carroll County.

UME provides solutions in the community by providing timely, research-based information through educational programs and materials in the following areas:

Agricultural and Natural Resources	Family and Consumer Sciences
4-H Youth Program	Nutrient Management
Nutrition Education Program	
Home Horticulture and Master Gardener Program	

## Program Highlights

In FY 18:

- The 4-H Youth Development Educators supported 35 community-based 4-H Clubs with 850 youth enrolled and tied with Montgomery County for the largest 4-H community club program in Maryland.
- The Agriculture Agents reached 1,249 contacts, and directly consulted with 58 farming operations addressing specific needs of the producers for their operations.
- Family and Consumer Sciences Healthy Living Environment Educator developed, delivered and evaluated programming for Carroll County through more than 1,000 contacts.
- Master Gardeners oversaw 85 volunteers who contributed 6,249 hours in Carroll County through special programs in schools, libraries, senior centers, and other community venues.
- Over 800 fourth grade students from 10 Carroll County Elementary schools received instruction in crop production, soils and nutrient management as part of the AgVenture program.

# Gypsy Moth

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	6,075	30,000	30,000	30,000	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$6,075	\$30,000	\$30,000	\$30,000	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Bob Tatman, Program Manager  
Maryland Department of Agriculture (301) 662-2074  
Lynn Karr, Senior Budget Analyst (410) 386-2082  
[http://mda.maryland.gov/plants-pests/Pages/gypsy\\_moth\\_program.aspx](http://mda.maryland.gov/plants-pests/Pages/gypsy_moth_program.aspx)

## Program Highlights

In FY 18:

- Gypsy Moth program conducted more than 625 gypsy moth egg mass surveys on private, State, and County lands.
- Placed and monitored traps to check for the presence of Sirex woodwasps and walnut twig beetles.

## Mission and Goals

To serve the citizens of Maryland by protecting forest resources from insects and diseases, both native and invasive, through environmentally and economically sound pest management.

## Goals include:

- Protect high-value forest and landscape trees in urban and rural areas from losses due to insects and disease
- Provide pest identification and pest-management advice to County and private forest owners and managers, in a timely manner, in order to prevent the loss of affected forest and landscape tree resources and to avoid unnecessary costs associated with their protection
- Successfully complete gypsy moth pest-management activities where economically and environmentally feasible

## Description

The Forest Pest Management Section (FPM), part of the Maryland Department of Agriculture, conducts several activities to monitor, assess, and control tree disease or insect infestations that affect the health of Maryland forests. FPM provides advice on forest insects and diseases and manages Gypsy Moth and Hemlock Woolly Adelgid infestations in forest habitats.

The Gypsy Moth program has proactively conducted a cooperative suppression program since 1982. FPM employs three Entomologists and six Inspectors, plus a Program Manager and Administrative Officer. There are three field offices throughout the State.

Surveys typically take place each fall followed by spraying in the spring. Spraying historically generates and drives the bulk of expenses in this budget.

# Soil Conservation District

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$279,525	\$287,750	\$289,050	\$297,720	3.46%	3.00%
Benefits	200,634	97,640	97,740	50,700	-48.07%	-48.13%
Operating	61,062	64,630	64,630	67,520	4.47%	4.47%
Capital	0	0	0	0	0.00%	0.00%
Total	\$541,221	\$450,020	\$451,420	\$415,940	-7.57%	-7.86%
Total Without Bene	\$340,587	\$352,380	\$353,680	\$365,240	3.65%	3.27%
Employees FTE	5.63	5.63	5.63	5.63	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 20 Budget reflects a change in OPEB allocations. OPEB is budgeted in the Health and Fringe Benefits Budget, part of Human Resources.

## Contact

**Matt McMahon, Acting District Manager**

**(410) 848-8200 Extension 3**

**Lynn Karr, Senior Budget Analyst (410) 386-2082**

<http://www.carrollsoil.com/>

## Mission and Goals

To promote natural resource conservation to all citizens through leadership, education, funding, and technical assistance.

### Goals include:

Continued implementation and fulfillment of the following agreements, laws, ordinances, and regulations:

- The Soil Conservation District Law
- The 1984 Reservoir Watershed Management Agreement
- The Memorandums of Understanding with Carroll County Government and the Maryland Department of Agriculture
- Various State and Federal Cost Share Programs
- Maryland Agricultural Land Preservation and Rural Legacy Programs
- Maryland Pond Law
- Maryland Soil Erosion Control Regulations
- Grading and Sediment Control Ordinances of Carroll

## Description

The CCSCD is located at the Carroll County Commerce Center, 698 J Corporate Center Court, Westminster, MD. It is a political subdivision of the State that is governed by a Board of Supervisors, and was originally created by referendum in 1944. The CCSCD is one of 24 members of the Maryland Association of Soil Conservation Districts (MASCDC), which serves as the voice for the soil and water conservation and State legislative issues.

The district represents local concerns, problems, policies, and procedures in the conservation of soil, water, and related natural resources.

Accordingly, the district has the duty of assisting in the prevention and control of soil erosion, sediment control, and the proper use of land.

## Program Highlights

In FY 18:

- Farmers in Carroll County completed 40 soil conservation capital projects, with assistance of \$437,673 from the Maryland Agricultural Water Quality Cost-Share Programs (MACS).
- Carroll farmers entered into 112 contracts to cover 19,967 acres through the Winter Cover Crop Program.

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to salary adjustments.
- A 3% salary increase is included in FY 20.
- Operating increases due to costs associated with the purchase of an additional vehicle in FY 19.



# Weed Control

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	62,858	67,230	67,230	72,980	8.55%	8.55%
Capital	0	0	0	1,500	100.00%	100.00%
Total	\$62,858	\$67,230	\$67,230	\$74,480	10.78%	10.78%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Peter Rupp, Maryland Weed Control Specialist**  
**(301) 600-1586**  
**Lynn Karr, Senior Budget Analyst (410) 386-2082**

## Mission and Goals

To assist farmers and other landowners in the reduction and control of noxious weeds (thistles, Johnsongrass, Shattercane, multi-flora rose) on their properties.

### Goals include:

- Educate the public about noxious weeds, the environmental importance of the control, and the economic impact they can have on agriculture
- Respond to public inquiries and complaints regarding noxious weed infestations
- Advise and assist landowners in the development of a control and eradication program to enable them to comply with the Maryland Noxious Weed Law
- Provide spray services to landowners for noxious weed control
- Assist County Roads Department with the control and eradication of noxious weeds on County right-of-ways and County property
- Assist land owners with the control and eradication of noxious weeds in cooperation with the Natural Resources Conservation Service

## Description

The Carroll County Weed Control Program is operated in cooperation with Maryland Department of Agriculture (MDA). A Carroll County Weed Advisory Committee is appointed by the County Commissioners to represent the County in the development of guidelines and procedures within the framework of the State law.

A Weed Control Coordinator is also employed on a permanent part-time basis under the direction and supervision of the Maryland Department of Agriculture to identify and survey noxious weed infestations.

During a typical growing season, several hundred individuals are contacted by the Coordinator concerning the methods and techniques available for controlling and eradicating noxious weed infestations. A spray service is available on a fee basis as an additional option for controlling and eradicating noxious weeds, and revenues generated from this service help offset the cost of funding the Carroll County Weed Control Program.

## Program Highlights

- During the 2018 growing season, the noxious weed spray program generated \$142.50 in revenues from private properties, and \$93,091.45 in revenues from State and County agencies.
- In 2018, spraying to reduce noxious weed infestations on County roads and County properties was valued at \$15,391.45.
- Over 500 on-site inspections were made to identify weed infestations and to determine appropriate control methods and techniques, resulting in the mowing of approximately 250 acres to control noxious weeds.

## Budget Changes

- Operating increases due to additional spraying of noxious weeds, offset by revenue.
- Capital increases due to one-time technology equipment.

***Debt, Transfers, and Reserves  
Appropriations***

# Debt, Transfers, and Reserves Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Debt Service	\$26,265,759	\$24,540,330	\$24,540,330	\$24,671,020	0.53%	0.53%
Debt Service - Agricultural Preservation	1,811,469	3,056,860	3,056,860	1,831,000	-40.10%	-40.10%
Intergovernmental Transfers	3,205,504	3,233,740	3,233,740	3,185,210	-1.50%	-1.50%
Interfund Transfers	11,185,860	7,660,800	7,673,810	7,442,860	-2.84%	-3.01%
Reserve for Contingencies	0	4,163,030	4,163,030	4,579,280	10.00%	10.00%
<b>Total Debt, Transfers, and Reserves</b>	<b>\$42,468,592</b>	<b>\$42,654,760</b>	<b>\$42,667,770</b>	<b>\$41,709,370</b>	<b>-2.22%</b>	<b>-2.25%</b>

## Highlights, Changes, and Useful Information

The budgets in Debt, Transfers, and Reserves are a functional grouping for presentation purposes.

### Budget Changes

- Debt Service – Agricultural Preservation decreases primarily due to a one-time principal payment of \$1.2M for a mature Installment Purchase Agreement (IPA) in FY 19.
- Intergovernmental Transfers decreases due to downward adjustment in town populations to account for changes in vacancy rates, average household size, and mortality rates, partially offset by 2.25% inflation.
- Interfund Transfers increases due to:
  - An increase in Transfer to Capital for paygo on capital projects
  - A Commissioner decision to decrease Transfer to Solid Waste
  - An increase in Transfer to Grants for Aging and Disabilities and the State’s Attorney’s Office
- The Reserve for Contingencies increases due to the addition of a Fire Chief and Administrative Assistant.

# Debt Service

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	26,265,759	24,540,330	24,540,330	24,671,020	0.53%	0.53%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$26,265,759</b>	<b>\$24,540,330</b>	<b>\$24,540,330</b>	<b>\$24,671,020</b>	<b>0.53%</b>	<b>0.53%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Ted Zaleski, Director of Management and Budget**  
**(410) 386-2082**

## Description

The funding in this budget is for the principal and interest the County pays on long-term debt. The County uses an analysis of the debt affordability to determine an appropriate level of debt to prevent revenue from being burdened by an unmanageable debt service payment, as well as to protect the County's bond rating.

The County is reviewed annually by the three rating agencies.

In FY 19, the County improved its bond rating level by earning the third Aaa rating from Moody's Investors Service, confirming a strong credit worthiness with the three major credit rating agencies.

- Fitch AAA
- Standard & Poor's AAA
- Moody's Aaa

Due to its strong credit rating, the County was able to issue \$25.0M in new bonds in FY 19. The primary uses of bonding are road construction, water resources, and school projects.

## Budget Changes

In FY 20, the anticipated bond issue is \$34.8 million.

# Debt Service – Agricultural Preservation

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	1,811,469	3,056,860	3,056,860	1,831,000	-40.10%	-40.10%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$1,811,469</b>	<b>\$3,056,860</b>	<b>\$3,056,860</b>	<b>\$1,831,000</b>	<b>-40.10%</b>	<b>-40.10%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Thomas Devilbiss, Director of Land and Resource  
Management (410) 386-2506  
Lynn Karr, Senior Budget Analyst (410) 386-2082

## Description

The funding in this budget is for debt service the County pays on Installment Purchase Agreements (IPAs) for the Agricultural Land Preservation Program. The budget is determined by a combination of known debt service and estimated IPAs for the upcoming fiscal year. Typically, a land owner is offered 40% of Fair Market Value for the agricultural easement and the County pays 5.0% annual interest for 20 years on the easement value.

## Budget Changes

Debt Service – Agricultural Preservation decreases due to a \$1.2M one-time principal payment of a mature Installment Purchase Agreement in FY 19.

# Intergovernmental Transfers

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	3,205,504	3,233,740	3,233,740	3,185,210	-1.50%	-1.50%
Capital	0	0	0	0	0.00%	0.00%
Total	\$3,205,504	\$3,233,740	\$3,233,740	\$3,185,210	-1.50%	-1.50%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Ted Zaleski, Director of Management and Budget**  
(410) 386-2082

## Description

The County provides a number of revenues to Carroll County municipalities. The Bank Shares Tax, Road Grant, and State Aid for Fire Protection are all pass-through revenues from the State. The County provides liquor and building permit services and sends the collections to municipalities. The County also shares County revenue with the municipalities through the Town Program funding. Brief descriptions of these revenues follow.

- Bank Shares Tax – This revenue replaced the municipal share of a discontinued State tax.
- Local Permits – As a service to the towns, the County collects fees for permits issued inside town boundaries.
- Local Liquor License – As a service to the towns, the County collects liquor license fees inside town boundaries.
- Road Grant – The State allocates funds to the County to replace Federal road funding. The municipalities receive 20% of the total allocation and individual town distributions are based on road mileage within their jurisdiction.
- State Aid for Fire Protection – State funds received by the County are passed on to the Volunteer Emergency Services Association. The County receives quarterly payments and distributes these funds at the end of the fiscal year.
- Town Program – The County shares a portion of its revenue with the municipalities. The amount is adjusted based on changes in municipal assessable bases and populations. Assessable base and population determine individual town distributions.

## Budget Changes

The Town Program formula is driven by inflation and population. This budget decreases due to downward adjustment in town populations to account for changes in vacancy rates, average household size, and mortality rates, partially offset by 2.25% inflation.

# Interfund Transfers

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	11,185,860	7,660,800	7,673,810	7,442,860	-2.84%	-3.01%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$11,185,860</b>	<b>\$7,660,800</b>	<b>\$7,673,810</b>	<b>\$7,442,860</b>	<b>-2.84%</b>	<b>-3.01%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Ted Zaleski, Director of Management and Budget**  
**(410) 386-2082**

## Description

This budget includes transfers from the General Fund to the Capital, Grant, and Enterprise Funds.

Transfer to Capital moves operating funds to the Capital Fund for paygo funding.

The expenditures from the General Fund to the Grant Fund can be voluntary contributions by the Commissioners to support State and Federal grant programs or the contribution may be a requirement of the State or Federal program.

The transfer to the Solid Waste Enterprise Fund is to support operations.

The transfer to the Utilities Enterprise Fund is to fund the Board of Education facilities.

Included in the Interfund Transfer:

<b>Transfer to Grant Fund</b>	
Aging and Disabilities	\$234,280
Circuit Court	56,830
Citizen Services State – Health Department	4,000
Comprehensive Planning	31,410
Housing and Community Development	33,500
Local Management Board	46,530
Public Safety	108,750
Recreation	8,100
Sheriff's Office	32,590
State's Attorney's Office	172,100
Transit	1,124,390
<b>Total</b>	<b>\$1,852,480</b>

Transfer to Capital Fund	\$4,454,150
Transfer to Solid Waste Enterprise Fund	\$615,000
Transfer to Utilities Enterprise Fund	\$521,230

## Budget Changes

Operating decreases due to:

- Transfer to Capital for paygo on capital projects
- A Commissioner decision to decrease Transfer to Solid Waste
- Transfer to Grants for costs associated with grant-funded positions for Aging and Disabilities and the State's Attorney's Office

# Reserve for Contingencies

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	0	4,163,030	4,163,030	4,579,280	10.00%	10.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$0	\$4,163,030	\$4,163,030	\$4,579,280	10.00%	10.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Notes: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Ted Zaleski, Director of Management and Budget  
(410) 386-2082

## Description

The Reserve for Contingencies provides funds for emergency and unforeseeable expenses. It is difficult to determine how much will actually be needed in a given year. Examples of expenditures that could be covered by the reserve are:

- Snow removal costs in excess of the Storm Emergencies budget
- Newly mandated Federal or State programs
- Unforeseen disruptions to critical County facilities and systems

Funds are moved from the Reserve to the appropriate budget with the approval of the Board of County Commissioners in response to a specific problem or opportunity.

## Budget Changes

The Reserve for Contingencies is generally set at 1% of General Fund revenues. The increase in FY 20 is due to the addition of a Fire Chief and Administrative Assistant.



## *Capital Fund*

# **A Quick Guide to the FY 20 – 25 Community Investment Plan Department of Management and Budget**

## **Introduction**

The combined Operating and Capital Budget books are more than seven hundred pages long and contain a great deal of information. This Quick Guide is intended to serve as a summary of important information and changes, as well as a tool for understanding and locating information in the budget books.

Recommended, Proposed, and Adopted Budgets are available online at <https://www.carrollcountymd.gov/government/directory/management-budget/bureau-of-budget/>.

### **Revenues (31-35)**

- Total Capital Fund revenues are budgeted at \$65.8M in FY 20, a decrease of \$30.2M from the FY 19 Capital Fund budget of \$96.0M.
- A portion of Real Property Tax revenue is appropriated directly to the Agricultural Land Preservation Program.
- Traditionally, 9.09% of Local Income Tax has been dedicated for school construction and debt service. However, the Commissioners reduced this dedicated percentage to 7.09% for FY 16 and FY 17, using the difference to fund the Public Schools' operating budget. The percentage grew to 7.59% in FY 18 and 8.09% in FY 19, with a return to 9.09% in FY 20.
- In FY 20, the largest sources of revenue are \$30.8M in Bonds and \$12.1M in Local Income Tax. Bonds are used to fund infrastructure projects. Local Income Tax pays debt service on recently completed school projects.
- Impact Fee collections fund school and park construction projects. The School Impact Fee was set at \$0 until FY 20 due to the County having met capacity needs.
- The entire \$2.5M State allocation of Highway User Revenue for FY 20 is directly appropriated to the Capital Fund for road projects.

### **Public Schools (69-92)**

- Career and Technology Center (79) – This project provides funding of \$49.5M in FY 20 – FY 22, with total funding of \$60.1M, to expand and renovate the Career and Technology Center.
- High School Science Room Renovations (80) – Total project provides funding of \$5.8M for the renovation of science classrooms. South Carroll and Liberty High Schools were completed in FY 19. Funding of \$3.1M in FY 20 will address Westminster High.
- HVAC replacements are included for Spring Garden (82) and Winfield Elementary Schools (83) for a total of \$15.6M. Also included in FY 21 – 25 is \$37.0M for HVAC projects to be identified (81).

- Relocatable Classroom Removal (85) – This project provides funding of \$0.6M throughout the six years for removing relocatable classrooms from various school sites where they are no longer needed.
- A roof replacement of \$2.0M for Cranberry Station Elementary is included in FY 20 (87). Also included in FY 21 – 25 is \$18.0M for roof projects to be identified (88).
- Funding for window replacements at Westminster (92) and South Carroll High (91) Schools is included in FY 20 – 21, for a total of \$3.5M.

### **Conservation and Open Space (93-99)**

- Agricultural Land Preservation (97) – Total funding for Agricultural Land Preservation for FY 20 – 25 is \$38.9M and includes funding for easements and debt service to landowners participating in Installment Purchase Agreements (IPAs). A portion of Property Tax is dedicated to this project and to debt service on IPAs.
- Stormwater Facility Renovation (98) – \$1.9M is included in FY 20 – 25 for a long-term plan to keep existing County-owned stormwater management facilities in compliance with the National Pollution Discharge Elimination Permit and to extend the useful life of the facilities. The plan is to evaluate and repair 5 to 10 facilities per year over a 30-year period.
- Watershed Assessment and Improvements National Pollutant Discharge Elimination System (NPDES) (99) – \$21.2M is included in FY 20 – 25 to implement watershed improvement projects to work toward mitigating an additional 20% of impervious surface areas within the County. In FY 15, the municipalities and the County agreed to a combined NPDES permit with the County paying 80% of the cost to mitigate municipal impervious surfaces.

### **Public Works (101-126)**

#### **Roads**

- Market Street Extended (109) – Additional funding of \$0.5M is included in FY 20, for total funding of \$2.5M, to extend Market Street between MD 140 and Old Westminster Pike.
- Approximately \$87.5M is included in the FY 20 – 25 CIP to maintain roads throughout the County through Pavement Management (110) and Pavement Preservation (111).
- Ramp and Sidewalk Upgrades (112) – Funding of \$0.5M is planned in FY 20 – 25 for improvements to upgrade or replace non-compliant sidewalks.
- State Road Projects (114) – Funding of \$0.3M is included in FY 20 – 22 to support projects for State roads in Carroll County.
- Funding of \$2.5M is included for video inspection (116) and rehabilitation of storm drains (115) in FY 20 – 25.

#### **Bridges**

- McKinstry Mill Road over Little Pipe Creek (126) – Funding of \$0.3M is planned in FY 24 for design. Additional funding will be included outside the plan for replacement of the bridge structure.

- Funding of \$3.0M is included for the replacement or rehabilitation of three bridges in FY 20 – 25.

#### **Recreation and Culture (127-150)**

- Funding of \$0.5M is included for replacement of a pavilion (131) and the roof (132) at Bear Branch Nature Center.
- Deer Park Lighting Replacement (134) – Funding of \$0.3M is included in FY 25 for field lighting replacements at Deer Park.
- Gillis Falls Trail (136) – Funding of \$0.5M is planned in FY 21 to establish a trail connecting Salt Box Park to the Equestrian Center.
- Hashawha and Bear Branch Paving (137) – Funding of \$0.5M is planned in FY 22 for repairs and overlay at the Bear Branch Nature Center and Hashawha Environmental Center.
- Krimgold Park Phase II (138) – This project provides planned funding of \$0.4M in FY 21 for construction of a parking lot and trail.
- Land Acquisition (139) – Funding of \$2.5M is included in FY 20 – 25 for land acquisition.
- Leister Park Phase II (140) – Funding of \$0.2M is planned in FY 22 to establish a walking trail to connect with the existing trail.
- Northwest Trail (141) – Funding of \$1.1M is planned in FY 25 to establish a trail from Taneytown to the Pennsylvania line.
- Funding of \$0.4M is planned for paving of an existing stone road and parking lots (144), and a pavilion replacement (145) at Piney Run Park.
- Sports Complex Lighting (147) – Funding of \$1.5M is included in FY 20 – 22 for lighting upgrades and additions.
- Union Mills Flume, Shaft, and Waterwheel Replacement (150) – Additional funding of \$0.6M is included in FY 23 – 24, for total funding of \$0.9M, for waterwheel, shaft, and flume replacements.

#### **General Government (151-173)**

- Carroll Community College Systemic Renovations (155) – This project provides additional funding of \$0.4M in FY 20, for total funding of \$5.9M, for upgrades to the fire alarm system, restoration of the building exterior, and HVAC and roof replacements.
- Carroll Community College Technology (156) – Additional funding of \$1.1M is included in FY 20 – 22, for total funding of \$1.8M, for replacement of laboratory computers and classroom technology.
- Charles Carroll Gymnasium and Community Center (157) – This project provides additional funding of \$0.4M in FY 21, for a total of \$3.9M, for a community center on the site of the former Charles Carroll Elementary School. FY 21 funding provides additional square feet to accommodate bleachers.
- County Building Access System Replacements/Additions (158) – The project provides additional funding of \$0.3M in FY 20, for total funding of \$0.8M, to replace and/or install building access systems at multiple County facilities.

- Elections Pollbooks and Printers (162) – This project provides funding of \$0.5M in FY 20 for replacement Board of Elections’ equipment.
- Facilities Asset Management and Work Order System (163) – This project provides funding of \$0.2M for an asset management system.
- Farm Museum Tot Lot (164) – This project provides \$0.2M of Hotel Rental Tax funding for a tot lot at the Farm Museum.
- Public Safety Emergency Communications Equipment (169) – Ongoing funding of \$0.8M is included, beginning in FY 20, for replacement of mobile and portable radios used by Public Safety and other governmental agencies.
- Public Safety Training Center (171) – This project provides funding of \$3.0M in FY 20 – 22, for total funding of \$7.3M, to complete additional phases to the Training Center. Included are parking lots, a multi-story burn building, training props, and an outdoor classroom.
- Sheriff’s Office – Eldersburg Precinct (172) – Funding of \$5.0M is included in FY 23 – 24 for construction of a precinct in Eldersburg.
- Westminster Library Basement Improvements (173) – Additional funding of \$1.3M is included in FY 20, for total funding of \$4.0M, to renovate the Westminster Library basement into a makerspace.

#### **Fiber Network Enterprise Fund (187-190)**

- CCPN Equipment Replacement (190) – This project provides planned funding of \$1.0M in FY 23 for the replacement of equipment for the Carroll County Public Network.

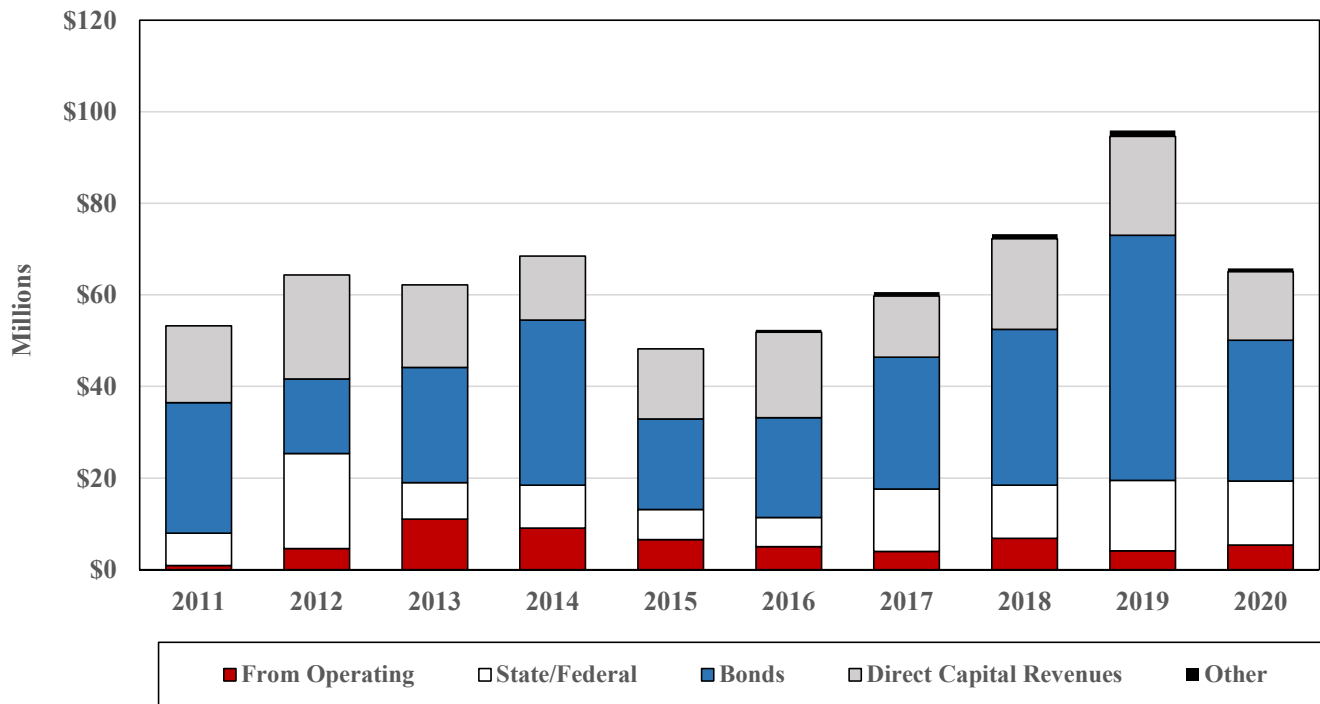
#### **Utilities Enterprise Fund (191-221)**

- County Water Line Rehabilitation/Replacement (195) – Funding of \$4.9M is included in FY 20 – 25 for the rehabilitation, repair, and replacement of aging water lines in the Freedom, Bark Hill, and Pleasant Valley Service Areas.
- Freedom Wells and Connections (198) – Funding of \$1.7M is included in FY 20 – 25, for total funding of \$2.7M, to reduce the County’s reliance on water purchases from the City of Baltimore.
- Funding of \$1.1M is included in FY 20 – 25 for rehabilitation of Board of Education Facilities served by Utilities including Runnymede Elementary (205), South Carroll High (210), and Winfield Elementary (221).
- Included in FY 20 – 25 is \$6.8M for pump station rehabilitations at North (202), Patapsco Valley (203), Shiloh (209), and Sykesville (212).
- Included in FY 20 – 25 is \$4.7M, for total funding of \$6.0M, for Town of Sykesville water and sewer line replacements (214).

## FY 18 - FY 20 Capital Fund Revenues

Revenue Source	Fiscal Year			\$ Change FY 19 to FY 20
	2018 Budget	2019 Budget	2020 Budget	
<b>Local</b>				
Transfer from General Fund	\$6,087,130	\$3,253,998	\$4,654,146	\$1,400,148
Reallocated GF Transfer	760,000	861,200	739,266	(121,934)
Local Income Tax	12,885,900	12,155,690	12,080,720	(74,970)
Reallocated Local Income Tax	0	265,668	0	(265,668)
Property Tax	2,986,500	3,114,850	2,680,680	(434,170)
Reallocated Property Tax	191,209	1,893,541	0	(1,893,541)
Bonds	29,000,284	29,079,240	28,074,330	(1,004,910)
Reallocated Bonds	5,049,907	24,442,017	2,695,384	(21,746,633)
Bond Interest	0	62,158	0	(62,158)
Impact Fee - Parks	150,000	140,000	0	(140,000)
Reallocated Impact Fee - Parks	200,000	0	0	0
Public School Fund Balance	3,350,000	4,000,000	0	(4,000,000)
Transfer from Hotel Tax	0	0	160,000	160,000
<b>LOCAL TOTAL</b>	<b>\$60,660,930</b>	<b>\$79,268,362</b>	<b>\$51,084,527</b>	<b>(\$28,183,835)</b>
<b>State</b>				
State Highway Administration	\$176,000	\$176,000	\$176,000	\$0
Highway User Revenue	1,665,396	2,373,630	2,548,431	174,801
Reallocated Highway User Revenue	22,409	0	0	0
Program Open Space	382,600	973,100	1,651,700	678,600
Reallocated Program Open Space	854,000	0	0	0
Ag. Preservation (MALPF)	1,000,000	500,000	500,000	0
Ag Transfer Tax	190,000	300,000	150,000	(150,000)
State School Construction	3,853,000	6,989,000	7,603,950	614,950
MD Higher Education Commission	0	2,753,000	227,000	(2,526,000)
MD Library Development	187,125	1,000,000	800,000	(200,000)
State Miscellaneous Grants	1,750,000	0	0	0
<b>STATE TOTAL</b>	<b>\$10,080,530</b>	<b>\$15,064,730</b>	<b>\$13,657,081</b>	<b>(\$1,407,649)</b>
<b>Federal</b>				
Federal	\$0	\$52,000	\$0	(\$52,000)
Federal Highway/Bridge	1,520,000	277,000	331,500	54,500
<b>FEDERAL TOTAL</b>	<b>\$1,520,000</b>	<b>\$329,000</b>	<b>\$331,500</b>	<b>\$2,500</b>
<b>Other</b>				
Municipal	\$405,400	\$458,000	\$223,600	(\$234,400)
Private	624,575	838,950	496,000	(342,950)
<b>OTHER TOTAL</b>	<b>\$1,029,975</b>	<b>\$1,296,950</b>	<b>\$719,600</b>	<b>(\$577,350)</b>
<b>TOTAL REVENUES</b>	<b>\$73,291,435</b>	<b>\$95,959,042</b>	<b>\$65,792,708</b>	<b>(\$30,166,334)</b>

# Capital Fund Revenues



This chart shows the capital budget by revenue source for FY 11 - 20.

**From Operating** includes current and prior year revenues from local sources transferred to the Capital Fund, including transfers from the General Fund and reallocated General Fund transfers.

**State and Federal** includes funds from sources such as Federal Aid for Bridges, State School Construction Program, Program Open Space, Highway User Revenue, State Agricultural Preservation (MALPF), and State Highway Administration.

**Bonds** includes new and reallocated general obligation bonds.

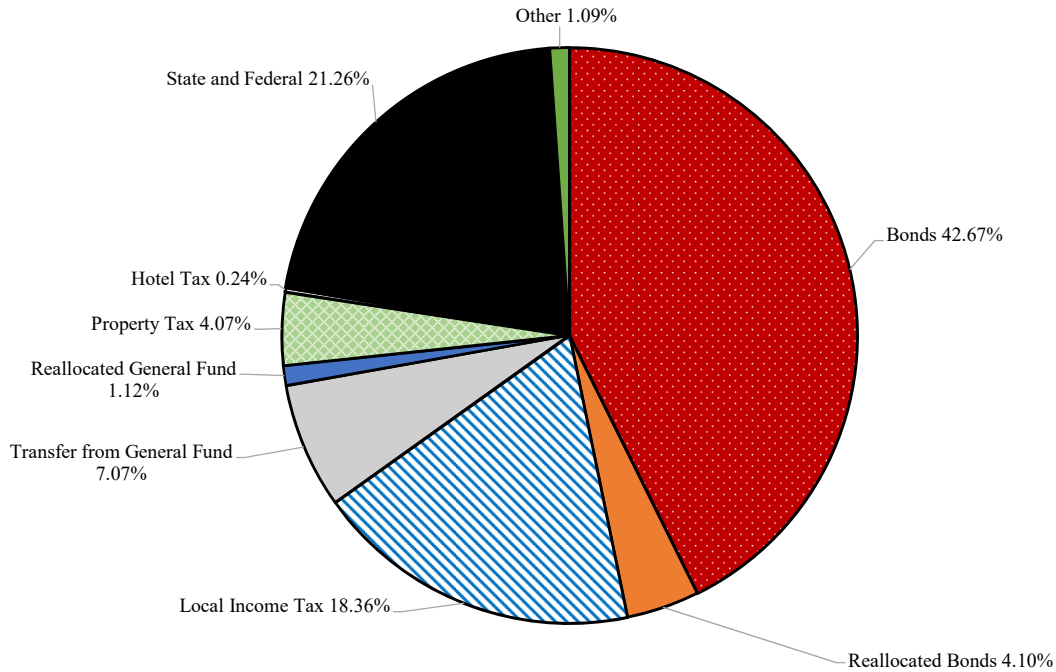
**Direct Capital Revenues** includes funds earmarked by the Commissioners for use in the Capital Fund. These revenues are appropriated directly to the Capital Fund rather than being transferred from the General Fund. 9.09% of Local Income Tax collected is appropriated for school construction. A portion of Real Property Tax is dedicated to agricultural preservation. Hotel Tax, a special revenue, is appropriated to specific tourism projects.

**Other** includes revenues such as grants, developer contributions, private, municipal, and community contributions.

# Capital Fund Revenues

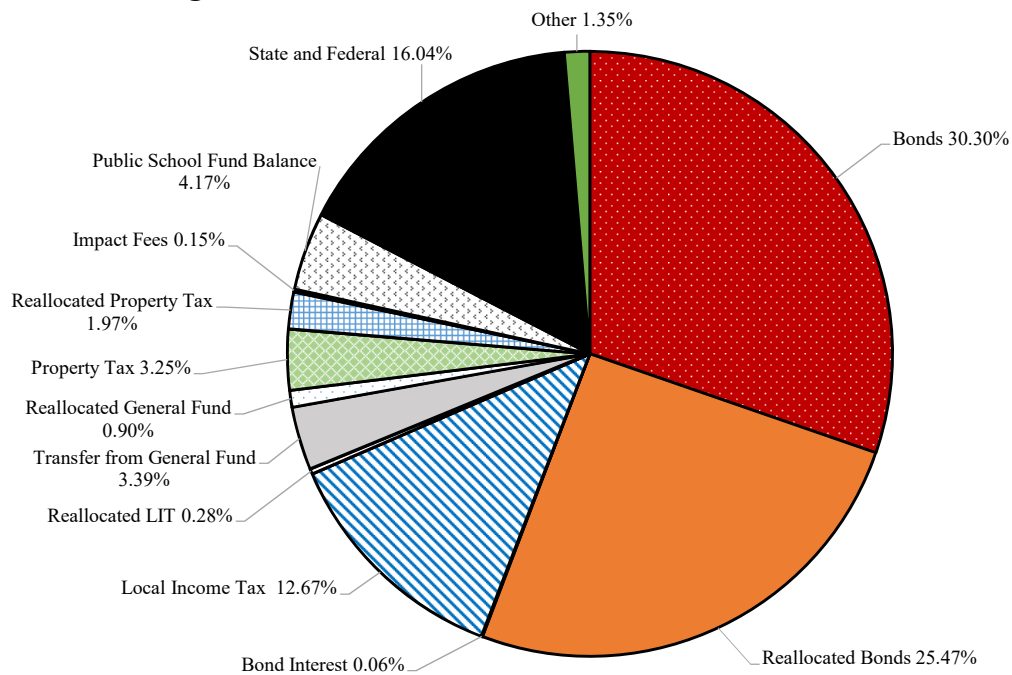
Fiscal Year 2020 Budget

\$65,792,708



Fiscal Year 2019 Budget

\$95,959,042





## FY 18 - FY 20 Capital Fund Appropriations

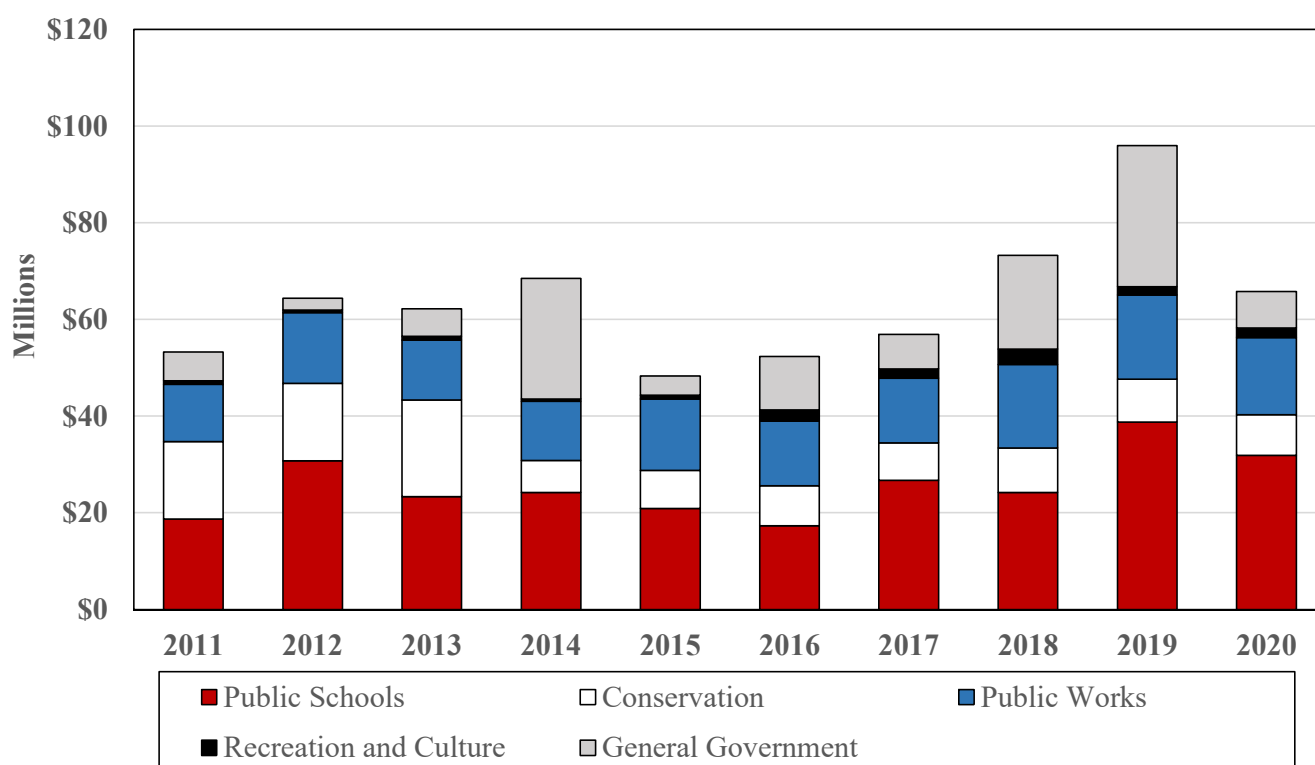
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Appropriation Area	Fiscal Year			\$ Change FY 19 to FY 20
	2018 Budget	2019 Budget	2020 Budget	
Public Schools	\$24,203,900	\$38,785,379	\$31,901,720	(\$6,883,659)
Conservation and Open Space	9,219,500	8,842,850	8,433,680	(409,170)
Public Works	17,272,405	17,420,494	15,900,500	(1,519,994)
Recreation and Culture	3,146,430	1,724,670	2,029,970	305,300
General Government	19,449,200	29,185,650	7,526,838	(21,658,812)
<b>Total Appropriations</b>	<b>\$73,291,435</b>	<b>\$95,959,042</b>	<b>\$65,792,708</b>	<b>(\$30,166,334)</b>

# FY 18 - FY 20 Capital Fund Appropriations

Appropriation Area	Fiscal Year			\$ Change FY 19 to FY 20
	2018 Budget	2019 Budget	2020 Budget	
<b><u>Public Schools</u></b>	<b>\$24,203,900</b>	<b>\$38,785,379</b>	<b>\$31,901,720</b>	<b>(\$6,883,659)</b>
<b><u>Conservation and Open Space</u></b>	<b>9,219,500</b>	<b>8,842,850</b>	<b>8,433,680</b>	<b>(409,170)</b>
<b><u>Public Works</u></b>				
Roads	15,047,805	15,949,200	15,332,000	(617,200)
Bridges	2,224,600	1,471,294	568,500	(902,794)
<b>Public Works Total</b>	<b>17,272,405</b>	<b>17,420,494</b>	<b>15,900,500</b>	<b>(1,519,994)</b>
<b><u>Recreation and Culture</u></b>	<b>3,146,430</b>	<b>1,724,670</b>	<b>2,029,970</b>	<b>305,300</b>
<b><u>General Government</u></b>				
County Facilities	12,547,200	2,635,000	2,807,838	172,838
Criminal Justice/Public Safety	4,628,000	18,075,000	1,926,000	(16,149,000)
Farm Museum	1,450,000	0	160,000	160,000
Board of Elections	0	0	452,000	452,000
Carroll Community College	350,000	5,634,000	785,000	(4,849,000)
Libraries/Senior Centers	474,000	2,841,650	1,396,000	(1,445,650)
<b>General Government Total</b>	<b>19,449,200</b>	<b>29,185,650</b>	<b>7,526,838</b>	<b>(21,658,812)</b>
<b>Total Appropriations</b>	<b>\$73,291,435</b>	<b>\$95,959,042</b>	<b>\$65,792,708</b>	<b>(\$30,166,334)</b>

# Capital Fund Appropriations



This chart shows appropriations to the five principal groupings in the Capital Fund for FY 11 - 20.

**Public Schools** includes school construction, renovation, and modernization projects.

**Conservation** includes agricultural preservation and easement programs, NPDES compliance projects, water development, and acquisition of property for other County uses, which may include future roadway easements and public facilities.

**Public Works** includes projects for the maintenance and construction of roads and bridges.

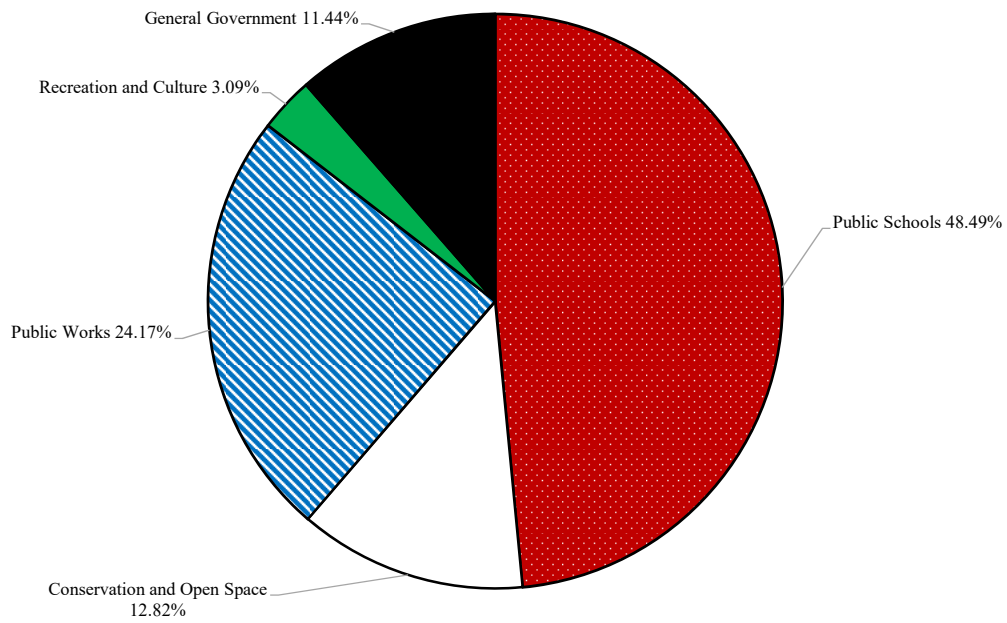
**Recreation and Culture** includes the purchase of land, development and restoration of parks, and preservation of Union Mills Homestead.

**General Government** includes projects for Public Safety, Carroll Community College, Carroll County Public Library, State's Attorney's Office, Technology Services, Senior Centers, Farm Museum, Board of Elections, and other County facilities.

# Capital Fund Appropriations

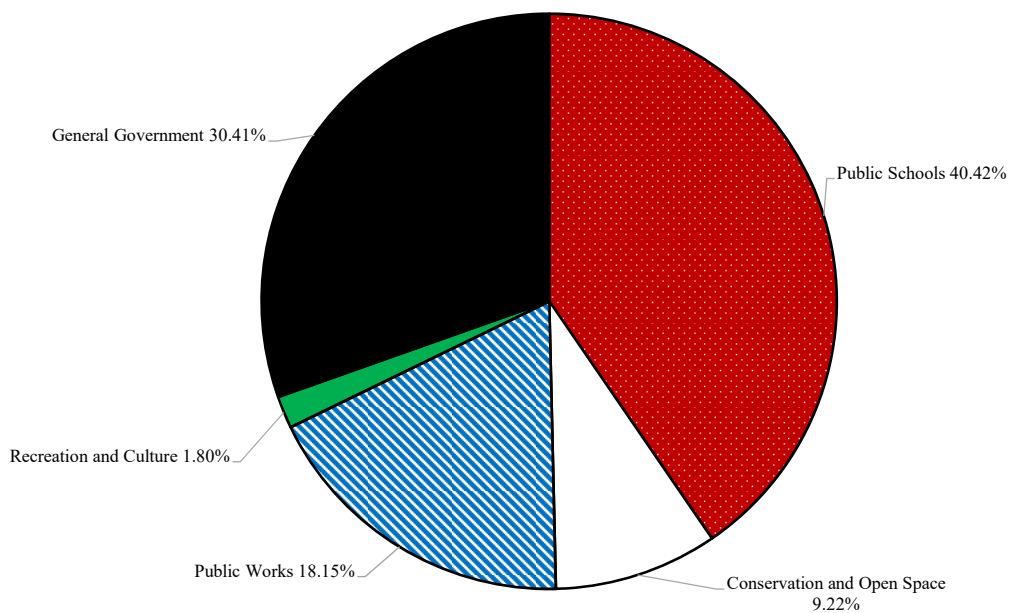
Fiscal Year 2020 Budget

\$65,792,708



Fiscal Year 2019 Budget

\$95,959,042



**Community Investment Plan - Schedule of Reappropriations**  
**Fiscal Year 2020**

Reappropriations are a transfer of funds. They may occur when there are unspent budgeted funds from a completed or cancelled project, or when there is an unallocated project that holds funds for future use.

**Capital Fund**

Project		Source/Amount		
From	To	Current	Bonds	Other
8385 White Rock Road over Piney Run	8626 Ramp and Sidewalk Upgrades		\$60,264.83	
9674 Highway Safety Improvements	8506 Gorsuch Road Relocation			\$205,246.84
8624 Pavement Management 17	9920 Watershed Assessment and Improvement (NPDES)	\$532,999.12		
8624 Pavement Management 17	8813 Pavement Management 20		669,994.56	
8476 Rohrbaugh Road	8322 Babylon Road over Silver Run		40,500.00	
8506 Gorsuch Road Relocation	8813 Pavement Management 20		205,246.84	
8032 Silver Run Valley Road over Big Silver Run	8813 Pavement Management 20		126,011.38	
8294 Water Development	8813 Pavement Management 20		157,263.42	
8294 Water Development	9920 Watershed Assessment and Improvement (NPDES)		82,736.58	
8717 Stormwater Renovations 18	8820 Stormwater Renovations 20		92,465.80	
8766 Lucabaugh Mill Roundabout	8627 Storm Drain Rehabilitation		136,725.00	
8724 Sports Complex Overlay	8816 Sports Complex Lighting	8,169.05		
8121 Leister Park	8816 Sports Complex Lighting	23,010.00		
8631 DP&SM Resurfacing	8816 Sports Complex Lighting	4,321.45		
9736 Town Fund	8816 Sports Complex Lighting	29,799.50		
8412 County Phone Replacement	9921 Parking Lot Overlays	186.67		
8519 SIP ADA Restroom Addition	9921 Parking Lot Overlays	5,901.16		
9956 Fleet Lift Replacements	9954 County Building Systemic Renovations		22,925.74	
8729 MDEC	9954 County Building Systemic Renovations		200,000.00	
8737 NCHS BOE	9954 County Building Systemic Renovations		205,000.00	
8264 911 Radio System	8819 Public Safety Emergency Communications Radios	117,174.89		
8777 Countywide Transportation Master Plan	8819 Public Safety Emergency Communications Radios	13,000.00		
8735 CAD Records Management System	8819 Public Safety Emergency Communications Radios	4,704.20		
8711 HVAC System Replacement - Sandymount Elementary	8762 HVAC System Replacement - Winfield Elementary		696,250.00	
<b>Total</b>		<b>\$739,266.04</b>	<b>\$2,695,384.15</b>	<b>\$205,246.84</b>

**Community Investment Plan For Fiscal Year 2020**

	Source of Funding				
	Total FY 20	Local Other	Bonds	State	Federal and Other
<b>PUBLIC SCHOOLS</b>					
Career and Technology Center	\$2,493,000	\$0	\$2,493,000	\$0	\$0
High School Science Room Renovations	3,146,000	0	1,523,500	1,622,500	0
HVAC System Replacement - Spring Garden Elementary	3,175,000	0	3,175,000	0	0
HVAC System Replacement - Winfield Elementary	8,719,000	0	3,819,650	4,899,350	0
Paving	855,000	855,000	0	0	0
Roof Replacement - Cranberry Station Elementary	1,978,000	0	895,900	1,082,100	0
Technology Improvements	1,000,000	1,000,000	0	0	0
Transfer to Operating Budget for BOE Debt Service	10,225,720	10,225,720	0	0	0
Window Replacement - South Carroll High	155,000	0	155,000	0	0
Window Replacement - Westminster High	155,000	0	155,000	0	0
<b>PUBLIC SCHOOLS TOTAL</b>	<b>\$31,901,720</b>	<b>\$12,080,720</b>	<b>\$12,217,050</b>	<b>\$7,603,950</b>	<b>\$0</b>
<b>CONSERVATION AND OPEN SPACE</b>					
Agricultural Land Preservation	\$4,663,680	\$2,680,680	\$1,333,000	\$650,000	\$0
Stormwater Facility Renovation	320,000	0	320,000	0	0
Watershed Assessment and Improvement (NPDES)	3,450,000	732,999	2,493,401	0	223,600
<b>CONSERVATION AND OPEN SPACE TOTAL</b>	<b>\$8,433,680</b>	<b>\$3,413,679</b>	<b>\$4,146,401</b>	<b>\$650,000</b>	<b>\$223,600</b>
<b>PUBLIC WORKS</b>					
- ROADS -					
Highway Safety Improvements	\$30,000	\$0	\$0	\$30,000	\$0
Market Street Extended	500,000	0	0	500,000	0
Pavement Management Program	12,660,000	238,306	11,841,263	580,431	0
Pavement Preservation	1,114,000	0	0	1,114,000	0
Ramp and Sidewalk Upgrades	78,000	0	78,000	0	0
Small Drainage Structures	500,000	0	0	500,000	0
State Road Projects	100,000	100,000	0	0	0
Storm Drain Rehabilitation	215,000	0	215,000	0	0
Storm Drain Video Inspection	135,000	135,000	0	0	0
	<b>\$15,332,000</b>	<b>\$473,306</b>	<b>\$12,134,263</b>	<b>\$2,724,431</b>	<b>\$0</b>
- BRIDGES -					
Babylon Road over Silver Run	\$202,000	\$0	\$40,500	\$0	\$161,500
Bridge Inspection and Inventory	83,500	83,500	0	0	0
Bridge Maintenance and Structural Repair	71,000	71,000	0	0	0
Cleaning and Painting of Existing Bridge Structural Steel	212,000	42,000	0	0	170,000
	<b>\$568,500</b>	<b>\$196,500</b>	<b>\$40,500</b>	<b>\$0</b>	<b>\$331,500</b>
<b>PUBLIC WORKS TOTAL</b>	<b>\$15,900,500</b>	<b>\$669,806</b>	<b>\$12,174,763</b>	<b>\$2,724,431</b>	<b>\$331,500</b>
<b>RECREATION AND CULTURE</b>					
Bear Branch Nature Center Roof Replacement	\$270,000	\$27,000	\$0	\$243,000	\$0
Community Self-Help Projects	80,000	80,000	0	0	0
Double Pipe Creek Boat Ramp	28,000	6,000	0	22,000	0
Land Acquisition	700,000	0	0	700,000	0
Park Restoration	171,000	171,000	0	0	0
Sports Complex Lighting	683,000	68,300	0	614,700	0
Tot Lot Replacement	80,000	8,000	0	72,000	0
Town Fund	17,970	17,970	0	0	0
<b>RECREATION AND CULTURE TOTAL</b>	<b>\$2,029,970</b>	<b>\$378,270</b>	<b>\$0</b>	<b>\$1,651,700</b>	<b>\$0</b>
<b>GENERAL GOVERNMENT</b>					
Carroll Community College Systemic Renovations	\$435,000	\$0	\$208,000	\$227,000	\$0
Carroll Community College Technology	350,000	350,000	0	0	0
County Building Access System Replacements/Additions	280,000	280,000	0	0	0
County Building Systemic Renovations	712,500	0	712,500	0	0
County Technology	1,230,250	1,230,250	0	0	0
Elections Pollbooks and Printers	452,000	452,000	0	0	0
Facilities Asset Management and Work Order System	157,000	157,000	0	0	0
Farm Museum Tot Lot	160,000	160,000	0	0	0
Generator Replacement	185,000	0	185,000	0	0
Library Technology	100,000	100,000	0	0	0
Parking Lot Overlays	243,088	243,088	0	0	0
Public Safety Emergency Communication Radios	800,000	800,000	0	0	0
Public Safety Regional Water Supply	126,000	0	126,000	0	0
Public Safety Training Center	1,000,000	0	1,000,000	0	0
Westminster Library - Exploration Commons	1,296,000	0	0	800,000	496,000
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$7,526,838</b>	<b>\$3,772,338</b>	<b>\$2,231,500</b>	<b>\$1,027,000</b>	<b>\$496,000</b>
<b>GRAND TOTAL</b>	<b>\$65,792,708</b>	<b>\$20,314,813</b>	<b>\$30,769,714</b>	<b>\$13,657,081</b>	<b>\$1,051,100</b>

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2020 TO 2025

	2020	2021	2022	2023	2024	2025	Prior Allocation	Balance To Complete	Total Project Cost
<b>PUBLIC SCHOOLS</b>									
Career and Technology Center	\$2,493,000	\$32,035,806	\$15,000,000	\$0	\$0	\$0	\$10,571,194	\$0	\$60,100,000
High School Science Room Renovations	3,146,000	0	0	0	0	0	2,619,000	0	5,765,000
HVAC Improvements and Replacements	0	4,806,000	9,122,000	6,296,000	7,355,000	9,426,000	0	0	37,005,000
HVAC System Replacement - Spring Garden Elementary	3,175,000	3,160,000	0	0	0	0	0	0	6,335,000
HVAC System Replacement - Winfield Elementary	8,719,000	0	0	0	0	0	515,000	0	9,234,000
Paving	855,000	725,000	965,000	825,000	875,000	1,000,000	0	0	5,245,000
Relocatable Classroom Removal	0	185,000	0	195,000	0	205,000	500,000	0	1,085,000
Roof Repairs	0	0	0	0	200,000	0	0	0	200,000
Roof Replacement - Cranberry Station Elementary	1,978,000	0	0	0	0	0	0	0	1,978,000
Roof Replacements	0	2,564,100	2,117,850	3,418,800	4,352,250	5,562,900	0	0	18,015,900
Technology Improvements	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0	0	6,000,000
Transfer to Operating Budget for BOE Debt Service	10,225,720	11,101,031	11,544,231	12,924,240	14,230,976	14,424,355	0	0	74,450,553
Window Replacement - South Carroll High	155,000	1,575,000	0	0	0	0	0	0	1,730,000
Window Replacement - Westminster High	155,000	1,575,000	0	0	0	0	0	0	1,730,000
<b>PUBLIC SCHOOLS TOTAL</b>	<b>\$31,901,720</b>	<b>\$58,726,937</b>	<b>\$39,749,081</b>	<b>\$24,659,040</b>	<b>\$28,013,226</b>	<b>\$31,618,255</b>	<b>\$14,205,194</b>	<b>\$0</b>	<b>\$228,873,453</b>
SOURCES OF FUNDING:									
Local Income Tax	\$12,080,720	\$13,011,031	\$13,509,231	\$14,944,240	\$16,305,976	\$16,629,355	\$800,000	\$0	\$87,280,553
Bonds	11,520,800	28,484,106	5,346,150	3,611,700	7,460,950	6,721,450	1,656,000	0	64,801,156
Reallocated Bonds	696,250	0	0	0	0	0	10,471,194	0	11,167,444
State School Construction	7,603,950	17,231,800	20,893,700	6,103,100	4,246,300	8,267,450	1,278,000	0	65,624,300
<b>PUBLIC SCHOOLS TOTAL</b>	<b>\$31,901,720</b>	<b>\$58,726,937</b>	<b>\$39,749,081</b>	<b>\$24,659,040</b>	<b>\$28,013,226</b>	<b>\$31,618,255</b>	<b>\$14,205,194</b>	<b>\$0</b>	<b>\$228,873,453</b>

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2020 TO 2025

	2020	2021	2022	2023	2024	2025	Prior Allocation	Balance To Complete	Total Project Cost
<b>CONSERVATION AND OPEN SPACE</b>									
Agricultural Land Preservation	\$4,663,680	\$4,678,190	\$5,003,940	\$4,983,000	\$4,983,000	\$4,983,000	\$0	\$0	\$29,294,810
Stormwater Facility Renovation	320,000	310,000	310,000	310,000	310,000	310,000	0	0	1,870,000
Watershed Assessment and Improvement (NPDES)	3,450,000	3,350,000	3,450,000	3,550,000	3,650,000	3,750,000	0	0	21,200,000
<b>CONSERVATION AND OPEN SPACE TOTAL</b>	<b>\$8,433,680</b>	<b>\$8,338,190</b>	<b>\$8,763,940</b>	<b>\$8,843,000</b>	<b>\$8,943,000</b>	<b>\$9,043,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$52,364,810</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Reallocated GF Transfer	532,999	0	0	0	0	0	0	0	532,999
Property Tax	2,680,680	2,695,190	3,020,940	3,000,000	3,000,000	3,000,000	0	0	17,396,810
Bonds	3,971,199	4,422,000	4,493,000	4,563,000	4,631,500	4,698,400	0	0	26,779,099
Reallocated Bonds	175,202	0	0	0	0	0	0	0	175,202
Ag. Preservation (MALPF)	500,000	500,000	500,000	500,000	500,000	500,000	0	0	3,000,000
Ag Transfer Tax	150,000	150,000	150,000	150,000	150,000	150,000	0	0	900,000
Municipal	223,600	571,000	600,000	630,000	661,500	694,600	0	0	3,380,700
<b>CONSERVATION AND OPEN SPACE TOTAL</b>	<b>\$8,433,680</b>	<b>\$8,338,190</b>	<b>\$8,763,940</b>	<b>\$8,843,000</b>	<b>\$8,943,000</b>	<b>\$9,043,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$52,364,810</b>



COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2020 TO 2025

	2020	2021	2022	2023	2024	2025	Prior Allocation	Balance To Complete	Total Project Cost
<b>ROADS</b>									
Highway Safety Improvements	\$30,000	\$32,000	\$33,000	\$35,000	\$37,000	\$38,000	\$0	\$0	\$205,000
Market Street Extended	500,000	0	0	0	0	0	1,991,005	0	2,491,005
Pavement Management Program	12,660,000	12,861,000	12,806,000	10,853,000	15,125,000	15,878,000	0	0	80,183,000
Pavement Preservation	1,114,000	1,147,000	1,181,000	1,216,000	1,275,000	1,350,000	0	0	7,283,000
Ramp and Sidewalk Upgrades	78,000	81,000	85,000	88,000	92,000	96,000	0	0	520,000
Small Drainage Structures	500,000	223,500	253,000	283,000	313,000	343,500	0	0	1,916,000
State Road Projects	100,000	100,000	100,000	0	0	0	664,990	0	964,990
Storm Drain Rehabilitation	215,000	223,500	253,000	283,000	313,000	343,500	0	0	1,631,000
Storm Drain Video Inspection	135,000	139,000	143,000	147,000	151,000	156,000	0	0	871,000
<b>ROADS TOTAL</b>	<b>\$15,332,000</b>	<b>\$14,807,000</b>	<b>\$14,854,000</b>	<b>\$12,905,000</b>	<b>\$17,306,000</b>	<b>\$18,205,000</b>	<b>\$2,655,995</b>	<b>\$0</b>	<b>\$96,064,995</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$473,306	\$100,000	\$100,000	\$0	\$151,000	\$1,256,000	\$664,990	\$0	\$2,745,296
Local Income Tax	0	0	0	0	0	0	758,005	0	758,005
Bonds	10,778,757	12,552,000	12,564,000	10,678,000	14,867,000	15,685,000	1,233,000	0	78,357,757
Reallocated Bonds	1,355,506	0	0	0	0	0	0	0	1,355,506
State Highway Administration	176,000	176,000	176,000	176,000	176,000	176,000	0	0	1,056,000
Highway User Revenue	2,548,431	1,979,000	2,014,000	2,051,000	2,112,000	1,088,000	0	0	11,792,431
<b>ROADS TOTAL</b>	<b>\$15,332,000</b>	<b>\$14,807,000</b>	<b>\$14,854,000</b>	<b>\$12,905,000</b>	<b>\$17,306,000</b>	<b>\$18,205,000</b>	<b>\$2,655,995</b>	<b>\$0</b>	<b>\$96,064,995</b>

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2020 TO 2025

	2020	2021	2022	2023	2024	2025	Prior Allocation	Balance To Complete	Total Project Cost
<b>BRIDGES</b>									
Babylon Road over Silver Run	\$202,000	\$0	\$0	\$0	\$0	\$0	\$1,027,999	\$0	\$1,229,999
Bridge Inspection and Inventory	83,500	44,000	45,000	47,000	49,000	52,000	0	0	320,500
Bridge Maintenance and Structural Repair	71,000	75,000	78,000	82,000	85,000	89,000	0	0	480,000
Cleaning and Painting of Bridge Structural Steel	212,000	223,000	234,000	246,000	258,000	271,000	0	0	1,444,000
Gaither Road over South Branch Patapsco	0	1,997,000	0	0	0	0	275,000	0	2,272,000
Hawks Hill Road over Little Pipe Creek Tributary	0	0	255,000	0	510,000	0	0	0	765,000
McKinstry's Mill Road over Little Pipe Creek	0	0	0	0	250,000	0	0	1,668,000	1,918,000
<b>BRIDGES TOTAL</b>	<b>\$568,500</b>	<b>\$2,339,000</b>	<b>\$612,000</b>	<b>\$375,000</b>	<b>\$1,152,000</b>	<b>\$412,000</b>	<b>\$1,302,999</b>	<b>\$1,668,000</b>	<b>\$8,429,499</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$196,500	\$164,000	\$170,000	\$178,000	\$186,000	\$195,000	\$0	\$0	\$1,089,500
Bonds	0	459,400	255,000	0	560,000	0	255,716	333,600	1,863,716
Reallocated Bonds	40,500	0	0	0	0	0	0	0	40,500
State Highway Administration	0	0	0	0	0	0	8,883	0	8,883
Federal Highway/Bridge	331,500	1,715,600	187,000	197,000	406,000	217,000	1,038,400	1,334,400	5,426,900
<b>BRIDGES TOTAL</b>	<b>\$568,500</b>	<b>\$2,339,000</b>	<b>\$612,000</b>	<b>\$375,000</b>	<b>\$1,152,000</b>	<b>\$412,000</b>	<b>\$1,302,999</b>	<b>\$1,668,000</b>	<b>\$8,429,499</b>

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2020 TO 2025

	2020	2021	2022	2023	2024	2025	Prior Allocation	Balance To Complete	Total Project Cost
<b>RECREATION AND CULTURE</b>									
Bear Branch Nature Center Pavilion Replacement	\$0	\$0	\$0	\$0	\$197,000	\$0	\$0	\$0	\$197,000
Bear Branch Nature Center Roof Replacement	270,000	0	0	0	0	0	0	0	270,000
Community Self-Help Projects	80,000	82,000	84,000	86,000	88,000	90,000	0	0	510,000
Deer Park Lighting Replacement	0	0	0	0	0	291,000	0	0	291,000
Double Pipe Creek Boat Ramp	28,000	0	0	0	0	0	32,000	0	60,000
Gillis Falls Trail	0	467,000	0	0	0	0	0	0	467,000
Hashawha and Bear Branch Paving	0	0	536,000	0	0	0	0	0	536,000
Krimgold Park Phase II	0	400,000	0	0	0	0	0	0	400,000
Land Acquisition	700,000	371,000	350,000	350,000	350,000	350,000	0	0	2,471,000
Leister Park Phase II	0	0	191,000	0	0	0	0	0	191,000
Northwest Trail	0	0	0	0	0	1,100,000	0	0	1,100,000
Old Liberty Road Park Paving	0	0	0	0	114,000	0	0	0	114,000
Park Restoration	171,000	175,000	180,000	185,000	190,000	195,000	0	0	1,096,000
Piney Run Pavilion Road Paving	0	0	213,000	0	0	0	0	0	213,000
Piney Run Pavilion Replacement	0	0	0	0	181,000	0	0	0	181,000
Sports Complex Building Roof	0	0	0	193,000	0	0	0	0	193,000
Sports Complex Lighting	683,000	280,000	500,000	0	0	0	0	0	1,463,000
Tot Lot Replacement	80,000	83,000	86,000	89,000	92,000	97,000	0	0	527,000
Town Fund	17,970	18,560	17,780	17,780	17,780	17,780	0	0	107,650
Union Mills Flume, Shaft, and Waterwheel Replacement	0	0	0	164,000	435,000	0	291,000	0	890,000
<b>RECREATION AND CULTURE TOTAL</b>	<b>\$2,029,970</b>	<b>\$1,876,560</b>	<b>\$2,157,780</b>	<b>\$1,084,780</b>	<b>\$1,664,780</b>	<b>\$2,140,780</b>	<b>\$323,000</b>	<b>\$0</b>	<b>\$11,277,650</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$312,970	\$323,860	\$413,980	\$316,980	\$354,180	\$351,580	\$0	\$0	\$2,073,550
Reallocated GF Transfer	65,300	0	0	0	0	0	0	0	65,300
Bonds	0	0	0	164,000	435,000	0	195,000	0	794,000
Impact Fee - Parks	0	325,411	170,000	0	0	600,000	0	0	1,095,411
Reallocated Impact Fee - Parks	0	4,589	0	0	0	0	0	0	4,589
Program Open Space	1,651,700	1,222,700	1,573,800	603,800	875,600	1,189,200	32,000	0	7,148,800
State Miscellaneous Grants	0	0	0	0	0	0	96,000	0	96,000
<b>RECREATION AND CULTURE TOTAL</b>	<b>\$2,029,970</b>	<b>\$1,876,560</b>	<b>\$2,157,780</b>	<b>\$1,084,780</b>	<b>\$1,664,780</b>	<b>\$2,140,780</b>	<b>\$323,000</b>	<b>\$0</b>	<b>\$11,277,650</b>

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2020 TO 2025**

	2020	2021	2022	2023	2024	2025	Prior Allocation	Balance To Complete	Total Project Cost
<b>GENERAL GOVERNMENT</b>									
Carroll Community College Systemic Renovations	\$435,000	\$0	\$0	\$0	\$0	\$0	\$5,434,000	\$0	\$5,869,000
Carroll Community College Technology	350,000	350,000	350,000	0	0	0	700,000	0	1,750,000
Charles Carroll Gymnasium and Community Center	0	420,000	0	0	0	0	3,510,000	0	3,930,000
County Building Access System Replacements/Additions	280,000	0	0	0	0	0	556,000	0	836,000
County Building Systemic Renovations	712,500	748,600	788,500	826,500	864,500	912,000	0	0	4,852,600
County Technology	1,230,250	1,265,400	1,307,580	1,368,000	1,368,000	1,558,000	0	0	8,097,230
Courthouse Annex Renovation	0	116,600	0	0	0	0	152,400	0	269,000
Elections Pollbooks and Printers	452,000	0	0	0	0	0	0	0	452,000
Facilities Asset Management and Work Order System	157,000	0	0	0	0	0	0	0	157,000
Farm Museum Tot Lot	160,000	0	0	0	0	0	0	0	160,000
Fleet Lift Replacements	0	0	212,000	0	212,000	0	0	0	424,000
Generator Replacement	185,000	132,000	139,000	146,000	153,000	161,000	0	0	916,000
Library Technology	100,000	100,000	100,000	100,000	100,000	100,000	0	0	600,000
Parking Lot Overlays	243,088	279,000	322,000	367,000	436,000	222,000	0	0	1,869,088
Public Safety Emergency Communication Radios	800,000	824,000	849,000	874,000	900,000	927,000	0	0	5,174,000
Public Safety Regional Water Supply	126,000	132,300	139,000	146,000	153,000	160,000	0	0	856,300
Public Safety Training Center	1,000,000	1,000,000	1,000,000	0	0	0	4,300,000	0	7,300,000
Sheriff's Office - Eldersburg Precinct	0	0	0	468,000	4,497,000	0	0	0	4,965,000
Westminster Library - Exploration Commons	1,296,000	0	0	0	0	0	2,750,650	0	4,046,650
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$7,526,838</b>	<b>\$5,367,900</b>	<b>\$5,207,080</b>	<b>\$4,295,500</b>	<b>\$8,683,500</b>	<b>\$4,040,000</b>	<b>\$17,403,050</b>	<b>\$0</b>	<b>\$52,523,868</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$3,471,371	\$2,818,400	\$2,928,580	\$2,709,000	\$2,804,000	\$2,807,000	\$1,122,001	\$0	\$18,660,352
Reallocated GF Transfer	140,967	0	0	0	0	0	133,999	0	274,966
Bonds	1,803,574	1,547,326	1,278,500	1,586,500	5,879,500	1,233,000	7,193,400	0	20,521,800
Reallocated Bonds	427,926	2,174	0	0	0	0	2,400,000	0	2,830,100
Hotel Tax	160,000	0	0	0	0	0	0	0	160,000
MD Higher Education Commission	227,000	0	0	0	0	0	2,753,000	0	2,980,000
MD Library Development	800,000	0	0	0	0	0	1,187,125	0	1,987,125
State Miscellaneous Grants	0	1,000,000	1,000,000	0	0	0	1,650,000	0	3,650,000
Private	496,000	0	0	0	0	0	963,525	0	1,459,525
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$7,526,838</b>	<b>\$5,367,900</b>	<b>\$5,207,080</b>	<b>\$4,295,500</b>	<b>\$8,683,500</b>	<b>\$4,040,000</b>	<b>\$17,403,050</b>	<b>\$0</b>	<b>\$52,523,868</b>

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2020 - 2025**

**Capital Fund**

	2020	2021	Fiscal Year 2022	2023	2024	2025	Prior Allocation	Balance To Complete	Total Project Cost
<b>GRAND TOTAL USES</b>	<b>\$65,792,708</b>	<b>\$91,455,587</b>	<b>\$71,343,881</b>	<b>\$52,162,320</b>	<b>\$65,762,506</b>	<b>\$65,459,035</b>	<b>\$35,890,238</b>	<b>\$1,668,000</b>	<b>\$449,534,275</b>
<b>SOURCE OF FUNDING</b>									
- LOCAL -									
Transfer from General Fund	\$4,654,146	\$3,406,260	\$3,612,560	\$3,203,980	\$3,495,180	\$4,609,580	\$1,786,991	\$0	\$24,768,697
Reallocated GF Transfer	739,266	0	0	0	0	0	133,999	0	873,265
Local Income Tax	12,080,720	13,011,031	13,509,231	14,944,240	16,305,976	16,629,355	1,558,005	0	88,038,558
Property Tax	2,680,680	2,695,190	3,020,940	3,000,000	3,000,000	3,000,000	0	0	17,396,810
Bonds	28,074,330	47,464,832	23,936,650	20,603,200	33,833,950	28,337,850	10,533,116	333,600	193,117,528
Reallocated Bonds	2,695,384	2,174	0	0	0	0	12,871,194	0	15,568,752
Impact Fee - Parks	0	325,411	170,000	0	0	600,000	0	0	1,095,411
Reallocated Impact Fee - Parks	0	4,589	0	0	0	0	0	0	4,589
Hotel Tax	160,000	0	0	0	0	0	0	0	160,000
<b>LOCAL TOTAL</b>	<b>\$51,084,527</b>	<b>\$66,909,487</b>	<b>\$44,249,381</b>	<b>\$41,751,420</b>	<b>\$56,635,106</b>	<b>\$53,176,785</b>	<b>\$26,883,305</b>	<b>\$333,600</b>	<b>\$341,023,611</b>
- STATE -									
State Highway Administration	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000	\$8,883	\$0	\$1,064,883
Highway User Revenue	2,548,431	1,979,000	2,014,000	2,051,000	2,112,000	1,088,000	0	0	11,792,431
Program Open Space	1,651,700	1,222,700	1,573,800	603,800	875,600	1,189,200	32,000	0	7,148,800
Ag. Preservation (MALPF)	500,000	500,000	500,000	500,000	500,000	500,000	0	0	3,000,000
Ag Transfer Tax	150,000	150,000	150,000	150,000	150,000	150,000	0	0	900,000
State School Construction	7,603,950	17,231,800	20,893,700	6,103,100	4,246,300	8,267,450	1,278,000	0	65,624,300
MD Higher Education Commission	227,000	0	0	0	0	0	2,753,000	0	2,980,000
MD Library Development	800,000	0	0	0	0	0	1,187,125	0	1,987,125
State Miscellaneous Grants	0	1,000,000	1,000,000	0	0	0	1,746,000	0	3,746,000
<b>STATE TOTAL</b>	<b>\$13,657,081</b>	<b>\$22,259,500</b>	<b>\$26,307,500</b>	<b>\$9,583,900</b>	<b>\$8,059,900</b>	<b>\$11,370,650</b>	<b>\$7,005,008</b>	<b>\$0</b>	<b>\$98,243,539</b>
- FEDERAL -									
Federal Highway/Bridge	\$331,500	\$1,715,600	\$187,000	\$197,000	\$406,000	\$217,000	\$1,038,400	\$1,334,400	\$5,426,900
<b>FEDERAL TOTAL</b>	<b>\$331,500</b>	<b>\$1,715,600</b>	<b>\$187,000</b>	<b>\$197,000</b>	<b>\$406,000</b>	<b>\$217,000</b>	<b>\$1,038,400</b>	<b>\$1,334,400</b>	<b>\$5,426,900</b>
- OTHER -									
Municipal	\$223,600	\$571,000	\$600,000	\$630,000	\$661,500	\$694,600	\$0	\$0	\$3,380,700
Private	496,000	0	0	0	0	0	963,525	0	1,459,525
<b>OTHER TOTAL</b>	<b>\$719,600</b>	<b>\$571,000</b>	<b>\$600,000</b>	<b>\$630,000</b>	<b>\$661,500</b>	<b>\$694,600</b>	<b>\$963,525</b>	<b>\$0</b>	<b>\$4,840,225</b>
<b>GRAND TOTAL SOURCES</b>	<b>\$65,792,708</b>	<b>\$91,455,587</b>	<b>\$71,343,881</b>	<b>\$52,162,320</b>	<b>\$65,762,506</b>	<b>\$65,459,035</b>	<b>\$35,890,238</b>	<b>\$1,668,000</b>	<b>\$449,534,275</b>

## COMMUNITY INVESTMENT PLAN GENERAL FUND OPERATING IMPACTS

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25
<b><u>PUBLIC SCHOOLS</u></b>						
Relocatable Classroom Removal						
Maintenance	\$0	(\$50,000)	(\$50,000)	(\$103,000)	(\$103,000)	(\$158,000)
Utilities	0	(100,000)	(100,000)	(207,000)	(207,000)	(322,000)
Total Operating Impacts	\$0	(\$150,000)	(\$150,000)	(\$310,000)	(\$310,000)	(\$480,000)
<b><u>PUBLIC SCHOOLS TOTAL</u></b>	<b>\$0</b>	<b>(\$150,000)</b>	<b>(\$150,000)</b>	<b>(\$310,000)</b>	<b>(\$310,000)</b>	<b>(\$480,000)</b>
<b><u>CONSERVATION AND OPEN SPACE</u></b>						
Agricultural Land Preservation						
Debt Service	\$1,439,230	\$1,504,330	\$1,563,490	\$1,624,400	\$1,685,100	\$1,752,500
Total Operating Impacts	\$1,439,230	\$1,504,330	\$1,563,490	\$1,624,400	\$1,685,100	\$1,752,500
<b><u>CONSERVATION AND OPEN SPACE TOTAL</u></b>	<b>\$1,439,230</b>	<b>\$1,504,330</b>	<b>\$1,563,490</b>	<b>\$1,624,400</b>	<b>\$1,685,100</b>	<b>\$1,752,500</b>
<b><u>RECREATION AND CULTURE</u></b>						
Gillis Falls Trail						
Maintenance	\$0	\$0	\$2,700	\$2,780	\$2,860	\$2,950
Total Operating Impacts	\$0	\$0	\$2,700	\$2,780	\$2,860	\$2,950
Krimgold Park Phase II						
Maintenance	\$0	\$0	\$2,700	\$2,780	\$2,860	\$2,950
Total Operating Impacts	\$0	\$0	\$2,700	\$2,780	\$2,860	\$2,950
Leister Park Phase II						
Maintenance	\$0	\$0	\$0	\$2,700	\$2,780	\$2,860
Total Operating Impacts	\$0	\$0	\$0	\$2,700	\$2,780	\$2,860
Piney Run Pavilion Road Paving						
Maintenance	\$0	\$0	\$0	(\$1,000)	(\$1,030)	(\$1,060)
Total Operating Impacts	\$0	\$0	\$0	(\$1,000)	(\$1,030)	(\$1,060)
Sports Complex Lighting						
Utilities	\$0	(\$380)	\$3,000	\$3,090	\$3,190	\$3,290
Total Operating Impacts	\$0	(\$380)	\$3,000	\$3,090	\$3,190	\$3,290
<b><u>RECREATION AND CULTURE TOTAL</u></b>	<b>\$0</b>	<b>(\$380)</b>	<b>\$8,400</b>	<b>\$10,350</b>	<b>\$10,660</b>	<b>\$10,990</b>
<b><u>GENERAL GOVERNMENT</u></b>						
County Building Access System Replacements/Additions						
Licenses/IT Maintenance	\$2,210	\$3,000	\$5,000	\$6,000	\$6,180	\$6,340
Total Operating Impacts	\$2,210	\$3,000	\$5,000	\$6,000	\$6,180	\$6,340
County Technology						
Licenses/IT Maintenance	\$0	(\$35,300)	(\$36,400)	\$36,510	\$37,610	\$38,730
Total Operating Impacts	\$0	(\$35,300)	(\$36,400)	\$36,510	\$37,610	\$38,730
Facilities Asset Management and Work Order System						
Licenses/IT Maintenance	\$0	\$25,820	\$27,110	\$28,470	\$29,900	\$31,400
Furniture/Equipment	28,000	0	0	0	0	0
Total Operating Impacts	\$28,000	\$25,820	\$27,110	\$28,470	\$29,900	\$31,400

## COMMUNITY INVESTMENT PLAN GENERAL FUND OPERATING IMPACTS

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25
Public Safety Training Center						
Utilities	\$0	\$10,000	\$10,300	\$10,610	\$10,930	\$11,260
Total Operating Impacts	\$0	\$10,000	\$10,300	\$10,610	\$10,930	\$11,260
Sheriff's Office - Eldersburg Precinct						
Maintenance	\$0	\$0	\$0	\$0	\$0	\$22,810
Utilities	0	0	0	0	0	34,410
Insurance	0	0	0	0	0	1,900
Telecommunications	0	0	0	0	0	19,480
Licenses/IT Maintenance	0	0	0	0	0	4,300
Total Operating Impacts	\$0	\$0	\$0	\$0	\$0	\$82,900
<i>Operating impacts may include an administrative position, but it is not built in as an operating impact.</i>						
Westminster Library - Exploration Commons						
Contractual Services	\$0	\$6,400	\$6,590	\$6,790	\$7,000	\$7,210
Materials/Supplies	0	2,100	2,160	2,220	2,290	2,360
Utilities	0	35,310	36,370	37,460	38,580	39,740
Insurance	0	1,000	1,030	1,060	1,090	1,120
Total Operating Impacts	\$0	\$44,810	\$46,150	\$47,530	\$48,960	\$50,430
<b><u>GENERAL GOVERNMENT TOTAL</u></b>	<b><u>\$30,210</u></b>	<b><u>\$48,330</u></b>	<b><u>\$52,160</u></b>	<b><u>\$129,120</u></b>	<b><u>\$133,580</u></b>	<b><u>\$221,060</u></b>
 <b>TOTAL OPERATING IMPACTS</b>	 <b><u>\$1,469,440</u></b>	 <b><u>\$1,402,280</u></b>	 <b><u>\$1,474,050</u></b>	 <b><u>\$1,453,870</u></b>	 <b><u>\$1,519,340</u></b>	 <b><u>\$1,504,550</u></b>

## *Enterprise Funds*



***Airport Enterprise Fund***

# Airport Enterprise Fund Operating Summary

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	Actual	Original	Adjusted	Budget	% Change	% Change
Sources of Funding	FY 18	Budget FY 19	Budget FY 19	FY 20	From Orig. FY 19	From Adj. FY 19
Fuel Sales	\$86,765	\$84,500	\$84,500	\$98,000	15.98%	15.98%
Rents	160,912	155,580	155,580	155,580	0.00%	0.00%
Corporate Hanger Rental	578,136	592,660	592,660	618,300	4.33%	4.33%
Pass-Through Utilities/Taxes	118,415	137,930	137,930	137,930	0.00%	0.00%
Miscellaneous	281	3,680	3,680	3,680	0.00%	0.00%
<b>Total Sources of Funding</b>	<b>\$944,509</b>	<b>\$974,350</b>	<b>\$974,350</b>	<b>\$1,013,490</b>	<b>4.02%</b>	<b>4.02%</b>

	Actual	Original	Adjusted	Budget	% Change	% Change
Uses of Funding	FY 18	Budget FY 19	Budget FY 19	FY 20	From Orig. FY 19	From Adj. FY 19
Airport Operations	\$597,623	\$806,745	\$843,865	\$864,776	7.19%	2.48%
Revenue in Excess of Expenses	346,886	167,605	130,485	148,714	-11.27%	13.97%
<b>Total Uses of Funding</b>	<b>\$944,509</b>	<b>\$974,350</b>	<b>\$974,350</b>	<b>\$1,013,490</b>	<b>4.02%</b>	<b>4.02%</b>

Enterprise Fund budgets are presented based on cash expenses, depreciation is not included, and bond principal has been added. To accurately define what is happening in the budget, Revenue in Excess of Expenses is shown separately from the individual budget. This line item captures the annual amount generated by the operating revenue, net of operating cash expenditures. Revenue in Excess of Expenses is available to fund capital projects, vehicles and equipment, and contingency reserves.

# Airport Operations

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$166,693	\$176,550	\$213,670	\$220,420	24.85%	3.16%
Benefits	107,350	111,275	111,275	143,090	28.59%	28.59%
Operating	322,250	518,920	518,920	473,716	-8.71%	-8.71%
Capital	178,443	167,605	130,485	176,264	5.17%	35.08%
Total	\$774,735	\$974,350	\$974,350	\$1,013,490	4.02%	4.02%
Employees FTE	3.10	3.85	3.93	3.93	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jeffrey D. Castonguay, Director of Public Works**  
(410) 386-2248

**Stephanie R. Krome, Senior Budget Analyst (410) 386-2082**  
<http://carrollcountyregionalairport.com/>

## Mission and Goals

To provide safe operation of the Carroll County Regional Airport by meeting or exceeding Federal Aviation Administration and Maryland Aviation Administration guidelines.

### Goals include:

- Promote aviation safety
- Enhance airport finances
- Promote a safe and efficient public use airport

## Description

The funds in this budget provide for maintenance of the airport and include:

- General operations
- Mechanical maintenance
- Hangar rental

The 5,100 foot runway is the sixth longest non-military runway in the State. The proximity to Baltimore Washington International Airport (BWI) allows Carroll County Regional to be a reliever airport, thereby entitling the County to receive Maryland and Federal Aviation Administration grants for capital projects.

The Airport is an important component of the County's Economic Development plan, providing quick and convenient access to the growing business market. To better serve corporate clientele, corporate hangars and a fuel farm are available. The fuel farm supplies aviation and jet fuel, and the corporate hangars provide 70,000 square feet of space for storage of corporate jets.

## Program Highlights

- In FY 13, the Commissioners approved the extension of the runway to approximately 5,400 feet.
- Skytech, Inc. provides airport Fixed Based Operator (FBO) services including aircraft fueling, maintenance, sales, avionics, flight instruction, and charter flights.

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to a salary adjustment, a change in personnel allocations, and the addition of an Administrative Assistant position.
- A 3% salary increase is included in FY 20.
- Operating decreases due to a reduction in debt service, partially offset by an increase to repair supplies and snow removal.
- Capital increases due to increased Revenue in Excess of Expenses and one-time removal of a structure in FY 20.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2020 TO 2025

	2020	2021	2022	2023	2024	2025	Prior Allocation	Balance To Complete	Total Project Cost
<b>AIRPORT ENTERPRISE FUND:</b>									
Grounds and Maintenance Equipment	\$17,500	\$17,500	\$17,500	\$17,500	\$17,500	\$17,500	\$0	\$0	\$105,000
<b>AIRPORT ENTERPRISE FUND TOTAL</b>	<b>\$17,500</b>	<b>\$17,500</b>	<b>\$17,500</b>	<b>\$17,500</b>	<b>\$17,500</b>	<b>\$17,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$105,000</b>
<b>SOURCES OF FUNDING:</b>									
Federal Aviation Administration	\$17,500	\$17,500	\$17,500	\$17,500	\$17,500	\$17,500	\$0	\$0	\$105,000
<b>AIRPORT ENTERPRISE FUND TOTAL</b>	<b>\$17,500</b>	<b>\$17,500</b>	<b>\$17,500</b>	<b>\$17,500</b>	<b>\$17,500</b>	<b>\$17,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$105,000</b>

***Fiber Network Enterprise Fund***

# Fiber Network Enterprise Fund Operating Summary

	Actual	Original	Adjusted	Budget	% Change	% Change
Sources of Funding	FY 18	Budget FY 19	Budget FY 19	FY 20	From Orig. FY 19	From Adj. FY 19
Dark Fiber Lease	\$212,140	\$283,000	\$247,200	\$252,200	-10.88%	2.02%
Transfer from Fund Balance	204,000	134,700	174,500	192,800	43.13%	10.49%
<b>Total Sources of Funding</b>	<b>\$416,140</b>	<b>\$417,700</b>	<b>\$421,700</b>	<b>\$445,000</b>	<b>6.54%</b>	<b>5.53%</b>

	Actual	Original	Adjusted	Budget	% Change	% Change
Uses of Funding	FY 18	Budget FY 19	Budget FY 19	FY 20	From Orig. FY 19	From Adj. FY 19
Fiber Network	\$91,861	\$417,700	\$421,700	\$445,000	6.54%	5.53%
Revenue in Excess of Expenses	324,279	0	0	0	0.00%	0.00%
<b>Total Uses of Funding</b>	<b>\$416,140</b>	<b>\$417,700</b>	<b>\$421,700</b>	<b>\$445,000</b>	<b>6.54%</b>	<b>5.53%</b>

Enterprise Fund budgets are presented based on cash expenses, depreciation is not included, and bond principal has been added. To accurately define what is happening in the budget, Revenue in Excess of Expenses is shown separately from the individual budget. This line item captures the annual amount generated by the operating revenue, net of operating cash expenditures. Revenue in Excess of Expenses is available to fund capital projects, vehicles and equipment, and contingency reserves.

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# Fiber Network Operations

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	347,654	421,700	421,700	429,810	1.92%	1.92%
Capital	965,975	0	0	15,190	100.00%	100.00%
Total	\$1,313,629	\$421,700	\$421,700	\$445,000	5.53%	5.53%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Mark Ripper, Director of Technology Services  
(410) 386-2056

Chizuko M. Godwin, Budget Analyst (410) 386-2082

## Mission

To provide commercial access to a high-speed fiber optic data communications network.

## Description

The funds in this budget support the operation and maintenance costs for the Carroll County Fiber Network (CCFN).

Construction of the Fiber Network began in 2007 to connect Carroll County Government with Carroll County Public Schools, Carroll County Public Library, and Carroll Community College. The network connects over 120 local, State, Federal, and public safety sites, as well as 7 primary business parks and 16 secondary business parks.

## Program Highlights

Warfield Complex and Twin Arch Industrial Park have been connected to the network, and Liberty Exchange is in progress.

## Budget Changes

Capital increases due to one-time equipment replacement.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2020 TO 2025

	2020	2021	2022	2023	2024	2025	Prior Allocation	Balance To Complete	Total Project Cost
<b>FIBER NETWORK ENTERPRISE FUND:</b>									
CCPN Equipment Replacement	\$0	\$0	\$0	\$1,015,000	\$0	\$0	\$0	\$0	\$1,015,000
<b>FIBER NETWORK ENTERPRISE FUND TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,015,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,015,000</b>
<b>SOURCES OF FUNDING:</b>									
Enterprise Fund - Fiber	\$0	\$0	\$0	\$1,015,000	\$0	\$0	\$0	\$0	\$1,015,000
<b>FIBER NETWORK ENTERPRISE FUND TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,015,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,015,000</b>



***Firearms Enterprise Fund***

# Firearms Enterprise Fund Operating Summary

	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 18	Budget	Budget	FY 20	From	From
Source of Funding		FY 19	FY 19		Orig. FY 19	Adj. FY 19
User Fees	\$152,482	\$159,600	\$159,600	\$150,000	-6.02%	-6.02%
Concession Fees	4,727	5,000	5,000	1,200	-76.00%	-76.00%
Recycling	0	0	0	6,000	100.00%	100.00%
Interest Income	2,042	2,000	2,000	2,000	0.00%	0.00%
Transfer from Fund Balance	0	47,850	47,850	0	100.00%	100.00%
<b>Total Sources of Funding</b>	<b>\$159,251</b>	<b>\$214,450</b>	<b>\$214,450</b>	<b>\$159,200</b>	<b>-25.76%</b>	<b>-25.76%</b>

	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 18	Budget	Budget	FY 20	From	From
Uses of Funding		FY 19	FY 19		Orig. FY 19	Adj. FY 19
Firearms Facility Operations	\$149,796	\$214,450	\$214,450	\$159,200	-25.76%	-28.32%
Revenue in Excess of Expenses	9,455	0	0	0	0.00%	0.00%
<b>Total Uses of Funding</b>	<b>\$159,251</b>	<b>\$214,450</b>	<b>\$214,450</b>	<b>\$159,200</b>	<b>-25.76%</b>	<b>-25.76%</b>

Enterprise Fund budgets are presented based on cash expenses, depreciation is not included, and bond principal has been added. To accurately define what is happening in the budget, Revenue in Excess of Expenses is shown separately from the individual budget. This line item captures the annual amount generated by the operating revenue, net of operating cash expenditures. Revenue in Excess of Expenses is available to fund capital projects, vehicles and equipment, and contingency reserves.

# Firearms Operations

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$50,117	\$83,800	\$90,900	\$94,610	12.90%	4.08%
Benefits	20,946	26,550	27,100	14,570	-45.12%	-46.24%
Operating	19,792	104,100	104,100	38,020	-63.48%	-63.48%
Capital	58,941	0	0	12,000	100.00%	100.00%
<b>Total</b>	<b>\$149,796</b>	<b>\$214,450</b>	<b>\$222,100</b>	<b>\$159,200</b>	<b>-25.76%</b>	<b>-28.32%</b>
Employees FTE	3.00	3.00	3.00	3.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jeff Degitz, Director of Recreation and Parks**  
(410) 386-2103

**Judy Flickinger, Senior Budget Analyst (410) 386-2082**  
<https://www.carrollcountymd.gov/government/directory/recreation-parks/places-to-go/hap-baker-firearms-facility/>

## Mission and Goals

To provide a safe facility for firearms enthusiasts to practice sporting activities and for police personnel to train, practice, and obtain certification.

### Goals include:

- Provide a place for hunters to sight-in rifles and for target shooting enthusiasts to practice their sport
- Promote safety, education, training, and good sportsmanship

## Description

The Hap Baker Firearms Facility, adjacent to the Northern Landfill, includes 10 firing lanes from 25 to 200 yards long, and a 9-lane pistol range from 5 to 17 yards. It is used by the general public, as well as by police personnel.

A Chief Range Officer supervises the facility. A fee is charged for daily use, or a yearly pass may be purchased.

The facility is open to the general public on weekends from January through March, and Wednesday through Sunday from April through December. The hours of operation are 10:00 a.m. to an hour before sunset.

## Program Highlights

In FY 18, 11,165 individuals used the facility.

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to converting a contractual position to full-time.
- A 3% salary increase is included in FY 20.
- Operating decreases due to one-time repairs in FY 19.
- Capital increases due to a replacement security system.

## *Septage Enterprise Fund*

# Septage Enterprise Fund Operating Summary

	Actual	Original	Adjusted		% Change	% Change
	FY 18	Budget	Budget	Budget	From	From
Sources of Funding	FY 18	FY 19	FY 19	FY 20	Orig. FY 19	Adj. FY 19
Septage Processing Fee	\$1,176,001	\$975,000	\$975,000	\$1,040,000	6.67%	6.67%
Interest Income	19,380	10,000	10,000	33,750	237.50%	237.50%
Miscellaneous	202	0	0	0	0.00%	0.00%
<b>Total Sources of Funding</b>	<b>\$1,195,583</b>	<b>\$985,000</b>	<b>\$985,000</b>	<b>\$1,073,750</b>	<b>9.01%</b>	<b>9.01%</b>

	Actual	Original	Adjusted		% Change	% Change
	FY 18	Budget	Budget	Budget	From	From
Uses of Funding	FY 18	FY 19	FY 19	FY 20	Orig. FY 19	Adj. FY 19
Septage Facility Operations	\$673,282	\$787,067	\$787,067	\$827,760	5.17%	5.17%
Capital - Repair, Replace, Rehabilitate	522,301	197,933	197,933	245,990	24.28%	24.28%
<b>Total Uses of Funding</b>	<b>\$1,195,583</b>	<b>\$985,000</b>	<b>\$985,000</b>	<b>\$1,073,750</b>	<b>9.01%</b>	<b>9.01%</b>

Enterprise Fund budgets are presented based on cash expenses, depreciation is not included, and bond principal has been added. The line item Capital - Repair, Replace, Rehabilitate captures the annual amount generated by the operating revenue available to repair, replace, or rehabilitate capital assets.

# Septage Facility

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	653,137	723,067	723,067	779,760	7.84%	7.84%
Capital	39,009	261,933	261,933	293,990	12.24%	12.24%
<b>Total</b>	<b>692,146</b>	<b>985,000</b>	<b>985,000</b>	<b>1,073,750</b>	<b>9.01%</b>	<b>9.01%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jeffrey D. Castonguay, Director of Public Works**  
(410) 386-2248

**Stephanie R. Krome, Senior Budget Analyst (410) 386-2082**

## Mission and Goals

To ensure the Septage Treatment Facility is operated in a cost-effective manner while generating the necessary revenues to cover the cost of operations.

## Description

The funds in this budget support operation and maintenance costs for the Septage Treatment Facility at the Westminster Wastewater Treatment Plant. The City of Westminster operates the facility.

Westminster City documents costs incurred and usage by the various haulers, and reports this information to the County. The County reimburses the City and bills individual haulers. The current rate is \$0.065 per gallon.

The facility is available 5½ days per week. In emergency situations, septage can be taken to the Freedom Wastewater Treatment Plant. The Septage Treatment Plant was built in response to a mandate to cease land application of septage.

## Budget Changes

- Operating increases for City of Westminster license and permits fees.
- Capital increases due to an increase in gallons processed and a replacement card reader system, partially offset by a one-time equipment purchase in FY 19.

***Solid Waste Enterprise Fund***

# Solid Waste Enterprise Fund Operating Summary

	Actual	Original	Adjusted		% Change	% Change
	FY 18	Budget	Budget	Budget	From	From
Sources of Funding	FY 18	FY 19	FY 19	FY 20	Orig. FY 19	Adj. FY 19
Tipping Fees	\$6,605,481	\$6,558,100	\$6,558,100	\$6,711,700	2.34%	2.34%
County Hauling	6,075	5,500	5,500	5,500	0.00%	0.00%
Interest	84,316	60,000	60,000	150,000	150.00%	150.00%
Rents and Royalties	159,998	160,000	160,000	175,600	9.75%	9.75%
Recycling	238,911	106,470	106,470	160,000	50.28%	50.28%
Miscellaneous	11,050	270,000	270,000	7,500	-97.22%	-97.22%
Transfer from General Fund	2,415,000	2,415,000	2,415,000	615,000	-74.53%	-74.53%
Transfer from Fund Balance	0	0	0	399,470	100.00%	100.00%
<b>Total Sources of Funding</b>	<b>\$9,520,831</b>	<b>\$9,575,070</b>	<b>\$9,575,070</b>	<b>\$8,224,770</b>	<b>-14.10%</b>	<b>-14.10%</b>

	Actual	Original	Adjusted		% Change	% Change
	FY 18	Budget	Budget	Budget	From	From
Uses of Funding	FY 18	FY 19	FY 19	FY 20	Orig. FY 19	Adj. FY 19
Solid Waste Management	\$346,457	\$341,815	\$362,590	\$367,550	7.53%	1.37%
Closed Landfills	196,913	226,740	226,740	229,480	1.21%	1.21%
Northern Landfill	2,929,290	2,294,840	2,298,015	2,228,060	-2.91%	-3.04%
Recycling Operations	854,146	803,945	804,260	1,228,590	52.82%	52.76%
Solid Waste Accounting Administration	(1,039,345)	754,785	760,125	860,790	14.04%	13.24%
Solid Waste Transfer Station	3,809,664	3,034,300	3,034,300	3,310,300	9.10%	9.10%
Revenue in Excess of Expenses	2,423,706	2,118,645	2,089,040	0	-100.00%	-100.00%
<b>Total Uses of Funding</b>	<b>\$9,520,831</b>	<b>\$9,575,070</b>	<b>\$9,575,070</b>	<b>\$8,224,770</b>	<b>-14.10%</b>	<b>-14.10%</b>

Enterprise Fund budgets are presented based on cash expenses, depreciation is not included, and bond principal has been added. To accurately define what is happening in the budget, Revenue in Excess of Expenses is shown separately from the individual budget. This line item captures the annual amount generated by the operating revenue, net of operating cash expenditures. Revenue in Excess of Expenses is available to fund capital projects, vehicles and equipment, and contingency reserves.



# Solid Waste Operating Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Solid Waste Management	\$346,457	\$341,815	\$362,590	\$367,550	7.53%	1.37%
Closed Landfills	196,913	226,740	226,740	229,480	1.21%	1.21%
Northern Landfill	2,929,290	2,294,840	2,298,015	2,228,060	-2.91%	-3.04%
Recycling Operations	854,146	803,945	804,260	1,228,590	52.82%	52.76%
Solid Waste Accounting Administration	(1,039,345)	754,785	760,125	860,790	14.04%	13.24%
Solid Waste Transfer Station	3,809,664	3,034,300	3,034,300	3,310,300	9.10%	9.10%
Revenue in Excess of Expenses	2,423,706	2,118,645	2,089,040	0	-100.00%	-100.00%
<b>Total Solid Waste Operations</b>	<b>\$9,520,831</b>	<b>\$9,575,070</b>	<b>\$9,575,070</b>	<b>\$8,224,770</b>	<b>-14.10%</b>	<b>-14.10%</b>

## Mission and Goals

To provide the most cost-effective and efficient services for waste disposal, removal, and recycling for County residents and businesses.

### Goals include:

- Serve the public
- Educate the public on the effects of waste management and recycling
- Monitor landfills for any environmental impact

## Highlights, Changes, and Useful Information

The Bureau of Solid Waste is in the process of developing a long-term waste management strategy that will be environmentally responsible and fiscally balanced. The first phase of the plan, from FY 17 to FY 20, is to divert a portion of transferred tons into the County's landfill in order to accumulate funds for the long-term plan. However, several factors have negated the ability to accumulate funds. There has been a significant price escalation in the recycling market and disposal costs for leachate have increased dramatically due to unusual weather events. The Board of County Commissioners also temporarily decreased the amount of General Fund dollars transferred to the Solid Waste Enterprise Fund.

### Budget Changes

- Northern Landfill decreases due to replacement equipment purchases in FY 19.
- Recycling increases due to a rise in the per ton rate for recycling disposal.
- Solid Waste Accounting Administration increases due to a weigh station software upgrade.
- Solid Waste Transfer Station increases due to additional tonnage transferred, and an increase to the transfer cost per ton.

# Solid Waste Management

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$111,191	\$116,400	\$126,330	\$130,120	11.79%	3.00%
Benefits	65,015	68,110	68,870	71,980	5.68%	4.52%
Operating	170,251	167,390	167,390	165,450	-1.16%	-1.16%
Capital	0	2,108,560	2,089,040	0	-100.00%	-100.00%
Total	\$346,457	\$2,460,460	\$2,451,630	\$367,550	-85.06%	-85.01%
Employees FTE	1.60	1.60	1.68	1.68	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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(410) 386-2248

**Taylor Hockensmith, Budget Analyst (410) 386-2082**  
<https://www.carrollcountymd.gov/government/directory/public-works/solid-waste/>

## Mission and Goals

To provide the most cost-effective and efficient services for waste disposal and recycling for County residents and businesses.

### Goals include:

- Meet all regulatory requirements of the Environmental Protection Agency and the Maryland Department of the Environment
- Maximize the compaction rate of all materials disposed of in Northern Landfill while minimizing the cost and volume of air space consumed by daily cover requirements
- Monitor landfills for any environmental impacts and minimize liability

## Description

Solid Waste Management is responsible for:

- Carroll County's only full-time operational landfill (Northern)
- Monitoring of the four closed landfills: Bark Hill, Hodges, John Owings, and Hoods Mill
- Recycling Operations
- Yard waste/mulch program
- Maintaining and updating the Ten-Year Solid Waste Management Plan
- Contracting for the transfer of waste and recycling materials

## Program Highlights

The Bureau of Solid Waste is in the process of developing a long-term waste management strategy that will be environmentally responsible and fiscally balanced. The first phase of the plan, from FY 17 to FY 20, is to divert a portion of transferred tons into the County's landfill in order to accumulate funds for the long-term plan. However, several factors have negated the ability to accumulate funds. There has been a significant price escalation in the recycling market and disposal costs for leachate have increased dramatically due to unusual weather events. The Board of County Commissioners also temporarily decreased the amount of General Fund dollars transferred to the Solid Waste Enterprise Fund.

## Budget Changes

- A 3% salary increase is included in FY 20.
- Operating decreases due to the completion of the FY 19 Pay-As-You-Throw pilot program.
- FY 19 Capital reflects the planned amount of Revenue in Excess of Expenditures. Due to unforeseen market conditions, the County does not expect to have Revenue in Excess of Expenditures in FY 20.

# Closed Landfills

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	196,913	221,740	221,740	224,480	1.24%	1.24%
Capital	0	5,000	5,000	5,000	0.00%	0.00%
Total	\$196,913	\$226,740	\$226,740	\$229,480	1.21%	1.21%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Jeffrey D. Castonguay, Director of Public Works

(410) 386-2248

Taylor Hockensmith, Budget Analyst (410) 386-2082

## Mission

To ensure all regulatory requirements of the Environmental Protection Agency and Maryland Department of the Environment are met.

## Description

The funds in this budget support four closed landfills in the County:

- Hoods Mill Landfill
- Bark Hill Landfill
- Hodges Landfill
- John Owings Landfill

Federal law requires that the County monitor landfills for 30 years after closure. Groundwater monitoring and methane gas sampling are the main expenses associated with the closed landfills. Bark Hill and Hoods Mill Landfills still produce leachate that must be hauled to a wastewater facility for treatment. Leachate is a liquid produced when rainwater and other moisture travel through the waste.

## Program Highlights

Hoods Mill Landfill operates as a convenience drop-off site, and is open the first and third Saturday each month.

# Northern Landfill

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$569,834	\$557,485	\$560,425	\$578,460	3.76%	3.22%
Benefits	357,354	396,790	397,025	415,070	4.61%	4.55%
Operating	1,025,670	890,965	890,965	874,930	-1.80%	-1.80%
Capital	976,432	449,600	449,600	359,600	-20.02%	-20.02%
Total	\$2,929,290	\$2,294,840	\$2,298,015	\$2,228,060	-2.91%	-3.04%
Employees FTE	11.00	11.00	11.00	11.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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<https://www.carrollcountymd.gov/media/1981/northern-landfill.pdf>

## Mission

To ensure adequate space for landfilling non-transferable waste by conserving existing air space and planning for landfill cell expansion when needed.

## Description

Northern Landfill is the County's only operational landfill and waste transfer station. Facilities are provided for:

- Waste disposal
- Recycling
- Acceptance of yard waste
- Waste oil and antifreeze drop-off
- Scrap tire collection
- Goodwill collection site
- Scrap metal and appliances
- Vinyl siding recycling
- Electronic recycling

Beginning FY 17, the percentage of waste transferred and waste buried changed to approximately 60% and 40% respectively. Burying waste at Northern Landfill eliminates the costs of transferring the waste to Pennsylvania. The savings will help fund the implementation of a long-term waste management and recycling plan.

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to employee turnover and salary adjustments.
- A 3% salary increase is included in FY 20.
- Operating decreases due to one-time paving in FY 19.
- Capital decreases due to equipment replacement in FY 19.

# Recycling Operations

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$58,108	\$59,840	\$60,130	\$61,940	3.51%	3.01%
Benefits	34,347	35,450	35,475	37,290	5.19%	5.12%
Operating	749,992	699,655	699,655	1,118,360	59.84%	59.84%
Capital	11,699	9,000	9,000	11,000	22.22%	22.22%
Total	\$854,146	\$803,945	\$804,260	\$1,228,590	52.82%	52.76%
Employees FTE	1.00	1.00	1.00	1.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jeffrey D. Castonguay, Director of Public Works**  
(410) 386-2248

**Taylor Hockensmith, Budget Analyst (410) 386-2082**  
<https://www.carrollcountymd.gov/government/directory/public-works/office-of-recycling/>

Services at the recycling center are provided through a contract with The Arc Carroll County. Scrap metal, batteries, and electronics are collected at Northern Landfill and disposal is managed by contractors. Yard trimmings are managed through a private contractor.

## Mission and Goals

To promote an integrated Solid Waste Management Program that includes: waste prevention, reuse, recycling, and minimal waste disposal by providing residents and businesses with information, training, and outreach in order to benefit the environment by saving natural resources, energy, and landfill space, and by preventing pollution.

## Budget Changes

- A 3% salary increase is included in FY 20.
- Operating increases due to the cost of single stream recycling increasing from \$36 per ton in FY 19 to \$46 per ton in FY 20.
- Capital increases due to equipment replacement.

## Goals include:

- Exceed the State of Maryland's mandate of 35% of total waste material received
- Educate County residents and businesses on proper waste management practices including:
  - Waste prevention
  - Reuse
  - Recycling
  - Minimal disposal

## Description

The County offers voluntary recycling opportunities for all residents and businesses. Licensed haulers are required to offer all of their customers a curbside recycling service. A full-service recycling center is located at the Northern Landfill. Items the County accepts for recycling include:

- Single stream
- Paper and cardboard
- Plastics and rigid plastics
- Textiles
- Electronics
- Aluminum
- White goods/scrap metal
- Yard trimmings
- Styrofoam
- Kitchen frying oil
- Motor oil/antifreeze

# Solid Waste Accounting Administration

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$186,259	\$199,070	\$204,030	\$210,450	5.72%	3.15%
Benefits	175,208	191,870	192,250	232,085	20.96%	20.72%
Operating	(1,442,149)	362,845	362,845	412,255	13.62%	13.62%
Capital	41,337	1,000	1,000	6,000	500.00%	500.00%
Total	(1,039,345)	\$754,785	\$760,125	\$860,790	14.04%	13.24%
Employees FTE	5.75	5.75	5.75	5.75	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Michael Ensor, Accounting Supervisor (410) 386-2008

Taylor Hockensmith, Budget Analyst (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/public-works/solid-waste/>

## Mission and Goals

To provide accounting tasks and system support for the Solid Waste Enterprise Fund and to provide customer service to all users of the landfill.

## Description

This budget reflects the cost of accounting and weighmaster operations at Northern Landfill. The responsibilities include:

- Determining the type of waste being brought into the landfill
- Determining eligibility of the waste being brought in (generally only waste generated in Carroll County is accepted)
- Collecting landfill fees
- Keeping records of billing, and of what type of waste is brought in by haulers

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to salary adjustments.
- Personnel increases due to a 3% salary adjustment and increased overtime costs.
- Operating increases due to post-closure liability associated with an increase in tons landfilled.
- Capital increases due to one-time computer replacement.

# Solid Waste Transfer Station

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	3,809,664	3,034,300	3,034,300	3,310,300	9.10%	9.10%
Capital	0	0	0	0	0.00%	0.00%
Total	\$3,809,664	\$3,034,300	\$3,034,300	\$3,310,300	9.10%	9.10%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Jeffrey D. Castonguay, Director of Public Works

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Taylor Hockensmith, Budget Analyst (410) 386-2082

## Mission

To ensure facilities and resources are in place to manage approximately 100,000 tons per year of solid waste with an out-of-County transfer/disposal operation.

## Description

The transfer station became operational on December 1, 1998. It allows the County to accept solid waste from residents and businesses, and to transport the waste to a landfill in Pennsylvania for disposal.

The Bureau of Solid Waste is in the process of developing a long-term waste management strategy that will be environmentally responsible and fiscally balanced. The first phase of the plan, from FY 17 to FY 20, is to divert a portion of transferred tons into the County's landfill in order to accumulate funds for the long-term plan.

## Budget Changes

Solid Waste Transfer Station increases due to additional tonnage transferred, and an increase to the transfer cost per ton.

***Utilities Enterprise Fund***



# Utilities Enterprise Fund Operating Summary

Sources of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 18	Budget FY 19	Budget FY 19		From Orig. FY 19	From Adj. FY 19
MES Reimbursement	\$16,452	\$15,000	\$15,000	\$18,000	20.00%	20.00%
Water Usage	4,677,793	5,005,780	4,602,463	4,974,922	-0.62%	8.09%
Sewer Usage	5,785,610	6,063,300	5,831,873	6,108,673	0.75%	4.75%
Lateral/Meter Service	0	6,500	6,500	0	-100.00%	-100.00%
Interest Income	70,547	50,000	50,000	115,000	130.00%	130.00%
Rents	201,914	209,000	209,000	213,000	1.91%	1.91%
Miscellaneous	166,218	88,000	88,000	106,570	21.10%	21.10%
Transfer from General Fund	212,110	369,820	369,820	521,230	40.94%	40.94%
<b>Total Sources of Funding</b>	<b>\$11,130,644</b>	<b>\$11,807,400</b>	<b>\$11,172,656</b>	<b>\$12,057,395</b>	<b>2.12%</b>	<b>7.92%</b>

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 18	Budget FY 19	Budget FY 19		From Orig. FY 19	From Adj. FY 19
BOU Administration	\$1,660,350	\$1,723,800	\$1,601,010	\$1,833,330	6.35%	14.51%
Board of Education Facilities	194,398	207,820	209,830	330,230	58.90%	57.38%
Freedom Sewer	3,039,928	2,783,690	2,682,170	2,785,410	0.06%	3.85%
Freedom Water	3,731,322	3,337,410	3,117,040	3,549,930	6.37%	13.89%
Hampstead Sewer	1,022,424	942,500	942,470	981,690	4.16%	4.16%
Other Water and Sewer	196,151	124,900	125,890	155,130	24.20%	23.23%
Capital - Repair, Replace, Rehabilitate	1,286,072	2,687,280	2,494,246	2,421,675	-9.88%	-2.91%
<b>Total Uses of Funding</b>	<b>\$11,130,644</b>	<b>\$11,807,400</b>	<b>\$11,172,656</b>	<b>\$12,057,395</b>	<b>2.12%</b>	<b>7.92%</b>

Enterprise Fund budgets are presented based on cash expenses, depreciation is not included, and bond principal has been added. The line item Capital - Repair, Replace, Rehabilitate captures the annual amount generated by the operating revenue available to repair, replace, or rehabilitate capital assets.

# Utilities Operating Summary

	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
BOU Administration	\$1,660,350	\$1,723,800	\$1,601,010	\$1,833,330	6.35%	14.51%
Board of Education Facilities	194,398	207,820	209,830	330,230	58.90%	57.38%
Freedom Sewer	3,039,928	2,783,690	2,682,170	2,785,410	0.06%	3.85%
Freedom Water	3,731,322	3,337,410	3,117,040	3,549,930	6.37%	13.89%
Hampstead Sewer	1,022,424	942,500	942,470	981,690	4.16%	4.16%
Other Water and Sewer	196,151	124,900	125,890	155,130	24.20%	23.23%
<b>Total Utilities Operations</b>	<b>\$9,844,572</b>	<b>\$9,120,120</b>	<b>\$8,678,410</b>	<b>\$9,635,720</b>	<b>5.65%</b>	<b>11.03%</b>

## Mission and Goals

To keep all water and sewer systems at peak levels of performance without interruption in service, while protecting the environment.

### Goals include:

- Protect the environment while continuing to comply with State and Federal regulations
- Be proactive in determining future needs for facilities by monitoring areas of growth

## Highlights, Changes, and Useful Information

- There are 5 County-operated wastewater treatment systems. The Freedom Sewer System serves 6,924 sewer accounts, and includes 126 miles of collection lines and 14 pumping stations. The County also contributes 88% of the operating costs for the State of Maryland owned and operated Freedom Wastewater Treatment Plant. The Hampstead Sewer System serves 2,284 accounts and includes the Hampstead Wastewater Treatment Plant (HWWTP), 35 miles of collection lines and 7 pumping stations. The HWWTP is undergoing an extensive upgrade that is necessary to meet current environmental discharge requirements. The upgrade will be completed in 2021. Other systems include the South Carroll Wastewater Treatment Plant, the Runnymede Wastewater Treatment Plant and the Pleasant Valley Community Sewer System.
- There are 3 water treatment and distribution systems operated by the County. The Freedom Water System serves 8,560 accounts and includes the Freedom Water Treatment Plant (FWTP), 8 groundwater sources and treatment facilities, 140 miles of distribution lines, 4 water storage tanks and 1 booster pump station. The FWTP processes water drawn from the Liberty Reservoir and the groundwater sources provide supplemental water to the system. The Bark Hill Community Water System is a groundwater system that serves 62 accounts and includes a treatment facility and a water storage tank. The Pleasant Valley Community Water System is groundwater system that serves 53 accounts, and includes a treatment facility and a water storage tank.

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to delayed capital projects as a result of a Commissioner decision not to raise rates in FY 19.
- BOU Administration increases due to replacement vehicles and technology improvement.
- Freedom Sewer increases due to the County's contract with Maryland Environmental Services (MES).
- Freedom Water increases due to a higher cost per gallon of water from the City of Baltimore and capital projects moved from FY 19 to FY 20.

# Bureau of Utilities Administration

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$411,275	\$436,900	\$446,110	\$461,210	5.56%	3.38%
Benefits	257,717	274,710	274,710	314,490	14.48%	14.48%
Operating	666,954	877,290	877,290	918,630	4.71%	4.71%
Capital	324,404	134,900	2,900	139,000	3.04%	4693.10%
Total	\$1,660,350	\$1,723,800	\$1,601,010	\$1,833,330	6.35%	14.51%
Employees FTE	7.60	7.60	7.69	7.69	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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<https://www.carrollcountymd.gov/government/directory/public-works/utilities/>

## Mission and Goals

To keep all facilities, including water and wastewater treatment plants, sewer pumping stations, distribution lines and collection systems, functioning at peak performance without interruption in service.

## Goals include:

- Keep facilities operational at all times
- Continue to protect the environment while complying with all State and Federal regulations

## Description

The funds in this budget support the administration and accounting of water and wastewater facilities including:

- Fourteen sewer pumping stations and 126 miles of collection lines in the Freedom District
- Seven sewer pumping stations and 35 miles of collection lines in the Hampstead area
- Five wastewater treatment plants
- A booster station and 140 miles of water distribution lines
- Six water storage tanks
- Four groundwater facilities
- Four water treatment facilities

Total of number of households served:

2015	2016	2017	2018
10,815	10,882	10,915	10,987

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to personnel allocations.
- A 3% salary increase is included in FY 20.
- Operating increases due to asset management system upgrades.
- Capital increases due to one-time purchases moved from FY 19 to FY 20.

# Board of Education Facilities

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$61,584	\$68,020	\$70,030	\$73,760	8.44%	5.33%
Benefits	42,640	49,890	49,890	52,900	6.03%	6.03%
Operating	62,380	78,910	78,910	89,670	13.64%	13.64%
Capital	27,795	11,000	11,000	113,900	935.45%	935.45%
Total	\$194,398	\$207,820	\$209,830	\$330,230	58.90%	57.38%
Employees FTE	1.34	1.34	1.34	1.34	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jeffrey D. Castonguay, Director of Public Works**

**(410) 386-2248**

**Stephanie R. Krome, Senior Budget Analyst (410) 386-2082**

## Mission

To operate and maintain the wastewater treatment plants for the Board of Education Facilities and to meet the needs of the schools served.

## Description

Funds in this budget are used to operate and maintain the following facilities serving schools:

- Francis Scott Key Pumping Station and sewer main
- Runnymede Wastewater Treatment Plant
- South Carroll Wastewater Treatment Plant
- Winfield Sewer Pumping Station and sewer main

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to salary adjustments.
- Personnel increases due to a 3% salary adjustment and additional overtime costs.
- Operating increases due to vendor services for sludge removal and testing.
- Capital increases due to one-time replacement of pump purchases in FY 20.

# Freedom Sewer

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$322,796	\$369,120	\$333,600	\$344,000	-6.81%	3.12%
Benefits	197,997	244,200	244,200	244,400	0.08%	0.08%
Operating	1,710,676	2,100,170	2,085,170	2,174,050	3.52%	4.26%
Capital	808,459	70,200	19,200	22,960	-67.29%	19.58%
Total	\$3,039,928	\$2,783,690	\$2,682,170	\$2,785,410	0.06%	3.85%
Employees FTE	7.50	7.50	7.50	7.50	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jeffrey D. Castonguay, Director of Public Works**

**(410) 386-2248**

**Stephanie R. Krome, Senior Budget Analyst (410) 386-2082**

Pumping stations are needed to pressurize and to lift the wastewater flow in areas where the force of gravity is incapable of moving sewage through the collection system.

## Mission

To maintain and operate the Freedom Sewer System at peak performance levels without interruption in service, while protecting and minimizing impact on the environment.

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to employee turnover, and delayed capital projects due to a Commissioner decision not to raise rates in FY 19.
- A 3% salary increase is included in FY 20.
- Operating increases due to a contract increase with MES and vendor services.

## Description

Funds in this budget are used to operate and maintain the following facilities:

- Freedom Wastewater Treatment Plant (FWWTP)
- 126 miles of collections lines
- 14 pumping stations

The Freedom Sewer system serves approximately 6,900 sewer accounts.

The FWWTP is capable of processing 3.5 million gallons of raw sewage per day. The County's service area generates 88% of the current flow to the plant, while State of Maryland owned property generates the remaining 12%. The FWWTP is owned by the State and is operated by the Maryland Environmental Service (MES).

The fourteen pumping stations include:

- Piney Run
- Sykesville
- Carroll Highlands
- Lake Forest
- Snowdens Run
- Pine Hill
- Water's Edge
- Edgewood
- Patapsco Valley Overlook
- Stone Manor
- Woodsyde
- Raincliffe
- South Carroll Senior Center
- Schoolhouse Road (under construction)

# Freedom Water

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$652,379	\$692,070	\$700,200	\$718,610	3.83%	2.63%
Benefits	378,505	431,260	431,260	466,870	8.26%	8.26%
Operating	1,598,193	2,013,180	1,957,680	2,147,850	6.69%	9.71%
Capital	1,102,244	200,900	27,900	216,600	7.81%	676.34%
Total	\$3,731,322	\$3,337,410	\$3,117,040	\$3,549,930	6.37%	13.89%
Employees FTE	14.50	14.65	14.65	14.65	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jeffrey D. Castonguay, Director of Public Works**

**(410) 386-2248**

**Stephanie R. Krome, Senior Budget Analyst (410) 386-2082**

## Mission

To provide the customers of the Freedom District with a potable water supply that meets or exceeds State standards without interruption in service.

## Description

The Freedom Water System includes:

- Freedom Water Treatment Plant
- 139 miles of distribution lines
- Two ground wells
- Four water storage tanks
- One booster station

The Freedom Water System serves approximately 8,500 accounts.

The 4.0M gallons per day capacity Freedom Water Treatment Plant (FWTP) was completed in 2009. FWTP processes water purchased from Baltimore City and drawn from the Liberty Reservoir.

The four water storage tanks are located at:

- Kabik Court
- Liberty High School
- Linton Road
- Martz Road

The total capacity of the water storage tanks is approximately 3.0M gallons. The storage tanks are utilized to ensure adequate water supply and pressure during times of heavy usage and for fire suppression availability.

The booster station, located on Martz Road, is utilized to distribute water supply in the low pressure area of the water system.

## Budget Changes

- The decrease from FY 19 Original to Adjusted is due to delayed capital projects due to a Commissioner decision not to raise rates in FY 19, partially offset by salary adjustments.
- A 3% salary increase is included in FY 20.
- Operating increases due to higher cost per gallon of water from the City of Baltimore and outside testing costs.
- Capital increases due to one-time site improvements and replacement equipment purchases in FY 20.

# Hampstead Sewer

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$162,623	\$206,000	\$205,970	\$211,360	2.60%	2.62%
Benefits	113,148	151,160	151,160	144,660	-4.30%	-4.30%
Operating	435,508	548,640	548,640	568,720	3.66%	3.66%
Capital	311,146	36,700	36,700	56,950	55.18%	55.18%
Total	\$1,022,424	\$942,500	\$942,470	\$981,690	4.16%	4.16%
Employees FTE	4.00	4.15	4.15	4.15	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jeffrey D. Castonguay, Director of Public Works**  
(410) 386-2248

**Stephanie R. Krome, Senior Budget Analyst (410) 386-2082**

## Mission

To maintain and operate the Hampstead sewer system at peak performance without interruption in service, while protecting the environment.

## Description

The Hampstead Sewer system services approximately 2,300 sewer accounts and consists of:

- Hampstead Waste Water Treatment Plant (HWWTP)
- 35 miles of collection lines
- Seven pumping stations
- A wastewater treatment plant

The HWWTP is currently capable of processing 0.9M gallons of raw sewage per day. HWWTP is undergoing an upgrade project that will be completed in 2021. This upgrade will ensure that all State-mandated discharge requirements will be met.

The seven pumping stations include:

- North
- Small Crossings
- Shiloh
- North Carroll Farms
- South Hampstead
- Eagle Ridge
- Robert's Field

Pumping stations are needed to pressurize and to lift the wastewater flow in areas where the force of gravity is incapable of moving sewage through the collection system.

## Budget Changes

- A 3% salary increase is included in FY 20.
- Operating increases due to an increase in tree trimming and chemical costs.
- Capital increases due to one-time equipment purchases in FY 20.

# Other Water/Sewer

Description	Actual FY 18	Original Budget FY 19	Adjusted Budget FY 19	Budget FY 20	% Change From Orig. FY 19	% Change From Adj. FY 19
Personnel	\$30,332	\$34,550	\$35,540	\$36,390	5.33%	2.39%
Benefits	21,794	24,730	24,730	26,190	5.90%	5.90%
Operating	66,727	63,120	63,120	76,100	20.56%	20.56%
Capital	77,297	2,500	2,500	16,450	558.00%	558.00%
Total	\$196,151	\$124,900	\$125,890	\$155,130	24.20%	23.23%
Employees FTE	0.66	0.66	0.66	0.66	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jeffrey D. Castonguay, Director of Public Works**

**(410) 386-2248**

**Stephanie R. Krome, Senior Budget Analyst (410) 386-2082**

## Mission

To maintain and operate the small water treatment/distribution systems, and the small wastewater collection/treatment system in a manner that ensures peak performance, limited interruptions, and protection of the environment, while meeting or exceeding State requirements.

## Description

The funds in this budget support the following systems:

- Bark Hill Water
- Pleasant Valley Water
- Pleasant Valley Sewer

Bark Hill Water System serves 62 accounts using 2 wells, a treatment plant, a 100,000 gallon water tank, and distribution lines.

Pleasant Valley Water and Sewer Systems serve 53 accounts. The water system includes a well, a treatment plant, a 50,000 gallon water storage tank, and distribution lines. The sewer system consists of a collection system and a treatment plant.

## Budget Changes

- The increase from FY 19 Original to Adjusted is due to salary adjustments.
- A 3% salary increase is included in FY 20.
- Operating increases due to vendor services for chemicals and sludge removal.
- Capital increases due to one-time site improvements and the purchase of an additional appliance in FY 20.



COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2020 TO 2025

	2020	2021	2022	2023	2024	2025	Prior Allocation	Balance To Complete	Total Project Cost
<b>UTILITIES ENTERPRISE FUND</b>									
Billing Software	\$0	\$0	\$0	\$28,000	\$0	\$0	\$0	\$0	\$28,000
County Water Line Rehabilitation/Replacement	726,000	759,000	798,000	837,000	879,000	923,000	0	0	4,922,000
Fairhaven Well House Rehabilitation	0	125,000	0	0	0	0	0	0	125,000
Freedom Sewer Rehabilitation	175,000	181,000	190,000	204,000	210,000	215,000	0	0	1,175,000
Freedom Wells and Connections	97,000	367,000	250,000	836,000	0	0	982,000	0	2,532,000
Freedom WTP Membrane Replacement	174,000	174,000	174,000	174,000	174,000	174,000	0	0	1,044,000
Hampstead Sewer Rehabilitation	55,000	264,000	280,000	290,000	310,000	330,000	0	0	1,529,000
Hydrant Replacements	99,000	0	0	0	0	0	284,000	0	383,000
North Pump Station Upgrade	180,000	0	0	0	0	0	2,260,000	0	2,440,000
Patapsco Valley Pump Station Upgrade	0	0	0	0	305,000	2,210,000	0	0	2,515,000
Pleasant Valley WWTP Rehabilitation	0	0	0	0	387,000	0	0	0	387,000
Runnymede Wastewater Treatment Facility Rehabilitation	28,000	0	44,000	297,000	0	0	0	0	369,000
Sewer Grinder Installation/Rehabilitation	60,500	60,500	0	0	0	0	60,500	0	181,500
Sewer Line Repair, Replacement, and New Installations	110,000	116,000	121,000	128,000	134,000	141,000	0	0	750,000
Sewer Manhole Rehabilitation	80,000	83,000	87,000	91,000	96,000	99,000	0	0	536,000
Shiloh Pump Station Expansion	0	0	0	220,000	1,455,000	0	0	0	1,675,000
South Carroll Wastewater Treatment Facility Rehabilitation	163,000	385,000	0	0	0	0	0	0	548,000
Standby Generator Replacement	147,000	144,000	37,000	66,000	66,000	66,000	0	0	526,000
Sykesville Pump Station Expansion	0	0	0	290,000	2,106,000	0	0	0	2,396,000
Tank Rehabilitations and Replacements	640,000	640,000	640,000	640,000	640,000	0	0	0	3,200,000
Town of Sykesville Streetscape Water and Sewer Upgrades	715,000	737,000	0	0	0	0	1,250,000	0	2,702,000
Town of Sykesville Water and Sewer Upgrades	0	1,065,000	1,090,000	1,122,000	0	0	0	0	3,277,000
Water Main Loops	440,000	440,000	440,000	440,000	440,000	0	352,000	0	2,552,000
Water Main Valve Replacements	357,000	357,000	357,000	357,000	357,000	357,000	0	0	2,142,000
Water Meters	632,500	649,000	671,000	687,500	709,500	731,000	0	0	4,080,500
Water Service Line Replacement	281,800	295,900	310,800	326,700	342,600	352,000	0	0	1,909,800
Water/Sewer Studies	280,500	0	0	0	0	0	1,292,500	0	1,573,000
Winfield Pump Station Rehabilitation	0	0	181,500	0	0	0	0	0	181,500
<b>UTILITIES ENTERPRISE FUND TOTAL</b>	<b>\$5,441,300</b>	<b>\$6,842,400</b>	<b>\$5,671,300</b>	<b>\$7,034,200</b>	<b>\$8,611,100</b>	<b>\$5,598,000</b>	<b>\$6,481,000</b>	<b>\$0</b>	<b>\$45,679,300</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$191,000	\$385,000	\$225,500	\$297,000	\$0	\$0	\$550,000	\$0	\$1,648,500
Utilities Maintenance Fee	1,987,500	3,091,000	2,401,000	2,449,500	1,349,500	731,000	352,000	0	12,361,500
Utilities Sewer User Fees	840,493	848,500	715,000	1,270,000	4,850,500	1,890,000	1,645,229	0	12,059,722
Reallocated Utilities Sewer User Fees	17,257	0	0	0	0	0	95,271	0	112,528
Utilities Water User Fees	2,315,050	2,517,900	2,329,800	3,017,700	2,258,600	1,872,000	2,708,500	0	17,019,550
Area Connection Charges	90,000	0	0	0	152,500	1,105,000	1,130,000	0	2,477,500
<b>UTILITIES ENTERPRISE FUND TOTAL</b>	<b>\$5,441,300</b>	<b>\$6,842,400</b>	<b>\$5,671,300</b>	<b>\$7,034,200</b>	<b>\$8,611,100</b>	<b>\$5,598,000</b>	<b>\$6,481,000</b>	<b>\$0</b>	<b>\$45,679,300</b>

**Community Investment Plan - Schedule of Reappropriations**  
**Fiscal Year 2020**

Reappropriations are a transfer of funds. They may occur when there are unspent budgeted funds from a completed or cancelled project, or when there is an unallocated project that holds funds for future use.

Enterprise Funds				
Project		Source/Amount		
From	To	Current	Bonds	Other
6423 North Carroll Farms Pump Station Rehabilitation	6453 Sewer Grinder Installation/Rehabilitation	\$17,257.01		
	Total	\$17,257.01	\$0.00	\$0.00

## *Grant Fund*

# Grant Fund Summary

	Actual	Original	Adjusted <sup>1</sup>	Budget	% Change
Sources of Funding	FY 18	Budget FY 19	Budget FY 19	FY 20	From Adj. FY 19
Federal	\$6,450,623	\$5,729,022	\$5,819,007	\$5,898,342	1.36%
Federal / Pass thru State	3,860,409	4,825,610	5,394,504	4,527,011	-16.08%
State	2,752,925	3,036,630	3,080,651	3,687,958	19.71%
Endowments	81,241	30,000	30,000	30,000	0.00%
Recreation Program Fees	228,356	185,000	185,000	185,000	0.00%
Miscellaneous	836,186	0	0	150,000	0.00%
Donations	216,116	61,500	62,900	57,045	-9.31%
County Match/Contribution <sup>2</sup>	1,471,620	1,621,980	1,799,216	1,870,440	3.96%
<b>Total Sources of Funding</b>	<b>\$15,897,476</b>	<b>\$15,489,742</b>	<b>\$16,371,277</b>	<b>\$16,405,796</b>	<b>0.21%</b>

	Actual	Original	Adjusted	Budget	% Change
Uses of Funding	FY 18	Budget FY 19	Budget FY 19	FY 20	From Adj. FY 19
Aging and Disabilities	\$2,127,849	\$1,907,638	\$1,731,894	\$2,247,521	29.77%
Business Employment Resource Center	1,171,884	1,265,441	1,300,514	1,180,560	-9.22%
Circuit Court	848,236	965,695	899,577	1,012,462	12.55%
Citizen Services State	1,687	4,000	4,000	4,000	0.00%
Comprehensive Planning	77,328	55,300	55,300	117,050	111.66%
Conservation and Natural Resources	17,824	0	0	0	0.00%
Farm Museum Endowment	31,486	30,000	30,000	30,000	0.00%
Housing and Community Development	6,582,865	6,030,767	6,147,716	6,212,038	1.05%
Local Management Board	1,097,381	1,159,929	1,078,343	1,199,289	11.22%
Non-Profits	0	0	843,960	0	-100.00%
Public Safety	528,997	574,644	585,803	585,810	0.00%
Recreation	256,102	193,100	193,100	193,100	0.00%
Sheriff's Office	828,639	494,200	668,173	421,330	-36.94%
State's Attorney's Office	184,000	129,560	408,199	595,330	45.84%
Tourism	33,457	35,000	35,000	51,045	45.84%
Transit	2,027,733	2,644,468	2,389,699	2,556,261	6.97%
<b>Total Uses of Funding</b>	<b>\$15,815,468</b>	<b>\$15,489,742</b>	<b>\$16,371,277</b>	<b>\$16,405,796</b>	<b>0.21%</b>

<sup>1</sup>At the time the FY 19 Budget was adopted, it was still uncertain if the County would continue to receive some grants, get new grants, or the amount of those grants. Because of this uncertainty, the Adjusted Budget column is the most accurate.

<sup>2</sup>The County Match/Contribution for FY 20 includes a reappropriation of \$17,963.63 from unspent prior year grants.

# FY 20 Program Summary by Function

Function	County	Grant	Total
	Match/Contribution	Funding	Program
Aging and Disabilities	\$234,280	\$2,013,241	\$2,247,521
Business and Employment Resource Center	0	1,180,560	1,180,560
Circuit Court	56,830	955,632	1,012,462
Citizen Services State	4,000	0	4,000
Comprehensive Planning	31,410	85,640	117,050
Farm Museum Endowment	0	30,000	30,000
Housing and Community Development	33,500	6,178,538	6,212,038
Local Management Board	46,530	1,152,759	1,199,289
Public Safety	108,750	477,060	585,810
Recreation	8,100	185,000	193,100
Sheriff's Office	50,550	370,780	421,330
State's Attorney's Office	172,100	423,230	595,330
Tourism	0	51,045	51,045
Transit	1,124,390	1,431,871	2,556,261
<b>Total Grant Fund</b>	<b>\$1,870,440</b>	<b>\$14,535,356</b>	<b>\$16,405,796</b>

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Grant Fund

# Aging and Disabilities – Grants

	Original Budget FY 18	Original Budget FY 19	Budget FY 20	% Change From Orig. FY 19	County Match/ Contribution
Case Management and Supports Planning	\$235,000	\$280,000	\$306,155	9.34%	\$26,155
Federal Financial Participation	112,000	100,000	120,580	20.58%	7,280
Money Follows Person	10,000	12,375	0	-100.00%	0
National Caregiver Support Program	57,741	57,897	34,206	-40.92%	0
Ombudsman	61,405	61,477	58,455	-4.92%	4,900
Senior Assisted Housing	96,840	99,967	103,306	3.34%	0
Senior Citizens Center Operating Fund	12,432	12,432	12,805	3.00%	0
Senior Coordinated Community Care	175,567	175,722	182,187	3.68%	11,020
Senior Guardianship Program	58,600	45,920	42,335	-7.81%	5,380
Senior Health Insurance Program	23,283	23,283	44,170	89.71%	21,105
Senior Inclusion Program	305,066	305,066	433,000	41.94%	0
Senior Information and Assistance	99,988	86,125	91,542	6.29%	67,850
Senior Medicare Patrol Program	3,878	4,403	4,685	6.40%	0
Title III B (Supportive Services)	232,361	210,722	159,807	-24.16%	31,120
Title III C1 (Congregate Meals)	276,876	269,488	297,197	10.28%	29,630
Title III C2 (Home Delivered Meals)	84,067	81,553	93,589	14.76%	5,490
Title III D (Health Promotion)	9,000	9,000	9,270	3.00%	0
Title III E (Caregiver)	60,630	54,173	81,358	50.18%	24,350
Veterans Directed Home Services	23,832	22,208	22,874	3.00%	0
Veterans Services	80,000	50,000	150,000	200.00%	0
<b>Total Aging and Disabilities Grants</b>	<b>\$2,018,566</b>	<b>\$1,961,811</b>	<b>\$2,247,521</b>	<b>14.56%</b>	<b>\$234,280</b>
<b>Employees FTE</b>	<b>21.67</b>	<b>21.10</b>	<b>22.39</b>	<b>-----</b>	<b>-----</b>

Some grants require the County to match funding or contribute a certain percentage of the cost of the program in order to receive the grant funding. The County is contributing more than the required match for these grants and supports an operating budget for Aging and Disabilities of \$1,205,590.

## Case Management and Supports Planning

This federal pass thru program, formally known as Community Options Waiver, assists individuals who are medically, technically, and financially eligible for Medicaid waiver services who have been transitioned or diverted from a nursing facility. Eligible individuals must be 18 years or older, require a nursing facility level of care, choose to receive services in the community, and have a cost-neutral plan that supports the individual to safely live in the community. This program supports a Program Coordinator position.

## Federal Financial Participation

This federal pass thru funding supports the administrative costs related to the Community First Choice and Maryland Access Point. Funding supports an Aging and Disabilities Services Supervisor position.

## Money Follows Person

This program helped people transition from an institution, e.g. a nursing facility, to community living in an apartment, private home, or small group setting. Funding is eliminated in FY 20.

## National Caregiver Support Program

This state-funded program provides support to the caregivers of the elderly. Some of the services provided are respite care, training, support groups, informational resources, and referrals to community agencies where services may be obtained.

## Ombudsman

The state and federally funded Long-Term Care Ombudsman Program upholds the rights of residents of nursing homes and assisted living facilities in Carroll County. Information and education is provided about long-term care, including resident's rights, restraints, and elder abuse. Ombudsman funding supports a Program Coordinator and an Ombudsman assistant position.

## Senior Assisted Housing

Senior Assisted Housing provides housing and supportive services, personalized assistance, and health-related services to meet the needs of residents who need assistance to, or who are unable to, perform the activities of daily living, in a way that promotes independence for residents through the use of state funding.

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# Aging and Disabilities – Grants

## Senior Citizens Center Operating Fund

This state funding supports an evidence-based program designed to improve strength, mobility, flexibility, and balance for enhanced overall physical and mental health in daily activities.

## Senior Coordinated Community Care

This state program helps adults 65 years or older remain in their homes. Funding supports an Accounts Technician position.

## Senior Guardianship Program

This program services adults who, as determined by a court of law, require a surrogate decision maker. Decisions made by the Public Guardian include medical care involving surgery, invasive diagnostic procedures, medications, and placement in nursing homes or community facilities.

## Senior Health Insurance Program

Senior Health Insurance Program provides health insurance information and counseling services to Medicare beneficiaries, regardless of age, and their families and caregivers through the use of state funding. All citizens are welcome to call with long-term care insurance questions, questions about Medicare billing issues, and prescription drug help. Trained volunteers provide confidential counseling services free of charge and the funding pays for a portion of a Program Specialist position.

## Senior Inclusion Program

This state program is designed to offer both structured and non-structured activities to older adults with disabilities within a mainstreamed setting. Funding supports a Program Coordinator, an Instruction and Events Coordinator, and multiple Program Aides.

## Senior Information and Assistance

The Senior Information and Assistance program is the first step in finding resources, public benefits, services, and activities for older adults, their families, and friends. Assessment, follow-up service, assistance in completing applications, and referrals to other public and private agencies are also part of the Senior Information and Assistance services. This program is part of a state and national network that provides information about community programs for older adults anywhere in the United States. Funding supports a Program Coordinator and an Office Associate.

## Senior Medicare Patrol Program

The purpose of this federal pass thru program is to increase senior awareness of healthcare fraud, waste, and abuse and to mobilize

national, state, and community resources to work together in resolving and publicizing healthcare fraud concerns.

## Title III B (Supportive Services)

Programs supported by these federal pass thru funds include the ombudsman program, elder abuse, outreach, education, in-home care, training, counseling, advocacy, legal assistance, income tax assistance, employee assistance programs, and transportation.

## Title III C1 (Congregate Meals)

These federal pass thru funds support various health and nutritional programs offered at the five senior centers located throughout Carroll County. This program provides for a balanced nutrition program at each of the centers for adults 60 years of age and older.

## Title III C2 (Home Delivered Meals)

These federal pass thru funds support the delivery of meals to homebound persons who are unable to shop for and/or prepare meals for themselves due to illness, injury, or disability. Two meals are provided daily.

## Title III D (Health Promotion)

These federal pass thru funds are used to improve the level of functioning and increase the level of independence for older adults by providing education and essential services to promote overall health, physical fitness, and mental acuity for all seniors.

## Title III E (Caregiver)

These federal pass thru funds help aging adults to secure and maintain maximum independence and dignity in a home environment with appropriate supportive services. Funds also provided a continuum of care for vulnerable older adults, and help to remove individual and social barriers to economic and personal independence.

## Veterans Directed Home Services

This program helps veterans self-direct and manage services that may be used to supplement or meet the veteran's long-term care support needs, without resorting to assisted living or nursing home care through the use of federal funds.

## Veterans Services

This privately-funded program provides case management and financial resources for veterans' needs such as housing, auto repairs, job training, or educational opportunities, and coordinates assistance through the Veterans Services Program of Carroll County and the Veterans' Advisory Council.

# Business and Employment Resource Center – Grants

	Original Budget FY 18	Original Budget FY 19	Budget FY 20	% Change From Orig. FY 19	County Match/ Contribution
DORS Pre-Employment Transition Services	\$0	\$77,660	\$77,660	0.00%	\$0
Summer Youth Connections	0	23,328	23,328	0.00%	0
WIOA Title I - Admin	140,605	119,953	107,958	-10.00%	0
WIOA Title I - Adult	250,720	221,186	199,067	-10.00%	0
WIOA Title I - Dislocated Worker	753,240	626,490	563,841	-10.00%	0
WIOA Title I - Youth	261,190	231,896	208,706	-10.00%	0
<b>Total</b>	<b>\$1,405,755</b>	<b>\$1,300,513</b>	<b>\$1,180,560</b>	<b>-9.22%</b>	<b>\$0</b>
<b>Employees FTE</b>	<b>10.90</b>	<b>10.90</b>	<b>9.90</b>	<b>-----</b>	<b>-----</b>

## DORS Pre-Employment Transition Services

The Maryland Division of Rehabilitation Services (DORS) contracted with BERC to assist with their summer program in order to increase the opportunity for students with disabilities in Carroll County. BERC assists DORS with the hiring of 50 eligible youth who are placed at worksites.

## Summer Youth Connections Program

The Maryland Department of Labor, Licensing, and Regulation's Division of Workforce Development and Adult Learning provides funding to the Mid-Maryland Workforce Development Area, comprised of Howard and Carroll Counties. Funding is used to plan, develop, and implement meaningful, well supervised summer employment for youth. This funding prioritizes low income youth with employment barriers and places them in employment throughout the County for up to six weeks.

## WIOA Title I - Admin

These funds assist in paying associated administrative costs for the other WIOA programs listed in this section. A grant-funded administrative position was eliminated in FY 20.

## WIOA Title I - Adult

These funds, provided under the Workforce Investment Opportunity Act (WIOA), are used to provide the following two levels of services:

### Core Level

- Outreach
- Initial orientation and assessment
- Job search and placement assistance
- Career counseling
- Labor market information
- Access to training

### Intensive Level

- Individual employment plans
- Planning and case management
- Training services
- Short-term prevocational services
- Support services (transportation and child care)

Clients that are low income, lack high school diplomas/GEDs, ex-offenders, homeless, disabled, or have reading and/or math deficiencies, are given priority.

## WIOA Title I - Dislocated Worker

These funds, provided under the Workforce Investment and Opportunity Act, are used to provide services to adults who have received notice or have been laid off, as a result of permanent closure or a substantial layoff within a facility. Self-employed individuals currently unemployed due to general economic conditions or natural disaster and displaced homemakers are also eligible for the following two levels of services under this grant:

### Core Level

- Initial orientation and assessment
- Job search and placement assistance
- Career counseling
- Labor market information
- Access to training

### Intensive Level

- Individual employment plans
- Comprehensive and individual assessments
- Support services (transportation and child care)
- Planning and case management
- Training services
- Short-term prevocational services
- Counseling and career planning



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# Business and Employment Resource Center – Grants

## **WIOA Title I - Youth**

This program combines a year-round training strategy with a summer employment component, fusing youth-development activities with traditional employment and training activities, as provided under the Workforce Investment Opportunity Act. This program integrates academic and vocational education work-based and classroom-based instruction, and links to the market and employers.

The program serves youths 14 - 24 years of age who are economically disadvantaged and meet at least one of the following six specific barriers to employment:

- Basic skills deficient
- High school drop out
- Homeless
- Runaway or foster child
- Pregnant or parenting
- Offender

In an effort to focus resources on those most in need, 75% of the funds must be expended on out-of-school youth.

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# Circuit Court – Grants

	Original Budget FY 18	Original Budget FY 19	Budget FY 20	% Change From Orig. FY 19	County Match/ Contribution
Child Support Enforcement	\$38,400	\$40,350	\$41,814	3.63%	\$13,680
Drug Treatment Court	223,900	279,750	311,750	11.44%	4,750
Family Law Administration	481,500	645,595	658,898	2.06%	38,400
<b>Total</b>	<b>\$743,800</b>	<b>\$965,695</b>	<b>\$1,012,462</b>	<b>4.84%</b>	<b>\$56,830</b>
Employees FTE	9.81	11.46	10.80	-----	-----

## Child Support Enforcement

Child Support Enforcement program facilitates the recovery of child support payments using federal pass thru state dollars.

## Drug Treatment Court

Drug Treatment Court provides state funds for treatment of adults convicted of non-violent drug and alcohol related offenses.

## Family Law Administration

This state grant supports services such as providing referrals and court assistance in family cases. This includes the following functions and staffing:

- The Settlement Officers (outside attorneys) preside over settlement conferences to facilitate family law case settlements to reduce the number of trials.
- The Mediation Coordinator reviews domestic files to determine which cases are appropriate for mediation, and coordinates the mediation process, attends domestic violence final protective order hearings to conduct facilitated settlements for consent orders, and mediates cases for same-day hearings at the request of the Master or Judge when available.
- Alternative Dispute Resolution (ADR) Practitioner conducts date of trial facilitations/settlements conferences, mediations, as well as screening cases for mediation, and coordinates the system of evaluations of ADR services.

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# Citizen Services State – Grant

	Original Budget FY 18	Original Budget FY 19	Budget FY 20	% Change From Orig. FY 19	County Match/ Contribution
Health Department - Emergency Funds	\$4,000	\$4,000	\$4,000	0.00%	\$4,000
Total	\$4,000	\$4,000	\$4,000	0.00%	\$4,000
Employees FTE	0.00	0.00	0.00	-----	-----

## Health Department - Emergency Funds

The funds from this grant are used for eligible clinic patients for necessary and immediate primary medical services not covered by any other health insurance. Eligibility is based on the Federal Income Guidelines which state that an applicant's gross income must fall at or below 185 percent of the U.S. Poverty Income Guidelines. These funds are used only for direct diagnostic and treatment services for specified medical conditions.

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# Comprehensive Planning – Grants

	Original Budget FY 18	Original Budget FY 19	Budget FY 20	% Change From Orig. FY 19	County Match/ Contribution
<b>2020 Census Grant</b>	\$0	\$0	\$60,000	100.00%	\$20,000
<b>Unified Planning Work Program</b>	70,000	55,300	57,050	3.16%	11,410
<b>Total</b>	\$70,000	\$55,300	\$117,050	111.66%	\$31,410
<b>Employees FTE</b>	0.00	0.00	0.00	-----	-----

## 2020 Census Grant

This State grant is to support the accurate counting of Carroll County residents during the 2020 Census. It will provide funding for innovative outreach efforts to reach those least likely to respond to the 2020 Census.

## Unified Planning Work Program (UPWP)

The UPWP program provides federal pass-through funding to support efforts for a transportation improvement program, GIS activities, demographic/socioeconomic forecasting, and bicycle and pedestrian facilities planning.

The Baltimore Regional Transportation Board members include:

- Annapolis
- Anne Arundel County
- Baltimore City
- Baltimore County
- Carroll County
- Harford County
- Howard County
- Queen Anne's County

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# Farm Museum Endowment – Grant

	Original Budget FY 18	Original Budget FY 19	Budget FY 20	% Change From Orig. FY 19	County Match/ Contribution
Farm Museum Endowment	\$30,000	\$30,000	\$30,000	0.00%	\$0
Total	\$30,000	\$30,000	\$30,000	0.00%	\$0
Employees FTE	0.00	0.00	0.00	-----	-----

## Farm Museum Endowment

The Farm Museum Endowment revenues are derived from a portion of yearly admission passes, donations to the Farm Museum, gift shop revenues, and fundraisers run by the Farm Museum Board of Governors. The funds are earmarked for operating costs for the Farm Museum, such as: historic restoration projects, educational materials for exhibits, and purchases for the onsite gift shop.

# Housing and Community Development – Grants

	Original Budget FY 18	Original Budget FY 19	Budget FY 20	% Change From Orig. FY 19	County Match/ Contribution
Continuum of Care	\$30,380	\$43,272	\$45,349	4.80%	33,500
Emergency and Transitional Housing Services	42,444	42,444	0	-100.00%	0
Emergency Solutions Grant	111,000	111,000	0	-100.00%	0
Family Self Sufficiency	53,628	68,360	55,822	-18.34%	0
Homeless Prevention Program	11,499	8,972	9,241	3.00%	0
Homeless Solutions Program	0	0	344,595	100.00%	0
HUD Housing Choice - Vouchers	5,350,914	5,589,350	5,757,031	3.00%	0
Rental Allowance	40,000	40,000	0	-100.00%	0
Service Linked Housing	17,500	17,500	0	-100.00%	0
Women's Shelter	109,869	109,869	0	-100.00%	0
<b>Total</b>	<b>\$5,767,234</b>	<b>\$6,030,767</b>	<b>\$6,212,038</b>	<b>3.01%</b>	<b>\$0</b>
Employees FTE	7.32	7.13	7.63	-----	-----

## Continuum of Care

These federal funds are for the required match for the HUD mandated Coordinated Intake and Assessment project, the required match and leasing costs for Human Services Program (HSP) of Carroll County's Permanent Supportive Housing projects, and the match for the Planning Grant.

## Emergency and Transitional Housing Services Program/Service Linked Housing

These federal funds provided emergency transitional housing to clients that find themselves without a permanent residence. The services include: bed space, food, clothing, and items for personal hygiene. Additional services are provided in an effort to help the client become independent. The staff counsels the clients on the barriers that have placed them in their current situation, setting goals and establishing time lines for reaching their goals. The staff also sets a fee for services if the applicant has income. This program is administered through HSP.

## Family Self-Sufficiency

This federally funded program's goal is to increase participants' economic independence within five years. Qualified families can contract to establish escrow accounts proportionate to their incomes, targeting the funds toward achieving major life goals such as higher education or home ownership. This grant funds the Program Coordinator position.

## Homeless Solutions Program

This federal and state funded program provides funding to local Continuum of Care teams to support homeless shelters and homeless service programs. It includes funds previously managed

through the Emergency Solutions Grant, Rental Allowance Program, and Emergency and Transitional Housing Service Program.

## Homeless Prevention Program

This federal funded program assists individuals and families facing a housing crisis. Funding is available in small, one-time increments to keep those facing eviction safely housed.

## HUD Housing Choice – Vouchers

This federally funded, tenant-based program provides rental subsidies for low-income eligible families already living or working in Carroll County. Effective October 1, 1999 the existing certificate, voucher programs, and portability payments began a consolidation process. The new program, Housing Choice Vouchers, allows the recipient to contribute their own resources toward their choice of housing. Included in the grant is funding for administration of the voucher program. These funds are used for salaries, benefits, and supplies that are necessary for the distribution, monitoring, and accounting of the vouchers.

## Rental Allowance

The purpose of this program was to provide emergency financial housing assistance for eligible homeless, or at risk of being homeless, families in Carroll County. These Maryland Department of Housing and Community Development funds assisted five families in a twelve-month period.

## Women's Shelter

Federal funds received were used to assist with the operation of the Women's Shelter, which includes shelter, food, laundry, case management, and counseling. HSP managed the Women's Shelter with oversight provided by the Department of Citizen Services.

# Local Management Board – Grants

	Original Budget FY 18	Original Budget FY 19	Budget FY 20	% Change From Orig. FY 19	County Match/ Contribution
Adventure Diversion Program	\$86,665	\$80,000	\$0	-100.00%	\$0
Community Programs	448,102	448,102	448,102	0.00%	0
Family Engagement Program	0	0	80,000	100.00%	0
Interagency Family Preservation	356,247	395,833	395,833	0.00%	0
Local Care Team	0	38,000	38,000	0.00%	0
MOU Administration	148,433	110,170	111,530	1.23%	46,530
Safe and Stable Families	125,824	125,824	125,824	0.00%	0
<b>Total</b>	<b>\$1,165,271</b>	<b>\$1,197,929</b>	<b>\$1,199,289</b>	<b>0.11%</b>	<b>\$46,530</b>
Employees FTE	2.00	2.50	2.50	-----	-----

## Community Programs

The Maryland Governor's Office for Children is shifting its focus to disconnected youth aged 16 - 24, making future funding of all programs uncertain. The new grant application process should include level funding for new programs.

## Interagency Family Preservation Program

This Federal grant supports the Interagency Family Preservation Program. This program provides crisis intervention and stabilization services for families whose children are at imminent risk of being placed outside of the home. Services are provided in the home and community, are time limited and are individualized to meet the strengths and needs of the families.

## Local Care Team

This State grant assists families of children with intensive needs with finding and receiving assistance. It also refers families to case management services and local resources, and provides training to local agency members.

## MOU Administration

This State grant supports the administration and operations of the Local Management Board within the Department of Citizen Services. This Board is responsible for planning, developing, evaluating, and managing community-based services for the children and families in Carroll County. This grant funds two positions, the Local Management Board Manager and a Service Development and Evaluation Specialist.

## Safe and Stable Families

This Federal pass thru grant provides funding to Youth Services Bureau of Carroll County to collaborate efforts with Human Services Program and the Department of Social Services to conduct evidenced-based treatment services to children five and under. The partnership will work with the families to provide a continuum of family and mental health services to support, strengthen, and preserve families in Carroll County.

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# Public Safety – Grants

	Original Budget FY 18	Original Budget FY 19	Budget FY 20	% Change From Orig. FY 19	County Match/ Contribution
Hazardous Material Emergency Planning	\$234,435	\$226,020	\$231,800	2.56%	\$108,750
Homeland Security Grants	329,313	348,624	354,010	1.54%	0
<b>Total</b>	<b>\$563,748</b>	<b>\$574,644</b>	<b>\$585,810</b>	<b>1.94%</b>	<b>\$108,750</b>
Employees FTE	4.00	4.00	4.00	-----	-----

## Hazardous Material Emergency Planning

The Hazardous Material Emergency Planning program is a Federal pass-through grant that supports two positions. Under the Hazardous Material Transportation Uniform Safety Act, Section 117A, the grant provides for hazardous materials training and emergency planning training. The State Emergency Response Commission awards these funds to the Local Emergency Planning Committee.

The grant provides funds for:

- Services to maintain the Carroll County Hazardous Materials Plan
- Planning and training for the Local Emergency Planning Committee
- Yearly renewal of the computer-based hazardous materials emergency response program for hazardous materials incidents

## Homeland Security Grants

Homeland Security supports the implementation of State Homeland Security Strategies to address the identified planning, organization, equipment, training, and exercise needs to prevent, protect against, mitigate, respond to, and recover from acts of terrorism and other catastrophic events.

Urban Areas Security Initiative program funds address the unique planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas, and assists them in building an enhanced and sustainable capacity to prevent, protect against, mitigate, respond to, and recover from acts of terrorism.

The Emergency Planner portion of the grant provides funds for two positions.



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# Recreation – Grants

	Original Budget FY 18	Original Budget FY 19	Budget FY 20	% Change From Orig. FY 19	County Match/ Contribution
Community Recreation Programs	\$150,000	\$158,100	\$158,100	0.00%	\$8,100
Community Recreation Trips	35,000	35,000	35,000	0.00%	0
<b>Total</b>	<b>\$185,000</b>	<b>\$193,100</b>	<b>\$193,100</b>	<b>0.00%</b>	<b>\$8,100</b>
<b>Employees FTE</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>-----</b>	<b>-----</b>

## Community Recreation Programs

The Bureau of Recreation offers a wide variety of activities through its Community Recreation Programs. These activities are designed to supplement programs available through the volunteer recreation councils. Program guides feature activities available for adults, youth, and families at a variety of sites throughout the County. A County contribution of \$8,100 helps offset operating costs associated with the Adaptive Recreation Program for individuals with developmental and physical disabilities. This is due, in part, to the low teacher/student ratios required for these types of programs. The remainder of this budget is funded through registration fees and supports 50% of an administrative position.

## Community Recreation Trips

Program guides feature one-day sightseeing tours, Broadway shows, and other attractions available for adults, youth, and families at a variety of destinations. This budget is funded through program fees.

# Sheriff's Office – Grants

	Original Budget FY 18	Original Budget FY 19	Budget FY 20	% Change From Orig. FY 19	County Match/ Contribution
Child Advocacy Center Services	\$7,779	\$7,780	\$10,500	34.96%	\$0
Child Support Unit	173,720	240,180	211,960	-11.75%	50,550
Children's Justice Act Committee	2,016	2,000	2,000	0.00%	0
High Intensity Drug Trafficking Area	67,500	67,500	75,000	11.11%	0
Highway Safety Enforcement Operations	27,478	24,000	25,000	4.17%	0
Internet Crimes Against Children	0	0	11,370	100.00%	0
Joint Law Enforcement Operations	10,000	10,000	10,000	0.00%	0
Motor Carrier Safety Assistance Program	20,000	20,000	20,000	0.00%	0
National Children's Alliance	10,000	10,000	0	-100.00%	0
Protective Order	5,604	5,800	5,000	-13.79%	0
School Bus Safety Enforcement	12,288	12,100	12,000	-0.83%	0
Sexual Offender & Compliance Enfor. in MD	15,034	16,000	16,000	0.00%	0
State Criminal Alien Assistance Program	0	5,700	0	-100.00%	0
Tactical Diversion Task Force	0	0	18,000	100.00%	0
Tobacco Sales Compliance	5,500	3,000	4,500	50.00%	0
Violence Against Women Act	53,800	70,140	0	-100.00%	0
<b>Total</b>	<b>\$410,719</b>	<b>\$494,200</b>	<b>\$421,330</b>	<b>-14.75%</b>	<b>\$50,550</b>
<b>Employees FTE</b>	<b>2.75</b>	<b>2.75</b>	<b>1.75</b>	<b>-----</b>	<b>-----</b>

A portion of the County Match/Contribution for the Child Support Unit grant is being reappropriated from prior year Sheriff's Office grants.

## Child Advocacy Center Services (CACS)

State funding supports law enforcement, child protective services, social workers, and all who work to protect Maryland's vulnerable child victims of crime and abuse.

## Child Support Unit

The Sheriff's Office Child Support Unit is mandated by law to locate absent parents and serve complaints, summonses, and subpoenas. Additional responsibilities include researching and executing arrest warrants and writs. The federal pass thru state grant, along with county match, funds a portion of an administrative coordinator and a full-time law enforcement position.

## Children's Justice Act Committee (CJAC)

CJAC provides funding to improve the investigation, prosecution, and judicial handling of cases of child abuse and neglect, particularly child sexual abuse and exploitation, in a manner that limits additional trauma to the child victim.

## High Intensity Drug Trafficking Area (HIDTA)

The HIDTA federal pass thru state grant provides assistance to Federal, state, and local enforcement agencies operating in areas determined to be critical drug-trafficking regions.

## Highway Safety Enforcement Operations

The federal pass thru state grant program funds activities aimed at reducing the number of vehicle-related crashed, deaths, and injuries on Maryland roadways.

## Internet Crimes Against Children

State funding supports local law enforcement agencies for salaries, training, and equipment to be used in the investigation and prosecution of Internet Crimes Against Children.

## Joint Law Enforcement Operations

Federal funding eligible for payment of overtime, travel, fuel, training, equipment, and other similar costs of State or local law enforcement officers involved in a joint law enforcement operation with a Federal law enforcement agency.

## Motor Carrier Safety Assistance Program

The objective of this federal pass thru state grant program is to reduce the number of commercial truck and bus related crashes, fatalities, and injuries resulting from improper operation of motor vehicles and aggressive driving behavior.

## National Children's Alliance

Prior to FY 20, the National Children's Alliance grant funded training for the staff of the Carroll County Advocacy and Investigation Center (CCAIC). The unit provides services to children who are or have been physically and/or sexually abused as well as those who have been victims of sexual assault.

## Protective Order (DVUP)

The program provides state funding to local sheriffs and police departments to create specialized units for service of ex partes and protective orders, and to update and maintain their domestic violence databases. This is part of the Domestic Violence Unit Program.

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# Sheriff's Office – Grants

## **School Bus Safety Enforcement**

The School Bus Safety Enforcement Fund provides state grant funds to law enforcement agencies for enforcement programs that target drivers who fail to stop for school bus vehicles. This grant includes proactive safety measures such as overtime for officers, public service announcements, and speed enforcement assistance. Drivers illegally passing school bus vehicles while loading and unloading students are identified and issued the appropriate warning and/or fine.

## **Sexual Offender Compliance and Enforcement in Maryland (SOCM)**

The SOCM Program is under the authority of the Governor's Office of Crime Control and Prevention (GOCCP). State program funds provide resources to the designated Maryland law enforcement agencies that are responsible for the registration and compliance enforcement of sexual offenders that reside in the jurisdiction on the Maryland Sex Offender Registry.

## **State Criminal Alien Assistance Program (SCAAP)**

Prior to FY 20, SCAAP provided federal funding to states and localities that incurred correctional officer salary costs for incarcerating undocumented criminal aliens with at least one felony or two misdemeanor convictions for violations of state or local law, and incarcerated for at least four consecutive days during the reporting period.

## **Tactical Diversion Task Force**

Federal funding, awarded by the U. S. Department of Justice, can be used to pay overtime for investigations into the use and abuse of controlled substances.

## **Tobacco Sales Compliance**

Tobacco Sales Compliance is awarded by the Carroll County Health Department. These state funds can be used to pay overtime for performing compliance surveys as well as administrative time.

## **Violence Against Women's Act (VAWA)**

Prior to FY 20, the VAWA federal pass thru grant, along with County match, funded a full-time coordinator whose responsibilities included managing activities within the unit, inputting and verifying information specific to criminal justice programs, and interviewing victims.

# State's Attorney's Office – Grants

	Original Budget FY 18	Original Budget FY 19	Budget FY 20	% Change From Orig. FY 19	County Match/ Contribution
Maryland Criminal Intelligence Network	\$0	\$0	\$394,492	100.00%	\$70,530
Maryland Victims of Crime	18,000	18,000	65,468	263.71%	21,600
Violence Against Women Act	111,300	129,560	135,370	4.48%	79,970
<b>Total</b>	<b>\$129,300</b>	<b>\$147,560</b>	<b>\$595,330</b>	<b>303.45%</b>	<b>\$172,100</b>
Employees FTE	1.00	1.63	5.00	-----	-----

## Maryland Criminal Intelligence Network (MCIN)

State funding enables law enforcement to identify, disrupt, and dismantle criminal networks through collaboration and comprehensive data sharing. Grants to local jurisdictions give law enforcement and State's Attorney's Offices the tools to share information across borders and pursue federal and state charges against criminal networks and gangs responsible for violent crime across the state. Beginning FY 20, the grant, along with County match, funds the positions of Senior Assistant State's Attorney, Criminal Analyst, and Data Analyst.

## Maryland Victims of Crime (MVOC)

Beginning FY 20, the MVOC grant, along with County match, funds a full-time Victim Advocate position that serves as the liaison between prosecutors for Circuit, District, and Juvenile Courts, and makes sure victims and witnesses of crime understand their rights and are aware of available resources.

## Violence Against Women Act (VAWA)

The Violence Against Women Act grant, along with the County match, funds the salary and benefits of a full-time Domestic Violence Prosecutor that deals solely with the area of Domestic Violence.

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# Tourism – Grant

	Original Budget FY 18	Original Budget FY 19	Budget FY 20	% Change From Orig. FY 19	County Match/ Contribution
Maryland Tourism Development Board	\$35,000	\$35,000	\$51,045	45.84%	\$0
Total	\$35,000	\$35,000	\$51,045	45.84%	\$0
Employees FTE	0.00	0.00	0.00	-----	-----

## Maryland Tourism Development Board

The funds from this State grant are used to advertise Carroll County as a tourist destination. Some of the publications that have been used for this advertising are:

- *Preservation Magazine*
- *American Heritage*
- *Recreation News*
- *AAA World Magazine*

Funding from this grant has allowed Carroll County to participate in some cooperative advertising with the State of Maryland, such as:

- *Better Homes and Gardens*
- *Southern Living*
- *Style Magazine*
- *Great Vacations Getaways*
- *America's Best Vacations*

# Transit – Grants

	Original Budget FY 18	Original Budget FY 19	Budget FY 20	% Change From Orig. FY 19	County Match/ Contribution
Section 5307 - Capital Assets	\$771,000	\$666,000	\$513,200	-22.94%	\$51,320
Section 5307 - Operating	1,356,556	981,431	1,015,481	3.47%	526,540
Section 5307 - Preventative Maintenance	200,000	200,000	200,000	0.00%	20,000
Section 5311 - Operating	154,051	396,261	413,790	4.42%	263,265
SSTAP - Operating	294,698	400,776	413,790	3.25%	263,265
Transit Administration	171,035	0	0	0.00%	0
Transportation Development Plan	100,000	0	0	0.00%	0
<b>Total</b>	<b>\$3,047,340</b>	<b>\$2,644,468</b>	<b>\$2,556,261</b>	<b>-3.34%</b>	<b>\$1,124,390</b>
<b>Employees FTE</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

The FY 20 figures match the grant application. Budgets are contingent on receiving grant funds. In FY 18, Transit Administration was included in the Grant Fund. Starting in FY 19, Transit Administration is included under Public Works in the General Fund operating budgets.

## Section 5307 – Capital Assets

Federal and State funding is provided for the purchase of capital assets, including marketing, tablets, and replacement and expansion buses. The Federal and State share for preventive maintenance is 90% of the net project cost with the remainder locally funded.

## Section 5307 – Operating

This program includes Federal and State funds that provide funds for transportation management areas. A transportation management area is an urbanized area with a population between 50,000 and 200,000. Carroll Transit System, operated by Ride With Us, provides this service for Carroll County. In FY 17, funding for transit administration was included in this grant with 100% County dollars.

## Section 5307 – Preventative Maintenance

Funding is provided for maintenance of transit vehicles. The Federal and State share for preventive maintenance is 90% of the net project cost with the remainder locally funded.

## Section 5311 – Operating

This grant includes Federal and State funds allocated for the operating assistance of rural area public transportation. These funds are utilized for operating expenses as well as capital expenditures for the Carroll Transit System, operated by Ride With Us.

## SSTAP – Operating

The Statewide Special Transportation Assistance Program (SSTAP) is a state grant obtained through the Maryland Transit Administration. These funds are issued to provide transportation services for the elderly and/or persons with disabilities.

Carroll Transit System, operated by Ride With Us, provides transportation services for Carroll County residents who are unable to provide their own transportation. Primary users include the elderly and persons with disabilities. Transportation services are utilized for senior centers, social rehabilitation, employment, education, medical appointments, and shopping.

## Transit Administration

The transit administration expense is 100% County funded. The budget includes the Transportation Grants Coordinator position, health and fringe benefits, software, and other miscellaneous expenses associated with the administration of the Transit program. Beginning FY 19, Transit Administration is included under Public Works in the General Fund.

## Transportation Development Plan

Funding was included in FY 18 for a five-year transportation development plan (TDP). Each locally-operating transit system must have a TDP updated every five years and approved by local elected officials. Federal funds are provided for 90% of the project cost with the remaining 10% locally funded. The TDP should identify the public and specialized transportation needs of the service area, analyze the performance of currently operated transit services, explore alternatives for improving services, and recommend an implementation plan that includes a five-year budget and capital replacement plan.

***OPEB,  
Pension Trust,  
and  
Special Revenue Funds***

# Other Post Employment Benefits Trust Fund

Other Post Employment Benefits (OPEB) includes medical and prescription coverage for retirees, as well as funding to meet future liability.

Sources of Funding	FY 18 Actual	FY 19 Budget	FY 20 Budget	Increase (Decrease)
OPEB Contribution - Transfer from General Fund	\$10,550,000	\$11,430,300	\$12,493,310	\$1,063,010
Retiree Contributions	689,120	575,000	600,000	25,000
Interest	80,836	0	0	0
Unrealized Gain/(Loss)	7,057,841	0	0	0
<b>Total Sources of Funding</b>	<b>\$18,377,797</b>	<b>\$12,005,300</b>	<b>\$13,093,310</b>	<b>\$1,088,010</b>

Uses of Funding				
Budgeted Employer OPEB Trust Contribution	\$0	\$5,544,300	\$6,077,810	\$533,510
Audit Fees	2,370	0	0	0
Consulting Fees	31,260	0	0	0
Retiree Health Benefit Payments	4,761,014	6,461,000	7,015,500	554,500
<b>Total Uses of Funding</b>	<b>\$4,794,644</b>	<b>\$12,005,300</b>	<b>\$13,093,310</b>	<b>\$1,088,010</b>



# Pension Trust Fund

The Carroll County Pension Plan, a defined benefit pension plan, was implemented July 1, 2003. The plan covers regular non-contractual employees hired July 1, 1985 and after, and provides a monthly payment to retirees beginning at age 62 or after 30 years of service. Reduced payments are available to retirees at age 55 when age plus years of County service equals or exceeds 80. In October 2009, the Pension Plan was enhanced, and County contributions to the 401(k) accounts of County Pension Plan participants were discontinued. Beginning FY 18, the Pension Plan for the Correctional Deputies was enhanced by reducing normal retirement from 30 years of service to 25 years, accelerating accrual rates for service, and crediting years of pre-employment military service. The Plan's Administrative Committee, consisting of four individuals and two Plan participants selected by the County Commissioners, has responsibility for the oversight and administrative functions of the Plan. FY 20 Budget includes improvements to disability benefits for correctional deputies.

	FY 18	FY 19	FY 20	Increase
Sources of Funding	Actual	Budget	Budget	(Decrease)
County Pension - Employer Contribution	\$3,067,120	\$2,397,740	\$2,362,270	(\$35,470)
Correctional Deputies - Employer Contribution	0	759,540	806,820	47,280
Unrealized Gain/(Loss)	6,989,165	0	0	0
Employee Pension Contribution	1,915,612	0	0	0
<b>Total Sources of Funding</b>	<b>\$11,971,897</b>	<b>\$3,157,280</b>	<b>\$3,169,090</b>	<b>\$11,810</b>

Uses of Funding				
Legal Fees	\$6,575	\$0	\$0	\$0
Audit Fees	4,640	0	0	0
Consulting Fees	50,059	0	0	0
Other Professional Services	40,384	0	0	0
Employee Pension Fund Payments	1,943,750	0	0	0
Budgeted Employer Pension Contribution	0	3,157,280	3,169,090	11,810
<b>Total Uses of Funding</b>	<b>\$2,045,407</b>	<b>\$3,157,280</b>	<b>\$3,169,090</b>	<b>\$11,810</b>

# Certified Law Officers Pension Trust Fund

The Carroll County Certified Law Officers Pension Plan, a defined benefit pension plan, was established October 1, 2009. The Plan covers certified law enforcement officers employed by the Carroll County Sheriff's Office. A monthly benefit is provided for officers who attain 25 years of service or who leave employment after age 55 with at least 15 years of service. Officers with at least 15, but less than 25, years of service who leave employment prior to age 55 are eligible for a monthly pension at age 62. The Plan's Administrative Committee, consisting of four individuals and two Plan participants selected by the County Commissioners, has responsibility for the oversight and administrative functions of the Plan. FY 20 Budget includes improvements to disability benefits for law enforcement officers.

Sources of Funding	FY 18 Actual	FY 19 Budget	FY 20 Budget	Increase (Decrease)
Employer Pension Contribution	\$797,580	\$932,680	\$1,318,260	\$385,580
Unrealized Gain/(Loss)	1,069,776	0	0	0
Employee Pension Contribution	429,777	0	0	0
<b>Total Sources of Funding</b>	<b>\$2,297,133</b>	<b>\$932,680</b>	<b>\$1,318,260</b>	<b>\$385,580</b>

Uses of Funding				
Audit Fees	\$2,370	\$0	\$0	\$0
Consulting Fees	27,555	0	0	0
Other Miscellaneous Fees	6,088	0	0	0
Certified Law Officers Pension Fund Payments	361,180	0	0	0
Budgeted Employer Pension Contribution	0	932,680	1,318,260	385,580
<b>Total Uses of Funding</b>	<b>\$397,193</b>	<b>\$932,680</b>	<b>\$1,318,260</b>	<b>\$385,580</b>

# Length of Service Award Program Trust Fund

The Length of Service Award Program (LOSAP) Pension Trust Fund, a defined benefit pension plan, was implemented July 1, 2004. The Plan covers all volunteer firefighters meeting eligibility requirements and provides a monthly payment to retirees beginning at age 60. Beginning FY 18, the Board of Commissioners approved a 5-year plan to increase the base benefit by \$10/month for each of the next 5 years, or from \$125 per month in FY 17 to \$175 per month in FY 22.

Sources of Funding	FY 18	FY 19	FY 20	Increase
	Actual	Budget	Budget	(Decrease)
Unrealized Gain/(Loss)	\$679,259	\$0	\$0	\$0
Transfer from General Fund	166,000	1,282,000	398,000	(884,000)
<b>Total Sources of Funding</b>	<b>\$845,259</b>	<b>\$1,282,000</b>	<b>\$398,000</b>	<b>(\$884,000)</b>

Note: In FY 19, additional funding of \$1.0M was added to reduce the unfunded liability.

Uses of Funding				
Audit Fees	\$4,640	\$0	\$0	\$0
Consulting Fees	17,687	0	0	0
Other Professional Services	10,275	0	0	0
LOSAP Pension Fund Payments	777,432	0	0	0
Budgeted LOSAP Contribution	0	1,282,000	398,000	(884,000)
<b>Total Uses of Funding</b>	<b>\$810,034</b>	<b>\$1,282,000</b>	<b>\$398,000</b>	<b>(\$884,000)</b>

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# Special Revenue Fund

A Special Revenue Fund captures dedicated revenues until they are appropriated for use in other funds in a given year. Hotel Rental Tax is applied to the hotel room rate and paid by the hotel guest. Proceeds of this tax are used for tourism and promotion of the County. The Transfer to Operating decreases due to a one-time FY 19 vehicle replacement, slightly offset by an increase in advertising in FY 20. The Transfer to Capital in FY 20 is for a playground at the Farm Museum.

Sources of Funding	FY 18	FY 19	FY 20	Increase
	Actual	Budget	Budget	(Decrease)
Hotel Rental Tax	\$322,488	\$417,570	\$568,210	\$150,640
<b>Total Sources of Funding</b>	<b>\$322,488</b>	<b>\$417,570</b>	<b>\$568,210</b>	<b>\$150,640</b>

Uses of Funding				
Transfer to Capital <sup>1</sup>	\$0	\$0	\$160,000	\$160,000
Transfer to Operating	322,488	417,570	408,210	(9,360)
<b>Total Uses of Funding</b>	<b>\$322,488</b>	<b>\$417,570</b>	<b>\$568,210</b>	<b>\$150,640</b>

<sup>1</sup>In FY 19, the Board of Commissioners approved a distribution policy to allow use of Hotel Rental Tax for capital projects related to tourism.

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# Watershed Protection and Restoration Fund

The Watershed Protection and Restoration Special Revenue Fund was established in FY 15 to ensure adequate funding for operating expenses related to the County and Municipalities joint National Pollutant Discharge Elimination System (NPDES) Permit and Watershed Restoration efforts. Property Tax revenue, equal to the projected operating expenses for this purpose, is dedicated to the fund on an annual basis. The Municipalities fund the salaries of two NPDES Compliance Specialist positions and the County funds the benefits.

Sources of Funding	FY 18	FY 19	FY 20	Increase
	Actual	Budget	Budget	(Decrease)
Dedicated Property Tax	\$2,218,160	\$2,143,040	\$2,148,660	\$5,620
Fund Balance	101,899	109,390	237,210	127,820
Town Contributions	0	104,230	107,880	3,650
Interest Revenue	9,132	10,000	10,000	0
<b>Total Sources of Funding</b>	<b>\$2,329,191</b>	<b>\$2,366,660</b>	<b>\$2,503,750</b>	<b>\$137,090</b>

Uses of Funding				
Personnel	\$1,087,432	\$1,141,750	\$1,157,810	\$16,060
Operating	111,265	164,910	164,100	(810)
Debt Service	1,003,963	1,060,000	1,181,840	121,840
<b>Total Uses of Funding</b>	<b>\$2,202,660</b>	<b>\$2,366,660</b>	<b>\$2,503,750</b>	<b>\$137,090</b>

## *Internal Service Funds*

# Fringe Benefits ISF

This Internal Service Fund (ISF) is used to capture the costs of self-insuring medical coverage and other benefits for County employees. Fringe Benefits Internal Service Fund includes items such as medical, dental, vision, prescription, and life insurance coverage.

Sources of Funding	FY 18 Actual	FY 19 Budget	FY 20 Budget	Increase (Decrease)
General Fund	\$13,640,700	\$13,971,600	\$15,698,000	\$1,726,400
Enterprise Funds	1,078,165	1,225,150	1,320,820	95,670
Grant Fund	923,339	949,020	1,077,730	128,710
Watershed Protection and Restoration Fund	226,286	235,830	221,770	(14,060)
Retiree Medicare Part D	209,735	0	0	0
Interest and Gain/(Loss)	150,842	0	0	0
<b>Total Sources of Funding</b>	<b>\$16,229,067</b>	<b>\$16,381,600</b>	<b>\$18,318,320</b>	<b>\$1,936,720</b>

Note: The General Fund transfer to the Fringe Benefits budget was reduced by \$2.0M to rebalance the Internal Service Fund in FY 18 and FY 19, and \$1.0M in FY 20.

Uses of Funding				
Employee Fringe Benefits	\$16,429,677	\$16,381,600	\$18,318,320	\$1,936,720
<b>Total Uses of Funding</b>	<b>\$16,429,677</b>	<b>\$16,381,600</b>	<b>\$18,318,320</b>	<b>\$1,936,720</b>

# Risk Management Auto Damage ISF

This Internal Service Fund (ISF) accounts for the cost of repairing County-owned vehicles after they have been damaged as the result of an accident.

Sources of Funding	FY 18	FY 19	FY 20	Increase
	Actual	Budget	Budget	(Decrease)
Insurance	\$168,794	\$0	\$0	\$0
Reallocated from Risk Management Liability ISF	0	200,000	0	(200,000)
<b>Total Sources of Funding</b>	<b>\$168,794</b>	<b>\$200,000</b>	<b>\$0</b>	<b>(\$200,000)</b>

Note: In FY 19, a portion of fund balance in the Risk Management Liability ISF was reallocated here to align this ISF balance.

Uses of Funding				
Vehicle Claims	\$161,395	\$0	\$0	\$0
<b>Total Uses of Funding</b>	<b>\$161,395</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



# Risk Management Liability ISF

This Internal Service Fund (ISF) accounts for and finances the County's uninsured risk. This fund accounts for losses relating to property and liability claims filed against the County.

Sources of Funding	FY 18	FY 19	FY 20	Increase
	Actual	Budget	Budget	(Decrease)
Insurance	\$1,326	\$0	\$0	\$0
<b>Total Sources of Funding</b>	<b>\$1,326</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Note: In FY 19, a portion of fund balance in this ISF was reallocated to align the Risk Management Auto Damage ISF balance.

Uses of Funding				
Claims	\$73,849	\$0	\$0	\$0
Reallocated to Auto Damage ISF	0	200,000	0	(200,000)
<b>Total Uses of Funding</b>	<b>\$73,849</b>	<b>\$200,000</b>	<b>\$0</b>	<b>(\$200,000)</b>

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# Risk Management Insurance Deductible ISF

This Internal Service Fund (ISF) is used to account for deductibles paid by the County from property and liability claims. In FY 20, there is sufficient fund balance in this ISF so that no additional funding is required.

Sources of Funding	FY 18	FY 19	FY 20	Increase
	Actual	Budget	Budget	(Decrease)
General Fund	\$0	\$0	\$0	\$0
Total Sources of Funding	\$0	\$0	\$0	\$0

Uses of Funding				
Deductibles	\$0	\$0	\$0	\$0
Total Uses of Funding	\$0	\$0	\$0	\$0

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# Risk Management Workers Compensation ISF

This Internal Service Fund (ISF) was established in FY 16 to account for the cost of the County's Workers Compensation claims.

Sources of Funding	FY 18	FY 19	FY 20	Increase
	Budget	Budget	Budget	(Decrease)
General Fund	\$1,050,000	\$1,070,110	\$968,000	(\$102,110)
Grant Fund	61,070	0	57,000	57,000
Enterprise Funds	61,105	0	61,500	61,500
Watershed Protection and Restoration Fund	16,648	0	13,500	13,500
<b>Total Sources of Funding</b>	<b>\$1,188,823</b>	<b>\$1,070,110</b>	<b>\$1,100,000</b>	<b>\$29,890</b>

Uses of Funding				
Claims	\$1,423,042	\$1,070,110	\$1,100,000	\$29,890
<b>Total Uses of Funding</b>	<b>\$1,423,042</b>	<b>\$1,070,110</b>	<b>\$1,100,000</b>	<b>\$29,890</b>

## *Position Summary*

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# Position Summary

The following pages include a summary of positions in Carroll County government. All positions are General Fund positions unless specified as a Grant Fund, Enterprise Fund, or Special Revenue Fund position.

- General Fund positions are supported by taxes, fees, and other general fund revenues.
- Grant Fund positions are supported primarily by State and Federal grants.
- Enterprise Fund positions are supported by revenues generated primarily by specific services; for example, water and sewer charges support Utilities positions.
- Special Revenue Fund positions are supported by funds dedicated to a specific purpose, for example Property Tax dedicated to Watershed Protection and Restoration.

The categories are arranged by Department and/or Bureau. The summary lists Full-Time Equivalent (FTE) totals of full-time, part-time, or other employees within the department or bureau. In some cases, a position may be more than one of these. For example, the Circuit Court bailiffs are part-time and contractual.

- Full-Time (FT) are regular full-time positions with full benefits.
- Part-Time (PT) are positions scheduled for fewer than 30 hours per week with limited or no benefits.
- Other (O) are positions that are either subject to: the provisions of a contract that typically lasts for one year or less and have limited or no benefits (Contractual); hired for temporary, seasonal work and do not have benefits (Seasonal); or required by law with salaries set by law (By-Law).

Some of the positions included in the summary are paid by the County, but do not report to the County Commissioners. They are listed under Board of Elections, Sheriff's Office, Circuit Court, Circuit Court Magistrates, Orphan's Court, Volunteer Community Service Program, State's Attorney's Office, and Soil Conservation.

The overall number of authorized positions for FY 20 is 1,069.33 FTE, an increase of 10.41 FTE from FY 19.

For FY 20, the following General Fund changes are included:

- One full-time position added to Circuit Court while one full-time position eliminated from Circuit Court Magistrates
- Five positions added to the Sheriff's Office for the School Resource Officer program, including a Unit Coordinator, Lieutenant, Corporal, and two Deputies
- A full-time Employment Compliance Coordinator added to Human Resources Administration
- A full-time Resource Management Technician added, split 50% to Resource Management, and 50% to Watershed Protection and Restoration, a Special Revenue Fund
- A full-time Network Client Analyst position added to Technology Services

The following Grant Fund changes are included:

- Aging and Disabilities Grant Fund positions increase for a change in salary allocations, offset by a decrease to Aging and Disabilities General Fund positions
- A BERC administrative position eliminated
- A reduction in Circuit Court hours for Visitation Observers and a Domestic Case Navigator
- A part-time Information Desk position added in Housing and Community Development

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- A Sheriff's Office administrative position eliminated
  - One part-time position changed to full-time and three full-time positions added to the State's Attorney's Office
  - Twelve Citizen Services positions converted from contingent; two Senior Inclusion Program, five Housing, and five Aging and Disabilities

# Authorized Position History By Fund

	FY 18 Adjusted FTE				FY 19 Budget FTE				FY 19 Adjusted FTE				FY 20 Budget FTE			
General Fund	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Cable Regulatory Commission	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
<b>Cable Regulatory Commission TOTAL</b>	1.00	0.00	0.00	1.00	1.00	0.00	0.00	1.00	1.00	0.00	0.00	1.00	1.00	0.00	0.00	1.00
Circuit Court	18.00	0.55	16.55	35.10	18.00	0.55	16.55	35.10	19.00	0.60	17.50	37.10	19.00	0.60	17.50	37.10
Circuit Court Magistrates	5.76	---	---	5.76	5.76	---	---	5.76	4.76	---	---	4.76	4.76	---	---	4.76
Orphan's Court	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00
Volunteer Community Service Program	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
<b>Courts TOTAL</b>	26.76	0.55	19.55	46.86	26.76	0.55	19.55	46.86	26.76	0.60	20.50	47.86	26.76	0.60	20.50	47.86
Public Safety 911	42.00	---	2.45	44.45	42.00	---	2.45	44.45	42.00	---	2.45	44.45	42.00	---	2.45	44.45
<b>Public Safety 911 TOTAL</b>	40.00	0.00	2.45	44.45	42.00	0.00	2.45	44.45	42.00	0.00	2.45	44.45	42.00	0.00	2.45	44.45
Administrative Services	---	---	---	0.00	---	---	---	0.00	---	---	---	0.00	53.25	0.50	2.00	55.75
CCAIC	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	0.00	---	---	0.00
Corrections	109.00	0.50	---	109.50	109.00	0.50	---	109.50	109.00	0.50	---	109.50	92.00	---	---	92.00
Law Enforcement	149.25	---	3.00	152.25	159.25	---	3.00	162.25	159.25	---	3.00	162.25	130.00	---	1.00	131.00
<b>Sheriff's Office TOTAL</b>	260.25	0.50	3.00	263.75	270.25	0.50	3.00	273.75	270.25	0.50	3.00	273.75	275.25	0.50	3.00	278.75
State's Attorney's Office	43.00	0.63	1.00	44.63	43.80	0.62	1.00	45.42	43.80	0.63	1.00	45.43	43.80	0.63	1.00	45.43
<b>State's Attorney TOTAL</b>	43.00	0.63	1.00	44.63	43.80	0.62	1.00	45.42	43.80	0.63	1.00	45.43	43.80	0.63	1.00	45.43
Public Works Administration	5.50	0.50	1.00	7.00	5.20	0.50	1.00	6.70	5.09	0.50	1.00	6.59	5.09	0.50	1.00	6.59
Building Construction	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
Engineering Administration	4.75	---	---	4.75	4.75	---	---	4.75	4.75	---	---	4.75	4.75	---	---	4.75
Engineering Construction Inspection	6.00	---	---	6.00	6.00	---	---	6.00	6.00	---	---	6.00	6.00	---	---	6.00
Engineering Design	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00
Engineering Survey	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00
Facilities	58.00	0.00	0.50	58.50	59.00	0.00	1.00	60.00	59.00	0.00	1.00	60.00	59.00	0.00	1.00	60.00
Fleet Management	24.00	---	---	24.00	24.00	---	---	24.00	24.00	---	---	24.00	24.00	---	---	24.00
Permits and Inspections	23.00	---	0.60	23.60	23.00	---	0.60	23.60	23.00	---	0.60	23.60	23.00	---	0.60	23.60
Roads Operations	105.00	0.50	2.40	107.90	105.00	0.50	2.40	107.90	105.00	0.50	2.40	107.90	105.00	0.50	2.40	107.90
Transit Administration	0.00	0.00	0.00	0.00	1.50	0.00	0.00	1.50	1.35	0.00	0.00	1.35	1.35	0.00	0.00	1.35
<b>Public Works TOTAL</b>	240.25	1.00	4.50	245.75	242.45	1.00	5.00	248.45	242.19	1.00	5.00	248.19	242.19	1.00	5.00	248.19
Citizen Services Administration	4.50	---	1.88	6.38	4.50	---	0.00	4.50	4.50	---	---	4.50	4.50	---	---	4.50
Aging and Disabilities	19.38	---	---	19.38	19.38	---	1.88	21.26	18.64	---	1.88	20.52	18.64	---	1.88	20.52
<b>Citizen Services TOTAL</b>	23.88	0.00	1.88	25.76	23.88	0.00	1.88	25.76	23.14	0.00	1.88	25.02	23.14	0.00	1.88	25.02
Recreation and Parks Administration	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
Hashawha	8.00	0.63	1.60	10.23	8.00	0.63	1.60	10.23	8.00	0.63	1.60	10.23	8.00	0.63	1.60	10.23
Piney Run	6.00	---	12.00	18.00	6.00	---	12.00	18.00	6.00	---	12.00	18.00	6.00	---	12.00	18.00
Recreation	5.50	---	3.00	8.50	5.50	---	3.00	8.50	5.50	---	3.00	8.50	5.50	---	3.00	8.50
Sports Complex	2.00	---	0.70	2.70	2.00	---	0.70	2.70	2.00	---	0.70	2.70	2.00	---	0.70	2.70
<b>Recreation and Parks TOTAL</b>	25.50	0.63	17.30	43.43	25.50	0.63	17.30	43.43	25.50	0.63	17.30	43.43	25.50	0.63	17.30	43.43
Comprehensive Planning	11.00	---	0.62	11.62	11.00	---	0.62	11.62	11.00	---	0.62	11.62	11.00	---	0.62	11.62
<b>Comprehensive Planning TOTAL</b>	11.00	0.00	0.62	11.62	11.00	0.00	0.62	11.62	11.00	0.00	0.62	11.62	11.00	0.00	0.62	11.62
Comptroller Administration	4.00	---	0.15	4.15	4.00	---	0.15	4.15	4.00	---	0.15	4.15	4.00	---	0.15	4.15
Accounting	12.00	---	---	12.00	13.00	---	---	13.00	13.00	---	---	13.00	13.00	---	---	13.00
Collections Office	10.00	---	0.63	10.63	10.00	---	0.63	10.63	10.00	---	0.63	10.63	10.00	---	0.63	10.63
Purchasing	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00
<b>Comptroller TOTAL</b>	31.00	0.00	0.78	31.78	32.00	0.00	0.78	32.78	32.00	0.00	0.78	32.78	32.00	0.00	0.78	32.78

# Authorized Position History By Fund

	FY 18 Adjusted FTE				FY 19 Budget FTE				FY 19 Adjusted FTE				FY 20 Budget FTE			
County Attorney	6.75	---	---	6.75	6.75	---	---	6.75	6.75	---	---	6.75	6.75	---	---	6.75
<b>County Attorney TOTAL</b>	6.75	0.00	0.00	6.75	6.75	0.00	0.00	6.75	6.75	0.00	0.00	6.75	6.75	0.00	0.00	6.75
Economic Development Administration	5.75	---	---	5.75	5.75	---	---	5.75	5.75	---	---	5.75	5.75	---	---	5.75
BERC	2.85	---	---	2.85	2.85	---	---	2.85	2.85	---	---	2.85	2.85	---	---	2.85
Farm Museum	7.00	0.70	3.36	11.06	7.00	0.70	3.20	10.90	7.00	0.70	3.40	11.10	7.00	0.70	3.40	11.10
Tourism	1.00	---	1.90	2.90	1.00	---	1.90	2.90	1.00	---	1.90	2.90	1.00	---	1.90	2.90
<b>Economic Development TOTAL</b>	16.60	0.70	5.26	22.56	16.60	0.70	5.10	22.40	16.60	0.70	5.30	22.60	16.60	0.70	5.30	22.60
Human Resources	11.00	---	---	11.00	10.00	---	---	10.00	10.00	---	---	10.00	11.00	---	---	11.00
Personnel Services	3.00	---	---	3.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
<b>Human Resources TOTAL</b>	14.00	0.00	0.00	14.00	14.00	0.00	0.00	14.00	14.00	0.00	0.00	14.00	15.00	0.00	0.00	15.00
Land and Res. Management Administration	9.10	0.23	---	9.33	9.20	---	0.23	9.43	9.20	---	0.23	9.43	9.20	---	0.23	9.43
Development Review	8.00	---	---	8.00	8.00	---	---	8.00	8.00	---	---	8.00	8.00	---	---	8.00
Resource Management	9.90	---	---	9.90	10.15	---	---	10.15	10.15	---	---	10.15	10.65	---	---	10.65
Zoning Administration	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
<b>Land and Resource Management TOTAL</b>	31.00	0.23	0.00	31.23	31.35	0.00	0.23	31.58	31.35	0.00	0.23	31.58	31.85	0.00	0.23	32.08
Management and Budget Administration	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Budget	7.00	---	0.15	7.15	7.00	---	0.15	7.15	7.00	---	0.15	7.15	7.00	---	0.15	7.15
Grant Management	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Risk Management	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
<b>Management and Budget TOTAL</b>	15.00	0.00	0.15	15.15	15.00	0.00	0.15	15.15	15.00	0.00	0.15	15.15	15.00	0.00	0.15	15.15
Technology Services	31.00	---	0.17	31.17	31.00	---	0.17	31.17	31.00	---	0.17	31.17	32.00	---	0.17	32.17
Production and Distribution Services	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
<b>Technology Services TOTAL</b>	34.00	0.00	0.17	34.17	34.00	0.00	0.17	34.17	34.00	0.00	0.17	34.17	35.00	0.00	0.17	35.17
Administrative Hearings	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Audio Video Production	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
Board of Elections	---	---	0.62	0.62	---	---	0.62	0.62	---	---	0.62	0.62	---	---	0.62	0.62
Board of License Commissioners	1.00	---	0.38	1.38	1.00	---	0.38	1.38	1.00	---	0.18	1.18	1.00	---	0.18	1.18
County Commissioners	8.00	---	6.00	14.00	8.00	---	6.00	14.00	7.00	---	6.65	13.65	7.00	---	6.65	13.65
<b>Gen Government Other TOTAL</b>	13.00	0.00	7.00	20.00	13.00	0.00	7.00	20.00	12.00	0.00	7.45	19.45	12.00	0.00	7.45	19.45
Soil Conservation	5.00	0.63	---	5.63	5.00	0.63	---	5.63	5.00	0.63	---	5.63	5.00	0.63	---	5.63
<b>Cons. and Natural Resources TOTAL</b>	5.00	0.63	0.00	5.63	5.00	0.63	0.00	5.63	5.00	0.63	0.00	5.63	5.00	0.63	0.00	5.63
<b>TOTAL General Fund</b>	<b>837.99</b>	<b>4.87</b>	<b>63.66</b>	<b>908.52</b>	<b>854.34</b>	<b>4.63</b>	<b>64.23</b>	<b>923.20</b>	<b>852.34</b>	<b>4.69</b>	<b>65.83</b>	<b>922.86</b>	<b>859.84</b>	<b>4.69</b>	<b>65.83</b>	<b>930.36</b>



## Authorized Position History By Fund

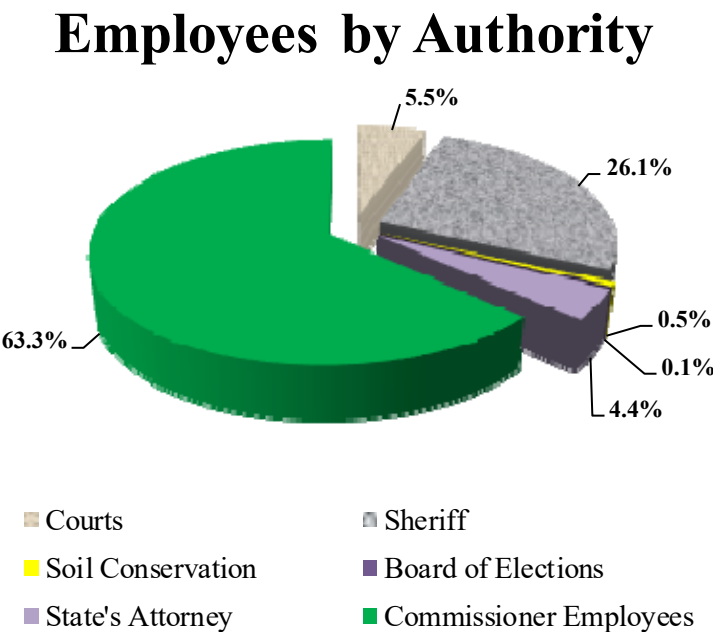
	FY 18 Adjusted FTE				FY 19 Budget FTE				FY 19 Adjusted FTE				FY 20 Budget FTE			
Enterprise Funds	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Solid Waste Management	1.60	---	---	1.60	1.60	---	---	1.60	1.68	---	---	1.68	1.68	---	---	1.68
Northern Landfill	11.00	---	---	11.00	11.00	---	---	11.00	11.00	---	---	11.00	11.00	---	---	11.00
Recycling	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Solid Waste Accounting	5.75	---	---	5.75	5.75	---	---	5.75	5.75	---	---	5.75	5.75	---	---	5.75
<b>Solid Waste TOTAL</b>	<b>19.35</b>	<b>0.00</b>	<b>0.00</b>	<b>19.35</b>	<b>19.35</b>	<b>0.00</b>	<b>0.00</b>	<b>19.35</b>	<b>19.43</b>	<b>0.00</b>	<b>0.00</b>	<b>19.43</b>	<b>19.43</b>	<b>0.00</b>	<b>0.00</b>	<b>19.43</b>
BOU Accounting Administration	7.60	---	---	7.60	7.60	---	---	7.60	7.69	---	---	7.69	7.69	---	---	7.69
Board of Education Facilities	1.34	---	---	1.34	1.34	---	---	1.34	1.34	---	---	1.34	1.34	---	---	1.34
Freedom Sewer	7.50	---	---	7.50	7.50	---	---	7.50	7.50	---	---	7.50	7.50	---	---	7.50
Freedom Water	14.50	---	0.15	14.65	14.50	---	0.15	14.65	14.50	---	0.15	14.65	14.50	---	0.15	14.65
Hampstead Sewer	4.00	---	0.15	4.15	4.00	---	0.15	4.15	4.00	---	0.15	4.15	4.00	---	0.15	4.15
Other Water/Sewer	0.66	---	---	0.66	0.66	---	---	0.66	0.66	---	---	0.66	0.66	---	---	0.66
<b>Utilities TOTAL</b>	<b>35.60</b>	<b>0.00</b>	<b>0.30</b>	<b>35.90</b>	<b>35.60</b>	<b>0.00</b>	<b>0.30</b>	<b>35.90</b>	<b>35.69</b>	<b>0.00</b>	<b>0.30</b>	<b>35.99</b>	<b>35.69</b>	<b>0.00</b>	<b>0.30</b>	<b>35.99</b>
Airport	2.60	---	0.50	3.10	3.35	---	0.50	3.85	3.43	---	0.50	3.93	3.43	---	0.50	3.93
Firearms Facility	1.00	---	2.00	3.00	1.00	---	2.00	3.00	1.00	---	2.00	3.00	1.00	---	2.00	3.00
<b>Airport/Firearms Facility TOTAL</b>	<b>3.60</b>	<b>0.00</b>	<b>2.50</b>	<b>6.10</b>	<b>4.35</b>	<b>0.00</b>	<b>2.50</b>	<b>6.85</b>	<b>4.43</b>	<b>0.00</b>	<b>2.50</b>	<b>6.93</b>	<b>4.43</b>	<b>0.00</b>	<b>2.50</b>	<b>6.93</b>
<b>TOTAL Enterprise Funds</b>	<b>58.55</b>	<b>0.00</b>	<b>2.80</b>	<b>61.35</b>	<b>59.30</b>	<b>0.00</b>	<b>2.80</b>	<b>62.10</b>	<b>59.55</b>	<b>0.00</b>	<b>2.80</b>	<b>62.35</b>	<b>59.55</b>	<b>0.00</b>	<b>2.80</b>	<b>62.35</b>
	FY 18 Adjusted FTE				FY 19 Budget FTE				FY 19 Adjusted FTE				FY 20 Budget FTE			
<b>Special Revenue Fund</b>	<b>FT</b>	<b>PT</b>	<b>O</b>	<b>Total</b>	<b>FT</b>	<b>PT</b>	<b>O</b>	<b>Total</b>	<b>FT</b>	<b>PT</b>	<b>O</b>	<b>Total</b>	<b>FT</b>	<b>PT</b>	<b>O</b>	<b>Total</b>
Watershed Protection and Restoration	12.00	---	---	12.00	11.65	---	---	11.65	11.65	---	---	11.65	12.15	---	---	12.15
<b>TOTAL Special Revenue Fund</b>	<b>12.00</b>	<b>---</b>	<b>---</b>	<b>12.00</b>	<b>11.65</b>	<b>---</b>	<b>---</b>	<b>11.65</b>	<b>11.65</b>	<b>---</b>	<b>---</b>	<b>11.65</b>	<b>12.15</b>	<b>---</b>	<b>---</b>	<b>12.15</b>
	FY 18 Adjusted FTE				FY 19 Budget FTE				FY 19 Adjusted FTE				FY 20 Budget FTE			
<b>Grant Fund</b>	<b>FT</b>	<b>PT</b>	<b>O</b>	<b>Total</b>	<b>FT</b>	<b>PT</b>	<b>O</b>	<b>Total</b>	<b>FT</b>	<b>PT</b>	<b>O</b>	<b>Total</b>	<b>FT</b>	<b>PT</b>	<b>O</b>	<b>Total</b>
Aging and Disabilities	19.02	0.50	2.60	22.12	19.27	0.45	1.38	21.10	19.96	0.00	2.43	22.39	19.96	0.00	2.43	22.39

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# Authorized Positions

The following pages lists Carroll County Government positions.

The categories are arranged by Governmental Partners and Commissioner Employees. Governmental Partners are agencies that are funded by the County, but are not under the direct control of the Board of County Commissioners. These employees report to separately elected or appointed officials, including the Sheriff, State's Attorney, Board of Elections, Soil Conservation Board, and Judges, while Commissioner Employees report directly to the Board of County Commissioners. Authorized Positions lists Full-Time Equivalent (FTE) totals of full-time, part-time, or other employees within the department or bureau.



The overall number of authorized positions for FY 20 is 1,069.33 FTE. Authorized positions that directly report to the Governmental Partners total 390.21 FTE while 679.12 FTE report to the Board of County Commissioners.

# Authorized Positions

## Governmental Partners

### Board of Elections

Election Clerk	Contractual	0.62
		<u>0.62</u>

### Courts

#### Circuit Court

Administrative Support Specialist	Full-Time	1.00
Baliff	Contractual	17.50
Court Administrator	Full-Time	1.00
Court Assignment Officer	Full-Time	5.00
Court Reporter	Full-Time	4.00
Court Reporter/Librarian	Full-Time	1.00
Deputy Court Administrator	Part-Time	0.60
Interpreter/Pretrial/ADA Coordinator	Full-Time	1.00
Judicial Assistant	Full-Time	4.00
Jury Commissioner	Full-Time	1.00
Staff Attorney	Full-Time	1.00
		<u>37.10</u>

#### Circuit Court Magistrates

Judicial Assistant <sup>23</sup>	Full-Time	1.76
Legal Assistant	Full-Time	2.00
Magistrate for Juvenile Causes <sup>1</sup>	Full-Time	1.00
		<u>4.76</u>

#### Orphan's Court

Judge, Orphan's Court	By-Law	3.00
		<u>3.00</u>

#### Volunteer Community Service Program

VCS Assistant	Full-Time	1.00
VCS Caseworker	Full-Time	1.00
VCS Coordinator	Full-Time	1.00
		<u>3.00</u>

#### Circuit Court - Grants

Administrative Assistant <sup>23</sup>	Full-Time	0.24
Administrative Assistant	Full-Time	1.00
ADR Practitioner/Family Law	Full-Time	1.00
Baliff	Contractual	0.32
Deputy Family Law Administrator	Full-Time	1.00
Domestic Case Navigator	Full-Time	0.71
Drug Court Case Manager	Full-Time	1.00
Drug Court Case Manager	Part-Time	0.50
Drug Court Coordinator	Full-Time	1.00
Family Law Administrator	Full-Time	1.00
Visitation Observer	Contractual	2.03
Visitation Services Coordinator	Full-Time	1.00
		<u>10.80</u>

#### Courts Total

**58.66**

**Sheriff's Office****Administrative Services**

Administrative Assistant	Full-Time	1.00
Constable	Contractual	2.00
Cook	Full-Time	3.00
Cook	Part-Time	0.50
Correctional Specialist	Full-Time	4.00
Correctional Specialist Manager	Full-Time	1.00
Court Security Deputy	Full-Time	13.00
Crime Analyst	Full-Time	1.00
Fiscal Analyst	Full-Time	2.00
Director, Administrative Services	Full-Time	1.00
Fleet/Facility Coordinator	Full-Time	1.00
Food Services Supervisor	Full-Time	1.00
Forensic Services Supervisor	Full-Time	1.00
Forensic Services Technician	Full-Time	2.00
HR Assistant	Full-Time	1.00
HR Specialist	Full-Time	2.00
Investigator	Full-Time	2.00
Public Info. Officer/Background Inv.	Full-Time	1.00
Quartermaster	Full-Time	1.00
Records Unit Supervisor	Full-Time	1.00
Records Unit Technician <sup>2</sup>	Full-Time	7.25
Special Projects Coordinator	Full-Time	1.00
Tech. Services Specialist	Full-Time	1.00
Tech. Systems Specialist	Full-Time	1.00
Unit Coordinator	Full-Time	4.00
		<hr/>
		55.75

**Corrections**

Correctional Captain	Full-Time	3.00
Correctional Corporal	Full-Time	10.00
Correctional Deputy Sheriff	Full-Time	66.00
Correctional Lieutenant	Full-Time	5.00
Correctional Major	Full-Time	2.00
Correctional Sergeant	Full-Time	5.00
Correctional Colonel/Warden	Full-Time	1.00
		<hr/>
		92.00

**Law Enforcement**

Captain	Full-Time	2.00
Colonel	Full-Time	1.00
Corporal	Full-Time	19.00
Deputy 1st Class	Full-Time	24.00
Deputy Sheriff Recruit/Probationer	Full-Time	20.00
Lieutenant	Full-Time	7.00
Major	Full-Time	2.00
Master Deputy	Full-Time	44.00
Sergeant	Full-Time	11.00
Sheriff	By-Law	1.00
		<hr/>
		131.00

**Sheriff's Office - Grants**

Master Deputy	Full-Time	1.00
Records Unit Technician <sup>2</sup>	Full-Time	0.75
		<hr/>
		1.75

**Sheriff's Office Total****280.50**

**Soil Conservation District**

Secretary	By-Law	0.63
Soil Conservation Grants Coordinator	Full-Time	1.00
Soil Conservation Planner	Full-Time	3.00
Soil Conservation Technician	Full-Time	1.00
		<hr/> 5.63

**State's Attorney's Office****State's Attorney's Office**

Assistant State's Attorney	Full-Time	4.00
Chief Investigator	Full-Time	1.00
Deputy State's Attorney/Admin.	Full-Time	2.00
Deputy State's Attorney/Special Counsel	Full-Time	1.00
Director/Victim Witness	Full-Time	1.00
District Court Supervisor	Full-Time	1.00
Drug Court Prosecutor	Full-Time	0.80
Drug Treatment/Education Liaison	Full-Time	1.00
Executive Assistant	Full-Time	1.00
Extradition Fugitive Technician	Full-Time	1.00
Family Violence Coordinator	Full-Time	1.00
Intake Unit Supervisor	Full-Time	1.00
Investigator	Full-Time	3.00
Law Enforcement Liaison	Full-Time	1.00
Outreach Specialist	Full-Time	1.00
Paralegal/Law Clerk	Full-Time	5.00
Prosecution Assistant	Full-Time	9.00
Prosecution Assistant	Part-Time	0.63
Senior Asst. State's Attorney	Full-Time	4.00
Specialty Unit Supervisor	Full-Time	5.00
State's Attorney	By-Law	1.00
		<hr/> 45.43

**State's Attorney's Office - Grants**

Administrative Asst./Victim Advocate	Full-Time	1.00
Criminal Analyst	Full-Time	1.00
Data Analyst	Contractual	1.00
Special Unit Supervisor	Full-Time	1.00
Sr. Assistant State's Attorney	Full-Time	1.00
		<hr/> 5.00

**State's Attorney's Office Total****50.43****Total Governmental Partners****395.84****Commissioner Employees****Administrative Hearings**

Administrative Hearing Coordinator	Full-Time	1.00
		<hr/> 1.00

**Audio Video Production**

Digital Media Manager	Full-Time	1.00
Media Technician	Full-Time	2.00
		<hr/> 3.00

**Board of License Commissioners**

Inspector	Contractual	0.18
Inspector	Full-Time	1.00
		<hr/> 1.18

**Cable Regulatory Commission**

Cable Coordinator	Full-Time	1.00
		<hr/> 1.00

**Citizen Services****Citizen Services Administration**

Administrative Assistant	Full-Time	1.00
Bureau Chief, Housing and Comm. Dev. <sup>3</sup>	Full-Time	0.60
Director	Full-Time	1.00
Homeless Info. Systems Analyst	Full-Time	1.00
Housing Inspector <sup>4</sup>	Full-Time	0.50
Office Associate <sup>5</sup>	Full-Time	0.40
		<hr/> 4.50

**Aging and Disabilities**

Bureau Chief	Full-Time	0.75
Community Services Supervisor <sup>6</sup>	Full-Time	0.85
Custodial Services Specialist	Full-Time	5.00
Fiscal Supervisor <sup>7</sup>	Full-Time	0.29
Information and Asst. Supervisor	Full-Time	0.75
Project Coordinator	Full-Time	1.00
Senior Center Assistant	Full-Time	5.00
Senior Center Manager	Full-Time	5.00
Veterans Services Professional	Contractual	1.88
		<hr/> 20.52

**Aging and Disabilities - Grants**

Accounts Technician	Full-Time	1.00
Aging and Disability Supervisor	Full-Time	1.00
Bureau Chief of Aging and Disabilities	Full-Time	0.20
Community Services Supervisor <sup>6</sup>	Full-Time	0.15
Fiscal Supervisor <sup>7</sup>	Full-Time	0.21
Information and Assistance Supervisor	Full-Time	0.25
Instruction and Events Coordinator	Full-Time	1.00
Office Technician	Full-Time	1.00
Paraprofessional	Contractual	1.80
Program Aide	Full-Time	2.25
Program Assistant	Full-Time	1.00
Program Coordinator	Full-Time	7.30
Program Specialist	Full-Time	3.60
Program Technician	Full-Time	1.00
Veterans Services Professional	Contractual	0.63
		<hr/> 22.39

**Housing and Community Development - Grants**

Bureau Chief, Housing <sup>3</sup>	Full-Time	0.40
Family Sufficiency Coordinator	Full-Time	1.00
Fiscal Supervisor <sup>7</sup>	Full-Time	0.50
Housing Inspector <sup>4</sup>	Full-Time	0.50
Housing Specialist	Full-Time	3.00
Information Desk Receptionist	Contractual	0.63
Office Associate <sup>5</sup>	Full-Time	0.60
Program Manager	Full-Time	1.00
		<hr/> 7.63

**Local Management Board - Grants**

Contract Specialist	Full-Time	1.00
Family Ties Coordinator	Part-Time	0.50
Manager	Full-Time	1.00
		<hr/> 2.50

**Citizen Services Total****57.54**

**Comprehensive Planning**

Administrative Assistant	Full-Time	1.00
Planning Manager	Full-Time	1.00
Comprehensive Planner	Full-Time	5.00
Comprehensive Planning Technician	Full-Time	2.00
Director	Full-Time	1.00
Intern	Contractual	0.62
Office Associate	Full-Time	1.00
		<hr/> 11.62

**County Commissioners**

Administrative Coordinator	Full-Time	5.00
Administrative Support	Contractual	1.00
County Administrator	Full-Time	1.00
County Commissioner	By-Law	5.00
Communications Manager	Full-Time	1.00
Legislative Liaison	Full-Time	0.65
		<hr/> 13.65

**Comptroller****Comptroller Administration**

Administrative Assistant	Full-Time	1.00
Comptroller	Full-Time	1.00
Financial Analyst	Full-Time	1.00
Financial System Administrator	Full-Time	1.00
Intern	Contractual	0.15
		<hr/> 4.15

**Accounting**

Accountant	Full-Time	3.00
Accounting Technician	Full-Time	3.00
Accounts Payable Supervisor	Full-Time	1.00
Bureau Chief	Full-Time	1.00
Grants Accountant	Full-Time	1.00
Investment Officer	Full-Time	1.00
Payroll Assistant	Full-Time	1.00
Payroll Manager	Full-Time	1.00
Payroll Technician	Full-Time	1.00
		<hr/> 13.00

**Collections Office**

Administrative Support	Contractual	0.63
Collections Analyst	Full-Time	1.00
Collections Clerk	Full-Time	3.00
Collections Office Supervisor	Full-Time	1.00
Collections Specialist	Full-Time	4.00
Head Cashier/Bookkeeper	Full-Time	1.00
		<hr/> 10.63

**Purchasing**

Associate Buyer	Full-Time	1.00
Bureau Chief	Full-Time	1.00
Buyer	Full-Time	1.00
Office Technician	Full-Time	1.00
Senior Buyer	Full-Time	1.00
		<hr/> 5.00

**Comptroller Total****32.78**

**County Attorney**

Assistant County Attorney	Full-Time	1.00
County Attorney	Full-Time	1.00
Deputy County Attorney	Full-Time	1.00
Legal Assistant	Full-Time	1.75
Legal Specialist	Full-Time	2.00
		<hr/> 6.75

**Economic Development****Economic Development Administration**

Agriculture Specialist	Full-Time	0.75
Business Development Manager	Full-Time	1.00
Deputy Director	Full-Time	1.00
Director	Full-Time	1.00
Economic Development Coordinator	Full-Time	1.00
Research and Data Specialist	Full-Time	1.00
		<hr/> 5.75

**Business and Employment Resource Center**

Business Consultant <sup>8</sup>	Full-Time	0.10
Fiscal Manager	Full-Time	0.75
Manager	Full-Time	1.00
Office Associate	Full-Time	1.00
		<hr/> 2.85

**Farm Museum**

Administrative Support	Contractual	0.87
Curator	Full-Time	1.00
Docent	Contractual	0.18
Events Coordinator	Full-Time	1.00
Intern	Contractual	0.04
Living History Counselor	Contractual	0.18
Maintenance Specialist	Full-Time	2.00
Manager	Full-Time	1.00
Office Associate	Full-Time	1.00
Park Maintenance Supervisor	Full-Time	1.00
Service/Maintenance	Contractual	1.50
Volunteer Coordinator	Part-Time	0.70
Wedding Coordinator	Contractual	0.63
		<hr/> 11.10

**Tourism**

Administrative Support	Contractual	1.90
Manager	Full-Time	1.00
		<hr/> 2.90

**BERC - Grants**

Business and Employment Svcs. Super.	Full-Time	1.00
Business Consultant <sup>8</sup>	Full-Time	0.90
Customer Engagement Specialist	Full-Time	1.00
Employment Consultant	Full-Time	4.00
Operations and Resource Manager	Full-Time	1.00
Resource and Data Specialist	Full-Time	0.00
Youth Program Coordinator	Full-Time	1.00
Youth Support Specialist	Full-Time	1.00
		<hr/> 9.90

**Economic Development Total****32.50**



**Human Resources****Human Resources Administration**

Director	Full-Time	1.00
Employment Compliance Coordinator	Full-Time	1.00
Human Resources Manager	Full-Time	1.00
Human Resources Specialist	Full-Time	4.00
Human Resources Technician	Full-Time	2.00
Personnel Analyst	Full-Time	1.00
Retirement Plans Manager	Full-Time	1.00
		<hr/> 11.00

**Personnel Services**

Office Associate	Full-Time	4.00
		<hr/> 4.00

**Human Resources Total****15.00****Land and Resource Management****Land and Resource Management Administration**

Administrative Assistant <sup>9</sup>	Full-Time	0.60
Ag. Land Pres. Program Manager	Full-Time	1.00
Director <sup>10</sup>	Full-Time	0.60
GIS Analyst	Full-Time	2.00
GIS Manager	Full-Time	1.00
Hydrogeologist	Full-Time	1.00
Intern	Contractual	0.23
Land Use Project Coordinator	Full-Time	1.00
Office Technician	Full-Time	1.00
Preservation Specialist	Full-Time	1.00
		<hr/> 9.43

**Development Review**

Bureau Chief	Full-Time	1.00
Development Review Coordinator	Full-Time	3.00
Development Review Technician	Full-Time	1.00
Legal Document Technician	Full-Time	1.00
Office Technician	Full-Time	1.00
Plans Reviewer	Full-Time	1.00
		<hr/> 8.00

**Resource Management <sup>11</sup>**

Bureau Chief	Full-Time	0.40
Chief Environment Reviewer/Inspector	Full-Time	0.70
Environmental Insp./Grading Reviewer	Full-Time	3.00
Floodplain Management Specialist	Full-Time	0.40
Forest Conservation Specialist	Full-Time	0.90
Office Associate	Full-Time	0.90
Office Technician	Full-Time	0.95
Program Engineer	Full-Time	0.70
Resource Management Technician	Full-Time	0.50
Stormwater Mgt. Review Assistant	Full-Time	0.40
Water Resource Specialist	Full-Time	0.40
Water Resource Supervisor	Full-Time	0.20
Water Resources Technician	Full-Time	0.80
Watershed Management Coordinator	Full-Time	0.20
Water Restoration Engineer	Full-Time	0.20
		<hr/> 10.65

**Watershed Protection and Restoration Fund <sup>11</sup>**

Administrative Assistant <sup>9</sup>	Full-Time	0.40
Bureau Chief, Resource Management	Full-Time	0.60
Chief Environment Reviewer/Inspector	Full-Time	0.30
Director, Land and Resource Mgmt. <sup>10</sup>	Full-Time	0.40
Environmental Insp./Grading Reviewer	Full-Time	1.00
Floodplain Management Specialist	Full-Time	0.60
Forest Conservation Specialist	Full-Time	0.10
NPDES Compliance Specialist	Full-Time	2.00
Office Associate	Full-Time	0.10
Office Technician	Full-Time	0.05
Program Engineer	Full-Time	0.30
Resource Management Technician	Full-Time	0.50
Stormwater Mgt. Review Assistant	Full-Time	0.60
Water Resources Specialist	Full-Time	1.60
Water Resources Supervisor	Full-Time	0.80
Water Resources Technician	Full-Time	0.20
Watershed Grants Technician	Full-Time	1.00
Watershed Management Coordinator	Full-Time	0.80
Watershed Restoration Engineer	Full-Time	0.80
		<hr/>
		12.15

**Zoning Administration**

Administrative Assistant	Full-Time	1.00
Zoning Administrator	Full-Time	1.00
Zoning Inspector	Full-Time	1.00
Zoning Technician	Full-Time	1.00
		<hr/>
		4.00

**Land and Resource Management Total****44.23****Management and Budget****Management and Budget Administration**

Administrative Assistant	Full-Time	1.00
Director	Full-Time	1.00
		<hr/>
		2.00

**Budget**

Budget Analyst	Full-Time	2.00
Bureau Chief	Full-Time	1.00
Intern	Contractual	0.15
Management & Budget Project Coordinator	Full-Time	1.00
Senior Budget Analyst	Full-Time	3.00
		<hr/>
		7.15

**Grants Office**

Grants Analyst	Full-Time	1.00
Grants Manager	Full-Time	1.00
		<hr/>
		2.00

**Risk Management**

Risk Management Specialist	Full-Time	1.00
Risk Management Technician	Full-Time	1.00
Risk Manager	Full-Time	1.00
Safety and Training Coordinator	Full-Time	1.00
		<hr/>
		4.00

**Management and Budget Total****15.15**

**Public Safety****Public Safety 911**

911 Technician	Contractual	2.45
Administrative Assistant	Full-Time	1.00
Communications Technical Assistant	Full-Time	1.00
Director	Full-Time	1.00
Emergency Comm. Asst. Manager	Full-Time	2.00
Emergency Comm. Manager	Full-Time	1.00
Emergency Comm. Specialist	Full-Time	28.00
Emergency Comm. Spec. Supervisor	Full-Time	4.00
Emergency Services Specialist	Full-Time	1.00
Emergency Services Technician	Full-Time	1.00
GIS Analyst - E911 Services	Full-Time	1.00
Public Safety Systems Specialist	Full-Time	1.00
		<hr/> 44.45

**Public Safety - Public Safety Grants**

Emergency Mgmt. Asst. Coordinator	Full-Time	1.00
Emergency Management Coordinator	Full-Time	1.00
Emergency Management Fiscal Planner	Full-Time	1.00
Emergency Mgmt. Planning Associate	Full-Time	1.00
		<hr/> 4.00

**Public Safety Total****48.45****Public Works****Public Works Administration**

Administrative Assistant <sup>12</sup>	Full-Time	1.75
Deputy Director <sup>13</sup>	Full-Time	1.99
Director <sup>14</sup>	Full-Time	0.75
Land Acquisition Specialist	Part-Time	0.50
Public Works Project Specialist <sup>15</sup>	Full-Time	0.60
Security Staff	Contractual	1.00
		<hr/> 6.59

**Airport**

Administrative Assistant	Full-Time	1.00
Airport Manager	Full-Time	1.00
Deputy Director, Public Works <sup>13</sup>	Full-Time	0.33
Director, Public Works <sup>14</sup>	Full-Time	0.05
Maintenance Technician	Full-Time	1.00
Maintenance Worker	Contractual	0.50
Public Works Project Specialist <sup>15</sup>	Full-Time	0.05
		<hr/> 3.93

**Building Construction**

Bureau Chief	Full-Time	1.00
Project Manager	Full-Time	3.00
		<hr/> 4.00

**Engineering Administration**

Bureau Chief	Full-Time	1.00
Capital Improvement Specialist	Full-Time	1.00
GIS Analyst <sup>16</sup>	Full-Time	0.75
GIS Technician	Full-Time	1.00
Traffic Engineer	Full-Time	1.00
		<hr/> 4.75

**Engineering Construction Inspection**

Construction Inspector	Full-Time	5.00
Manager/Construction Inspection	Full-Time	1.00
		<hr/> 6.00

<b>Engineering Design</b>		
Civil Engineer Manager	Full-Time	1.00
Engineering Technician	Full-Time	3.00
Project Engineer	Full-Time	1.00
		<hr/> 5.00
<b>Engineering Survey</b>		
County Surveyor	Full-Time	1.00
GPS Technician	Full-Time	1.00
Survey Helper	Full-Time	1.00
Survey Party Chief	Full-Time	1.00
Surveying Instrument Operator	Full-Time	1.00
		<hr/> 5.00
<b>Facilities</b>		
Administrative Assistant	Full-Time	2.00
Boiler Mechanic	Full-Time	1.00
Bureau Chief	Full-Time	1.00
Custodian	Full-Time	5.00
Electrician	Full-Time	3.00
Facilities Coordinator	Full-Time	1.00
Facilities Manager	Full-Time	2.00
Facilities Supervisor	Full-Time	5.00
HVAC Mechanic	Full-Time	6.00
Maintenance Technician	Full-Time	28.00
Service/Maintenance	Contractual	1.00
Technical Support Coordinator	Full-Time	1.00
Trades Specialist	Full-Time	4.00
		<hr/> 60.00
<b>Fleet Management</b>		
Bureau Chief	Full-Time	1.00
Fiscal Specialist	Full-Time	1.00
Fleet Specialist	Full-Time	1.00
Foreman	Full-Time	2.00
Information System Specialist	Full-Time	1.00
Mechanic	Full-Time	12.00
Office Technician	Full-Time	1.00
Parts Clerk	Full-Time	2.00
Service Worker	Full-Time	1.00
Service Writer	Full-Time	1.00
Warehouse Technician	Full-Time	1.00
		<hr/> 24.00
<b>Permits and Inspections</b>		
Building Inspector	Full-Time	4.00
Bureau Chief	Full-Time	1.00
Chief Building Inspector	Full-Time	1.00
Chief Electrical Inspector	Full-Time	1.00
Chief Plumbing Inspector	Full-Time	1.00
Deputy Code Official	Full-Time	1.00
Electrical Inspector	Full-Time	2.00
Fire Inspector	Full-Time	1.00
Office Manager	Full-Time	1.00
Plans Examiner	Contractual	0.60
Plans Examiner	Full-Time	1.00
Plans/Permits Processors	Full-Time	7.00
Plumbing Inspector	Full-Time	2.00
		<hr/> 23.60

**Roads Operations**

Administrative Assistant	Full-Time	1.00
Area Roads Chief	Full-Time	5.00
Bureau Chief	Full-Time	1.00
Equipment Mechanic/Tool Room	Full-Time	1.00
Foreman, Bridge Crew	Full-Time	1.00
Foreman, Roads	Full-Time	7.00
Foreman, Surface Crew	Full-Time	1.00
Foreman, Traffic Control	Full-Time	1.00
Mower Operator	Contractual	2.00
Office Associate	Full-Time	1.00
Office Associate	Part-Time	0.50
Office Technician	Full-Time	1.00
Paver Operator	Full-Time	1.00
Public Works Inspector	Full-Time	2.00
Road Equipment Operator	Full-Time	68.00
Road Maintenance Worker	Full-Time	12.00
Roads Administrative Supervisor	Full-Time	1.00
Technician	Contractual	0.40
Tree Trimming Inspector	Full-Time	1.00
		<hr/> 107.90

**Solid Waste Management**

Administrative Assistant <sup>12</sup>	Full-Time	0.25
Bureau Chief	Full-Time	1.00
Deputy Director, Public Works <sup>13</sup>	Full-Time	0.33
Director, Public Works <sup>14</sup>	Full-Time	0.05
Public Works Project Specialist <sup>15</sup>	Full-Time	0.05
		<hr/> 1.68

**Solid Waste, Northern Landfill**

Foreman	Full-Time	2.00
Heavy Equipment Operator	Full-Time	1.00
Landfill Equipment Operator	Full-Time	5.00
Maintenance Technician	Full-Time	1.00
Office Associate	Full-Time	1.00
Solid Waste Manager	Full-Time	1.00
		<hr/> 11.00

**Solid Waste, Recycling Operations**

Recycling Manager	Full-Time	1.00
		<hr/> 1.00

**Solid Waste Accounting Administration**

Accountant <sup>17</sup>	Full-Time	0.50
Accounting Supervisor <sup>18</sup>	Full-Time	0.50
Weighmaster	Full-Time	4.75
		<hr/> 5.75

**Transit Administration**

Director, Public Works <sup>14</sup>	Full-Time	0.10
Public Works Project Specialist <sup>15</sup>	Full-Time	0.25
Transportation Grants Coordinator	Full-Time	1.00
		<hr/> 1.35

**Utilities Administration**

Accountant <sup>17</sup>	Full-Time	0.50
Accounting Supervisor <sup>18</sup>	Full-Time	0.50
Accounting Technician	Full-Time	1.00
Administrative Assistant	Full-Time	1.00
Bureau Chief	Full-Time	1.00
Deputy Director, Public Works <sup>13</sup>	Full-Time	0.34
Director, Public Works <sup>14</sup>	Full-Time	0.05
GIS Analyst <sup>16</sup>	Full-Time	0.25
Office Associate	Full-Time	1.00
Public Works Project Specialist	Full-Time	0.05
Utilities Operations Manager	Full-Time	1.00
Water and Sewer Engineer	Full-Time	1.00
		<hr/> 7.69

**Utilities, Board of Education Facilities**

Apprentice Operator <sup>19</sup>	Full-Time	0.67
WWTP Assistant Superintendent <sup>20</sup>	Full-Time	0.67
		<hr/> 1.34

**Utilities, Freedom Sewer**

Apprentice Operator	Full-Time	2.00
Collection Superintendent	Full-Time	1.00
Collection System Operator	Full-Time	3.00
Distribution Operator <sup>21</sup>	Full-Time	0.50
Maintenance Mechanic	Full-Time	1.00
		<hr/> 7.50

**Utilities, Freedom Water**

Distribution Apprentice Operator	Full-Time	2.00
Distribution Operator <sup>21</sup>	Full-Time	1.50
Distribution Superintendent	Full-Time	1.00
Intern	Contractual	0.15
Maintenance Mechanic	Full-Time	1.00
Plant Apprentice Operator	Full-Time	5.00
Plant Assistant Superintendent	Full-Time	2.00
Plant Superintendent	Full-Time	1.00
Water Treatment Plant Operator	Full-Time	1.00
		<hr/> 14.65

**Utilities, Hampstead Sewer**

Apprentice Operator	Full-Time	1.00
Maintenance Mechanic	Full-Time	2.00
Treatment Plan Supervisor	Full-Time	1.00
Intern	Contractual	0.15
		<hr/> 4.15

**Utilities, Other Water/Sewer**

Apprentice Operator <sup>19</sup>	Full-Time	0.33
WWTP Assistant Superintendent <sup>20</sup>	Full-Time	0.33
		<hr/> 0.66

**Public Works Total****307.54****Recreation and Parks****Recreation and Parks Administration**

Administrative Assistant	Full-Time	1.00
Bureau Chief, Parks	Full-Time	1.00
Director	Full-Time	1.00
Park Development Manager	Full-Time	1.00
		<hr/> 4.00

<b>Hashawha</b>		
Camp Director	Contractual	0.47
Cook	Full-Time	2.00
Cook Assistant	Part-Time	0.63
Food Service Supervisor	Full-Time	1.00
Maintenance Specialist	Full-Time	2.00
Paraprofessional	Contractual	0.63
Park Maintenance Supervisor	Full-Time	1.00
Park Naturalist	Full-Time	1.00
Park Operations Coordinator	Full-Time	1.00
Service/Maintenance	Contractual	0.50
		<u>10.23</u>
<b>Piney Run</b>		
Canoe/Kayak Assistant	Contractual	0.27
Canoe/Kayak Instructor	Contractual	0.27
Junior Camp Counselor	Contractual	0.94
Maintenance Specialist	Full-Time	2.00
Nature Camp Director	Contractual	0.31
Park Assistant	Contractual	7.43
Park Maintenance Supervisor	Full-Time	1.00
Park Naturalist	Full-Time	1.00
Park Superintendent	Full-Time	1.00
Park Technician	Full-Time	1.00
Senior Camp Counselor	Contractual	0.54
Service/Maintenance	Contractual	2.24
		<u>18.00</u>
<b>Recreation</b>		
Administrative Assistant <sup>22</sup>	Full-Time	0.50
Administrative Support	Contractual	2.62
Bureau Chief	Full-Time	1.00
Office Associate	Full-Time	1.00
Paraprofessional	Contractual	0.38
Recreation Coordinator	Full-Time	3.00
		<u>8.50</u>
<b>Sports Complex</b>		
Maintenance Specialist	Full-Time	1.00
Manager	Full-Time	1.00
Service/Maintenance	Contractual	0.70
		<u>2.70</u>
<b>Firearms Facility</b>		
Range Officer	Full-Time	1.00
Service/Maintenance	Contractual	2.00
		<u>3.00</u>
<b>Recreation - Grants</b>		
Administrative Assistant <sup>22</sup>	Full-Time	0.50
		<u>0.50</u>
<b>Total Recreation and Parks</b>		<b>46.93</b>

**Technology Services****Technology Services**

Administrative Assistant	Full-Time	1.00
Applications and Program Manager	Full-Time	1.00
Bureau Chief	Full-Time	1.00
Client Services Analyst	Full-Time	5.00
Computer Operations Technician	Full-Time	1.00
Computer Operator	Full-Time	1.00
Director	Full-Time	1.00
Enterprise GIS Analyst	Full-Time	1.00
Enterprise GIS Database Manager	Full-Time	1.00
Graphic Designer/Media Specialist	Full-Time	1.00
Help Desk Specialist	Full-Time	1.00
Information Tech. Services Specialist	Full-Time	1.00
Intern	Contractual	0.17
Network Analyst	Full-Time	2.00
Network Client Analyst	Full-Time	1.00
Network Security Manager	Full-Time	1.00
Network Server Engineer	Full-Time	1.00
Network Systems Engineer	Full-Time	1.00
Network Technician	Full-Time	1.00
Programmer	Full-Time	1.00
Programmer Analyst	Full-Time	1.00
Repair Technician	Full-Time	1.00
Senior Enterprise GIS Analyst	Full-Time	1.00
Senior Programmer Analyst	Full-Time	3.00
Special Projects Engineer	Full-Time	1.00
Systems and Client Service Manager	Full-Time	1.00
		<hr/> 32.17

**Production and Distribution Services**

Distribution Technician	Full-Time	2.00
PDS Supervisor	Full-Time	1.00
		<hr/> 3.00

**Technology Services Total****35.17****Total Commissioner Employees****673.49**

<sup>1</sup> Salary and benefits for one Juvenile Magistrate are reimbursed by the State. Two Juvenile Magistrates are paid directly by the State and are not in the FTE numbers.

<sup>2</sup> 75% of a Records Unit Technician is grant funded and 25% is County funded.

<sup>3</sup> 40% of the Bureau Chief of Housing is grant funded and 60% is County funded.

<sup>4</sup> 50% of the Housing Inspector is grant funded and 50% is County funded.

<sup>5</sup> 60% of the Office Associate is grant funded and 40% is County funded.

<sup>6</sup> 15% of the Community Services Supervisor is grant funded and 85% is County funded.

<sup>7</sup> 71% of the Fiscal Supervisor is grant funded and 29% is County funded.

<sup>8</sup> 90% of the Business Consultant is grant funded and 10% is County funded.

<sup>9</sup> 60% of the Administrative Assistant is County funded and 40% is paid through the Watershed Protection and Restoration Fund.

<sup>10</sup> 60% of the Director of Land and Resource Management is County funded and 40% is paid through the Watershed Protection and Restoration Fund.

<sup>11</sup> The salaries and benefits of the Bureau of Resource Management positions are split between the Bureau of Resource Management and the Watershed Protection and Restoration Fund.

<sup>12</sup> 75% of an Administrative Assistant is County funded, 25% is charged to Solid Waste Enterprise Fund.



- <sup>13</sup> Three Public Works Deputy Directors are County funded. A Deputy Director is charged 34% to Utilities Enterprise Fund. A second Deputy Director is charged 33% to the Solid Waste Enterprise Fund and 33% to the Airport Enterprise Fund. The third is 100% allocated to the General Fund.
- <sup>14</sup> 75% of the Director of Public Works is charged to Public Works Administration, 5% charged to Solid Waste Enterprise Fund, 5% to Utilities Enterprise Fund, 5% to the Airport Enterprise Fund, and 10% to Transit Administration.
- <sup>15</sup> 60% of the Public Works Project Specialist is charged to Public Works Administration, 5% charged to Solid Waste Enterprise Fund, 5% to Utilities Enterprise Fund, 5% to the Airport Enterprise Fund, and 25% to Transit Administration.
- <sup>16</sup> 75% of the GIS Analyst is County funded and 25% is charged to Utilities Enterprise Fund.
- <sup>17</sup> 50% of the Accountant is charged to Solid Waste Enterprise Fund and 50% to Utilities Enterprise Fund. The Comptroller oversees the accounting function.
- <sup>18</sup> 50% of the Accounting Supervisor is charged to Solid Waste Enterprise Fund and 50% to Utilities Enterprise Fund. The Comptroller oversees the accounting function.
- <sup>19</sup> 67% of the Apprentice Operator is charged to Board of Education Facilities and 33% to Other Water/Sewer.
- <sup>20</sup> 67% of the Assistant Superintendent is charged to Board of Education Facilities and 33% to Other Water/Sewer.
- <sup>21</sup> 50% of a Distribution Operator is charged to Freedom Water and 50% is charged to Freedom Sewer.
- <sup>22</sup> 50% of the Administrative Assistant is grant funded and 50% is County funded.
- <sup>23</sup> 24% of Judicial Assistant is charged to Child Support grant as an Administrative Assistant.

# *Glossary*

## GLOSSARY OF TERMS

**ADJUSTED BUDGET** The annual operating budget with up-to-date modifications resulting from operations of County agencies since the budget adoption.

**ANNUALIZE** Taking changes that occurred during the year and calculating their cost or savings for a full year for comparison purposes in the preparation of the annual budget.

**APPROPRIATION** The County's legal authorization to spend a specific amount of money for a particular purpose during a fiscal period.

**ASSESSABLE BASE** The total valuation placed on real and personal property, minus certain exemptions, by the State Department of Assessments and Taxation for the purposes of levying property taxes. The Board of County Commissioners determines the tax rate to be applied against the tax base to generate tax revenues to support the annual budget. Tax-exempt property is excluded from the assessable base.

**ASSESSED VALUATION** The valuation established for individual real estate or other property by the State for purposes of taxation.

**AUTHORIZED POSITION** An employee position approved by the Board of County Commissioners.

**BALANCED BUDGET** A budget in which total expenditures equal total revenues. By State law, the County's budget must be balanced.

**BOND** An investment-grade interest-bearing certificate of indebtedness sold by the County or another governmental agency to generate funds. The bond guarantees payment of the original investment plus interest by a specified date or dates in the future. Bonds typically involve long-term indebtedness to pay for capital projects.

**BOND RATING** Evaluation of the credit quality of bonds usually made by independent rating services. Ratings generally measure the probability of the timely repayment of principal and interest on municipal bonds. Before a bond issuance, rating agencies may require information on demographics, debt burden, economic base, finances and management structure. The information is evaluated and the bond issue is assigned a letter rating which reflects the credit worthiness of the bonds. The higher the credit rating, the more favorable the effect on the marketability of the bond.

**BONDED DEBT** The total amount owed by the County as a result of the sale of general obligation or other bonds guaranteed by the County Government.

**BUDGET** A comprehensive financial plan describing proposed expenditures and the means for financing those expenditures.

**BUREAU** A sub-unit within a department with its own budget. An example is the Bureau of Accounting within the Department of the Comptroller.

**CAPITAL FUND** Financial resources related to the acquisition or construction of major assets of the County.

**DEBT SERVICE** The annual payment of principal and interest on the County's bonded debt.

**DEPARTMENT** A County agency consisting of one or more bureaus or offices. Examples are the Department of Public Works and the Department of Management and Budget.

**EMPLOYEE TURNOVER** A term that refers to workers leaving a position and being replaced by new employees.

**ENTERPRISE FUND** A fund established to account for the financing of self-supporting services provided by the County government. The services generate revenues from fees, charges, and other receipts. Carroll County presently has six enterprise funds: Airport, Fiber Network, Firearms, Septage, Solid Waste, and Utilities.

**EXPENDITURE** The cost of goods delivered or services rendered.

**FISCAL YEAR** A twelve-month period of time to which the annual Operating and Capital Budgets apply. Carroll County's fiscal year commences July 1 and ends the following June 30<sup>th</sup>.

**FRINGE BENEFITS** Contributions made by the County government to meet its commitments or obligations for Social Security, and the various retirement, medical and insurance plans for employees.

**FULL-TIME EQUIVALENT POSITION (FTE)** A position converted to the decimal equivalent based on 37.5 – 40 hours per week. For example, a part-time employee working 20 hours per week would be equivalent to 0.5 of a full-time position, and a person working 40 hours per week would be equivalent to 1.0 full-time position. Positions in the Circuit Court are considered full time at 35 hours per week.

**FUND** A separate budget/accounting grouping with its own revenues and appropriations. The general fund, for example, covers most of the daily operations of the County agencies and is funded by a variety of taxes and other revenues.

**FUND BALANCES** These accounts serve as the function of the owner's equity account in for-profit entities. Available balances in these accounts are the cumulative result of actual revenues exceeding expenditures over time. Bond rating agencies use fund balance levels as a means of evaluating a government's ability to cover unanticipated shortfalls in revenue projections or emergency expenditures that arise during the year.

**GAAP** Generally Accepted Accounting Principles. A common set of accounting conventions, standards, and procedures followed when preparing financial statements.

**GASB 54** Governmental Accounting Standards Board Statement 54. Fund Balance Reporting and Governmental Fund Type Definitions establishes five categories for governmental funds reporting: non-spendable fund balance, restricted fund balance, committed fund balance, assigned fund balance and unassigned fund balance.

**GENERAL FUND** The primary operating fund of the County, used to account for all financial resources except those required to be accounted for in another fund.

**GENERAL GOVERNMENT** The function of government comprised of the central administrative offices, such as: Comptroller, Economic Development, Human Resources, Management and Budget, and County Commissioners.

**GENERAL OBLIGATION BONDS** Common type of municipal bond that is secured by a state or local government's pledge to use legally available resources, including tax revenues, to repay bond holders.

**GOALS** A broad statement of purpose that represents a framework of outcomes to be achieved on behalf of the customers and reflects realistic constraints upon the unit providing the service.

**GOVERNMENTAL PARTNERS** Agencies, such as Sheriff's Office and State's Attorney's Office, that are funded by the County, but not under the direct control of the Board of County Commissioners.

**GRANT** A contribution of assets (usually cash) from one governmental unit (typically the State or Federal government) or other organization to another. The contribution is usually provided in support of a particular public function, project, or program.

**GRANT FUND** Accounts for revenues that are formally restricted by law for a particular purpose or have specific requirements associated with the eligible program costs.

**HOMESTEAD TAX CREDIT** This credit, set by the Commissioners, caps the amount taxes can increase on a primary residence at five percent per year. The credit equals the County's tax rate multiplied by the amount by which the current year's assessment on residential property exceeds five percent of the previous year's taxable assessment.

**IMPACT FEES** One-time charges assessed against new development that attempt to recover from the developer the capital cost of the additional public facilities of parks and schools needed to serve that development.

**INCOME TAX** Counties in Maryland have the authority to levy a local income tax rate, which is expressed as a percentage of State taxable income.

**INDEPENDENT BOARDS/AGENCIES** Agencies of the County which are not subject to full County appropriation authority due to State Law (i.e., Carroll Community College, Carroll County Public Library, Health Departments, the Board of Education and the Carroll County Volunteer Emergency Services Association), or are State agencies or legally independent boards not directly responsible to the Board of County Commissioners.

**INVESTMENT** Securities purchased and held for the production of income in the form of interest and dividends. An investment instrument is the specific type of security that a government purchases and holds.

**LEACHATE** A liquid produced when rain water and other moisture travels through solid waste.

**LICENSES/PERMITS** Documents issued in order to regulate various kinds of businesses and other activity within the community. Inspection may accompany the issuance of a license or permit, as in the case of liquor licenses or building permits. In most instances, a fee is charged in conjunction with the issuance of a license or permit to cover all or part of the related cost.

**MAINTENANCE OF EFFORT (MOE)** Refers to the State law requiring County governments to demonstrate that local funding remains constant from year to year. Each time a County government funds more than MOE, a new higher MOE is created.

**MUNICIPALITY** City or town incorporated for local self-government.

**OPERATING BUDGET** The annual budget that supports the day-to-day operations of County agencies.

**OPERATING IMPACTS** The costs associated with implementation of projects in the Capital Budget. Examples include utility, maintenance, and personnel costs.

**ORDINANCE** A regulation enacted by the government.

**OVERLAY (Roads)** Consists of milling and patching of failed areas and the application of hot mix asphalt over the existing road.

**PAYGO** A fiscal policy by which capital projects are funded with current revenue rather than long-term or bonded debt. In Carroll County, in addition to transfer to capital, other sources of current revenue are appropriated directly to the Capital Budget: Property Tax devoted to capital, Local Income Tax devoted to capital, fund balance appropriations, bond interest and Impact Fees.

**PEG ACCESS** television production equipment, training and airtime on a local cable system so members of the public, educational system, and the government can produce their own shows and televise them to a mass audience.

**PERSONNEL ALLOCATIONS** Portion of a position allocated to a budget or fund.

**PROJECT** An identified cost center within the County's accounting system. Costs are summarized as follows:

**PERSONNEL** The costs associated with the payment of County personnel. Included are salaries and wages, hourly, part-time, overtime, night differential, and seasonal employee expenses.

**BENEFITS** The costs for payroll taxes, pension, 401K, and Other Post Employment Benefits (OPEB).

**OPERATING** The non-labor, non-capital related costs associated with the day-to-day operations of County agencies. Included are expenses such as business conferences, contractual services, rents and utilities, and supplies and materials.

**CAPITAL** The expenses associated with the purchase of an asset. An asset is defined as any tangible material that is non-expendable.

**PROPERTY TAX** Tax on the value of real and personal property is levied almost exclusively by local governments. In Maryland, the State Department of Assessments and Taxation is responsible for the valuation and assessment of all property in the State. The local government is responsible for setting the tax rate applied to the property assessments to generate revenues in support of the local budget.

**RECORDATION** A fee calculated on the value of recorded mortgages, deeds, and other documents conveying title or creating liens on real and personal property.

**RESERVE FOR CONTINGENCIES** Funds budgeted to provide for unforeseen expenses or emergencies that arise during the fiscal year.

**RESOLUTION** Formal statement presented to Commissioners for decision.

**REVENUE IN EXCESS OF EXPENDITURES** Net earnings retained by an enterprise fund to be reinvested in its core business or to pay debt.

**REVENUE** Monies received by the County to provide services needed by the public. Property Taxes, building permits, and receipts from State and Federal sources are examples. By law, revenues must meet or exceed appropriations.

**SPECIAL REVENUE FUND** Captures dedicated revenues until they are appropriated for use in other funds in a given year. An example is the Hotel Rental Tax.

**TRUST FUND** A special fund, administered by the County as trustee, consisting of resources to be expended or invested under the terms and conditions of the trust.

**UNAPPROPRIATED RESERVE** Revenue in excess of budget and unspent appropriated dollars.

# *Acronyms*



## ACRONYMS

<b>AARP</b>	American Association of Retired Persons
<b>ADA</b>	Americans with Disabilities Act
<b>ADR</b>	Alternative Dispute Resolution
<b>ATR</b>	Advanced Tactical Rescue
<b>BERC</b>	Business Employment Resource Center
<b>BGE</b>	Baltimore Gas and Electric
<b>BMC</b>	Baltimore Metropolitan Council
<b>BOE</b>	Board of Education
<b>BOU</b>	Bureau of Utilities
<b>BRCPC</b>	Baltimore Regional Cooperative Purchasing Committee
<b>BSR</b>	Bridge Sufficiency Rating
<b>BWI</b>	Baltimore Washington International Airport
<b>CAA</b>	Community Action Agency
<b>CAD</b>	Computer Aided Design
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CALEA</b>	Commission on Accreditation for Law Enforcement Agencies, Inc.
<b>CC</b>	Carroll County
<b>CCAC</b>	Carroll County Arts Council
<b>CCAIC</b>	Carroll County Advocacy and Investigation Center
<b>CCFN</b>	Carroll County Fiber Network
<b>CCPL</b>	Carroll County Public Library
<b>CCPS</b>	Carroll County Public Schools
<b>CCSCD</b>	Carroll County Soil Conservation District
<b>CCYSB</b>	Carroll County Youth Services Bureau
<b>CDBG</b>	Community Development Block Grant
<b>CELT</b>	Corrections Entrance Level Training
<b>CIP</b>	Community Investment Plan
<b>CISM</b>	Critical Incident Stress Management
<b>CMC</b>	Community Media Center

<b>COA</b>	Council on Accreditation
<b>CRC</b>	Cable Regulatory Commission
<b>CY</b>	Calendar Year
<b>DHMH</b>	Department of Health and Mental Hygiene
<b>DHR</b>	Department of Human Resources
<b>DJS</b>	Department of Juvenile Services
<b>DMB</b>	Department of Management and Budget
<b>DSS</b>	Department of Social Services
<b>DVP</b>	Domestic Violence Program
<b>DVUP</b>	Domestic Violence Unit Program
<b>ED</b>	Economic Development
<b>EMS</b>	Emergency Medical Services
<b>ENR</b>	Enhanced Nutrient Removal
<b>EOC</b>	Emergency Operations Center
<b>EPA</b>	Environmental Protection Agency
<b>EVOD</b>	Emergency Vehicle Operator Driver
<b>FBO</b>	Fixed Base Operator (Airport)
<b>FCS</b>	Family and Children's Services
<b>FCS, Inc.</b>	Flying Colors of Success, Inc.
<b>FPM</b>	Forest Pest Management
<b>FTE</b>	Full-Time Equivalent
<b>FY</b>	Fiscal Year
<b>GAAP</b>	General Accepted Accounting Principles
<b>GASB</b>	Governmental Accounting Standards Board
<b>GED</b>	General Educational Development
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information Systems
<b>GO</b>	General Obligation
<b>HAZ-MAT</b>	Hazardous Materials
<b>HMO</b>	Health Maintenance Organization
<b>HPC</b>	Historic Preservation Commission

<b>HPP</b>	Homeless Prevention Program
<b>HSCC</b>	Historical Society of Carroll County
<b>HSP</b>	Human Services Programs
<b>HUD</b>	U.S. Department of Housing and Urban Development
<b>HVAC</b>	Heating, Ventilation, and Air Conditioning
<b>IPA</b>	Installment Purchase Agreements
<b>IRS</b>	Internal Revenue Service
<b>ISF</b>	Internal Service Fund
<b>IT</b>	Information Technology
<b>LAP</b>	Lethality Assessment Program
<b>LEED</b>	Leadership in Energy and Environmental Design
<b>LMB</b>	Local Management Board
<b>LOSAP</b>	Length of Service Award Program
<b>M</b>	Million
<b>MACS</b>	Maryland Agricultural Cost Share Program
<b>MALPF</b>	Maryland Agricultural Land Preservation Foundation
<b>MAP</b>	Maryland Access Point
<b>MASCD</b>	Maryland Association of Soil Conservation Districts
<b>MCIN</b>	Maryland Criminal Intelligence Network
<b>MD</b>	Maryland
<b>MDA</b>	Maryland Department of Agriculture
<b>MDT</b>	Mobile Data Terminals
<b>MES</b>	Maryland Environmental Services
<b>MOE</b>	Maintenance of Effort
<b>MOU</b>	Memorandum of Understanding
<b>MPPA</b>	Maryland Public Purchasing Association
<b>MRIS</b>	Metropolitan Regional Information Systems
<b>MSA</b>	Metropolitan Statistical Area
<b>MVOC</b>	Maryland Victims of Crime
<b>NIGP</b>	National Institute of Governmental Purchasing
<b>NPDES</b>	National Pollutant Discharge Elimination System

<b>OPEB</b>	Other Post Employment Benefits
<b>PAP</b>	Patient Assistance Programs
<b>PCI</b>	Patient Condition Index
<b>PCI</b>	Pavement Condition Index
<b>PDS</b>	Production and Distribution Services
<b>PEG</b>	Public, Education, and Government
<b>PELTP</b>	Police Entrance Level Training Program
<b>PILOT</b>	Payment in Lieu of Taxes
<b>POS</b>	Program Open Space
<b>RAP</b>	Rental Allowance Program
<b>RCIS</b>	Rape Crisis Intervention Services of Carroll County
<b>SAO</b>	State's Attorney's Office
<b>SDAT</b>	State Department of Assessments and Taxation
<b>SRO</b>	School Resource Officer
<b>SSA</b>	Social Services Administration
<b>SSTAP</b>	Statewide Special Transportation Assistance Program
<b>TDP</b>	Transportation Development Plan
<b>TFCBT</b>	Trauma Focused Cognitive Behavior Therapy
<b>TFMC</b>	Training Facility Management Committee
<b>UME</b>	University of Maryland Extension
<b>UPWP</b>	Unified Planning Work Program
<b>VAWA</b>	Violence Against Women Act
<b>VCSP</b>	Volunteer Community Service Program
<b>VESA</b>	Volunteer Emergency Services Association
<b>WIOA</b>	Workforce Innovation and Opportunity Act
<b>WTP</b>	Water Treatment Plant
<b>WWTP</b>	Wastewater Treatment Plant

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