

# Carroll County Maryland



Department of Management & Budget

## ADOPTED BUDGET

Fiscal Year 2009 Budget  
Operating Plan Fiscal Years 2009-2014  
And  
Capital Budget Fiscal Years 2009-2014

Available online at <http://ccgovernment.carr.org/ccg/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 the Annual Budget beginning July 01, 2007. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, 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.



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# Carroll County Government

## FY 09 Adopted Budget

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***Appointed Officials***

***Steven D. Powell***  
***Chief of Staff***

***Kathryn L. Rauschenberg***  
***County Clerk***

***Cynthia M. Parr***  
***Chief of Administrative Services***

***Robert M. Burk***  
***Comptroller***

***Carole V. Hammen***  
***Director of Human Resources***

***Kimberly A. Millender***  
***County Attorney***

***Jolene G. Sullivan***  
***Director of Citizen Services***

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

***J. Michael Evans***  
***Director of Public Works***

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

***Steven C. Horn***  
***Director of Planning***

***Lawrence F. Twele***  
***Director of Economic Development***

***Tom Rio***  
***Director of General Services***

***Board of County Commissioners***



***Julia W. Gouge***  
***President***



***Dean L. Minnich***  
***Vice President***



***Michael D. Zimmer***  
***Secretary***

# **Board of Commissioners**

## **Vision, Mission and Values Statement**

*The 58<sup>th</sup> Board of County Commissioners took office on December 4, 2006. As Carroll's governing executive and legislative body, the Commissioners set local policies and determine the county's budget.*

### ***Vision***

*Carroll County offers a safe environment in which all its residents may live, work, and play. The rural character of our county is preserved through measures that protect our natural and cultural resources, minimize future residential sprawl, and save farmland. Carroll County is enriched by sustainable agriculture and agribusiness as well as responsible, productive business and industry that offer family-wage jobs and employ the county's skilled workforce.*

### ***Mission Statement***

*The mission of Carroll County Government is to provide excellent, efficient service to our residents in a courteous, friendly manner. We conduct business openly. We encourage each resident to play a role in keeping Carroll County a great place to live, to work, and to play.*

### ***Core Values***

- *We are committed to fiscal responsibility*
- *We strive to build our local economy*
- *We support the preservation of our county's heritage*
- *We will pay for quality education*
- *We will act as stewards of our environment*
- *We will work to ensure a good quality of life for county residents*

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

## **Board of County Commissioners Fiscal Year 2009 Budget**

In many ways the Fiscal Year 2009 budget process was one of transition. In recent years, much of the emphasis of county efforts in the budget has been on capital projects to address infrastructure and facility needs. In large part these projects were funded by one-time revenues made possible by the housing boom. Those projects are now nearing completion or underway, which means that the one-time costs of construction are being replaced by on-going operating costs of operation. The housing boom is over along with growth in related revenues. These changes were anticipated and planned for.

The Fiscal Year 2009 budget process began with already slim margins in our Operating Plan and little flexibility. Changes by the State made during the Special Session reduced that flexibility even more, and changes in the economy and costs added even more pressure. Other than addressing the operating impacts of our efforts in the Capital Budget, the Fiscal Year 2009 Budget is focused on maintaining not adding services.

The decision making process was driven by our assessment of the economy and revenues, and a set of core values:

- We are committed to fiscal responsibility
- We strive to build our local economy
- We support the preservation of our county's heritage
- We will pay for quality education
- We will act as stewards of our environment
- We will work to ensure a good quality of life for county residents

The budget process was open and available to anyone who was interested. From the first overview sessions, through all the work sessions, and all the way to the final decisions, the process was open to the public, broadcast live and rebroadcast on Cable Channel 24, and available on the county website. The information, the debates and the decisions were available during the process and are still available today.

Thank you for your interest in the budget. We hope that you will take the time to understand the budget and the choices that have been made.

Julia W. Gouge

Dean L. Minnich

Michael D. Zimmer

## **Carroll County Government Fiscal Year 2009 Budget Message**

The Commissioners' focus over the past several years has been to accelerate the investment in infrastructure including roadway improvements, increased capacity in schools, water resources, libraries, senior centers, and parks. In order to accomplish these goals, one-time revenues, fueled by the housing boom, were used to help fund the Community Investment Plans. Many projects are underway or nearing completion and the focus is now shifting towards funding the on-going operational costs in the Operating Budget. These costs were anticipated and planned for.

Many difficult challenges were faced during the FY 09 budget process. The state of Maryland called a special session to address their \$1.7 billion deficit, resulting in \$8.4 million in cuts to the County, primarily in the form of reduced Board of Education funding and income tax revenues.

The economy was also a challenge. It is difficult to pinpoint the cost of a slowing economy and a softening housing market; however, we estimate just the revenue loss to be at least \$15 million. There are several revenues, ranging from impact fees to interest that are projected to come in far below what we actually collected in recent years. Most notable is recordation, which is expected to be nearly \$8 million less than what was collected in FY 06. The economy had an adverse effect on the expenditure side as well, particularly from inflation. Rising fuel and energy prices increased our operating expenses, while escalating material prices, such as asphalt, impacted our capital projects.

Given the challenges of reduced revenues and increased costs, the plan continues to be focused on maintaining levels of service and funding on-going costs associated with newly constructed facilities. The FY 09–14 Operating and Community Investment Plan focuses efforts on the following priorities:

- ❑ Education - providing an adequate number of seats for the growing number of students as well as maintaining existing schools
- ❑ Water - expanding water sources and improving water quality
- ❑ Growth -
  - Expanding the County's economic base
  - Maintaining and expanding infrastructure
  - Preserving farmland through the agricultural land preservation program
  - Providing adequate public safety coverage, such as law enforcement and emergency services

The total FY 09 Budget of \$545 million is \$43 million less than the FY 08 Adopted Budget. The FY 09 Operating Budget, at \$353 million, is increasing a little less than \$25 million.

Education, including public schools, libraries, and the community college, continues to be our highest funding priority. \$187 million, more than half of the FY 09 Operating Budget, is dedicated to education. Though the Board of Education, Community College and Public Libraries receive funding from both the County and the State, the State does not provide any additional funding when a new education facility is operational. Because of State budget difficulties these agencies actually received \$5 million less in State funding than expected. The FY 09 budget includes nearly \$5 million of County funds for the operating impacts of two new schools, one new library branch, and new headquarters for the library.

Record levels of funding, to provide capacity for our students, continue in the FY 09-14 Community Investment Plans. Since 2000, six new schools have been opened and three new schools are planned at a cost of \$165 million. Two major renovation projects, the South Carroll Fine Arts Addition and the Westminster High School HVAC replacement, at a cost of \$57 million are also planned in the Community Investment Plan and are jointly-funded with the State.

The County has been focusing on its long-term planning tool, the comprehensive master plan named “Pathways”, to establish guidelines for where and how Carroll will grow over the next twenty years. Pathways will enable the County to implement policies and create tools so growth can be directed to those areas that can best absorb the impact. The planning process began in FY 05 with over 300 participants including residents, businesses and town leaders. The draft comprehensive plan is in the process of being developed, but some of the ideas that emerged from the extensive public participation have already been put into action, such as workforce housing opportunities. The areas of focus in the Pathways Plan are:

- Economic development efforts and expanding the County’s commercial/industrial base
- Targeting growth in and around municipalities where infrastructure exists to support increased growth
- Maintaining the rural character of the County by preserving existing farmland and agribusiness
- Developing new water sources to support growth

The comprehensive plan process may be viewed at: <http://www.carrollpathways.org/>.

One of the key elements of the County’s Pathways Plan and one of the most difficult challenges we face as a county is water; both water availability and water quality. The County, including the municipalities, does not have adequate water supplies to meet the needs of the existing population due to evolving state regulations. The County is actively working with the Maryland Department of the Environment to ensure that Carroll can grow according to our plans. In 2007, a water resource coordination committee was formed to look at how the County and our towns can work together to address short and long-term water issues.

To address this shortage of water, numerous initiatives are funded in the FY 09-14 Community Investment Plan, including purchasing water recharge rights throughout the County, acquiring Hydes Quarry as a back-up water source for the City of Westminster, and planning for the development of two new reservoirs. Estimated costs for water development projects are in excess of \$180 million, of which \$50.5 million is in the FY 09-14 CIP.

Maintaining or improving the quality of water is also a priority in the FY 09-14 Community Investment Plan, with planned expenditures of over \$11 million. The County is engaged in numerous projects, consisting of stream restorations and the rehabilitation of storm water management ponds, in an effort to improve the quality of water. In 2008, the county went through the Builders of the Bay round table process to evaluate whether county building and development standards are protective enough to environmentally sensitive areas. Recommendations for better site design will be presented to the Commissioners and evaluated for incorporation into law.

The Agricultural Land Preservation program continues to be one of the Commissioners' top priorities. The County recently passed the halfway mark of the goal to preserve 100,000 acres, and we are committed to continuing our progress. \$56 million is planned for agricultural land preservation in the FY 09-14 Community Investment Plan. Preserving farmland with permanent easements helps to maintain the rural character of Carroll County, enables agriculture to remain a viable industry, lowers the amount of residential development taking place outside of targeted growth areas, reduces the strain on our existing infrastructure, and helps to avoid major investments in new infrastructure, such as schools, roads, water, and wastewater facilities.

Efforts at growing the commercial/industrial base relative to the residential base are a major part of the comprehensive planning process, and also a part of the budget process. The FY 09 Operating Budget includes an additional \$1 million on top of the usual \$3 million allocated for training grants and infrastructure costs. The Operating Plan continues this level of funding with \$4 million in FY 10. This additional funding is needed for two large business parks that are currently in the development process.

Carroll County continues to be one the safest counties in Maryland and funding for public safety programs continues to be a top priority. The FY 09 Operating Budget contains funding for nine new positions for public safety, including law enforcement and court functions. The law enforcement budgets incorporate an annual increase in positions in order to maintain the goal ratio of 1.3 officers per 1,000 residents. As the number of law enforcement positions grows so does the need for space. The FY 09-14 Community Investment plan includes \$4.5 million for a law enforcement facility and \$6.8 million for the addition of a Minimum Security Facility to alleviate overcrowding at the Detention Center and postpone the need for major investment in a new medium security facility.

The Solid Waste Enterprise Fund shows a substantial increase in the cost to transfer solid waste to a landfill in Virginia due to escalating fuel prices. Currently, 91% of solid waste received by the county is transferred to a landfill in Virginia for disposal. The Commissioners have made a commitment to expand county recycling programs and increase recycling rates. A new recycling manager position is funded in FY 09 that will be responsible for outreach

programs to educate citizens and businesses on the financial and environmental benefits of recycling. In an effort to address long-term solid waste issues, the county is partnering with our neighbor, Frederick County, in seeking long-term integrated waste management solutions, including a possible shared waste-to-energy facility.

As the County looks at the past and to the future, fiscal responsibility remains paramount. The county retained a solid credit rating with all three rating agencies (Moody's, Fitch and Standard and Poor's) this year. The pension liability is fully funded, reserve funds are on target, debt is being retired at an accelerated rate, and contributions continue to the Other Post Employment Benefits liability for both the County Government and the Board of Education.

Recognizing that accountability is essential to establishing public trust, the Commissioners continue to make their actions available for review and participation by the public. The county has made available the following for improved information accessibility:

- a cable television station that airs most public meetings
- a monthly newsletter that lists every vote taken by the Commissioners
- a speaker's bureau enabling community groups to learn more about county government.
- a redesigned web site so highly requested pages can be found easily
- an archive of public meetings on the website
- automatic e-mails to provide updates on changes that appear on the website
- a residential survey on services the county offers and potential services that are under review

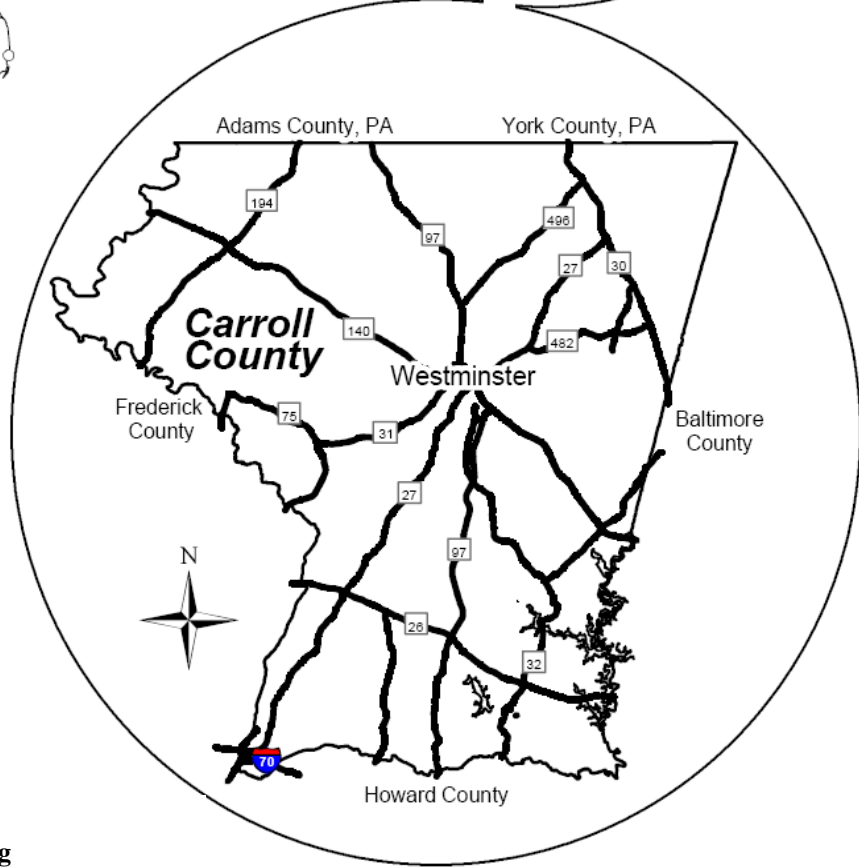
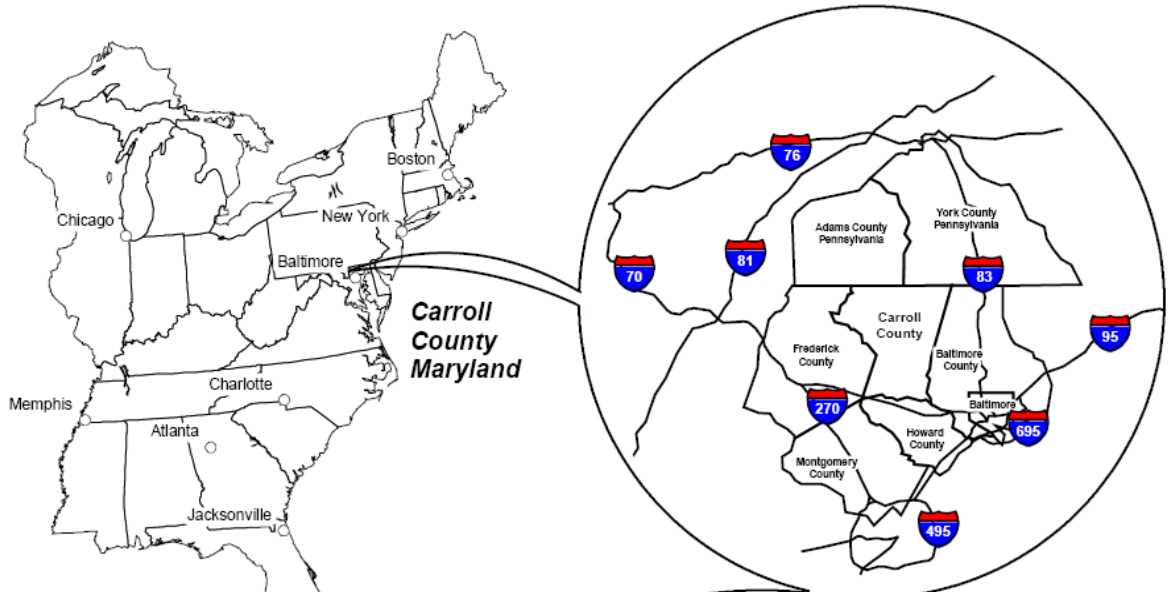
All of the FY 09 budget sessions from the Recommended Budget to the Adopted Budget were open, available on the web, and on the local government channel, keeping the citizens of Carroll County informed on the issues and giving them the opportunity to participate.

Difficult decisions were made during the budget process. The Commissioners' goal is to listen carefully to the citizens of Carroll County, and evaluate the information brought to them as well as their available resources, thereby making every effort to do what's best for Carroll County. Thank you for your interest in the budget. I hope that you will take the time to understand the budget and the choices that have been made.

Sincerely,

Ted Zaleski  
Director, Management and Budget

# Geography/Demographics of Carroll County, Maryland



As of December 31, 2007

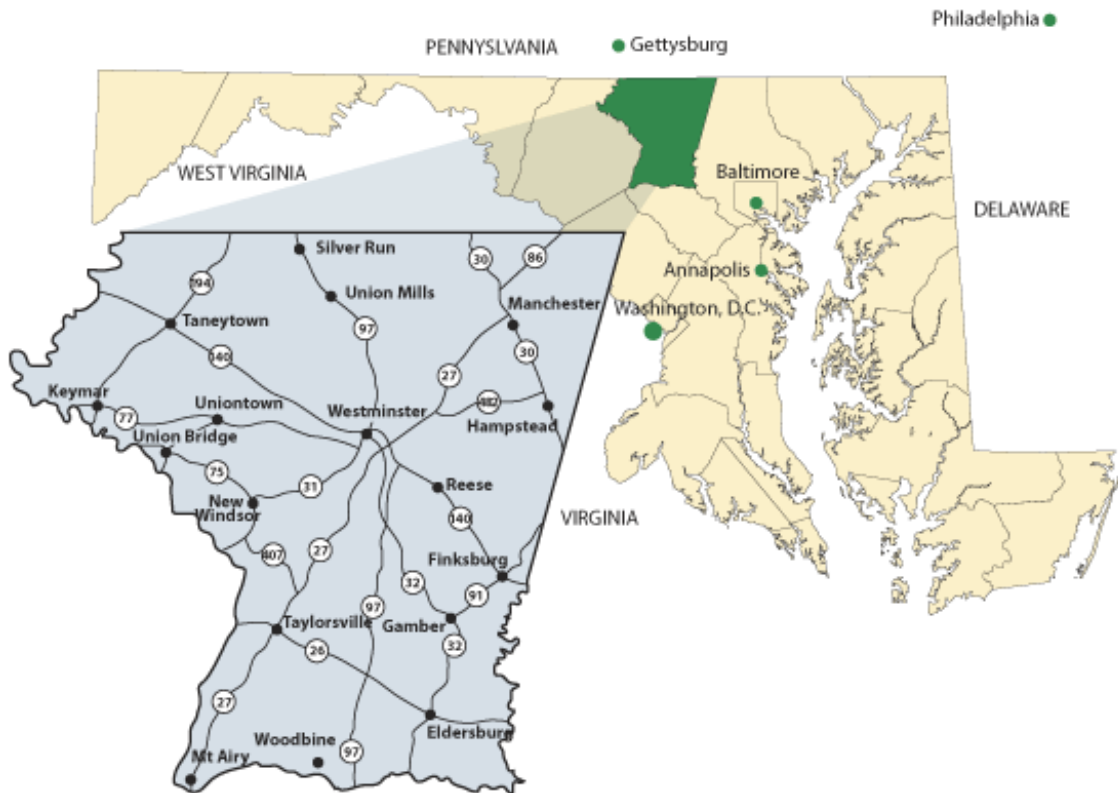
**Population:** 173,839  
**Households:** 60,673  
**Square Miles:** 452  
**Persons Per Sq. Mile** 385

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



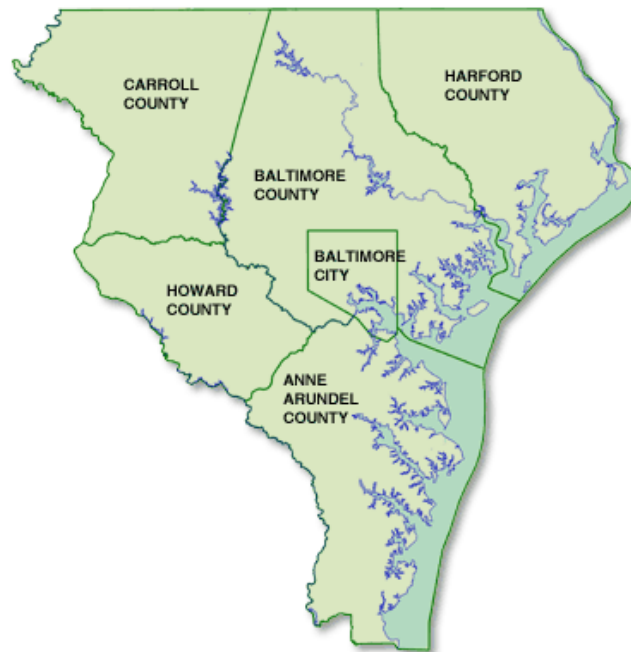
### ***Carroll County***

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## Today

The county has a total area of 452 square miles (1,171 km<sup>2</sup>), of which 449 square miles (1,163 km<sup>2</sup> or 99.32%) is land and 3 square miles (8 km<sup>2</sup> or 0.68%) is water. 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 Sam's Creek. Carroll has 8 incorporated municipalities: Taneytown, Hampstead, Manchester, Mount Airy, New Windsor, Sykesville, Union Bridge, and Westminster, which is the County Seat.

Carroll County is located within the Baltimore Metropolitan Area, which is the nation's 19th largest market, with over 2.5 million people. The market also ranks among the top 20 in the country in the number of households, total effective buying income and retail sales. Located in the heart of the Mid-Atlantic on the east coast, the Baltimore Metropolitan Area also includes: Baltimore City, Anne Arundel County, Baltimore County, Harford County and Howard County.



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## The Carroll County Seal

The Carroll County Seal was provided for 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.



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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, which was 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. Recreational facilities include picnic tables, pavilions, and horseshoe pits. For more information on the Farm Museum, refer to: <http://ccgovernment.carr.org/ccg/farmmus/default.asp>.

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

The Historical Society of Carroll County was founded in 1939 and owns three historic properties on East Main Street in Westminster, MD. 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 1807-1842. The adjacent Kimmey House is home to the Shriver-Weybright Gallery where exhibitions



examine the history of Carroll County and its residents. Cockey's Tavern is under renovation to provide an expanded museum shop, public programming space and tourist information center. For more information on the Historical Society of Carroll County, refer to: <http://hsc.org/>.

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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 about 1763. Nearby, he built the first log meeting house. 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. Between January 1904 and May 1938 it was a one-room schoolhouse, managed by local community trustees, for children of the surrounding black community from both sides of the Patapsco River during the days of segregation. This historic schoolhouse has been restored and furnished to its 1904 appearance. For more information on the Sykesville Colored Schoolhouse, refer to: [www.sykesville.net/school.html](http://www.sykesville.net/school.html).



## *Carroll County*

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## **Sykesville Gate House Museum**

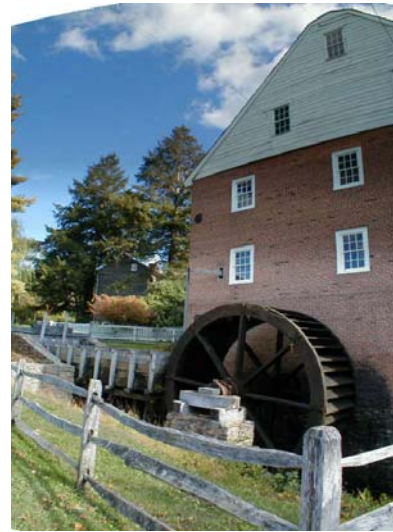
The Sykesville Gate House Museum strives to interpret the abundant history of the Town of Sykesville and its surrounding communities through its collections, exhibits and special events. Historic home and architectural enthusiasts may opt to take the guided tour of the building's other purpose - home to



Springfield Hospital Center employees from 1904 until the late 1980s. For more information on the Sykesville Gate House Museum, refer to [www.sykesville.net/gatehouse.html](http://www.sykesville.net/gatehouse.html)

## **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 the 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. Now David and Andrew truly had



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. This is the same name that the small settlement that grew around the Homestead took. 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 Tevis Gallery and the Community Gallery feature group shows by regional visual artists in a variety of mediums and styles. 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: [www.carr.org/arts](http://www.carr.org/arts).

## **Piney Run Park**

Whether you like to boat, fish, hike, picnic, bird watch, play tennis, or just appreciate nature's beauty, Piney Run Park is yours to enjoy. Completed in 1974, this 300-acre lake is rich in environmental and recreational resources. Its clear waters are surrounded by 500 acres of beautiful woods, meadows and open space. The natural rural surroundings, combined with creative, informative programming for the public, make Piney Run Park an ideal place to discover and enjoy the out-of-doors. Piney Run Park also hosts a Nature Center that provides approximately 300 programs each year to the general public. Activities serve a wide range of ages from preschoolers to senior citizens. For more information on Piney Run Park, refer to:



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

## **Hashawha Environmental Center**

Hashawha is located in northern Carroll County off Route 97 North. Facilities at Hashawha include an administration building with meeting rooms, a dining hall, and a boardwalk wetlands area. Bear Branch Nature Center is located next to Hashawha Environmental Center. This facility provides nature study and environmental education to all visitors. The Nature Center features a Library Resource Room, Bird Observation Room, Discovery Room, Exhibit Hall with insects, deer, Native Americans, and conservation exhibits, a 40-seat planetarium, and a Nature Gift Shop. For more information on the Hashawha Environmental Center, refer to:



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

## ***Carroll County***

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# 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. All act under limitations legislated by the State government. Carroll is a non-home-rule county governed by an elected three-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). All are elected by the entire County voting population. All County Commissioners must live within Carroll County.

Among the Commissioners' duties are: establishing policy direction, adopting the operating and capital budgets, setting the tax rate, 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 who report directly to the Board. The Commissioners also appoint residents to various county advisory boards that make policy recommendations. In addition, the County Commissioners purchase and maintain County property, approve road construction and maintenance, and 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 each agency submits its requests and after a series of public hearings have 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-related activities, aging programs, emergency services, agricultural extension services and various 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 police protection and other vital services, and (with the exception of Hampstead and Sykesville) operate their own water and sewer systems. The municipalities derive operating revenues from water/sewer user fees, town taxes (rates are set by the councils under state guidelines), fees for miscellaneous permits and assessments, and Federal revenue sharing programs.

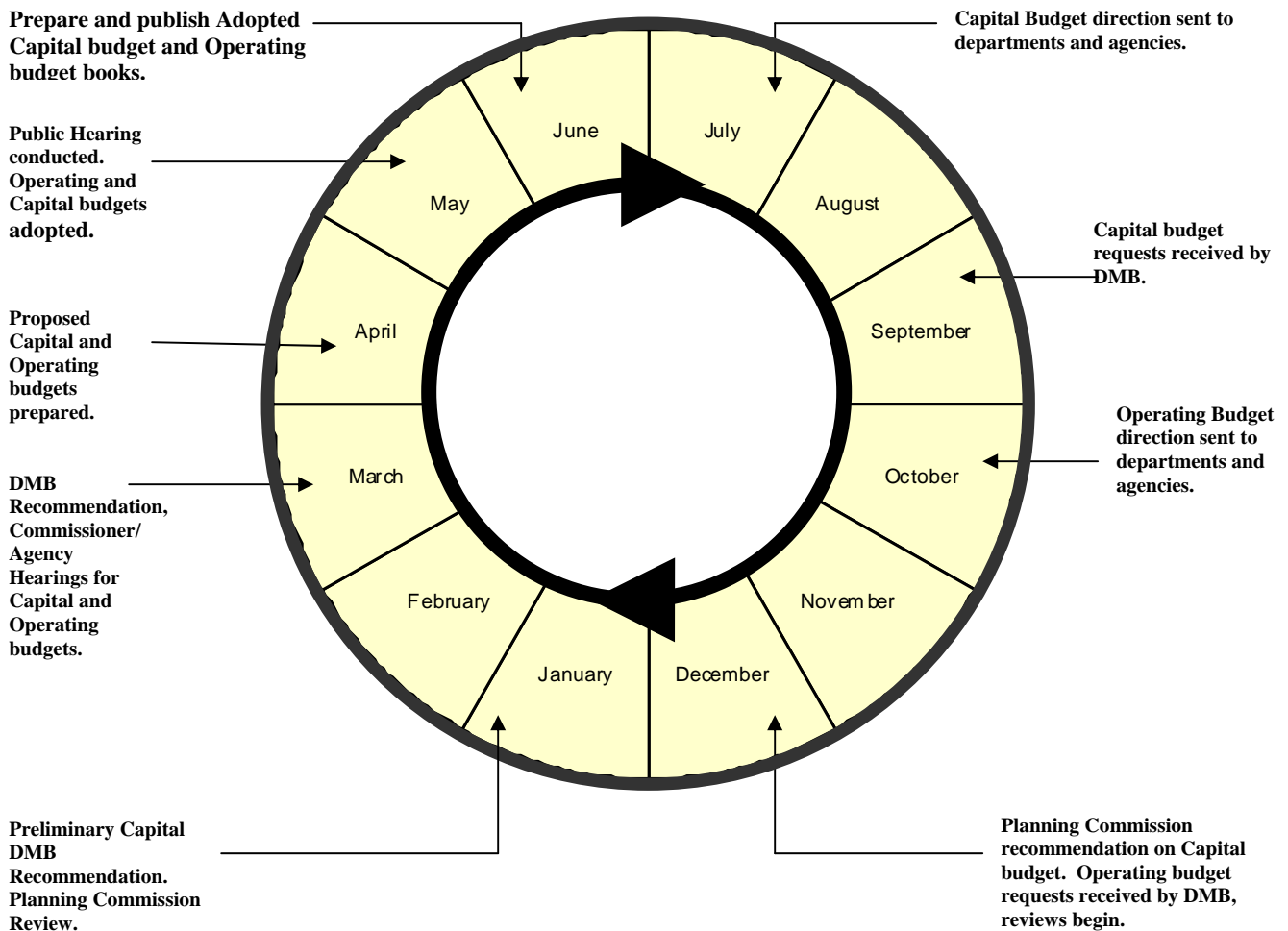


# The Budget Process

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.

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



# Reading a Typical Budget Page

Previous year actual expenditures      Current Budget adopted by the Board of County Commissioners in May      Current Budget including mid-year adjustments, annualized for comparison purposes      The Board of County Commissioner's budget for next year

**Accounting**

Description	Actual FY 06	Original Budget FY 07	Adjusted Budget FY 07	Recomm Budget FY 08	% Change From Original FY 07	% Change From Adjusted FY 07
<b>Personnel</b>	\$489,478	\$566,650	\$568,240	\$596,530	5.27%	4.98%
<b>Operating</b>	56,468	67,170	67,170	74,760	11.30%	11.30%
<b>Capital Outlay</b>	194	0	0	360	100.00%	100.00%
<b>Total</b>	\$546,139	\$633,820	\$635,410	\$671,650	5.97%	5.70%
<b>Employees FTE</b>	13.00	13.00	13.00	13.00	-----	-----

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

**Contact**  
 Doreen Hazelip, Bureau Chief (410) 386-2336  
 Robin Hooper, Budget Analyst (410) 386-2082

**Mission**  
 The Bureau of Accounting is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the government are protected from loss, theft or misuse and to ensure that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with Generally Accepted Accounting Principles (GAAP).

**Goals**

- Continue to achieve excellence in financial reporting
- Establish and maintain an internal control structure to protect the assets of the county
- Ensure the County's financial records are in compliance with Generally Accepted Accounting Principles

**Description**  
 The Bureau of Accounting is responsible for a variety of accounting functions including:

- Cash management and investments
- Payment of County obligations
- Grant and Enterprise fund accounting
- Accounting for fixed assets
- Pension Trust Fund accounting
- Maintaining the Special Revenue, Capital and Debt Service funds
- Billing for water and sewer services
- Payment of County employees on a bi-weekly basis

In addition the Bureau of Accounting:

- Works with external auditors during interim and annual audits
- Maintains records of accounting transactions
- Prepares numerous Federal and State reports including the State Uniform Financial Report
- Prepares the Comprehensive Annual Financial Report (CAFR)

**Program Highlights**  
 For the fiscal year 2006, the CAFR received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). This marks twenty-one years the award has been received.

The Bureau of Accounting's output measurements are as follows:

	FY 03	FY 04	FY 05	FY 06
<b>Investments Made</b>	195	163	207	167
<b>Payroll Checks Issued</b>	24,894	25,191	25,718	26,503
<b>Accounts Payable Checks Issued</b>	23,297	23,367	22,864	22,083
<b>Voucher Payments Processed</b>	29,900	30,172	29,707	28,030
<b>W-2 Forms Issued</b>	1,110	1,121	1,161	1,208
<b>1099 Forms Issued</b>	701	738	838	809

**Budget Changes**

- The difference between the FY 07 Original Budget and the FY 07 Adjusted Budget in personnel expenses is a result of salary adjustments.
- The 11.30% increase in operating is primarily due to bank fees, and third party fees associated with the investment portfolio.

**Positions**

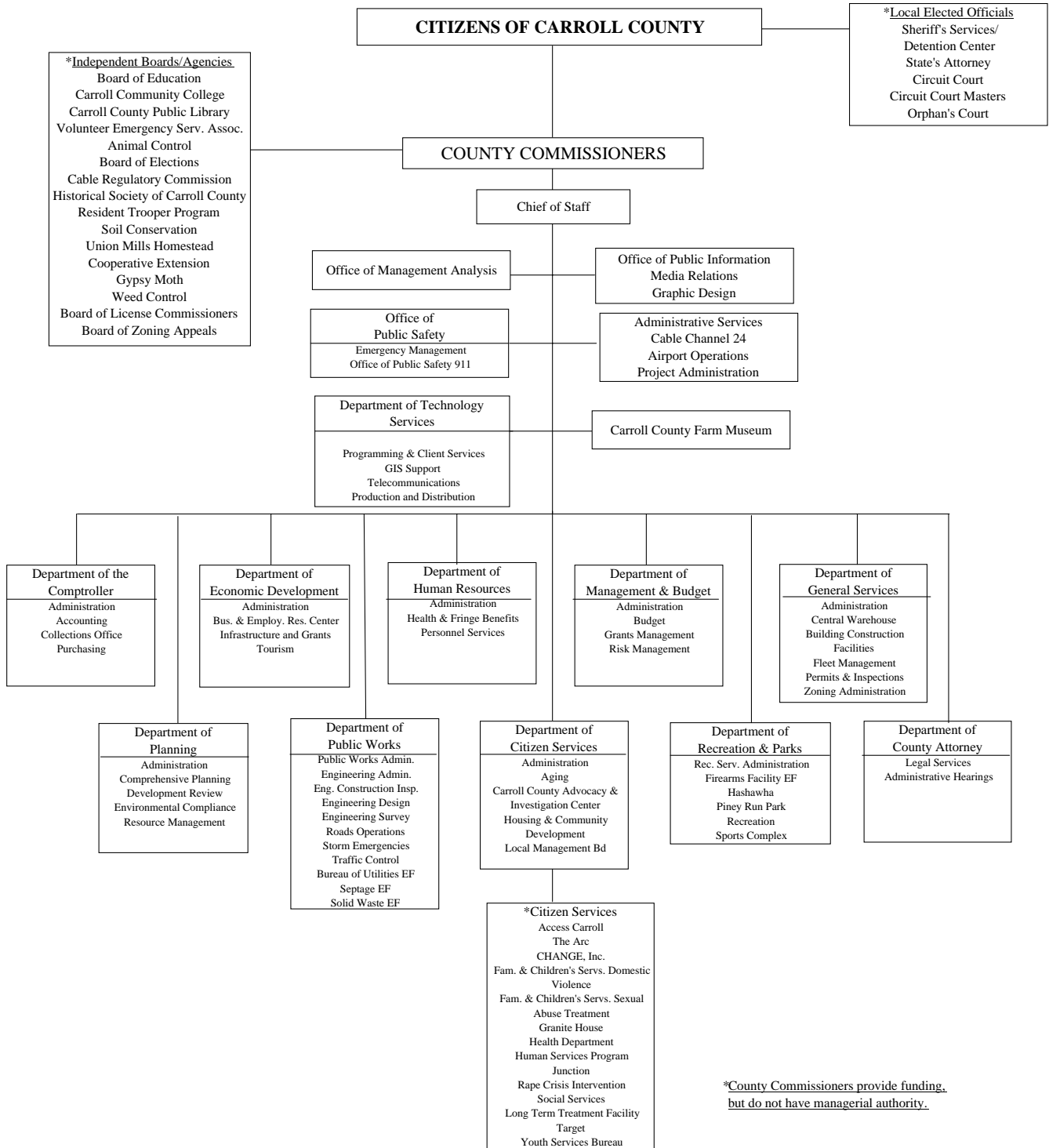
Title	Type	FTE
<i>Accountant</i>	Full-time	3.00
<i>Accounting Technician</i>	Full-time	4.00
<i>Accounts Payable Supervisor</i>	Full-time	1.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Investment Officer</i>	Full-time	1.00
<i>Payroll Technician</i>	Full-time	1.00
<i>Payroll Assistant</i>	Full-time	1.00
<i>Payroll Manager</i>	Full-time	1.00
<b>Total</b>		13.00

The budget document presents in a standardized format, the operating budget for each department. The typical budget page describes the functions of the organization, actual and estimated expenditures over a three-year period, and major highlights of the new budget.

An explanation of full-time equivalent positions is located in the glossary.

# CARROLL COUNTY GOVERNMENT

## Organizational Chart



# Linking Overall County Goals to Departments

The Vision, Mission and Values statement outlines the overall goals of the County. Each department plays a role in reaching those goals. Departmental goals are listed on the individual budget pages.

Department	Public Safety	Conservation of Natural and Cultural Resources	Business, Industry and Economy	Governmental Efficiency and Delivery of Services	Quality of Life
Comptroller				X	
County Attorney				X	
Economic Development		X	X	X	X
General Services	X	X		X	
Human Resources				X	
Technology Services			X	X	
Management and Budget				X	
Planning		X		X	X
General Government	X	X	X	X	X
Public Safety & Corrections	X			X	X
Public Works	X	X	X	X	X
Citizen Services	X			X	X
Public Schools		X	X	X	X
Culture & Recreation	X	X		X	X
Conservation		X		X	X
Airport	X		X	X	X

## **Other Planning Processes**

Carroll County Comprehensive Plan: Pathways to Carroll's Future Landscape  
(In Process) <http://carrollpathways.org>

Carroll County Master Plan - 2000  
<http://ccgovernment.carr.org/ccg/compplan/mstrplan/default.asp>

2007 Master Plan for Water and Sewerage:  
<http://ccgovernment.carr.org/ccg/plan/w-splan/2006%20update/default.asp>

Ten Year Solid Waste Management Plan:  
<http://ccgovernment.carr.org/ccg/pubworks/swmp/default.asp>

Carroll County Regional Airport Master Plan Document:  
<http://ccgovernment.carr.org/ccg/airport/default.asp>

Carroll County Design Expectations:  
<http://ccgovernment.carr.org/ccg/compplan/design/default.asp>

Freedom Community Comprehensive Plan (2001)  
<http://ccgovernment.carr.org/ccg/compplan/freedom/default.asp>

Hampstead Community Comprehensive Plan (2004)  
<http://ccgovernment.carr.org/ccg/compplan/hampstead/default.asp>

Manchester and Environs Comprehensive Plan (1998)  
<http://ccgovernment.carr.org/ccg/compplan/manchester/default.asp>

Mount Airy Environs Community Comprehensive Plan (2006)  
<http://ccgovernment.carr.org/ccg/compplan/mtairy/default.asp>

New Windsor Community Comprehensive Plan (2007)  
<http://ccgovernment.carr.org/ccg/compplan/nw2007/default.asp>

Westminster Environs Community Comprehensive Plan (2007)  
<http://ccgovernment.carr.org/ccg/compplan/westmin/default.asp>

Finksburg Community Plan  
<http://ccgovernment.carr.org/ccg/compplan/finksburg/default.asp>

Union Bridge Community Comprehensive Plan  
<http://ccgovernment.carr.org/ccg/compplan/unbridge/default.asp>

2005 Land Preservation, Parks & Recreation Plan  
<http://ccgovernment.carr.org/ccg/compplan/parksplan/default.asp>

Hazard Mitigation  
<http://ccgovernment.carr.org/ccg/compplan/hazard/default.asp>

# Description and Structure of Funds

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Carroll uses the following major governmental funds:

The *general fund* is 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 (80-90%) of the total revenue. Expenditures for public schools, general government (economic development, county attorney, human resources, planning, general services, comptroller, management & budget, and technology services), public safety, roads, bridges, parks, library, and community college account for most of the annually appropriated budgets.

The *capital projects fund* is used to account for financial resources related to the acquisition or construction of major capital facilities of the County commissioners of Carroll County (other than those financed by Proprietary Funds). A capital project is generally non-recurring in nature. It may require the purchase of land, site development, engineering and design fees, construction, and equipment. Capital projects produce assets with useful lives longer than one year.

Revenue sources for capital projects can include the issue of bonds (long-term debt), general fund dollars, federal or state grants, developer impact fees, and, to a lesser degree, contributions from other funds and donations from the private sector.

The *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 costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Carroll uses the following major *proprietary funds*:

### ***Enterprise Funds:***

The Carroll County *Bureau of Utilities* provides water and sewer services in several areas within the county. This fund accounts for the operations of the water and sewer facilities.

The Carroll County *Solid Waste* Facility provides solid waste disposal facilities for residential and commercial use. This fund accounts for the operations of landfill facilities.

The Carroll County *Airport* facility accounts for the Airport operations and the corporate hangar facilities.

Carroll also uses the following additional funds:

The Carroll County *Septage* Treatment provides septage waste disposal services. This fund accounts for the operations of treatment facilities.

The Carroll County *Firearms* Facility accounts for the operations of the Hap Baker Firearms Facility located at the Northern Landfill.

The *Internal Service Fund* is used to account for certain risk financing activities. The costs of self-insuring medical coverage for the County are accumulated in this fund. In addition, the fund accounts for the small losses relating to the deductibles from property and liability claims filed against the County.

The *Special Revenue Funds* are used to account for the proceeds of specific revenue sources (other than capital projects) that are restricted to expenditures for specific purposes. The County uses this fund type to account for various grants revenue, developer impact fees, and agricultural transfer tax monies. Beginning in FY 07, monies collected from the newly adopted Hotel Rental Tax will be collected in a special revenue fund and will be used to support the tourism budget and to promote the county.

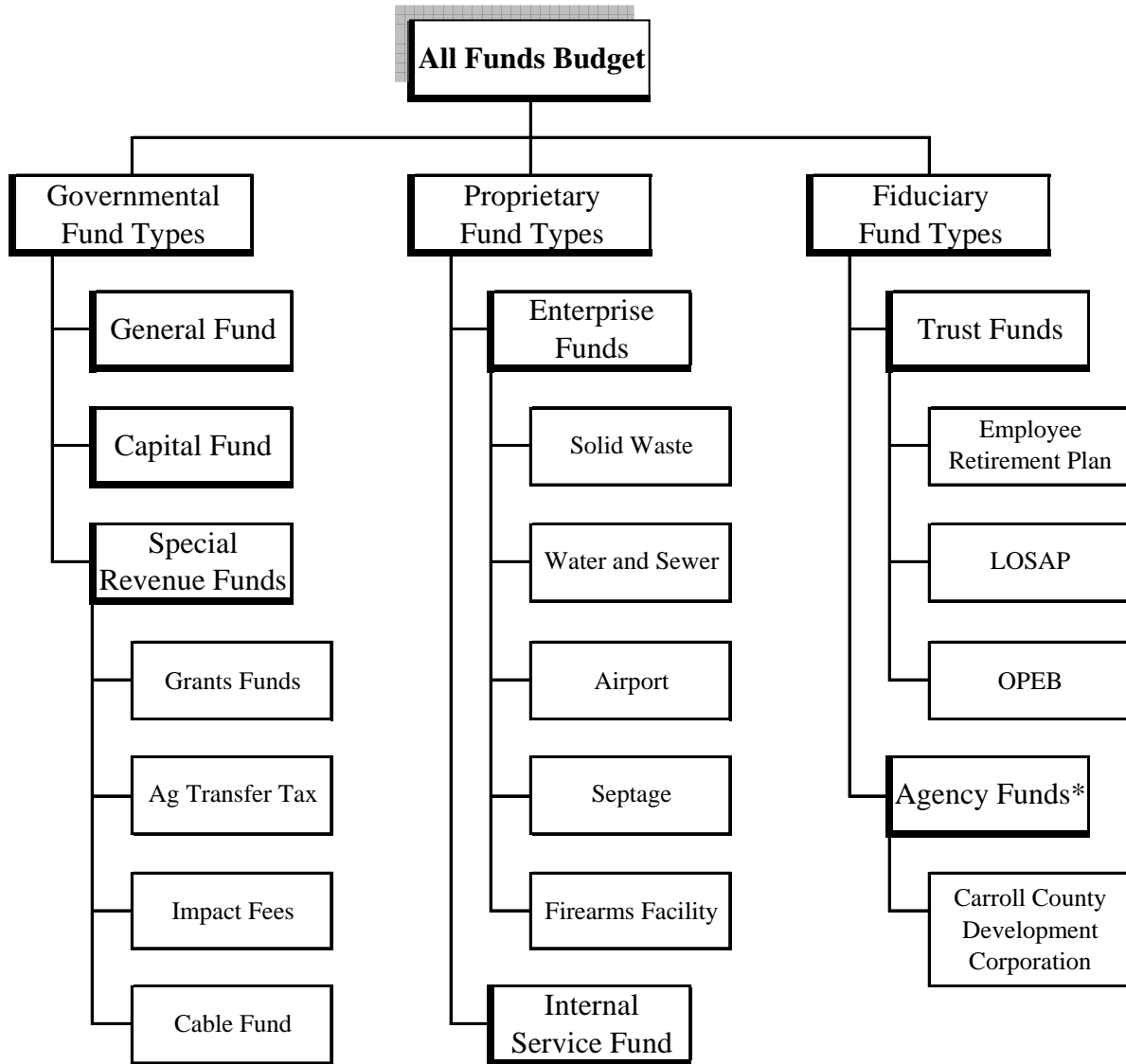
The *Agency fund* is used to account for assets that the County holds on behalf of others as their agent. The Agency fund is custodial in nature (assets equal liabilities) and does not involve measurement of results of operations. Only the assets and liabilities of the Agency fund are accounted for on the accrual basis of accounting. This fund accounts for the transactions for economic development receivables collected by the county on behalf of a local nonprofit corporation.

***Trust Funds:***

The *Length of Service Award Program (LOSAP) Fund* was established during fiscal year 2004 to account for the pension system for the volunteer fire personnel serving the various independent volunteer fire companies in the County.

The *Pension Trust Fund* was established during fiscal year 2004 to account for the activities of the Carroll County Employee Retirement Plan, which accumulates resources for pension benefit payments to qualified employees.

The *Other Post Employment Benefits (OPEB) Fund* was established in Fiscal Year 2007 to accumulate the costs for medical benefits for retirees.



\*All funds are appropriated except for Agency Funds. The Agency fund is included in the audited financial statements.



# 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 equal 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 its budgets, as accounting when preparing its financial statements. Funds that focus on current financial resources, primarily governmental funds, use the modified accrual basis of accounting. Funds that focus on total economic resources, primarily proprietary funds, pension trust funds, and internal service fund, use the accrual basis of accounting.

- The County budgets the following funds using the modified accrual basis of accounting:
  - General Fund
  - Capital Fund
  - Special Revenue Fund
    - Developer Impact Fee
    - Hotel Tax
    - Agricultural Transfer Tax
    - Cable TV Franchise Fee
- The County budgets the following funds using the accrual basis of accounting:
  - Enterprise Funds:
    - Bureau of Utilities
    - Solid Waste
    - Airport
    - Septage
    - Firearms
  - Internal Service Fund
  - Trust Funds:
    - Firemen's LOSAP Fund

- Employee Pension Trust Fund
- OPEB Fund
- Agency Fund

## **Multi-year Financial Forecasting**

- The County maintains a 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.

## **Monthly Financial Reporting**

County staff reviews all fund revenues and expenditures monthly, more frequently when conditions warrant, and reports to the Commissioners quarterly. The staff frequently reviews the current economic conditions and political environment and assesses the impact it may have on the current and/or future fiscal years.

## **Budget Appropriation Transfers (Resolution 588-03)**

The Chief of Staff and the Director of Management and Budget are authorized to sign budget appropriation transfers with the following exceptions: a transfer from one project to another in a different department greater than \$500 or 2% of the budget, whichever is greater, to a maximum of \$500 or 5% of the budget in a fiscal year; any transfer from the Reserve for Contingencies greater than .001% of the General Fund budget (for example, .001% of the FY 09 General Fund Budget of \$353,000,000 is \$3,530); and any transfer between capital projects greater than \$1,000.

## **Capital Budget**

- One-Time Revenues

Historically, one percent of budgeted revenues from the current year are considered as on-going funding for the projected budget two years out. Any remaining fund balance will be considered as one-time funding. First priority for these revenues is given to providing paygo funding in the Capital Budget.

- Paygo Capital Funding

The County is committed to 3% of property tax as paygo funding in the CIP. Examples of paygo funding include: Income Tax Revenue; Property Tax Revenue; Impact Fees; bond interest; and agricultural transfer tax funding.

- Operating Costs of Capital Projects

No Capital project request is considered without an estimated operating impact. Operating impacts are integrated into the 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:
  - The General Fund
  - Special Revenue Fund
  - Capital Project Funds (Including Bond Funds)
  - Enterprise Funds
  - Debt Service Funds
  - Special Assessment 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. The three month Treasury benchmark was selected after constraints and the cash flow characteristics of the portfolio.

## **Fund Balance Reserve/Working Capital Reserve**

Governmental funds report the difference between their assets and liabilities as **fund balance**. Under Generally Accepted Accounting Principles (GAAP) fund balance is divided into reserved and unreserved portions. The **reserved fund balance** isolates the portion of fund balance that is not available for appropriation to the next budget. Under GAAP the **unreserved fund balance** can be further divided into designated and undesignated portions with the **designated fund balance** representing intended uses of fund balance. Designating the use of fund balance is a powerful tool in prudent fiscal planning, allowing governments to manage their future fiscal health. **Unreserved/undesignated fund balance** is fully available for appropriation and, under the Code of Public Local Laws of Carroll County Article 7, 3-62(19), must be appropriated to the next budget following the completion of an independent financial audit of those funds.

### *Reserved Fund Balances:*

The reservation of fund balance is necessary for two reasons:

- *Resource not available for spending.* Some of the assets reported in governmental funds are not available for spending in the subsequent year's budget. For example, a long-term loan receivable is not available for current spending.
- *Legal restrictions on spending.* Fund balance also is reserved to indicate situations where a portion of fund balance is not available for new spending because of legal restrictions involving parties outside the financial reporting entity. A common example is funds reserved for encumbrances.

The designation of funds is a fiscal tool used to ensure the County's fiscal stability. Some examples of designations include:

- *Stabilization Fund.* The County maintains a stabilization fund of 3% of budget to provide a reserve against certain specified conditions including a natural disaster or a sudden and unexpected drop in revenues.

- *Secondary Fund.* The County maintains a secondary reserve of 1.5% as a buffer against short-term revenue fluctuations.
- *Medical Claims Reserve.* The County is self-insured for medical and hospitalization costs and maintains a reserve against a short-term rise in claims experience.

*Unreserved/Undesignated Fund Balance:*

The unreserved/undesignated fund balance must be appropriated to the next budget following an independent financial audit. A year-end surplus is the expected result of prudent fiscal management. Because a surplus is the result of one year’s operations and the money is only available one time, it cannot support on-going changes like decreased taxes or increased services. A pattern of large surpluses could signal a need to change budget assumptions, but over the last tens years Carroll County has a history of modest surpluses averaging 3.5%. Surpluses tend to vary over time in response to the economy and events of each year. Surpluses result from revenues coming in higher than anticipated and/or expenditures coming in lower than planned. As recently as FY 03, Carroll had a fund balance as small as 1.6%. The County typically appropriates unreserved/undesignated fund balances to capital projects in an effort to catch up on adequate facilities. The table below shows the unreserved/undesignated fund balance over the past five years:

	<b>FY 03</b>	<b>FY 04</b>	<b>FY 05</b>	<b>FY 06</b>	<b>FY 07</b>
Budget	\$239.8	\$251.7	\$262.7	\$283.9	\$302.6
Fund Balance	\$3.8	\$12.6	\$12.9	\$13.5	\$7.3
<b>% of Budget</b>	<b>1.56%</b>	<b>5.00%</b>	<b>4.91%</b>	<b>4.77%</b>	<b>2.41%</b>

The County practices a four-part approach to provide flexibility in the event of unexpected expenditures or loss of revenue:

1. For FY 09, approximately 2.82% of the General Fund revenues are appropriated in a Reserve for Contingencies to be used for unplanned expenditures with approval of the Board of Commissioners. In the event of a short-term loss of revenue, the Reserve may be utilized to avoid the need for reductions in the level of service.
2. A target amount of 1.5% of General Fund revenues is maintained in a secondary reserve as a buffer against short-term revenue fluctuations. For FY 09, 1.9% of General Fund revenues are being reserved.

3. A target amount of 3.0% of General Fund revenues is maintained as a reserve for extreme unforeseen expenditures. The need for the funds must meet specific criteria and be appropriated by the Board of County Commissioners after a public hearing.
4. On a smaller scale but for specific circumstances where the County is self-insured or where expenditures can experience wide fluctuations, the Board of County Commissioners has established reserves to provide flexibility.
  - A \$1.4 million Health Claims Reserve based on plan.
  - A \$400,000 Worker's Compensation Reserve.
  - A \$500,000 Vehicle Reserve to provide for greater flexibility in planning vehicle replacement purchases.

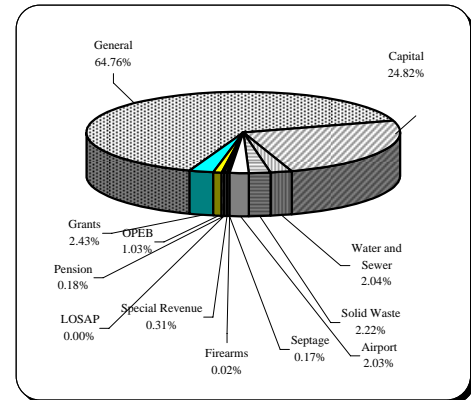
## **Revenue**

- The County will endeavor to have a diversified and stable revenue system to protect against unforeseeable short-term fluctuations in any one revenue source.
- The county will estimate its annual revenues by a comprehensive, objective, and analytical process.
- Each existing and potential revenue source will be budgeted on an annual basis.
- The county will provide revenue estimates for the following five years for both its Operating and Community Investment Plans.

# Financial and Demographic Data

## FY 09 Budget By Fund

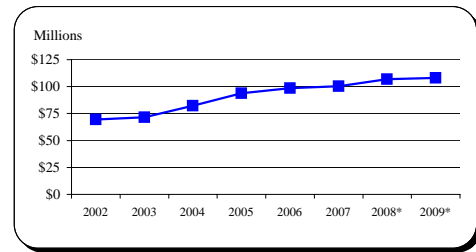
<u>Fund Type</u>	<u>FY 09</u>
General	\$353,000,000
Capital	135,297,971
Water and Sewer	11,097,950
Solid Waste	12,115,710
Airport	11,056,160
Firearms	75,100
Septage	919,200
Special Revenue	1,712,350
LOSAP	0
Pension	958,230
OPEB	5,615,800
Grants	13,269,088
<b>Total</b>	<b>\$545,117,559</b>



## Income Tax Collected-Operating

<u>Year</u>	<u>Taxes Collected</u>	<u>% Change</u>
2002	\$69,517,735	3.4%
2003	71,480,051	2.8%
2004	82,191,515	15.0%
2005	93,818,463	14.1%
2006	98,577,624	5.1%
2007	100,272,976	1.7%
2008*	107,000,000	6.7%
2009*	108,000,000	0.9%

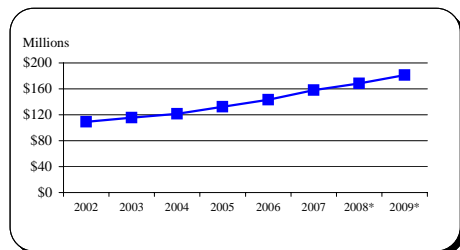
Tax rate increased from 2.85% to 3.05% effective Jan 1, 2004.  
 Because income taxes are based on a calendar year and the County's budget is based on a July 1 through June 30 fiscal year, only 1/2 of the collections of FY 04 are affected.  
 9.09% of income tax revenue is directly appropriated to the CIP.  
 Source: FY 02-FY 07 Carroll County CAFR



## Total Local Property Tax Collected

<u>Year</u>	<u>Taxes Collected</u>	<u>% Change</u>
2002	\$109,026,120	9.0%
2003	115,417,116	5.9%
2004	121,407,052	5.2%
2005	132,226,766	8.9%
2006	143,192,552	8.3%
2007	158,112,936	10.4%
2008*	168,574,900	6.6%
2009*	181,232,306	7.5%

Tax rate is \$1.048 for Real Property and 2.62% for Personal Property  
 Source: FY 02-FY 07 Carroll County CAFR

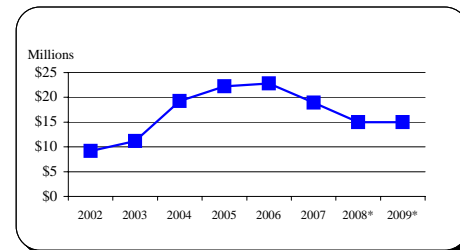


## Recordation Tax Collected

<u>Year</u>	<u>Base</u>	<u>% Change</u>
2002	\$9,157,726	30.2%
2003	11,152,453	21.8%
2004	19,238,898	72.5%
2005	22,207,072	15.4%
2006	22,782,302	2.6%
2007	18,902,094	-17.0%
2008*	15,000,000	-20.6%
2009*	15,000,000	0.0%

Beginning in FY 04, tax rate increased from \$3.50 per \$500 to \$5.00 per \$500.

Source: FY 02-FY 07 Carroll County CAFR



\* Indicates estimate

# Financial and Demographic Data

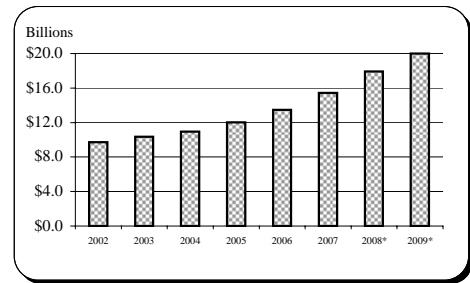
## Assessable Base-Real and Personal Property

Year	Base	% Change
2002	\$9,726,556,899	6.0%
2003	10,340,867,012	6.3%
2004	10,948,754,959	5.9%
2005	12,034,458,190	9.9%
2006	13,470,143,079	11.9%
2007	15,441,306,101	14.6%
2008*	17,928,478,000	16.1%
2009*	20,007,743,000	11.6%

All years are expressed at 100% of assessed value.

Source: FY 02-FY 07 Carroll County CAFR

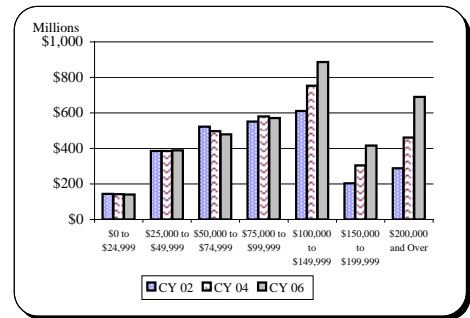
FY 08-09 Maryland State Department of Assessment and Taxation



## Net Taxable Income

Income Range	CY 02	CY 04	CY 06
\$0 to \$24,999	\$143,812,972	\$142,600,510	\$139,676,130
\$25,000 to \$49,999	384,784,150	385,916,181	389,834,803
\$50,000 to \$74,999	522,478,280	497,747,551	479,697,529
\$75,000 to \$99,999	551,668,546	580,845,764	570,854,376
\$100,000 to \$149,999	610,887,788	752,517,723	886,725,207
\$150,000 to \$199,999	203,196,007	304,860,906	416,376,892
\$200,000 and Over	288,345,573	460,386,592	690,155,799

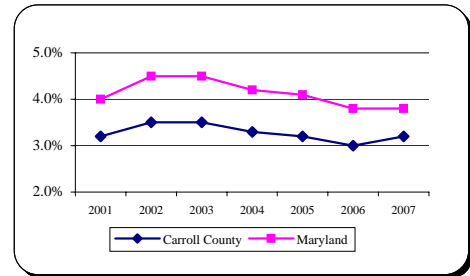
Source: 2006 Comptroller of Maryland Income Tax Summary Report



## Average Annual Unemployment Rates

Year	Carroll County	Maryland
2001	3.2%	4.0%
2002	3.5%	4.5%
2003	3.5%	4.5%
2004	3.3%	4.2%
2005	3.2%	4.1%
2006	3.0%	3.8%
2007	3.2%	3.8%

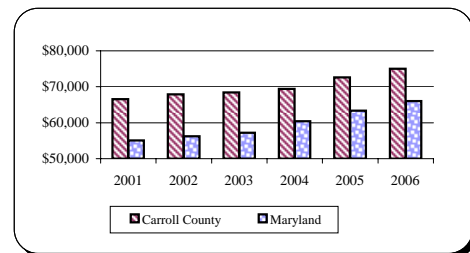
Source: MD Department of Labor, Licensing and Regulation



## Median Household Income

Year	Carroll County	Maryland
2001	\$66,600	\$55,050
2002	67,850	56,200
2003	68,450	57,200
2004	69,450	60,450
2005	72,650	63,350
2006	75,050	66,060

Source: 2007 Carroll County Credit Rating



\* Indicates estimate

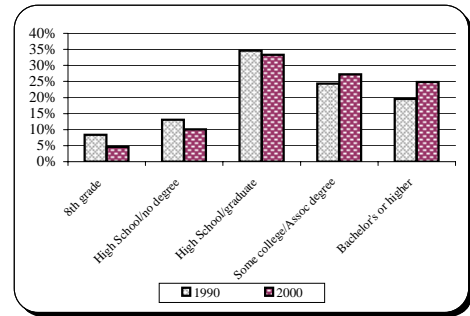


# Financial and Demographic Data

## Education Attainment

<u>Level</u>	<u>1990</u>	<u>2000</u>
8th grade	8.4%	4.6%
High School/no degree	13.1%	10.1%
High School/graduate	34.6%	33.3%
Some college/Assoc degree	24.3%	27.2%
Bachelor's or higher	19.6%	24.8%

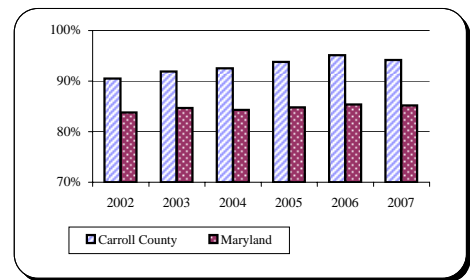
Source: US Census Bureau



## Graduation Rates

<u>Year</u>	<u>Carroll County</u>	<u>Maryland</u>
2002	90.5%	83.8%
2003	91.9%	84.7%
2004	92.5%	84.3%
2005	93.8%	84.8%
2006	95.1%	85.4%
2007	94.2%	85.2%

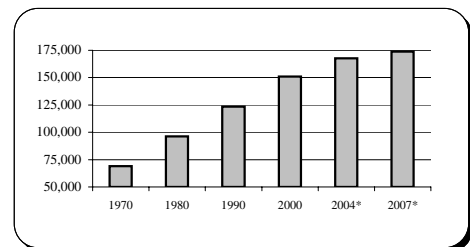
Source: MD Department of Education, 2007 MSDE Report Card



## Population

<u>Year</u>	<u>Carroll County</u>
Apr. 1, 1970 Census	69,006
Apr. 1, 1980 Census	96,356
Apr. 1, 1990 Census	123,372
Apr. 1, 2000 Census	150,897
Dec. 31, 2004 Estimate*	167,546
Dec. 31, 2007 Estimate*	173,839

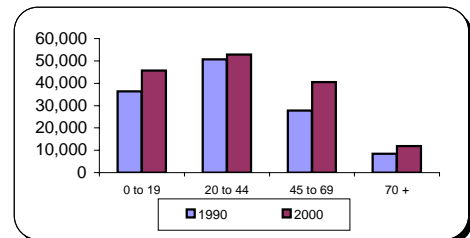
Source: MD and Carroll County Departments of Planning



## Population By Age Composition in Year 2000

<u>Age Group</u>	<u>1990</u>	<u>2000</u>
0 to 19	36,434	45,623
20 to 44	50,752	52,889
45 to 69	27,750	40,524
70 +	8,436	11,861
<b>Total</b>	<b>123,372</b>	<b>150,897</b>

Source: US Census Bureau and Carroll County Department of Planning

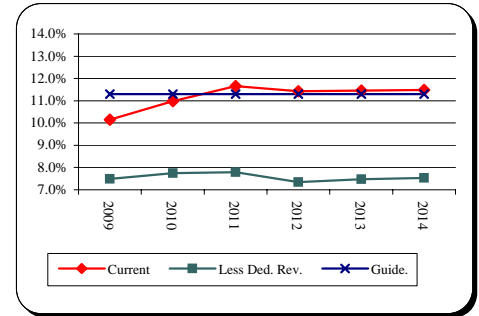


\* Indicates estimate

# Financial and Demographic Data

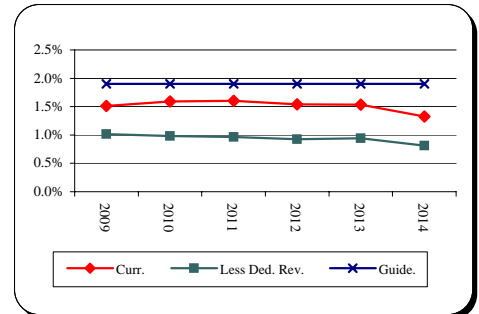
## General Fund Debt Service/General Fund Revenue

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Less Dedicated Revenue and Supported DS</u>	<u>County Guideline</u>
2009	10.1%	7.5%	11.3%
2010	11.0%	7.7%	11.3%
2011	11.7%	7.8%	11.3%
2012	11.4%	7.3%	11.3%
2013	11.5%	7.5%	11.3%
2014	11.5%	7.5%	11.3%



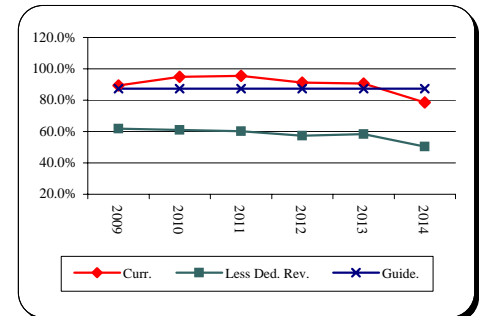
## General Fund Debt/Assessable Base

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Less Dedicated Revenue and Supported Debt</u>	<u>County Guideline</u>
2009	1.5%	1.0%	1.9%
2010	1.6%	1.0%	1.9%
2011	1.6%	1.0%	1.9%
2012	1.5%	0.9%	1.9%
2013	1.5%	0.9%	1.9%
2014	1.3%	0.8%	1.9%



## General Fund Debt/General Fund Revenue

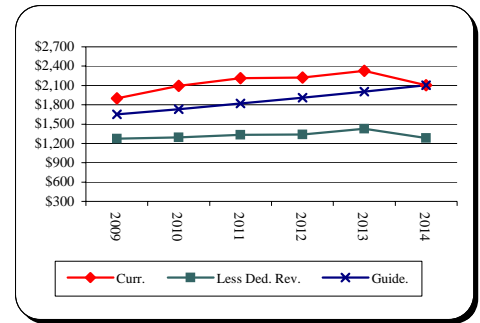
<u>Fiscal Year</u>	<u>Current Position</u>	<u>Less Dedicated Revenue and Supported Debt</u>	<u>County Guideline</u>
2009	89.3%	61.9%	87.4%
2010	94.9%	61.0%	87.4%
2011	95.5%	60.2%	87.4%
2012	91.2%	57.4%	87.4%
2013	90.7%	58.3%	87.4%
2014	78.6%	50.4%	87.4%



# Financial and Demographic Data

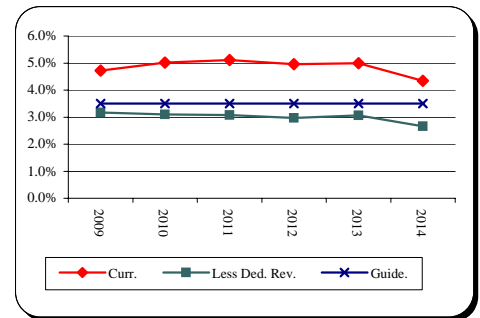
## General Fund Debt/Capita

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Less Dedicated Revenue and Supported Debt</u>	<u>County Guideline</u>
2009	\$1,899	\$1,273	\$1,650
2010	2,094	1,294	1,733
2011	2,211	1,331	1,819
2012	2,225	1,336	1,910
2013	2,325	1,426	2,006
2014	2,103	1,286	2,106



## General Fund Debt/Personal Income

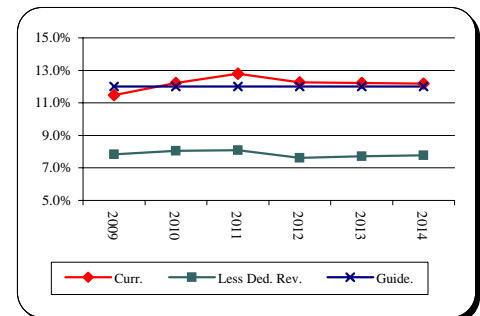
<u>Fiscal Year</u>	<u>Current Position</u>	<u>Less Dedicated Revenue and Supported Debt</u>	<u>County Guideline</u>
2009	4.7%	3.2%	3.5%
2010	5.0%	3.1%	3.5%
2011	5.1%	3.1%	3.5%
2012	5.0%	3.0%	3.5%
2013	5.0%	3.1%	3.5%
2014	4.3%	2.7%	3.5%



Source: Bureau of Economic Analysis

## Total Debt Service/General Fund Revenue

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Less Dedicated Revenue and Supported DS</u>	<u>County Guideline</u>
2009	11.5%	7.8%	12.0%
2010	12.2%	8.1%	12.0%
2011	12.8%	8.1%	12.0%
2012	12.3%	7.6%	12.0%
2013	12.2%	7.7%	12.0%
2014	12.2%	7.8%	12.0%



# Economic Factors

## Related Industrial, Employment and Labor Figures

In the following table, statistics are provided relating to 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

<u>Classification</u>	<u>Number of Reporting Units</u>	<u>%*</u>	<u>Annual Average Employment</u>	<u>%*</u>
Natural Resources and Mining.....	40	0.8	263	0.5
Construction.....	1,146	23.4	7,628	13.6
Manufacturing.....	163	3.3	4,827	8.6
Trade, Transportation and Utilities.....	970	19.8	11,865	21.1
Information.....	46	0.9	509	0.9
Financial Activities.....	409	8.4	1,771	3.2
Professional and Business Activities.....	848	17.3	4,693	8.4
Education and Health Services.....	433	8.8	8,455	15.0
Leisure and Hospitality.....	310	6.3	5,591	9.9
Other Services.....	437	8.9	2,229	4.0
Unclassified.....	4	0.1	0	0.0
Local Government.....	57	1.2	6,779	12.1
State Government.....	7	0.1	1,259	2.2
Federal Government.....	<u>19</u>	<u>0.4</u>	<u>324</u>	<u>0.5</u>
Total.....	<u>4,889</u>	<u>100.0%</u>	<u>54,192</u>	<u>100.0%</u>

\* Totals may not add due to rounding.

Source: Maryland Department of Labor, Licensing and Regulation, Office of Labor Market Analysis and Information, "Employment and Payrolls, 2006 Annual Average."

Listed below are the 10 largest employers in Carroll County and an estimated of total employment as of April 2007.

<u>Firm</u>	<u>Product/Service</u>	<u>Estimated Total Employment</u>
Carroll County Board of Education*.....	Elementary and secondary education.....	3,689
Carroll Hospital Center.....	General hospital.....	1,761
Random House.....	Book warehousing and distribution.....	900
Springfield Hospital Center.....	Mental health services.....	833
Carroll County Government**.....	Local government central office.....	656
McDaniel College.....	Higher education.....	623
Fairhaven ( Episcopal Ministries).....	Life care retirement community.....	603
Joseph A. Bank Clothiers.....	Men & women's made-to-measure clothing..	527
Carroll Community College.....	Higher Education (Public).....	509
General Dynamics Robotic Systems	High-tech manufacturing.....	480

\* Only includes contracted employees; Does not include hourly employees such as substitutes, etc.

\*\* Central offices only, excludes Sheriff's Department, Detention Center, Circuit Court, State's Attorney Office, Soil Conservation.

Source: Carroll County Department of Economic & Community Development.

The following table indicates that Carroll County’s average unemployment rates for the last five calendar years and the eight month average for 2007 have been comparable to regional averages and below state and national averages.

	<u>2007*</u>	<u>2006</u>	<u>2005</u>	<u>2004</u>	<u>2003</u>	<u>2002</u>
Anne Arundel County.....	3.3%	3.3%	3.8%	3.3%	3.5%	3.7%
Baltimore City.....	6.3	6.4	7.8	7.9	8.1	7.9
Baltimore County.....	3.9	4.0	4.8	4.4	4.7	4.6
<b>Carroll County.....</b>	<b>3.3</b>	<b>3.2</b>	<b>3.5</b>	<b>3.2</b>	<b>3.2</b>	<b>3.2</b>
Harford County.....	3.7	3.6	4.1	4.2	4.5	4.4
Howard County.....	2.8	2.9	3.3	2.5	2.8	2.9
Queen Anne's County.....	3.5	3.4	3.4	3.5	3.7	3.3
State of Maryland.....	3.9	3.9	4.3	4.1	4.3	4.4
United States.....	4.2	4.5	4.9	5.8	6.1	5.8

\*January-August average.

Source: Maryland Department of Labor, Licensing and Regulation, Office of Labor Market Analysis and Information.  
U.S. Department of Labor, Bureau of Labor Statistics.

The labor force in Carroll County during the month of August 2007 numbered 96,120. The unemployment for that period totaled 3,606 resulting in an unemployment rate of 3.8%. Comparison unemployment rates for the Baltimore MSA and the State of Maryland in August 2007 are as follows:

Anne Arundel County.....	3.3%
Baltimore City.....	6.3
Baltimore County.....	3.7
<b>Carroll County.....</b>	<b>3.2</b>
Harford County.....	3.7
Howard County.....	2.7
Queen Anne's County.....	3.3
State of Maryland.....	3.7

Source: Maryland Department of Labor, Licensing and Regulation, “Civilian Labor Force, Employment and unemployment by Place of Residence.” August 2007.

## Retail Sales

Retail Sales as measured by the growth in sales and use tax collections in the county have experienced a significant gain over the past five years.

Listed below is the five-year comparison of the experience for the subdivisions constituting the Baltimore MSA and the State of Maryland.

	<b>Sales and Use Tax Collection (\$000's)</b>		<b>Percent Increase</b>
	<b><u>2005</u></b>	<b><u>2001</u></b>	
Anne Arundel County.....	\$285,453	\$230,107	24.1%
Baltimore City.....	268,442	239,943	11.9
Baltimore County.....	462,331	406,451	13.7
<b>Carroll County.....</b>	<b>77,345</b>	<b>53,539</b>	<b>44.5</b>
Harford County.....	98,543	77,762	26.7
Howard County.....	140,841	116,407	21.0
Queen Anne's County.....	16,313	14,418	13.1
State of Maryland.....	3,129,353	2,626,775	19.1

Source: Comptroller of the Treasury, the Consolidated Revenue Reports for Fiscal Year 2005 and Fiscal Year 2001

## Income

A comparison of the per capita personal income growth for Carroll County, the other jurisdictions in the Baltimore MSA and the State of Maryland is shown in the table below:

	<b><u>2000</u></b>	<b><u>2005</u></b>	<b>Percent Increase</b>
Anne Arundel County.....	\$36,464	\$45,648	25.2%
Baltimore City.....	24,792	31,607	27.5
Baltimore County.....	35,823	44,375	23.8
<b>Carroll County.....</b>	<b>32,371</b>	<b>36,874</b>	<b>13.9</b>
Harford County.....	31,316	38,595	23.2
Howard County.....	43,642	52,580	20.5
Queen Anne's County.....	34,084	40,262	18.1
State of Maryland.....	34,256	41,972	22.5

Source: Maryland Department of Planning, Planning Data Services, from U.S. Bureau of Economic Analysis, August 2007.

## Income

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 (\$000's)</u>		<u>Percent Change From Previous Year</u>	
	<u>Carroll</u>	<u>State</u>	<u>Carroll</u>	<u>State</u>
2005.....	\$6,209,401	\$234,609,327	2.7%	6.4%
2004.....	6,046,616	220,402,185	5.1	6.8
2003.....	5,754,673	206,411,852	5.9	4.3
2002.....	5,434,074	197,868,861	4.6	4.0
2001.....	5,194,169	190,331,297	5.8	4.6
2000.....	4,909,038	181,957,207	10.5	8.9

Source: Maryland Department of Planning, Planning Data Services, from U.S. Bureau of Economic Analysis, August 2007.

## Commuting Patterns

The 2000 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: Census 2000, summary File 3 (SF 3).

## Education

Survey results of the number of high school students in the Baltimore MSA area and the State of Maryland as a whole who graduated in 2003 as a percentage of their ninth grade enrollment, four grades earlier, are presented below.

Anne Arundel County.....	72.3%
Baltimore City.....	40.4
Baltimore County.....	83.8
<b>Carroll County.....</b>	<b>88.3</b>
Harford County.....	82.3
Howard County.....	86.2
Queen Anne's County.....	89.9
State of Maryland.....	74.5

Source: Maryland State Department of Education, Division of Planning, Results and Information Management: Graduation Statistics and Holding Power. Maryland Public Schools 2002-03.



# 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 on-going operations or purchases that are relatively inexpensive or short-lived. Capital expenditures tend to be one-time, relatively high-cost or 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 are 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, and paying over time as the asset is used. Paygo funding creates no long-term obligation but may require years of saving that delay addressing a need. Constraints on accumulating funds over time may make it difficult or impossible for a local government to save for a future project. 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. What is a bond? 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 benefits of a capital project are to be enjoyed by all members of the community. Examples would be expenditures for law enforcement, fire protection, education, public health facilities, or roads and bridges. The payments are financed by all 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, 2007, 81.9% of long-term debt owed by the County will be retired within ten years and 45.2% will be retired in five years. New bonds issued in November 2007 are fifteen-year level principal bonds and will further accelerate Carroll’s rate of debt retirement. The Commissioners typically issue fifteen year General Obligation bonds but have the flexibility to issue at a longer term if conditions warrant.

**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 must pay to issue bonds.

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

Moody’s <sup>1</sup>	Standard & Poor <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

Because credit evaluation is to some extent subjective and because different analysts may look at different data or assign different weight to the same data, the rating agencies do not necessarily give the same credit ratings to the same bond issues.

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

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

In addition, it is important to realize that bonds carrying the same rating are not of absolutely equal quality. In a broad sense they are alike in position, but since there are only a small number of rating classes used in grading thousands of bonds, the symbols cannot reflect fine shadings of risk. It should be apparent, therefore, that two bonds carrying the same rating are unlikely to be precisely the same in investment quality.

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 an **Aa2** rating, Standard and Poor's an **AA** Rating and Fitch an **AA+**. These high ratings allow Carroll County to pay lower interest rates on capital projects that are financed with long-term debt issues. The County's goal is to maintain or improve 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 realize a loss.

The underwriter can also help the issuer design the issue in terms of maturity dates, maturity amounts, and call provision; prepare the official statement; select an appropriate time to mark the issue; and comply with legal requirements.

Carroll County 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. The underwriter then, within a few days of purchasing the bonds, 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 (see pages 34-35). 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, debt to be paid with general fund revenue, and indirect debt, debt backed by the government, but with an associated revenue stream separate from the general fund.

**CARROLL COUNTY  
LONG-TERM DEBT (BONDS)  
AS OF JUNE 30, 2008**

<u>Direct Debt</u>	<u>Date Issued</u>	<u>Maturity Date</u>	<u>Bonds Issued</u>	<u>Bonds Outstanding</u>
Watershed Bond - 1972	June 1, 1972	1973-2023	\$769,700	\$366,252
Watershed Bond - 1974	July 1, 1974	1975-2025	253,000	149,304
Watershed Bond - 1979	September 2, 1980	1981-2031	678,800	457,186
County Refunding Bonds	March 15, 1997	1998-2020	8,925,000	0
Public Improvement Bonds	December 1, 1997	1998-2017	15,310,000	0
Volunteer Fire Department Project	December 1, 1997	1998-2017	5,525,000	2,750,000
Public Improvement & Refunding Bonds	October 15, 1998	1999-2018	34,370,665	12,215,751
Public Improvement Bonds	November 15, 1999	2000-2019	21,578,939	2,157,894
Public Improvement Bonds	November 13, 2000	2001-2021	20,100,000	5,025,000
Public Improvement Bonds	November 13, 2001	2002-2016	11,511,499	6,898,912
Public Improvement Bonds	November 14, 2002	2003-2017	16,200,000	10,700,000
County Refunding Bonds	August 8, 2003	2004-2014	29,232,224	14,305,697
Public Improvement Bonds	November 18, 2003	2004-2019	7,600,000	5,854,908
Volunteer Fire Department Project	November 18, 2003	2004-2019	2,100,000	1,615,000
County Refunding Bonds	February 26, 2004	2005-2020	32,090,354	30,541,818
Public Improvement Bonds	July 27, 2004	2006-2020	21,995,000	17,588,154
Taxable Pension Funding Bonds	July 27, 2004	2006-2020	12,800,000	10,235,000
Volunteer Fire Department Project	September 22, 2004	2006-2020	2,065,000	1,741,724
Public Improvement Bonds	December 6, 2005	2007-2021	31,799,320	27,517,457
Volunteer Fire Department Project	December 6, 2005	2007-2021	2,900,000	2,510,000
Public Improvement Bonds	October 10, 2006	2008-2022	20,260,000	18,906,718
County Refunding Bonds	January 9, 2007	2008-2021	23,165,983	22,537,655
Public Improvement Bonds	November 13, 2007	2009-2023	20,430,000	20,430,000
County Refunding Bonds	November 13, 2007	2009-2021	6,670,000	6,670,000
<b>Installment Purchase Agreements:</b>				
Gorsuch Property	February 21, 2002	2002-2022	246,000	246,000
Spangler Property	June 28, 2002	2002-2023	150,000	150,000
Rodkey Property	September 13, 2002	2003-2023	230,930	230,930
Dell Property	November 27, 2002	2003-2023	300,000	300,000
Vaughn Property	December 9, 2003	2004-2024	100,000	100,000
Hoff Property	November 22, 2004	2005-2025	600,000	600,000
Nevius Property	November 15, 2004	2005-2025	647,946	647,946
Seiler etal Property	November 15, 2004	2005-2025	684,350	684,350
Seiler Property	November 15, 2004	2005-2025	147,638	147,638
Leister Property	November 15, 2004	2005-2025	100,000	100,000
Stonesifer Property	November 17, 2005	2006-2026	450,000	450,000
Reddick Property	November 17, 2005	2006-2026	200,000	200,000
Haines Property	February 7, 2006	2006-2026	696,000	696,000
Sherwood Property	February 13, 2007	2007-2027	1,584,000	1,584,000
Barnes Property	March 9, 2007	2007-2027	1,000,000	1,000,000
Total Direct Debt:			<u>\$355,467,348</u>	<u>\$228,311,296</u>
<b>Indirect Debt</b>				
MD Dept of the Environment-Series A	March 1, 1990	1991-2011	\$6,761,498	\$1,793,887
MD Dept of the Environment-Series B	November 1, 1990	1993-2012	5,347,120	1,575,120
MD Dept of the Environ.-Hampstead Filtration	March 21, 2002	2003-2021	508,694	373,944
Public Improvement Bonds	November 15, 1999	2000-2019	2,521,061	252,106
Public Improvement Bonds	November 13, 2001	2002-2017	18,501	11,088
Public Improvement Bonds	November 18, 2003	2004-2019	990,000	762,679
Public Improvement & Refunding Bonds	February 26, 2004	2005-2020	2,166,412	2,061,871
Public Improvement Bonds	July 27, 2004	2006-2020	378,474	302,644
Public Improvement Bonds	December 6, 2005	2006-2021	302,525	262,150
Public Improvement Bonds	October 10, 2006	2007-2022	200,000	186,641
Refunding Bonds	January 1, 2007	2007-2021	212,504	206,740
Public Improvement Bonds	November 13, 2007	2009-2023	9,401,000	9,401,000
Subtotal - Bureau of Utilities			<u>28,807,789</u>	<u>17,189,869</u>
Public Improvement Bonds	December 1, 1997	1998-2017	1,800,000	0
Public Improvement & Refunding Bonds	October 15, 1998	1999-2018	454,335	289,249
Public Improvement & Refunding Bonds	August 5, 2003	2004-2014	3,727,776	1,824,303
Public Improvement & Refunding Bonds	February 26, 2004	2005-2020	1,004,270	955,808
Public Improvement Bonds	July 27, 2004	2006-2020	2,449,026	1,958,347
Refunding Bonds	January 1, 2007	2007-2021	345,658	336,283
Public Improvement Bonds	November 13, 2007	2009-2023	604,000	604,000
Subtotal - Solid Waste Management			<u>10,385,065</u>	<u>5,967,990</u>
Public Improvement Bonds	October 10, 2006	2007-2022	200,000	186,641
Subtotal - Septage			<u>200,000</u>	<u>186,641</u>
Public Improvement Bonds	November 15, 1999	2000-2019	500,000	50,000
Public Improvement Bonds	November 13, 2000	2001-2021	600,000	150,000
Public Improvement Bonds	November 13, 2001	2002-2017	2,200,000	1,540,000
Public Improvement Bonds	November 18, 2003	2004-2019	425,000	327,413
Public Improvement & Refunding Bonds	February 26, 2004	2005-2020	278,964	265,502
Public Improvement Bonds	July 27, 2004	2006-2020	407,500	325,855
Public Improvement Bonds	December 6, 2005	2006-2021	58,155	50,394
Refunding Bonds	January 1, 2007	2007-2021	240,854	234,322
Subtotal - Airport Bonds			<u>4,710,473</u>	<u>2,943,485</u>
Total Indirect Debt:			<u>\$43,903,327</u>	<u>\$26,287,985</u>
<b>GRAND TOTAL:</b>			<u><b>\$399,370,675</b></u>	<u><b>\$254,599,281</b></u>

**CARROLL COUNTY, MARYLAND  
RATIO OF OUTSTANDING DEBT  
TO  
ASSESSED VALUE AND OUTSTANDING DEBT PER CAPITA**

Fiscal Year	Population	Assessed Value (1)	Outstanding Debt		Ratio of Outstanding Debt To Assessed Value		Outstanding Debt Per Capita	
			Direct	Direct and Indirect	Direct	Direct and Indirect	Direct	Direct and Indirect
<b>Starting in 2002 Assessed Values shown at 100% of full cash value</b>								
2008	173,978	\$17,780,344,000	228,311,296	254,599,281	1.28%	1.43%	1,312.30	1,463.40
2007	172,792	15,299,926,000	228,076,689	246,582,049	1.49%	1.61%	1,319.95	1,427.05
2006	171,742	13,470,143,079	224,511,673	245,494,183	1.67%	1.82%	1,307.26	1,429.44
2005	168,521	12,034,458,190	206,709,068	224,123,584	1.72%	1.86%	1,226.61	1,329.94
2004	166,234	10,948,754,959	183,290,565	205,124,654	1.67%	1.87%	1,102.61	1,233.95
2003	163,400	10,340,867,012	186,209,228	208,822,746	1.80%	2.02%	1,139.59	1,277.98
2002	159,442	9,726,556,899	195,657,213	220,121,714	2.01%	2.26%	1,227.14	1,380.58
2001*	155,221	9,180,260,290	197,478,808	221,997,414	2.15%	2.42%	1,272.24	1,430.20

\* For comparison purposes, 2001 information was converted to 100% full cash value.

**Assessed Values shown at 40% of full cash value**

2001	155,221	\$3,968,204,470	197,478,808	221,997,414	4.98%	5.59%	1,272.24	1,430.20
2000	155,336	3,784,635,220	189,685,554	215,729,863	5.01%	5.70%	1,221.13	1,388.80
1999	152,020	3,594,358,170	182,890,270	208,027,145	5.09%	5.79%	1,203.07	1,368.42
1998	149,139	3,446,926,740	167,092,741	194,125,205	4.85%	5.63%	1,120.38	1,301.64
1997	146,589	3,347,844,015	153,574,575	180,629,145	4.59%	5.40%	1,047.65	1,232.21
1996	143,797	3,205,763,771	140,868,137	169,488,855	4.39%	5.29%	979.63	1,178.67
1995	140,396	3,079,400,531	115,731,513	144,883,569	3.76%	4.70%	824.32	1,031.96
1994	136,068	2,874,555,126	96,725,642	126,988,056	3.36%	4.42%	710.86	933.27
1993	132,160	2,632,900,921	84,721,755	115,576,443	3.22%	4.39%	641.05	874.52
1992	129,033	2,357,589,793	76,105,881	121,376,099	3.23%	5.15%	589.82	940.66
1991	126,357	2,126,487,477	58,253,110	86,477,731	2.74%	4.07%	461.02	684.39
1990	123,372	1,931,534,350	43,826,821	56,992,521	2.27%	2.95%	355.24	461.96
1989	122,726	1,751,816,910	34,989,003	43,674,990	2.00%	2.49%	285.10	355.87
1988	120,096	1,561,510,530	31,516,494	40,381,494	2.02%	2.59%	262.43	336.24
1987	116,257	1,421,021,330	28,678,674	37,928,674	2.02%	2.67%	246.68	326.25
1986	113,037	1,285,282,086	18,084,980	27,639,980	1.41%	2.15%	159.99	244.52
1985	108,600	1,185,184,315	19,374,622	29,309,622	1.63%	2.47%	178.40	269.89

- (1) The Maryland Truth in Taxation Act, Chapter 80 of the Laws of Maryland of 2000, mandated that real property be assessed at 100% of its market value for the purposes of determining State and County real property taxes. This change is effective for fiscal years beginning July 1, 2001. Prior to fiscal year 2002, assessments are shown at 40% of full cash value. For fiscal year 2008, the County tax rate is \$1.048 per \$100 of market value.

**STATEMENT OF DEBT MARGIN  
As of June 30, 2008**

Net Assessed Value-Real Property (1)	\$17,225,804,000	
Debt Limit - Percent of Assessed Value-Real Property (2)	<u>6%</u>	
Debt Limit-Real Property		1,033,548,240
Net Assessed Value-Personal Property(1)	\$554,540,000	
Debt Limit - Percent of Assessed Value-Personal Property (2)	<u>15%</u>	
Debt Limit-Personal Property		<u>83,181,000</u>
Total Debt Limit		1,116,729,240
Amount of debt applicable to debt limit:	\$234,279,286	
Less-Agricultural Perservation Program Self Supporting Debt	7,136,864	
Less-Fire Company Loans-Self Supporting Debt	10,061,724	
Amount of debt applicable to debt limit		<u>217,080,698</u>
<b>DEBT MARGIN</b>		<b><u><u>\$899,648,542</u></u></b>

- (1) The Maryland Truth in Taxation Act, Chapter 80 of the Laws of Maryland of 2000, mandated that real property be assessed at 100% of its market value for the purposes of determining State and County real property taxes. This change is effective for fiscal years beginning July 1, 2001. For fiscal year 2008, the County tax rate is \$1.048 per \$100 of market value.
- (2) Carroll County does not have a legal debt limit but uses a debt affordability model to evaluate the County's ability to support debt.

**CARROLL COUNTY, MARYLAND  
DEBT AFFORDABILITY DEBT SERVICE SCHEDULE  
FISCAL YEAR 2009 - 2033**

Fiscal Year	Direct Debt		Indirect Debt										Total Debt Service Charges
	Principal	Interest	Bureau of Utilities Bonds		Solid Waste Management Bonds		Septage Bonds		Airport Bonds		Total Direct and Indirect Debt		
			Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2009	21,633,168	8,879,492	1,838,390	686,210	836,118	231,667	13,359	7,198	250,393	110,762	24,571,428	9,915,330	34,486,758
2010	21,694,138	8,043,578	1,876,795	616,879	797,251	196,940	13,359	6,664	250,646	101,829	24,632,190	8,968,159	33,600,349
2011	21,038,084	7,199,442	1,866,388	546,583	736,732	164,586	13,359	6,130	235,594	93,099	23,890,157	8,012,441	31,902,598
2012	20,707,467	6,379,603	1,907,076	475,896	695,894	132,896	13,359	5,595	235,638	84,527	23,559,435	7,081,494	30,640,928
2013	18,595,118	5,605,821	1,002,637	358,765	426,021	99,363	13,359	5,061	236,048	75,662	20,273,183	6,148,476	26,421,659
2014	18,374,003	4,860,326	1,021,527	320,728	454,120	81,845	13,359	4,527	228,102	66,595	20,091,111	5,338,562	25,429,673
2015	18,036,254	4,105,725	1,023,476	281,505	385,555	64,866	13,311	3,993	230,752	57,418	19,689,347	4,518,691	24,208,037
2016	17,143,475	3,378,466	1,024,218	242,189	345,280	50,692	13,311	3,461	231,618	48,029	18,757,902	3,728,766	22,486,668
2017	16,193,927	2,665,762	1,015,166	202,063	330,926	37,420	13,311	2,928	223,459	38,602	17,776,790	2,953,274	20,730,064
2018	14,451,504	2,008,901	947,479	160,149	298,072	28,481	13,311	2,396	215,657	29,460	15,926,023	2,236,132	18,162,155
2019	12,247,637	1,463,571	897,148	126,132	272,635	20,894	13,311	1,864	209,884	21,499	13,640,615	1,640,056	15,280,671
2020	10,229,566	1,007,253	802,581	97,801	253,752	10,530	13,311	1,331	161,370	14,453	11,460,580	1,137,082	12,597,662
2021	6,624,159	664,124	701,941	68,284	55,212	4,422	13,311	799	124,324	8,033	7,518,945	751,284	8,270,229
2022	2,921,009	476,876	639,179	39,148	40,211	2,498	13,311	266	110,000	2,613	3,723,710	526,556	4,250,266
2023	1,990,049	363,926	625,869	12,987	40,211	834					2,656,128	380,360	3,036,488
2024	133,755	315,755									133,755	315,755	449,510
2025	2,210,709	259,114									2,210,709	259,114	2,469,823
2026	1,369,986	189,606									1,369,986	189,606	1,559,592
2027	2,608,861	141,844									2,608,861	141,844	2,750,705
2028	25,769	3,956									25,769	3,956	29,725
2029	26,709	3,016									26,709	3,016	29,725
2030	27,684	2,042									27,684	2,042	29,726
2031	28,264	1,031									28,264	1,031	29,295
2032											0	0	0
2033											0	0	0
											0		
	<u>\$228,311,296</u>	<u>\$58,019,229</u>	<u>\$17,189,869</u>	<u>\$4,235,319</u>	<u>\$5,967,990</u>	<u>\$1,127,936</u>	<u>\$186,641</u>	<u>\$52,213</u>	<u>\$2,943,485</u>	<u>\$752,580</u>	<u>\$254,599,281</u>	<u>\$64,253,025</u>	<u>\$318,852,306</u>

# Explanation of Fund Balance

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Governmental funds report the difference between their assets and liabilities as *fund balance*. Under Generally Accepted Accounting Principles (GAAP) fund balance is divided into reserved and unreserved portions. The *reserved fund balance* isolates the portion of fund balance that is not available for appropriation to the next budget. Under GAAP the *unreserved fund balance* can be further divided into designated and undesignated portions with the *designated fund balance* representing intended uses of fund balance. Designating the use of fund balance is a powerful tool in prudent fiscal planning, allowing governments to manage their future fiscal health. *Unreserved/undesignated fund balance* is fully available for appropriation and, under the Code of Public Local Laws of Carroll County Article 7, 3-62(19), must be appropriated to the next budget following the completion of an independent financial audit of those funds.

The reservation of fund balance is necessary for two reasons:

- *Resource not available for spending.* Some of the assets reported in governmental funds are not available for spending in the subsequent year's budget. For example, a long-term loan receivable is not available for current spending.
- *Legal restrictions on spending.* Fund balance also is reserved to indicate situations where a portion of fund balance is not available for new spending because of legal restrictions involving parties outside the financial reporting entity. A common example is funds reserved for encumbrances.

The designation of funds is a fiscal tool used to ensure the County's fiscal stability. Some examples of designations include:

- *Stabilization Fund.* The County maintains a stabilization fund of 3% of budget to provide a reserve against certain specified conditions including a natural disaster or a sudden and unexpected drop in revenues.
- *Medical Claims Reserve.* The County is self-insured for medical and hospitalization costs and maintains a reserve against a short-term rise in claims experience.



## Schedule of Changes in Fund Balance

### Governmental Fund Types

	General Fund	Capital Fund	Other Governmental Funds	Total Governmental Funds
<b>Fund Balance-beginning FY 2007</b>	<b>\$74,305,254</b>	<b>\$92,829,898</b>	<b>\$9,395,177</b>	<b>\$176,530,329</b>
FY 2007 Actual Revenues/other sources	296,329,773	73,671,873	15,453,111	385,454,757
FY 2007 Actual Expenditures/other uses	(295,199,862)	(61,686,068)	(14,874,828)	(371,760,758)
<b>Fund Balance-ending FY 2007</b>	<b>\$75,435,165</b>	<b>\$104,815,703</b>	<b>\$9,973,460</b>	<b>\$190,224,328</b>
FY 2008 Unaudited Revenues/other sources	325,200,270	74,269,423	16,506,087	415,975,780
FY 2008 Unaudited Expenditures/other uses	(320,252,275)	(89,320,460)	(24,162,710)	(433,735,445)
<b>Fund Balance-ending FY 2008</b>	<b>\$80,383,160</b>	<b>\$89,764,666</b>	<b>\$2,316,837</b>	<b>\$172,464,663</b>
FY 2009 Projected Revenues/other sources	341,697,898	135,297,971	14,981,438	491,977,307
FY 2009 Projected Expenditures/other uses	(349,470,000)	(135,297,971)	(14,981,438)	(499,749,409)
<b>Fund Balance-ending FY 2009</b>	<b>\$72,611,058</b>	<b>\$89,764,666</b>	<b>\$2,316,837</b>	<b>\$164,692,561</b>

**Schedule of Changes in Net Assets**  
**Proprietary Funds**

**Business-type Activities - Enterprise Funds**

	Solid Waste Fund	Utilities Fund	Airport Fund	Septage Fund	Firearms Fund	Total Enterprise Funds
<b>Net Assets-beginning FY 2007</b>	<b>(\$3,660,238)</b>	<b>\$81,768,711</b>	<b>\$1,769,315</b>	<b>\$131,261</b>	<b>\$179,321</b>	<b>\$80,188,370</b>
FY 2007 Actual Oper Rev, Non-Oper Rev, Capital Contributions & Transfers In	9,885,947	10,834,290	8,915,190	549,182	63,926	30,248,535
FY 2007 Actual Oper Exp, Non-Oper Exp & Transfers Out	(7,935,237)	(7,849,747)	(2,128,067)	(402,898)	(58,238)	(18,374,187)
<b>Net Assets-ending FY 2007</b>	<b>(\$1,709,528)</b>	<b>\$84,753,254</b>	<b>\$8,556,438</b>	<b>\$277,545</b>	<b>\$185,009</b>	<b>\$92,062,718</b>
FY 2008 Unaudited Oper Rev, Non-Oper Rev, Capital Contributions & Transfers In	9,696,429	12,397,181	2,405,322	397,958	376,368 *	25,273,258
FY 2008 Unaudited Oper Exp, Non-Oper Exp & Transfers Out	(9,173,025)	(22,029,169)	(3,497,340)	(398,869)	(434,613) *	(35,533,016)
<b>Net Assets-ending FY 2008</b>	<b>(\$1,186,124)</b>	<b>\$75,121,266</b>	<b>\$7,464,420</b>	<b>\$276,634</b>	<b>\$126,764</b>	<b>\$81,802,960</b>
FY 2009 Projected Oper Rev, Non-Oper Rev, Capital Contributions & Transfers In	12,115,710	11,097,950	11,056,160	919,200	75,100	35,264,120
FY 2009 Projected Oper Exp, Non-Oper Exp & Transfers Out	(12,115,710)	(11,097,950)	(11,056,160)	(919,200)	(75,100)	(35,264,120)
<b>Net Assets-ending FY 2009</b>	<b>(\$1,186,124)</b>	<b>\$75,121,266</b>	<b>\$7,464,420</b>	<b>\$276,634</b>	<b>\$126,764</b>	<b>\$81,802,960</b>

\*Included in these totals is the expenditure and insurance reimbursement due to a fire at the facility.

## Schedule of Changes in Fund Balance

### General Fund

	Actual for 6/30/07 as of 7/30/08	Unaudited for 6/30/08 as of 7/30/08	Projected for 6/30/09 as of 7/30/08
<b>Beginning Fund Balance</b>	<b>\$74,305,254</b>	<b>\$75,435,165</b>	<b>\$80,383,160</b>
Revenues	296,329,773	325,200,270	341,697,898 *
Expenditures*	(295,199,862)	(320,252,275)	(349,470,000)
<b>Projected Ending Fund Balance</b>	<b>\$75,435,165</b>	<b>\$80,383,160</b>	<b>\$72,611,058</b>
<b>Reserved Funds:</b>			
Loans to Volunteer Fire Companies	\$15,383,630	\$14,503,131	\$13,875,000
Encumbrances	1,895,581	1,026,708	1,300,000
Inventory	1,072,559	1,222,620	1,250,000
Loans to Municipalities	302,772	252,547	275,000
Loans for Economic Development	5,320,660	5,307,735	5,350,000
Advances to Industrial Development Authority	1,125,560	1,125,560	1,125,000
Agricultural Preservation IPA Payables	11,244,623	10,827,438	11,000,000
<b>Total Funds Reserved</b>	<b>\$36,345,385</b>	<b>\$34,265,739</b>	<b>\$34,175,000</b>
<b>Unreserved/Designated Funds:</b>			
Stabilization Fund	\$9,900,000	\$10,600,000	\$10,600,000
Subsequent Years' Expenditure of Undesignated/Unreserved Fund Balance	13,542,642	11,302,102	15,120,283
Lien Certificates	15,000	15,000	15,000
Workers Compensation Claims Reserve	400,000	400,000	400,000
Vehicle Replacement Reserve	500,000	500,000	500,000
Short-Term Reserve	6,000,000	6,750,000	6,750,000
Medical Claims Reserve	1,400,000	1,400,000	1,400,000
Loan to Warfield Development	30,036	30,036	30,036
<b>Total Funds Unreserved But Designated</b>	<b>\$31,787,678</b>	<b>\$30,997,138</b>	<b>\$34,815,319</b>
<b>Projected Ending Fund Balance</b>	<b>\$75,435,165</b>	<b>\$80,383,160</b>	<b>\$72,611,058</b>
<b>Less: Total Funds Reserved Balance</b>	<b>36,345,385</b>	<b>34,265,739</b>	<b>34,175,000</b>
<b>Less: Total Funds Unreserved But Designated</b>	<b>31,787,678</b>	<b>30,997,138</b>	<b>34,815,319</b>
<b>Unreserved/Undesignated Fund Balance</b>	<b>\$7,302,102</b>	<b>\$15,120,283</b>	<b>\$3,620,739</b>

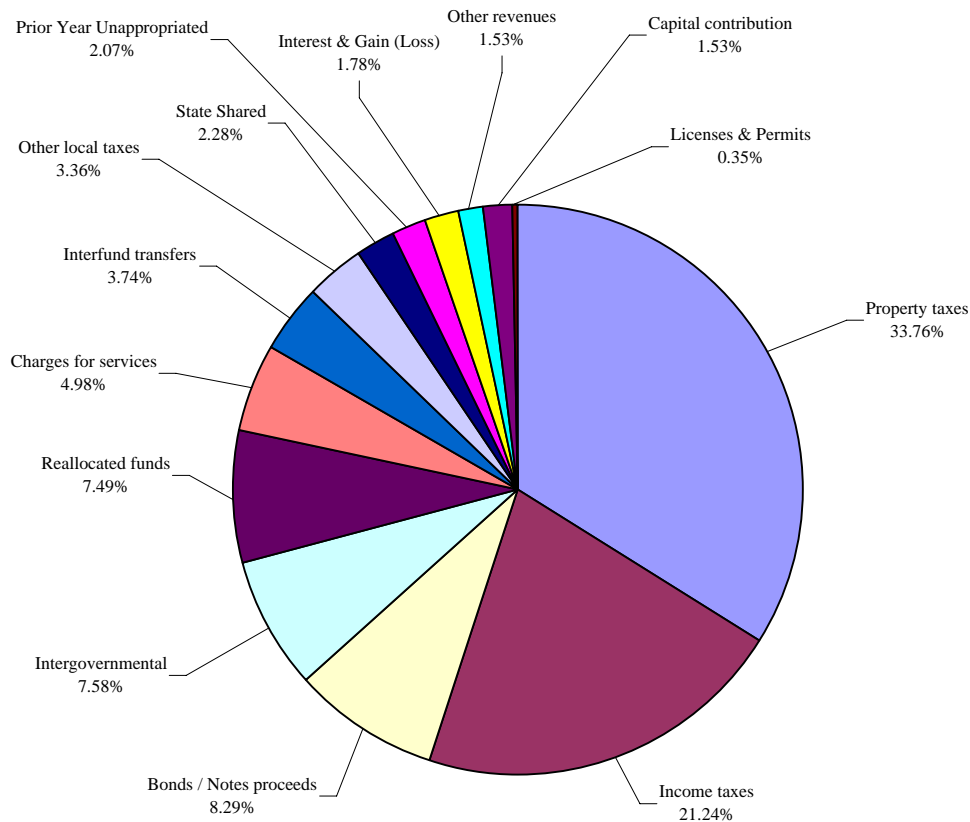
\*\$7,302,102 of FY 09 expenditures were funded by the planned use of FY 07 undesignated/unreserved fund balance.

\*\$4,000,000 of FY 09 expenditures were funded by the planned use of FY 08 undesignated/unreserved fund balance.

# All Funds Sources - by Category

**Fiscal Year 2009 Budget**

**\$545,117,559**



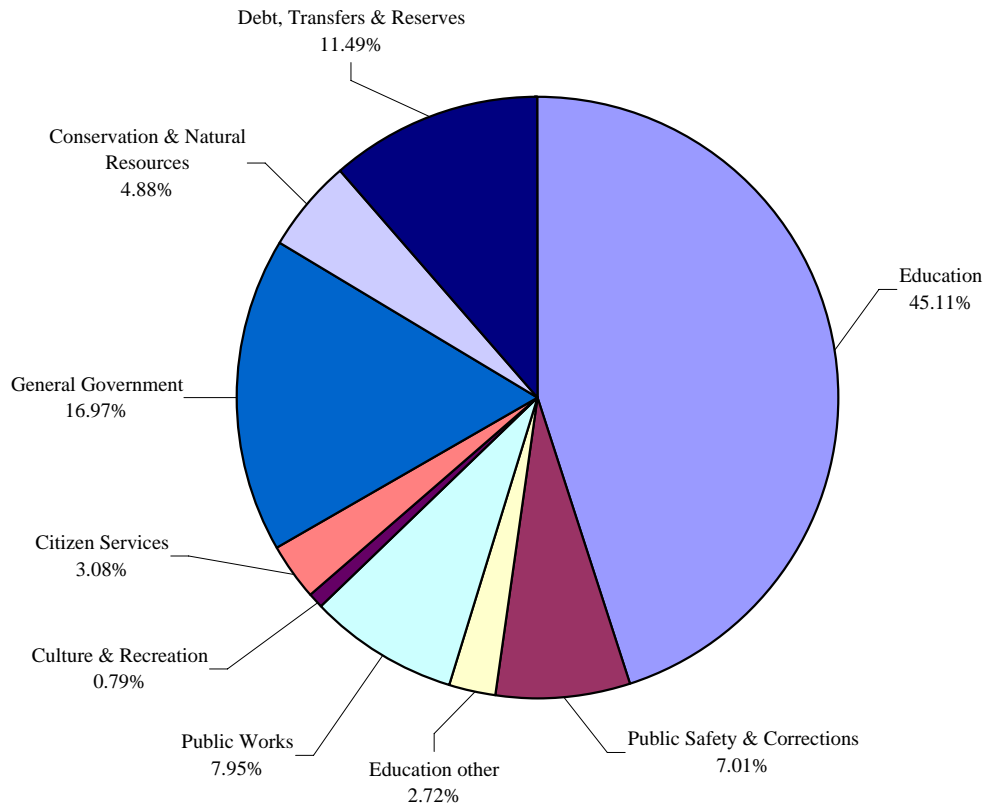
Category	FY 07 Actual*	FY 08 Budget	% Chg from FY 07	FY 09 Budget	% Chg from FY 08
Property taxes	\$158,112,936	\$170,574,900	7.88%	\$184,025,300	7.89%
Income taxes	106,921,331	113,833,697	6.46%	115,806,000	1.73%
Bonds / Notes proceeds	26,417,270	111,748,916	323.01%	45,208,742	-59.54%
Intergovernmental	14,253,803	39,523,346	177.28%	41,342,920	4.60%
Reallocated funds	0	164,510		40,832,949	24720.95%
Charges for services	22,123,560	23,004,700	3.98%	27,157,555	18.05%
Interfund transfers	20,992,147	29,933,086	42.59%	20,364,753	-31.97%
Other local taxes	27,396,055	33,235,500	21.31%	18,337,350	-44.83%
State Shared	12,729,241	13,475,000	5.86%	12,415,000	-7.87%
Prior Year Unappropriated	0	13,542,642		11,302,102	-16.54%
Interest & Gain (Loss)	17,440,828	12,217,150	-29.95%	9,726,830	-20.38%
Other revenues	9,399,093	21,005,481	123.48%	8,365,866	-60.17%
Capital contribution	6,299,361	5,361,820	-14.88%	8,338,192	55.51%
Licenses & Permits	1,781,585	1,535,000	-13.84%	1,894,000	23.39%
<b>Total</b>	<b>\$423,867,210</b>	<b>\$589,155,748</b>	<b>39.00%</b>	<b>\$545,117,559</b>	<b>-7.47%</b>

\* FY 07 Actual figures are from the CAFR

# All Funds Uses - by Category

**Fiscal Year 2009 Budget**

**\$545,117,559**



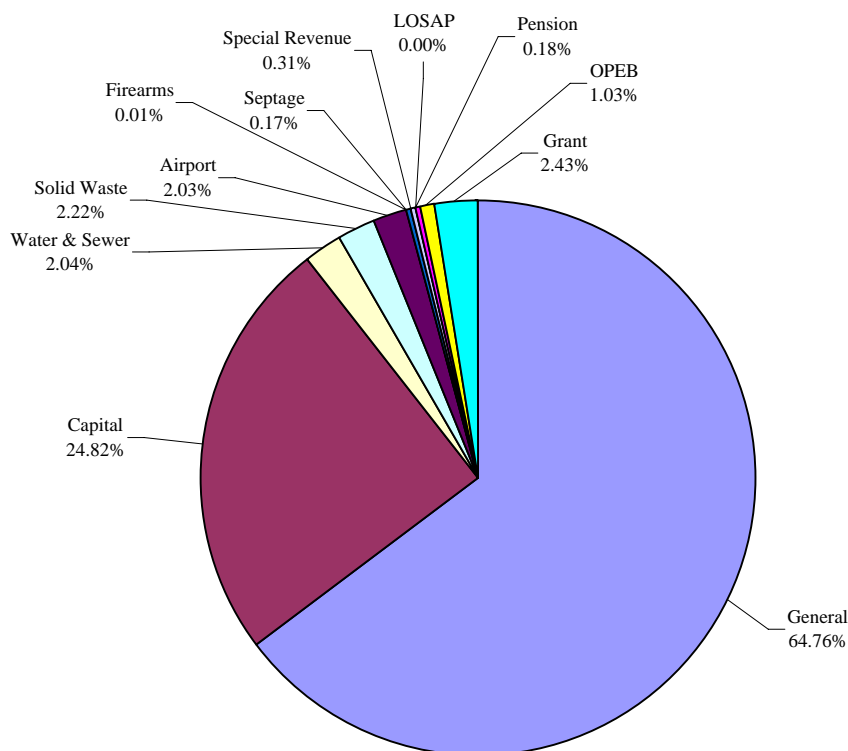
<u>Category</u>	FY 07 Actual*	FY 08 Budget	% Chg from FY 07	FY 09 Budget	% Chg from FY 08
Education	\$180,032,265	\$247,784,597	37.63%	\$245,915,940	-0.75%
Public Safety & Corrections	29,914,418	36,017,086	20.40%	38,201,976	6.07%
Education other	8,248,082	13,732,500	66.49%	14,828,870	7.98%
Public Works	38,467,249	42,108,415	9.47%	43,348,117	2.94%
Culture & Recreation	3,002,886	5,589,670	86.14%	4,300,520	-23.06%
Citizen Services	8,656,730	15,925,406	83.97%	16,769,101	5.30%
General Government	72,108,684	126,503,001	75.43%	92,503,946	-26.88%
Conservation & Natural Resources	18,431,909	20,695,360	12.28%	26,614,489	28.60%
Debt, Transfers & Reserves	32,180,811	80,799,713	151.08%	62,634,600	-22.48%
<b>Total</b>	<b>\$391,043,035</b>	<b>\$589,155,748</b>	<b>50.66%</b>	<b>\$545,117,559</b>	<b>-7.47%</b>

\* FY 07 Actual figures are from the CAFR.

# All Funds Uses - by Fund

**Fiscal Year 2009 Budget**

**\$545,117,559**



<u>Fund</u>	<u>FY 07 Actual*</u>	<u>FY 08 Budget</u>	<u>% Chg from FY 07</u>	<u>FY 09 Budget</u>	<u>% Chg from FY 08</u>
General	\$295,199,862	\$328,372,000	11.24%	\$353,000,000	7.50%
Capital	61,686,068	187,127,907	203.36%	135,297,971	-27.70%
Water & Sewer	7,849,747	20,045,896	155.37%	11,097,950	-44.64%
Solid Waste	7,935,237	10,874,660	37.04%	12,115,710	11.41%
Airport	2,128,067	11,291,222	430.59%	11,056,160	-2.08%
Firearms	58,238	40,000	-31.32%	75,100	87.75%
Septage	402,898	832,750	106.69%	919,200	10.38%
Special Revenue	3,034,095	10,985,500	262.07%	1,712,350	-84.41%
LOSAP	434,655	1,000,000	130.07%	0	-100.00%
Pension	149,343	985,423	559.84%	958,230	-2.76%
OPEB	324,092	4,966,200	1432.34%	5,615,800	13.08%
Grant	11,840,733	12,634,190	6.70%	13,269,088	5.03%
<b>Total</b>	<b>\$391,043,035</b>	<b>\$589,155,748</b>	<b>50.66%</b>	<b>\$545,117,559</b>	<b>-7.47%</b>

\* FY 07 Actual figures are from the CAFR.

# All Funds Revenue Summary

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All Funds revenue is projected to exceed \$545 million in FY 09. Nearly half of this amount will come from property taxes and income taxes. Total revenue is \$44 million below FY 08 primarily due to a decrease in budgeted bonds.

Revenue In Millions	FY 07 Actual	Percent of Total	FY 08 Budget	Percent of Total	FY 09 Budget	Percent of Total	Cumulative Percent of Total
Property Taxes	\$158.1	37.3%	\$170.6	29.0%	\$184.0	33.8%	33.8%
Income Taxes	106.9	25.2%	113.8	19.3%	115.8	21.2%	55.0%
Bonds / Notes proceeds	26.4	6.2%	111.7	19.0%	45.2	8.3%	63.3%
Intergovernmental	14.3	3.4%	39.5	6.7%	41.3	7.6%	70.9%
Reallocated funds	0.0	0.0%	0.2	0.0%	40.8	7.5%	78.4%
Charges for Services	22.1	5.2%	23.0	3.9%	27.2	5.0%	83.4%
Interfund transfers	21.0	5.0%	29.9	5.1%	20.4	3.7%	87.1%
Other local taxes	27.4	6.5%	33.2	5.6%	18.3	3.4%	90.5%
State Shared	12.7	3.0%	13.5	2.3%	12.4	2.3%	92.7%
Prior Year Unappropriated	0.0	0.0%	13.5	2.3%	11.3	2.1%	94.8%
Interest & Gain (Loss)	17.4	4.1%	12.2	2.1%	9.7	1.8%	96.6%
Other revenues	9.4	2.2%	21.0	3.6%	8.4	1.5%	98.1%
Capital contribution	6.3	1.5%	5.4	0.9%	8.3	1.5%	99.7%
Licenses & Permits	1.8	0.4%	1.5	0.3%	1.9	0.3%	100.0%
<b>Total Revenue</b>	<b>\$423.9</b>	<b>100.0%</b>	<b>\$589.2</b>	<b>100.0%</b>	<b>\$545.1</b>	<b>100.0%</b>	

Percentages may not add to 100% due to rounding

Below are explanations of each of these revenues. Additional details on 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 33.8% of the total. The Property Tax group includes twelve separate taxes, credits and charges. The two most significant are the Real Property tax, which the County Commissioners set at \$1.048 per one hundred dollars of assessed value, and the Homestead Tax Credit, also set by the Commissioners, which caps the amount taxes can increase on a primary residence at 7% a year. Property tax is primarily a general fund revenue; however, 3% is dedicated to the capital budget for agricultural preservation, roads and bridge improvements.

Property taxes are estimated by several methods, including trend analysis, economic analysis, and real estate analysis. The primary means, however, are the assessments provided by the Maryland Department of Assessment and Taxation, and full detail is provided on their web site which can be accessed at [www.dat.state.md.us/sdatweb/stats](http://www.dat.state.md.us/sdatweb/stats).

### ***Income Tax***

Second largest revenue at 21.2% of total. Income tax is calculated as a percentage of net taxable State income. The Commissioners set the rate at 3.05%, although there is a State cap of 3.20%. The State Comptrollers Office administers, collects and distributes this tax to the counties and municipalities. Income tax is primarily a general fund revenue; however, 9.1% of income tax is dedicated to the capital budget for school construction and debt service.

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.

### ***Bonds / Notes proceeds***

Third largest revenue at 8.3% of the total. The County issues general obligation bonds to provide funds for construction of major capital facilities such as libraries, parks and schools. The bonds are obligations of the County for which its full faith and credit are pledged. The principal sources of repayment for the bonds are general revenues of the county including property taxes and income taxes. Bonds issued for enterprise funds, such as Utilities or the Airport, 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, whereby we estimate how much property or income tax we will collect. We decide how much debt to issue based on several factors including, 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 09 we budget less than half the bonds we budgeted in FY 08, which is largely due



to the new Manchester Valley High School. Most of the appropriation for the new high school was budgeted in FY 08.

### ***Intergovernmental [State & Federal]***

Fourth largest revenue at 7.6% of the total. The County receives federal and state funding for several reasons, including revenue sharing, grants, reimbursements and construction funding. State and Federal funding is used primarily in the general, capital and grant funds. The largest source of funding is \$25 million from the State Interagency Committee for the South Carroll Fine Arts addition and the Westminster HVAC. The second largest source of funding goes to the grant budget. This includes more than \$10 million in various federal and state funds that are used for aging, economic development, public safety, housing, transportation, recreation and social services programs.

Budgeting State and Federal funds is 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 the 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.

### ***Reallocated funds***

Fifth largest revenue at 7.5% of the total. These funds consist of reallocated bonds, reallocated general fund transfer, reallocated property taxes and reallocated impact fees. These funds were previously appropriated to various projects. However, the current budget no longer includes these projects. So, these sources of funding are being reallocated to projects included in the FY 09 budget.

In FY 09 we are reallocating nearly \$41 million in funds from 25 different projects. The amount that we can reallocate depends on numerous factors, including projects that were completed under budget to projects that were eliminated. The very nature of these types of decisions prevents it from being predictable or consistent with previous years.

## **Miscellaneous All Fund Revenues**

### ***Charges for services***

5.0% of the total. The county receives funding for services in the enterprise fund, general fund and grant fund. In the enterprise fund the primary sources of revenue are water and sewer usage and connection fees, tipping fees, waste removal fees, and airport sales and rental fees. Rate modeling is used to forecast future needs and to set the appropriate rates to support the fund. Additionally, trend analysis is used in combination

with the rate modeling to more accurately determine future revenue streams. In the general fund, the primary sources of revenue are public safety, public works, recreation and general government. These fees come from state and federal reimbursements related to the detention center and from various fees related to building inspections, permitting and review fees as well as admission and concessions fees at county parks. The fees charged are based on a combination of factors. Trend analysis is used to keep fees closely connected to the rising costs incurred in the county. Additionally, fee analysis is performed to align the rates with actual costs incurred. Rate studies are also performed for fees reimbursed by the state or federal government to ensure accuracy. In the grant fund, the primary source of these revenues is recreation and farm museum endowment fees.

### ***Inter-Fund Transfers***

3.7% of the total. Due to governmental accounting procedures, revenues that are transferred between funds are shown twice. For instance, impact fees, which are used in the capital budget primarily to pay for school construction, originate in the special revenue fund. When impact fees are used they must be transferred from the special revenue fund to the capital fund. This means that using \$1 million of impact fees will actually add \$2 million to all funds revenue total. Each fund, special revenue and capital, will show that \$1 million. The methods for budgeting inter-fund revenues are varied. Some inter-fund transfers are linked to specific revenue, such as impact fees and the 9.1% of local income tax dedicated for school debt service. In these cases, trend and economic analysis are employed. Other inter-fund revenues, however, are not specific, such as general fund transfers to grants or capital. Here the emphasis is on the general fund as a whole. Overall revenue growth and available balances in the six-year Operating plan are examined and analyzed.

### ***Other local taxes***

3.4% of the total. This includes Recordation, Impact fees, Admission fees and 911 fees. Recordation makes up 80% of these fees. Trend analysis, current housing market and opinions from industry experts are the sources of this budget.

### ***State Shared***

2.3% of the total. This includes Highway user revenue and Police aid grants. Both of these come from the state. The State of Maryland provides estimates to the County for these grants; however, our own economic and legislative analysis is also considered.

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

2.1% of the total. This is the amount of revenue in excess of budget plus the amount of unspent appropriated dollars. Carroll County law requires that surplus funds be

budgeted as revenue in the next fiscal year. The FY 09 budget is based on the audited fund balance of FY 07.

***Interest & Gain / (Loss)***

1.8% of the total. The primary source of this revenue is interest earned on investments. The budget is based on our economic and monetary analysis, as well as consultation with the County's Investment Officer.

***Other revenues***

1.5% of the total. This group includes revenues from the general, capital, grant, enterprise fund and trust funds. These revenues are budgeted based on numerous methods, including trend analysis, economic analysis, and estimates provided by State and Federal agencies.

***Capital contribution***

1.5% of the total. These funds reflect appropriations in the utilities and the airport funds, most notably area connection charges and private contributions. The budgeted revenues are based on appropriations to the capital budget, so they will vary according to the need for and timing of capital projects.

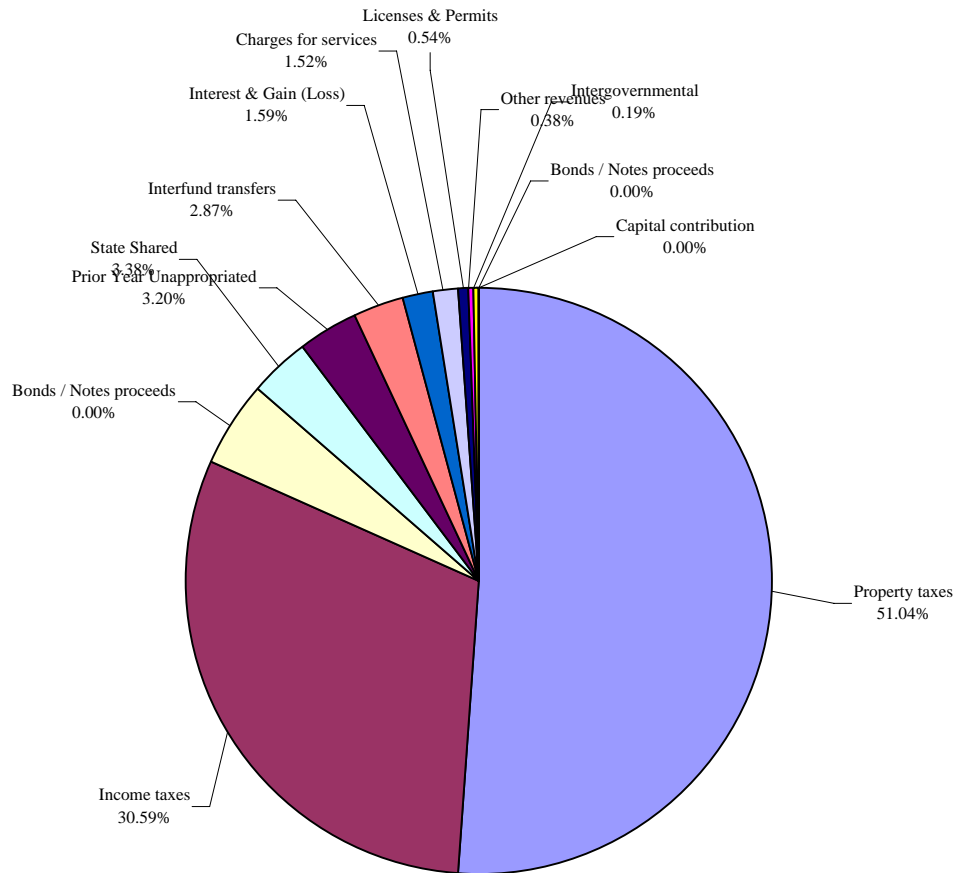
***Licenses & Permits***

0.3% of the total. These are general fund dollars. These funds are 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 analysis.

# General Fund Sources - by Category

**Fiscal Year 2009 Budget**

**\$353,000,000**



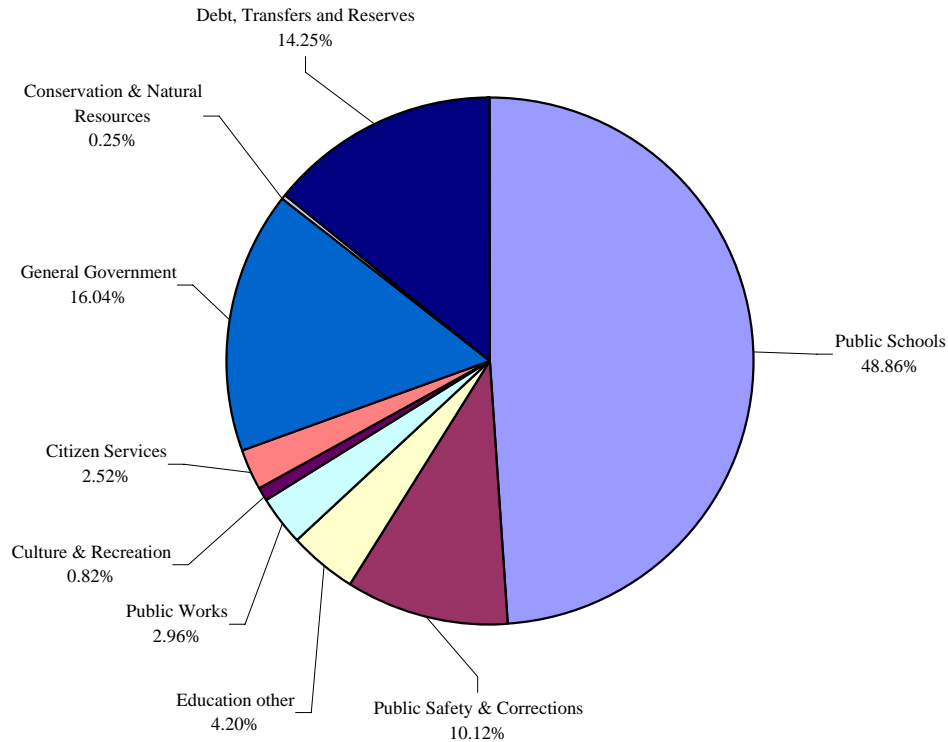
Category	FY 07 Actual*	FY 08 Budget	% Chg from FY 07	FY 09 Budget	% Chg from FY 08
Property taxes	\$129,266,171	\$148,488,200	14.87%	\$180,165,300	21.33%
Income taxes	100,272,976	104,000,000	3.72%	108,000,000	3.85%
Other local taxes	20,933,731	22,250,000	6.29%	16,625,000	-25.28%
State Shared	12,729,241	12,975,000	1.93%	11,915,000	-8.17%
Prior Year Unappropriated	0	13,542,642		11,302,102	-16.54%
Interfund transfers	6,274,445	10,136,197	61.55%	10,116,350	-0.20%
Interest & Gain (Loss)	9,285,599	8,495,000	-8.51%	5,605,000	-34.02%
Charges for services	5,393,824	4,699,800	-12.87%	5,374,200	14.35%
Licenses & Permits	1,781,585	1,535,000	-13.84%	1,894,000	23.39%
Other revenues	3,120,439	1,614,661	-48.26%	1,339,048	-17.07%
Intergovernmental	514,492	635,500	23.52%	664,000	4.48%
Bonds / Notes proceeds	6,757,270	0	-100.00%	0	
Capital contribution	0	0		0	
<b>Total</b>	<b>\$296,329,773</b>	<b>\$328,372,000</b>	<b>10.81%</b>	<b>\$353,000,000</b>	<b>7.50%</b>

\* FY 07 Actual figures are based on CAFR.

# General Fund Uses - by Category

Fiscal Year 2009 Budget

\$353,000,000



Category	FY 07 Actual*	FY 08 Budget	% Chg from FY 07	FY 09 Budget	% Chg from FY 08
Public Schools	\$160,943,266	\$159,895,000	-0.65%	\$172,463,940	7.86%
Public Safety & Corrections	27,760,508	33,512,325	20.72%	35,713,240	6.57%
Education other	6,782,100	13,732,500	102.48%	14,828,870	7.98%
Public Works	9,425,523	10,091,060	7.06%	10,455,150	3.61%
Culture & Recreation	1,734,479	2,740,625	58.01%	2,878,140	5.02%
Citizen Services	5,467,564	8,004,280	46.40%	8,879,470	10.93%
General Government	53,221,154	50,787,690	-4.57%	56,627,760	11.50%
Conservation & Natural Resources	718,552	818,960	13.97%	865,480	5.68%
Debt, Transfers and Reserves	29,146,716	48,789,560	67.39%	50,287,950	3.07%
<b>Total</b>	<b>\$295,199,862</b>	<b>\$328,372,000</b>	<b>11.24%</b>	<b>\$353,000,000</b>	<b>7.50%</b>

\* FY 07 Actual figures are based on CAFR.

# Quick Guide to the FY 09 General Fund Budget

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The combined Operating and Capital Budget books are a bit more than six 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.

## Core Messages

- We began this process with slim margins in our Operating Plan and little flexibility.
- Changes at the State squeezed that flexibility.
- Changes in the economy and costs added even more pressure.

## The Operating Budget

### Revenues

The strong revenue growth of recent years is coming to an end. Real Property tax continues to post strong gains, largely due to assessments catching-up to market prices. Income Tax growth is expected to be down, and Recordation is projected to fall well below the FY 08 budget.

- The FY 09 Budget grows \$24.6 million or 7.5% from the FY 08 Budget; however, most of this increase is due to \$19 million of property tax returning from the CIP. Without that property tax returning, the FY 09 Budget would grow by only \$5.6 million or 1.6%.
- There are many revenue changes, but it is only necessary to talk about a handful of changes to understand the growth in the Budget.
- Though growth in Operating Real Property Tax is approximately 23%, the net growth of Real Property Tax in both the Operating and Capital Budgets is under 8%. This difference is due to the amount of one-time Property Tax directly appropriated to the Capital Budget. This amount decreased from \$19 million in FY 08 to \$0 in FY 09. Without that Property Tax returning, the Real Property Tax would grow by \$12.1 million or 7.9%.
- The Homestead Tax Credit, which is included in Operating Real Property Tax, is expected to decrease Property Tax Revenue by nearly \$11 million.
- Income Tax is up by \$4 million over FY 08, but the rate of growth is below expectations. The State's decision to increase the personal exemption amount and an overall economic slowdown combined for a growth rate of less than 4%. In a typical year Income Tax grows by 6%.
- Recordation is down \$5.5 million. The number of home sales has been dropping for a few years, and FY 08 is shaping up to be the worst year seen in quite a few years. What may be more troubling is prices are now starting to drop. Our original belief was that the housing market would start to recover in FY 08. We now believe the market will bottom out over the course of FY 08 and FY 09 with no recovery until FY 10.

- Interest is down nearly \$3 million. The Federal Reserve cut interest rates six times over the past six months. Interest rates have fallen over that time from 5.25% to 2.25%. That drop in interest rates, combined with a reduction in our portfolio due to the spending down of Property Tax dollars directly appropriated to the Capital Budget over the past few years, results in interest revenue falling below FY 06 levels.
- The change in the prior year surplus is a decrease of more than \$2 million.

**Expenditures**

Where is the money going?

Total New \$	\$24.6
Public Schools - Operating	11.5
Debt Service – County	2.6
Fleet Management	1.7
Health and Fringe Benefits	1.5
Public Schools – OPEB	1.5
Economic Development	1.0
Facilities	0.8
Carroll County Public Library	0.6
Carroll Community College	0.5
Sheriff’s Services	0.5
Transfer to OPEB	0.5
Reserve for contingency	0.8

**General Fund Appropriations** – Summary of appropriations by major categories

- The largest percent increase, 26.4%, is in Economic Development primarily due to infrastructure costs of two new business parks. An additional \$1 million is funded in both FY 09 and FY 10 from an expected \$2 million of budget savings in FY 08.
- Other notable increases are for Board of Elections at 25.8% primarily due to another new voting system mandated by the State; General Services, which includes Fleet and Facilities, at 18.1% primarily due to higher energy and fuel costs; Citizen Services, at 10.9% primarily due the Long Term Treatment Facility; Sheriff Services at 7.2% primarily due to three new positions; and, the Carroll County Public Library at 8.0% primarily due to the opening of the Finksburg Library.
- The largest dollar change, \$11.5 million, is for Public Schools. The increase includes operating impacts of \$3.3 million, primarily for Ebb Valley Elementary School.

**Public Schools Summary** – Summary of appropriations for the School operating budget and debt service on school construction

- The School operating appropriation increases \$11.5 million or 7.7%. This includes planned growth of 5.5% plus operating impacts of \$3.0 million for Ebb Valley Elementary School and \$0.3 million for Manchester Valley High School.
- Debt Service decreases \$0.4 million or (4.0%).

- OPEB increases by \$1.5 million. The Board of Education designated half of their FY 07 surplus to its trust fund for future benefit costs for retired employees.

**Public Safety & Corrections Summary** – Summary of appropriations by agency

- The Circuit Court Masters increases \$0.1 million or 21.2% primarily due to the addition of a Judicial Assistant and a Legal Assistant.
- The Detention Center increases \$0.3 million or 4.7%.
- The Sheriff increases \$0.5 million or 10.6% primarily due to the addition of two Court Security Officers and one Warrants Administrative position.
- Resident Trooper program increases \$0.4 million or 7.7% primarily due to increase in indirect costs.
- Law Enforcement, a new budget that was established due to the uncertainty over the police issue, is budgeted at \$0.2 million. This budget includes funding for the addition of three certified law enforcement officers to maintain the ratio of 1.3 officers per 1000 residents.
- VESA increases \$0.4 million or 7.4%. The increase includes the planned growth of 5% plus additional funding for increased fuel and utility costs.

**Education Other Summary** – Summary of appropriations to the Community College, Library and Cable Regulatory Commission/Community Media Center

- The Community College increases \$0.5 million or 7.6% to maintain one-third of total costs.
- The Library increases \$0.6 million or 8.0% primarily due to the new Finksburg branch set to open in the fall of 2008.

**Public Works Summary** – Summary of appropriations by bureau

- Public Works increases \$0.4 million or 3.6%.
- Roads Operations increases \$0.2 million or 3.0%.

**Citizen Services Summary** – Summary of appropriations by agency

- Citizen Services increases \$0.85 million or 10.9%.
- The Long-term Treatment Facility increases \$0.4M or 50.1% due to the current service agreement for operating the County's Long Term Treatment Facility.
- Health Department increases \$0.3 million or 10.2%; however, the underlying increase is 5.0%. In FY 08 the Maryland State Department and Mental Health and Hygiene assumed all costs associated with retiree's hospital insurance for that year only. In FY 09 the obligation for these costs returns to the County.

**General Government Summary** – Summary of appropriations by department and bureau

- Economic Development Infrastructure and Grants increases \$1 million or 33.3% due to infrastructure costs of two new business parks. An additional \$1 million is funded in both FY 09 and FY 10 from an expected \$2 million of budget savings in FY 08.
- Board of Elections increases \$0.15 million or 25.8% due to the state mandated purchase of a new optical scan voting system.



- Facilities increases \$0.8 million or 10.9% primarily due to the operating impacts of four new buildings and increases in the cost of gas and electric.
- Fleet Management increases \$1.7 million or 32.1% primarily due to fuel costs and a new replacement grader.
- Health and Fringe Benefits increases \$1.5 million or 8.5% primarily due to medical and prescription cost increases.

**Debt, Transfers and Reserves Summary** – Summary of appropriations to Debt Service, Intergovernmental Transfers, Interfund Transfers and the Reserve for Contingencies

- Debt Service increases \$2.6 million or 12.1% due to planned bonding for capital projects in FY 09.
- Interfund Transfers decreases \$2.4 million or (14.7%) primarily due to reducing the transfer to the Capital Fund, decrease to LOSAP, and increase in the transfer to OPEB.

# General Fund Revenue Analysis

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Carroll County's General Fund receives revenues from over 120 sources including taxes, permit fees, State aid, user fees and investment income. Over 80% of the revenue comes from Real Property, Income Taxes and Recordation.

Revenue In Millions	FY 08 Budget	Percent of Total	FY 08 Revised Forecast	Percent of Total	FY 09 Budget	Percent of Total	Cumulative Percent of Total
Real Property	\$134.9	41.1%	\$138.1	41.5%	\$166.1	47.1%	47.1%
Income Tax	104.0	31.7%	107.0	32.2%	108.0	30.6%	77.6%
Recordation Tax	20.5	6.2%	15.0	4.5%	15.0	4.2%	81.9%
Highway & Motor Vehicle	12.0	3.7%	11.2	3.4%	11.0	3.1%	85.0%
Interest	7.8	2.7%	8.4	2.5%	5.0	1.4%	86.4%
Railroad & Public Utilities	6.8	2.1%	7.3	2.2%	6.8	1.9%	88.4%
Ordinary Business	6.5	2.0%	7.0	2.1%	7.0	2.0%	90.3%
911 Service Fee	1.3	0.4%	1.2	0.4%	1.2	0.3%	90.7%
Building Permits	0.5	0.2%	0.6	0.2%	0.7	0.2%	90.9%
<b>Total Major Revenues</b>	<b>\$294.3</b>	<b>89.9%</b>	<b>\$295.8</b>	<b>89.0%</b>	<b>\$321.1</b>	<b>90.9%</b>	<b>90.9%</b>
Total Annual Revenues	304.4	92.7%	305.9	92.0%	331.5	93.9%	93.9%
Other Revenues	24.0	7.3%	26.6	8.0%	21.5	6.1%	100.0%
<b>Total Revenue</b>	<b>\$328.4</b>	<b>100.0%</b>	<b>\$332.5</b>	<b>100.0%</b>	<b>\$353.0</b>	<b>100.0%</b>	<b>100.0%</b>

Percentages may not add to 100% due to rounding

## Top Five General Fund Revenues

### *Real Property Tax*

Largest Revenue Source at 47.1% 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 based on Election Districts, 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

Real property is assessed at 100% of market value with a tax rate of \$1.048 per one hundred dollars of full value. 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 tax increases to no more than 7% 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, the upcoming and the second-year following tax years. These estimates are the primary source for our property tax projections and can be accessed at [www.dat.state.md.us/sdatweb/stats](http://www.dat.state.md.us/sdatweb/stats). The second source of information is 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.

Real property tax is primarily a general fund revenue, except for approximately 3% that is dedicated to the capital fund for road improvements and land preservation through the Agricultural Preservation Program. Beginning in FY 06, \$30.9 million in additional property tax dollars were appropriated to the CIP to address specific one-time expenditures. As property tax growth remained strong, an additional \$25.4 million was appropriated in the CIP in FY 07, followed by another \$19.0 million in FY 08. In FY 09 and beyond no additional property taxes are being appropriated to the CIP.

The assessable base includes three major categories of assessment: residential property, commercial/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 on 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 comparison showing Carroll County in comparison to the assessable bases of other counties and Baltimore City.

In recent years the assessable base and property tax revenue experienced extraordinarily strong growth not witnessed since the late 1980's. This growth, like the growth of fifteen years ago, is driven primarily by rising residential property values.

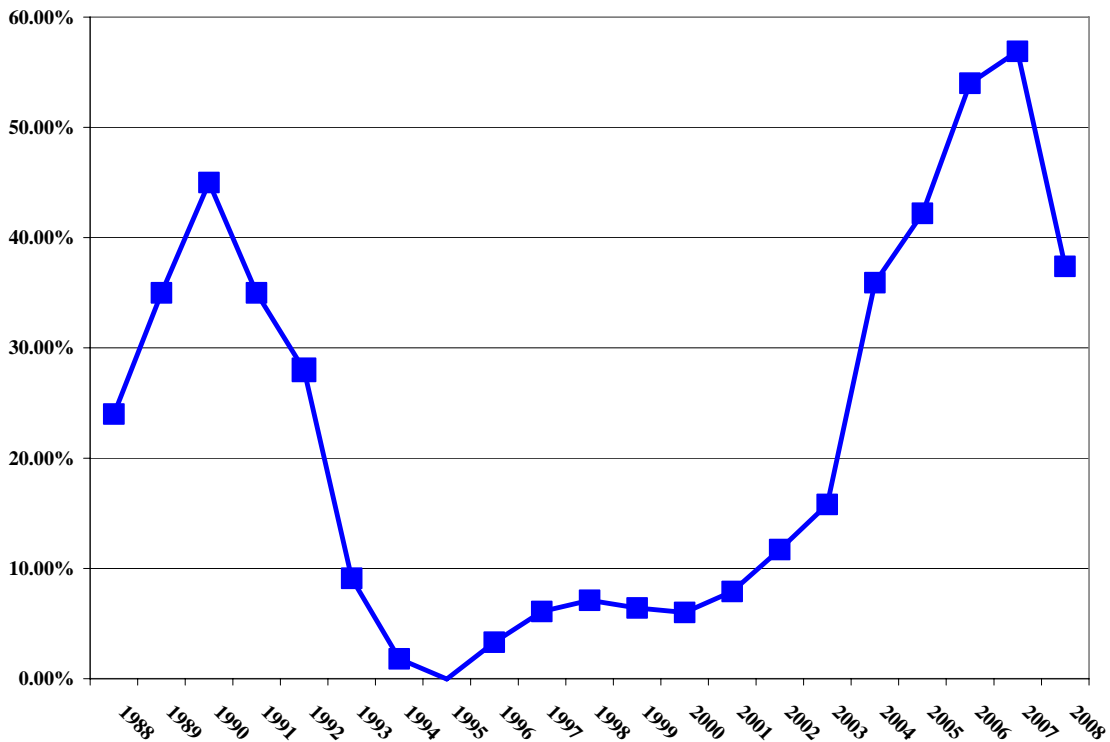
The real estate market has been cooling down since 2006; however, property tax revenue is strong in FY 09 and it should continue to be strong for years to come primarily due to two reasons.

The first factor is that assessments are not about the market today; rather, they are about the market of the past three years. Group 2 was reassessed this year with a 37% increase. That increase reflects the change in value from 2004 to 2007.

The second factor is the Homestead Tax Credit, which limits assessment increases to 7% for owner-occupied residential properties. The average home in Group 2 was reassessed at 37% (or 12% a year), but the most an existing homeowner's tax bill can increase is 7% a year. This means that 5% each year is being deferred. Even if future assessment increases dropped to zero, it would take five years until property taxes caught-up with today's assessments.

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**



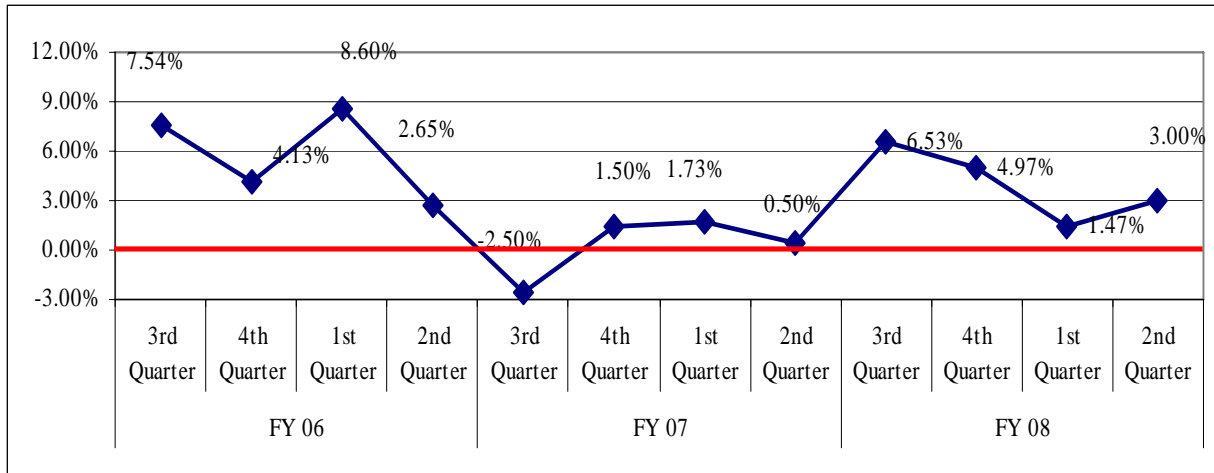
**Income Tax**

Second Largest Revenue Source at 30.6% of Total. Income tax is calculated as a percentage of net taxable State income. The Commissioners set the rate at 3.05%, although there is a State cap of 3.2%. The State Comptrollers Office administers, collects and distributes this tax to the counties and municipalities.

Income tax is primarily a general fund revenue; however, 9.1% of income tax is dedicated to the capital budget for school construction and debt service.

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 for the same period in the prior year.

**Growth on quarterly Income Tax Distributions**



The FY 09 Budget is set at \$108 million, which represents a growth rate of less than 1% over the FY 08 forecast. Our conservative estimate is based on a combination of factors: a downward trend in our quarterly distributions, expectations of a softening economy, and reductions to taxable income brought about during the State’s special session.

An analysis of our quarterly distributions shows a downward trend over the past few years. The drop in FY 07 is largely due to a change in the State’s distribution formula, but even factoring that out our growth rates are averaging 5%, which is a departure from the double digit growth rates we witnessed earlier in this decade.

This slowdown in quarterly distributions is largely due to the slowdown in the overall economy. We expect that slowdown to continue into FY 09 as the credit crunch, falling capital gains, rising unemployment and a downturn in consumer spending combine to slow the growth of taxable income.

Our trend and economic analysis results in a FY 09 baseline growth rate of 5% on the adjusted FY 08 base. Our forecast is in agreement with the State's Board of Revenue Estimates who likewise project a 5% growth rate for the State income tax.

The adjusted base for FY 08 is not the \$107 million we have predicted to end the year; rather, it is \$104 million. This difference is due to several of our minor distributions, which are largely reconciliations of prior tax years, coming in above expectations by \$3 million. These minor distributions can not be assured from year to year, and that is why we remove them from our base estimate.

A final source of downward pressure on income tax is the outcome of the General Assembly's Special Session. Most notable was legislation to increase the personal exemption amount from \$2,400 to \$3,200 for tax year 2008. This change was an effort to provide tax relief to the citizens of the State; however, it will be at the expense of the county tax collections. The State estimated the impact of this change to be \$2.6 million in on-going revenues to Carroll. The impact to the General Fund will be \$2.4 million. We are assuming cumulative revenue reductions of \$1.0 million in FY 08, \$1.2 million in FY 09 and \$0.2 million in FY 10. This reduction in taxable income is in addition to our baseline growth rate of 5%, meaning that our effective growth rate for FY 09 is actually 3.8%.

### ***Recordation***

Third Largest Revenue Source at 4.2% 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 growth had been strong in recent years due to low interest rates, a strong housing demand and rapidly rising home values. But, during the first six months of FY 06 the slow down in the real estate market began to negatively impact recordation revenues. In FY 07 our revenue was \$18.9 million and in FY 08 it was down to \$15.0 million. Both of these are down from the highest level of \$22.8 million in FY 06.

Our budget for FY 08 was \$20.5 million, which was based on a widely held assumption that FY 07 was the bottom of the housing market. We, along with many experts and economists, were wrong. The housing market slowdown turned out to be far longer and deeper than what was originally thought.

For FY 09 we don't expect the housing market to improve, but rather to level off. Therefore, we are setting the FY 09 budget at \$15 million. We arrived at this projection after analyzing our trend history and the real estate market with an emphasis on the local market.

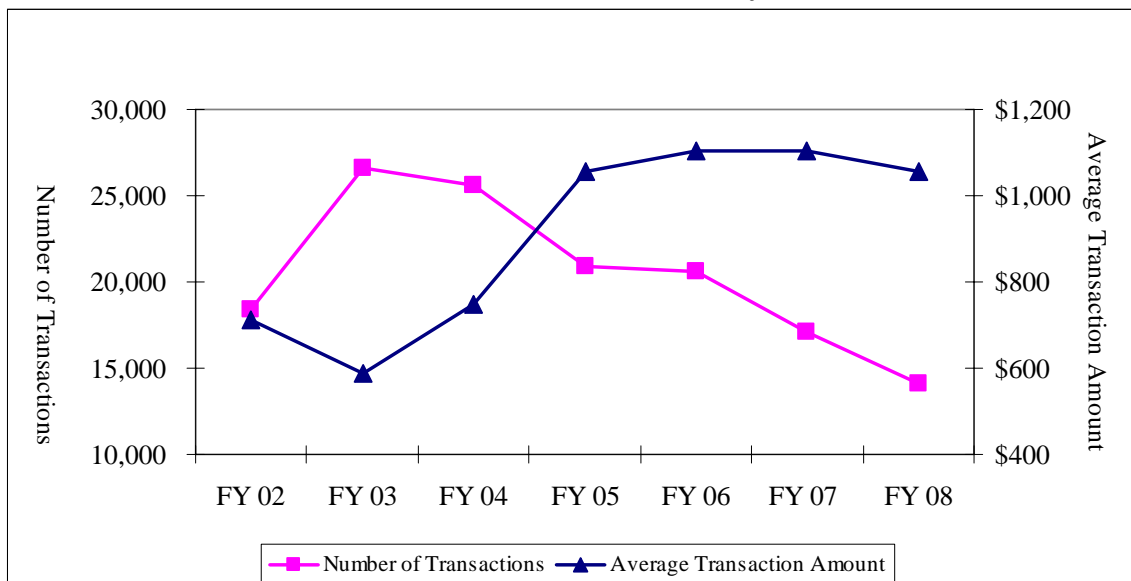
Our trend analysis supports our forecast that recordation will begin to flatten out after two years of declining revenue. In the past twenty years we have never experienced three straight years of falling revenue.

We review predictions from experts within the housing industry. Just as in FY 08, we are hearing of a recovery in the second half of FY 09. We aren't comfortable with this overly optimistic outlook. Our belief is that the real estate market will not begin to improve until FY 10, and even then we only expect to see gradual improvements.

Finally, we look to the local real estate market, particularly through accessing the Metropolitan Regional Information Systems database. Factors such as average home sale price, total units on the market, average days on the market and active listings were reviewed. Comparisons were made between the most recent twelve month period and the previous twelve month period. This data suggests that prices have dropped quickly during the last six months, hopefully getting the market closer to the bottom. The number of units sold also dropped rapidly during the last six months, suggesting that buyers are leery of entering the market before prices have reached the bottom. Days on the market and the active listings are both up, suggesting that houses are sitting longer and that the number of homes waiting to be sold has grown. All of this suggests that the necessary market corrections are taking place and at a more accelerated rate during the last six months. The unknown is how long this corrective action will take before the market levels off and begins to recover. Our budget does not anticipate any improvement this year, but more of a leveling off during the second half of the year.

Recordation revenue is driven by the number of transactions and the amount per transaction. The chart below shows the average transaction amounts leveling off, but the number of transactions per year falling off significantly. In FY 09 we expect the number of transactions to be approximately 13,500 and the transaction amounts to be \$1,110, both of which are the same levels we are seeing in FY 08. When the market starts to recover in FY 10, our expectation is the number of transactions will increase gradually as the housing inventory is reduced. Transaction amounts, however, will remain relatively flat as the home values level out after this current period of falling prices.

**Recordation Activity**



## ***Highway User Revenue***

Fourth Largest Revenue Source at 3.1% of Total. Highway User Revenue, the County's fourth largest revenue, is a State shared revenue based on motor fuel taxes, vehicle titling tax, vehicle registration fees and corporate income tax. The State allocates revenue based on road mileage and vehicle registrations. Carroll County receives approximately 2.2% of the total distribution.

The budget for this revenue is largely based on estimates provided by the State Highway Administration. Two factors are largely responsible for the projected drop from \$12 million in FY 08 to \$11 million in FY 09. First, both fuel and vehicle sales have declined due to rising prices and a softening economy, respectively. Second, the State made changes to the vehicle titling fees during the special session. The fee was increased from 5% to 6% and is applied to the net value of a new vehicle purchase less the value of the trade-in. The State will not share any of the increased revenue generated by the increase from 5% to 6%, but the counties will share in the expense of deducting the value of the trade-in.

As we did in FY 08, we are directly appropriating \$0.5 million of this revenue to road projects in the CIP for FY 09. Our plan is to increase this direct appropriation each year.

## ***Interest Income***

Fifth Largest Revenue Source at 1.4% of Total. 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 capital projects likely to be constructed, to determine whether tax dollars appropriated, are likely to be spent. This helps in determining whether the portfolio balance is likely to experience a material change, beyond what the trend analysis reflects. Third, we review the current market conditions and we follow the Federal Reserve pronouncements, in order to determine the expected interest rate.

For FY 07 our average portfolio balance was \$220 million and our average interest rate was 5.25%. With approximately 30% of these investments being Enterprise and Special revenue funds, \$8.6 million was earned in the General Fund. For FY 08 we budgeted \$7.8 million. This was based on the fact that we anticipated the average portfolio to drop to \$200 million, due to the spending of tax dollars on CIP projects, with the interest rate remaining close to 5%.



However, in reaction to a continued downturn in the economy, the Federal Reserve reduced the federal funds rate six times since September taking it from 5.25% to 2.00%. As a result of these rate reductions, short term investment rates dropped. Although our investments that matured were reinvested at a lower than expected rate, other investments continued to earn a higher than market rate. We were additionally insulated from a dramatic decrease in interest because the use of tax dollars for CIP projects didn't happen as quickly as expected, so the portfolio balance remained closer to \$240 million. This combination of factors kept interest up for the year, but this won't be the case going forward.

Going into FY 09 the market rate for comparable investments is 2.4% and the weighted average of the current portfolio is 2.9%. The Federal Reserve is not expected to reduce rates any further, out of concern about inflation. In fact, a rate increase is predicted for the fall. For FY 09 \$5 million is budgeted. This budget is based on maintaining a \$230 million portfolio, earning 3.0%.

### **Other Revenues of Note**

#### ***Ordinary Business***

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 with a tax rate of \$2.62 per \$100 of assessed value. 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. Revenue growth of approximately 2% is projected for FY 09 based on State provided assessment estimates, which can be accessed at [www.dat.state.md.us/sdatweb/stats](http://www.dat.state.md.us/sdatweb/stats).

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

Property taxes for both railroads and public utilities are combined into one revenue. A tax rate of \$1.048 per \$100 of assessed value is applied to railroad real property, while a tax rate of \$2.62 is applied to railroad personal property and both to the real and personal property of public utilities.

In Carroll County, approximately 85% of these collections come from two utility companies, BGE and Verizon. RR&PU revenue in FY 08 was projected to grow approximately 5% to \$6.8 million based on State provided assessment estimates which can be accessed at [www.dat.state.md.us/sdatweb/stats](http://www.dat.state.md.us/sdatweb/stats).. Nearly all of this increase is due to higher assessments on BGE property. However, due to a one-time late payment from AT&T, the final amount was \$7.2 million.

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

The State of Maryland requires all counties to have in operation an enhanced 911 system, making available police, fire fighting and emergency medical services. In order to partially fund this expense, Carroll County imposes a monthly service fee of 75 cents on all telephones, both cellular and landlines. With no significant growth in the number of lines foreseen, the FY 09 forecast of \$1.2 million is largely unchanged from FY 08.

### ***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 million 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. Our projection for FY 09 is \$0.7 million. Countywide, the housing market and water issues are expected to limit revenue, but we are expecting an increase due the opening of a new water treatment plant in the Freedom Area.

### ***Annual Revenues***

Annual revenues, ranging from property taxes to park entrance fees, generate more than 90% of total revenue. Individual revenues may from year to year experience different rates of growth, or in some cases decline, but over the past ten years annual revenues as a whole, with few exceptions, increased between 4% and 10% each year. Only when revenues are sustainable will on-going expenditures, such as hiring teachers or law enforcement officers, be funded.

### ***Other Revenues***

Revenues that are not considered reoccurring are given separate recognition in the Budget. Referred to as other revenues or below the line, these funds vary greatly from year to year.

The largest component of other revenues is the prior year unappropriated reserve, which is commonly referred to as the surplus. The unappropriated reserve budgeted for FY 09 is approximately \$11.3 million.

The second largest component at \$7.5 million is dedicated local income tax revenue for Public School construction that is transferred into the General Fund to pay debt service on school construction.

# Assessable Base

## Comparison of Maryland Jurisdictions by Property Type

Jurisdiction	FY 06			FY 07			FY 08			FY 09		
	Commercial/ Industrial	Residential	Agricultural	Commercial/ Industrial	Residential	Agricultural	Commercial/ Industrial	Residential	Agricultural	Commercial/ Industrial	Residential	Agricultural
Baltimore City	27.59%	72.41%	0.00%	26.24%	73.76%	0.00%	24.80%	75.20%	0.00%	<b>24.04%</b>	75.96%	0.00%
Allegany	24.86%	72.28%	2.86%	24.32%	72.78%	2.90%	23.78%	73.16%	3.06%	<b>22.82%</b>	74.03%	3.15%
Washington	23.74%	71.52%	4.74%	22.52%	72.62%	4.85%	21.21%	73.93%	4.86%	<b>20.49%</b>	74.60%	4.90%
Wicomico	22.40%	72.54%	5.06%	20.97%	74.02%	5.02%	19.60%	75.49%	4.91%	<b>18.43%</b>	76.67%	4.90%
Prince George's	17.16%	82.79%	0.05%	16.20%	83.76%	0.04%	15.49%	84.48%	0.03%	<b>15.97%</b>	84.00%	0.03%
Baltimore Co.	18.80%	79.74%	1.46%	17.64%	80.93%	1.44%	16.50%	82.11%	1.39%	<b>15.91%</b>	82.72%	1.38%
Cecil	16.46%	77.63%	5.92%	15.91%	78.45%	5.64%	15.46%	78.99%	5.55%	<b>15.24%</b>	79.29%	5.47%
Anne Arundel	16.03%	83.26%	0.71%	15.36%	83.91%	0.73%	14.41%	84.85%	0.75%	<b>14.47%</b>	84.78%	0.75%
Montgomery	16.29%	83.33%	0.38%	15.53%	84.11%	0.36%	14.81%	84.81%	0.39%	<b>14.40%</b>	85.20%	0.41%
Howard	17.55%	81.33%	1.12%	16.57%	82.34%	1.09%	14.97%	83.96%	1.07%	<b>14.26%</b>	84.73%	1.01%
Frederick	16.13%	78.94%	4.93%	14.85%	80.22%	4.94%	14.05%	81.11%	4.84%	<b>13.92%</b>	81.20%	4.88%
Worcester	15.76%	82.23%	2.01%	14.78%	83.46%	1.75%	14.50%	83.89%	1.61%	<b>13.78%</b>	84.66%	1.55%
Somerset	13.74%	73.41%	12.85%	13.45%	75.09%	11.47%	13.22%	76.24%	10.54%	<b>13.49%</b>	76.07%	10.44%
Harford	14.46%	82.19%	3.36%	13.83%	82.97%	3.20%	13.17%	83.64%	3.20%	<b>13.08%</b>	83.72%	3.20%
Dorchester	20.78%	67.68%	11.54%	15.33%	73.07%	11.60%	13.76%	75.03%	11.22%	<b>12.91%</b>	76.20%	10.89%
Charles	15.40%	81.84%	2.76%	14.16%	83.04%	2.80%	13.26%	84.03%	2.70%	<b>12.65%</b>	84.63%	2.71%
Kent	13.11%	72.88%	14.00%	12.52%	73.81%	13.67%	12.02%	74.69%	13.29%	<b>11.24%</b>	75.79%	12.96%
Caroline	13.08%	71.05%	15.87%	11.93%	73.10%	14.96%	11.11%	74.39%	14.50%	<b>10.69%</b>	75.25%	14.06%
<b>Carroll</b>	<b>11.60%</b>	<b>83.21%</b>	<b>5.19%</b>	<b>11.46%</b>	<b>83.44%</b>	<b>5.10%</b>	<b>10.78%</b>	<b>84.18%</b>	<b>5.04%</b>	<b>10.33%</b>	<b>84.61%</b>	<b>5.07%</b>
Garrett	10.14%	84.70%	5.15%	9.61%	85.71%	4.68%	9.75%	85.77%	4.48%	<b>9.58%</b>	85.94%	4.48%
Talbot	10.41%	78.31%	11.27%	9.66%	78.97%	11.37%	9.46%	79.47%	11.06%	<b>9.50%</b>	79.35%	11.16%
St. Mary's	11.98%	82.71%	5.32%	11.41%	83.35%	5.23%	10.31%	84.47%	5.22%	<b>9.39%</b>	85.27%	5.35%
Calvert	7.17%	90.09%	2.74%	6.66%	90.69%	2.65%	6.40%	91.02%	2.58%	<b>8.60%</b>	88.90%	2.50%
Queen Anne's	8.77%	81.38%	9.85%	8.33%	82.10%	9.58%	8.51%	82.10%	9.39%	<b>8.53%</b>	82.02%	9.45%
State Total	16.84%	81.30%	1.85%	15.91%	82.29%	1.81%	15.03%	83.19%	1.79%	14.79%	83.43%	1.78%

Numbers may not add to 100% due to rounding.  
Source: State Department of Assessments and Taxation, AIMS 2 Report  
Chart Organized by Commercial/Industrial Assessable Base

General Fund Revenues

# General Fund Operating Revenues

Revenue	FY 07 Actual	FY 08 Budget	FY 09 Budget	Increase (Decrease)	% Change
Real Property Tax - Full year levy	\$126,813,863	\$157,913,300	\$199,640,400	\$41,727,100	26.42%
Taxes - Discounts	(650,150)	(600,000)	(750,000)	(150,000)	-25.00%
Homeowner Tax Credit	(492)	0	0	0	0.00%
Penalty and Interest	667,092	600,000	700,000	100,000	16.67%
Homestead Tax Credit	(11,764,370)	(23,400,000)	(34,250,000)	(10,850,000)	-46.37%
Home Tax Credit	(25,566)	(25,000)	(25,000)	0	0.00%
Personal Property Tax	299,581	300,000	300,000	0	0.00%
Railroad & Public Utility	6,751,058	6,750,000	6,800,000	50,000	0.74%
Ordinary Business Tax	6,641,419	6,500,000	7,000,000	500,000	7.69%
Collections Office - Over/Under	86	(100)	(100)	0	0.00%
Prior Years Taxes Deferred	15,493	250,000	250,000	0	0.00%
Semi-Annual Service Charges	518,156	200,000	500,000	300,000	150.00%
<b>Total Local Property Taxes</b>	<b>\$129,266,171</b>	<b>\$148,488,200</b>	<b>\$180,165,300</b>	<b>\$31,677,100</b>	<b>21.33%</b>
<b>Income Tax</b>	<b>\$100,272,976</b>	<b>\$104,000,000</b>	<b>\$108,000,000</b>	<b>\$4,000,000</b>	<b>3.85%</b>
Admissions	\$405,295	\$400,000	\$400,000	\$0	0.00%
PILOT	25,868	0	0	0	0.00%
911 Service Fee	1,600,475	1,350,000	1,225,000	(\$125,000)	-9.26%
Recordation Fee	18,902,094	20,500,000	15,000,000	(5,500,000)	-26.83%
<b>Other Local Taxes</b>	<b>\$20,933,731</b>	<b>\$22,250,000</b>	<b>\$16,625,000</b>	<b>(\$5,625,000)</b>	<b>-25.28%</b>
Recordation - State shared	\$6,480	\$0	\$0	0	0.00%
Police Aid - Regular Grant	905,329	975,000	915,000	(60,000)	-6.15%
Highway User Revenue	11,817,432	12,000,000	11,000,000	(1,000,000)	-8.33%
<b>Total State Shared Taxes</b>	<b>\$12,729,241</b>	<b>\$12,975,000</b>	<b>\$11,915,000</b>	<b>(\$1,060,000)</b>	<b>-8.17%</b>
Beer, Wine, Liquor	\$203,651	\$200,000	\$200,000	\$0	0.00%
Amusements	13,144	10,000	8,000	(2,000)	-20.00%
Traders Licenses	135,220	140,000	140,000	0	0.00%
Mobile Home Licenses	72,047	72,000	72,000	0	0.00%
Animal Licenses	100,587	75,000	110,000	35,000	46.67%
Building Permits	625,648	500,000	700,000	200,000	40.00%
Plumbing Licenses	47,275	14,000	40,000	26,000	185.71%
Marriage Licenses	29,500	36,000	33,000	(3,000)	-8.33%
Electrical Licenses	60,610	19,000	50,000	31,000	163.16%
Utility Construction Permits	14,400	27,000	27,000	0	0.00%
Electrical Permits	199,960	200,000	225,000	25,000	12.50%
Grading Permits	36,679	32,000	41,000	9,000	28.13%
Use & Occupancy Certificates	52,815	50,000	53,000	3,000	6.00%
Zoning Certificates/Ordinances	5,757	4,000	2,000	(2,000)	-50.00%
Plumbing Permits	181,142	150,000	190,000	40,000	26.67%
Reinspection Fees	3,150	6,000	3,000	(3,000)	-50.00%
<b>Total Licenses and Permits</b>	<b>\$1,781,584</b>	<b>\$1,535,000</b>	<b>\$1,894,000</b>	<b>\$359,000</b>	<b>23.39%</b>

# General Fund Operating Revenues

Revenue	FY 07 Actual	FY 08 Budget	FY 09 Budget	Increase (Decrease)	% Change
Johnson Grass - State Dollars	\$784	\$4,000	\$4,000	\$0	0.00%
State Aid - Fire Companies	261,040	265,000	265,000	0	0.00%
Recreation & Parks Facilities	11,017	5,000	12,000	7,000	140.00%
Security Interest	445	0	0	0	0.00%
Dept Environment	(6,210)	0	0	0	0.00%
Grand Petit in Circuit Court	33,535	27,000	33,000	6,000	22.22%
Circuit Court Master reimbursement	213,881	334,500	350,000	15,500	4.63%
<b>Total Intergovernmental</b>	<b>\$514,492</b>	<b>\$635,500</b>	<b>\$664,000</b>	<b>\$28,500</b>	<b>4.48%</b>
Westminster reimbursement	\$41,153	\$0	\$0	\$0	0.00%
Lien Certification	120,367	120,000	145,000	\$25,000	20.83%
Data Processing Services	6,618	13,000	10,000	(3,000)	-23.08%
Hearing Fees - Zoning	18,535	27,000	24,000	(3,000)	-11.11%
Copy Fees	21,027	18,000	19,000	1,000	5.56%
Telephone	61,146	65,000	60,000	(5,000)	-7.69%
Health Dept - BGE	63,790	45,000	50,000	5,000	11.11%
Hearing Fees - Zoning Administration	5,861	4,500	6,000	1,500	33.33%
<b>Total General Government</b>	<b>\$338,496</b>	<b>\$292,500</b>	<b>\$314,000</b>	<b>\$21,500</b>	<b>7.35%</b>
Sheriff Salary Recovery	\$2,697	\$3,500	\$3,000	(\$500)	-14.29%
Sheriff Fees	88,971	90,000	100,000	10,000	11.11%
Detention Center	1,406,739	800,000	900,000	100,000	12.50%
Sheriff - Town Deputies	76,328	80,000	125,000	45,000	56.25%
Inspection Fees - Towns	29,670	40,000	0	(40,000)	-100.00%
Inspection Fees - Roads	53,353	90,000	100,000	10,000	11.11%
Inspection Fees - Development Review	25,067	25,000	15,000	(10,000)	-40.00%
Detention Center - Commissary	30,352	26,000	28,000	2,000	7.69%
Detention Center - Work Release	135,102	150,000	145,000	(5,000)	-3.33%
Home Detention	46,875	58,000	48,000	(10,000)	-17.24%
ICE Inmates	96,561	150,000	150,000	0	0.00%
ICE Transportation	90,936	10,000	45,000	35,000	350.00%
ICE Medical	1,625	500	1,000	500	100.00%
Social Security Admin Incentive Prog	800	2,000	1,000	(1,000)	-50.00%
Juvenile Transport	116,577	125,000	60,000	(65,000)	-52.00%
<b>Total Public Safety</b>	<b>\$2,201,652</b>	<b>\$1,650,000</b>	<b>\$1,721,000</b>	<b>\$71,000</b>	<b>4.30%</b>
Circuit Court Annex - Rent & Heat	\$6,414	\$0	\$0	\$0	0.00%
Vehicle Maintenance	894,091	900,000	500,000	(400,000)	-44.44%
Road Maintenance	90,848	80,000	70,000	(10,000)	-12.50%
Development Review Fees	269,439	355,000	310,000	(45,000)	-12.68%
Fuel recovery	0	0	1,000,000	1,000,000	100.00%
Stormwater / Environmental Review Fees	86,374	100,000	105,000	5,000	5.00%
Engineering Review Fees	50,624	60,000	50,000	(10,000)	-16.67%
Forest Conservation Review Fees	56,502	40,000	47,000	7,000	17.50%
Tower Fees	2,500	7,600	2,500	(5,100)	-67.11%
Weed Control	5,308	7,000	7,000	0	0.00%
<b>Total Public Works</b>	<b>\$1,462,100</b>	<b>\$1,549,600</b>	<b>\$2,091,500</b>	<b>\$541,900</b>	<b>34.97%</b>

# General Fund Operating Revenues

Revenue	FY 07 Actual	FY 08 Budget	FY 09 Budget	Increase (Decrease)	% Change
Hashawha / Bear Br Gen'l Pub Programs	\$13,482	\$20,000	\$17,000	(\$3,000)	-15.00%
Hashawha / Bear Br School Programs	7,442	10,000	9,000	(1,000)	-10.00%
Hashawha Outdoor School - Meals	148,761	145,000	145,000	0	0.00%
Hashawha / Bear Br Concessions	2,768	3,000	4,000	1,000	33.33%
Farm Museum - Admissions	351,557	360,000	400,000	40,000	11.11%
Farm Museum - Concessions	50,188	57,000	55,000	(2,000)	-3.51%
Piney Run - Admissions	142,911	130,000	145,000	15,000	11.54%
Hashawha Fees	381,248	210,000	210,000	0	0.00%
Hashawha Milk Subsidy	4,774	5,000	5,000	0	0.00%
Piney Run Pavilion & Facility Rentals	35,678	26,000	36,000	10,000	38.46%
Piney Run Concessions	16,290	18,000	16,000	(2,000)	-11.11%
Piney Run Boat Rentals	43,216	40,000	44,000	4,000	10.00%
Piney Run Programs	2,180	10,000	2,000	(8,000)	-80.00%
Piney Run Nature Center Programs	20,229	13,000	17,000	4,000	30.77%
Piney Run Nature Center Facility	0	200	200	0	0.00%
Piney Run Nature Camp	41,844	45,000	42,000	(3,000)	-6.67%
Piney Run Nature Center Concessions	5,549	5,000	6,000	1,000	20.00%
Sports Complex - Concessions	32,270	45,000	40,000	(5,000)	-11.11%
Sports Complex - Rent / Light	76,003	65,000	50,000	(15,000)	-23.08%
Sports Complex - Advertisement	725	500	500	0	0.00%
Farm Museum sponsor	4,000	0	4,000	4,000	100.00%
Bus trip revenue	10,461	0	0	0	0.00%
<b>Total Recreation</b>	<b>\$1,391,576</b>	<b>\$1,207,700</b>	<b>\$1,247,700</b>	<b>\$40,000</b>	<b>3.31%</b>
Circuit Court Fines	\$41,881	\$55,000	\$42,000	(\$13,000)	-23.64%
Liquor License Fines	5,850	6,000	5,000	(1,000)	-16.67%
Animal Violation Fines	23,600	18,000	23,000	5,000	27.78%
Civil Zoning Violations	740	3,000	1,000	(2,000)	-66.67%
Humane Society Impound Fees	11,686	8,000	13,000	5,000	62.50%
Parking Violations	2,998	3,000	500	(2,500)	-83.33%
<b>Total Fines and Forfeits</b>	<b>\$86,754</b>	<b>\$93,000</b>	<b>\$84,500</b>	<b>(\$8,500)</b>	<b>-9.14%</b>
Interest	\$70,391	\$6,000	\$15,000	\$9,000	150.00%
Interest - Fire Company	593,011	689,000	590,000	(99,000)	-14.37%
Investment Interest	8,622,671	7,800,000	5,000,000	(2,800,000)	-35.90%
Unrealized Gains/Loss	(475)	0	0	0	0.00%
Rents and Royalties	1,392,547	210,000	185,000	(25,000)	-11.90%
Rent - Dept. of Social Services	284,564	350,000	350,000	0	0.00%
Humane Society Refunds	26,704	20,000	5,000	(15,000)	-75.00%
Health Dept. Refunds	75,566	0	0	0	0.00%
Social Services Refunds	50,550	55,000	55,000	0	0.00%
Advertising	11,500	14,000	14,000	0	0.00%
Phone / Pager	212	300	300	0	0.00%
Jury Duty	216	300	300	0	0.00%
Postage	30,198	40,000	32,000	(8,000)	-20.00%
Equipment Sales	50,074	50,000	40,000	(10,000)	-20.00%

# General Fund Operating Revenues

Revenue	FY 07 Actual	FY 08 Budget	FY 09 Budget	Increase (Decrease)	% Change
Woodland Management	28	500	500	0	0.00%
Miscellaneous	511,715	150,000	100,000	(50,000)	-33.33%
Activities - Farm Museum general	40,293	40,000	40,000	0	0.00%
<b>Total Other</b>	<b>\$11,759,767</b>	<b>\$9,425,100</b>	<b>\$6,427,100</b>	<b>(\$2,998,000)</b>	<b>-31.81%</b>
Health Department	\$2,847	\$2,000	\$1,000	(\$1,000)	-50.00%
Pension Recovery - Enterprise & Grant	27,475	168,100	175,000	6,900	4.10%
County Attorney Fees	165,862	175,000	183,000	8,000	4.57%
<b>Total Cost Recovery</b>	<b>\$196,184</b>	<b>\$345,100</b>	<b>\$359,000</b>	<b>\$13,900</b>	<b>4.03%</b>
<b>Total Annual Revenue</b>	<b>\$282,934,725</b>	<b>\$304,446,700</b>	<b>\$331,508,100</b>	<b>\$27,061,400</b>	<b>8.89%</b>
Board of Education Surplus	\$363,331	\$246,461	\$73,448	(\$173,013)	-70.20%
Prior Year Unappropriated Reserve	12,891,533	13,542,642	11,302,102	(2,240,540)	-16.54%
Special Revenue Fund: Hotel Rental Tax	259,595	282,700	311,350	28,650	10.13%
Special Revenue Fund: Cable Franchise Fee	0	702,800	801,000	98,200	13.97%
Transfer from Capital Fund	6,014,850	7,953,697	7,500,000	(453,697)	-5.70%
Prior Year IPA	0	1,197,000	1,504,000	307,000	25.65%
<b>Total Operating Revenue</b>	<b>\$302,464,035</b>	<b>\$328,372,000</b>	<b>\$353,000,000</b>	<b>\$24,628,000</b>	<b>7.50%</b>

Board of Education Surplus	Board of Education funds remaining in their operating budget are returned to the County in the following year.
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 for tourism and promotion of the County that is transferred into the General Fund.
Special Revenue Fund: Cable Franchise Fee	Dedicated Cable Franchise Fee revenue that is transferred into the General Fund to pay expenses related to public service programming on cable television.
Transfer from Capital Fund	Dedicated local income tax revenue for Public School construction that is transferred into the General Fund to pay debt service on school construction.
Prior Year IPA	Agriculture Preservation funds from the Capital Budget transferred into the General Fund to pay for Debt Service on Installment Purchase Agreements.

# Operating Plan

## Fiscal Years 2009-2014

Department/Agency	FY 09 Budget	FY 10 Planned	FY 11 Planned	FY 12 Planned	FY 13 Planned	FY 14 Planned
<b>General Government</b>						
Comptroller Administration	\$264,440	\$277,277	\$290,744	\$304,873	\$319,696	\$335,248
Accounting	709,340	743,149	778,577	815,725	854,679	895,525
Bond Issuance Expense	179,370	184,751	190,294	196,002	201,883	207,939
Collections Office	432,740	453,031	474,730	497,485	521,348	546,375
Independent Post Audit	50,000	60,000	63,000	66,150	69,458	72,930
Purchasing	420,690	438,371	458,025	478,594	500,121	522,652
<b>Total Comptroller</b>	<b>\$2,056,580</b>	<b>\$2,156,579</b>	<b>\$2,255,369</b>	<b>\$2,358,829</b>	<b>\$2,467,184</b>	<b>\$2,580,669</b>
County Attorney	\$948,860	\$992,983	\$1,097,911	\$1,149,717	\$1,204,020	\$1,260,943
Board of License Commissioners	104,000	109,087	114,425	120,026	125,903	132,071
Board of Zoning Appeals	92,250	96,120	100,161	104,381	108,789	113,392
<b>Total County Attorney</b>	<b>\$1,145,110</b>	<b>\$1,198,190</b>	<b>\$1,312,497</b>	<b>\$1,374,124</b>	<b>\$1,438,712</b>	<b>\$1,506,406</b>
Economic Development Administration	\$632,920	\$660,198	\$688,709	\$718,510	\$749,663	\$782,230
CCBERC	146,490	153,484	160,818	168,508	176,573	185,030
Economic Development Infrastructure and Grants	4,000,000	4,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Tourism	311,350	302,784	314,695	327,105	340,036	353,511
<b>Total Economic Development</b>	<b>\$5,090,760</b>	<b>\$5,116,466</b>	<b>\$4,164,222</b>	<b>\$4,214,124</b>	<b>\$4,266,272</b>	<b>\$4,320,770</b>
General Services Administration	\$230,400	\$241,823	\$253,814	\$266,401	\$279,615	\$293,486
Building Construction	427,630	448,764	470,948	494,233	518,674	544,329
Central Warehouse	221,870	232,601	244,181	256,339	269,104	282,505
Facilities	8,298,960	9,563,042	9,944,584	10,336,851	10,773,695	11,163,812
Fleet Management	7,131,360	7,145,591	7,376,833	7,588,230	7,838,571	8,147,834
Permits and Inspections	1,220,690	1,285,197	1,344,833	1,411,513	1,485,909	1,559,521
<b>Total General Services</b>	<b>\$17,530,910</b>	<b>\$18,917,017</b>	<b>\$19,635,192</b>	<b>\$20,353,566</b>	<b>\$21,165,568</b>	<b>\$21,991,487</b>
Human Resources Administration	\$775,130	\$812,343	\$851,371	\$892,302	\$935,231	\$980,256
Health and Fringe Benefits	18,664,190	20,874,119	21,667,854	25,430,710	28,052,911	30,928,393
Personnel Services	129,900	136,391	143,206	150,363	157,876	165,766
<b>Total Human Resources</b>	<b>\$19,569,220</b>	<b>\$21,822,853</b>	<b>\$22,662,431</b>	<b>\$26,473,375</b>	<b>\$29,146,019</b>	<b>\$32,074,414</b>
Department of Technology Services	2,929,400	3,268,352	3,425,457	3,722,997	3,859,014	4,010,419
Production and Distribution	389,250	403,068	417,407	432,289	447,736	463,770
<b>Total Department of Technology Svcs</b>	<b>\$3,318,650</b>	<b>\$3,671,420</b>	<b>\$3,842,864</b>	<b>\$4,155,286</b>	<b>\$4,306,750</b>	<b>\$4,474,189</b>
Management and Budget Administration	\$189,450	\$198,735	\$208,478	\$218,702	\$229,432	\$240,692
Budget	462,900	476,204	499,720	524,403	550,311	577,505
Grant Management	118,600	124,337	130,356	136,669	143,292	150,240
Risk Management	2,262,080	2,433,302	2,556,467	2,682,490	2,816,465	2,957,138
<b>Total Management and Budget</b>	<b>\$3,033,030</b>	<b>\$3,232,578</b>	<b>\$3,395,021</b>	<b>\$3,562,265</b>	<b>\$3,739,500</b>	<b>\$3,925,575</b>
Planning Administration	\$624,360	\$653,256	\$683,528	\$715,241	\$748,467	\$783,277
Comprehensive Planning	692,710	725,735	761,413	798,857	838,154	879,396
Environmental Compliance	228,220	241,979	250,234	265,048	274,410	290,386
Resource Management	917,910	961,521	1,008,156	1,057,082	1,108,415	1,162,271
Development Review	409,300	427,646	448,683	470,763	493,936	518,256
<b>Total Planning</b>	<b>\$2,872,500</b>	<b>\$3,010,137</b>	<b>\$3,152,014</b>	<b>\$3,306,992</b>	<b>\$3,463,381</b>	<b>\$3,633,587</b>
TV Production	\$91,850	\$92,639	\$97,251	\$102,093	\$107,177	\$112,514
Board of Elections	732,230	690,084	881,094	837,093	867,448	723,302
County Commissioners	711,240	745,079	931,098	1,007,934	1,056,317	1,107,059
Office of Public Information	132,800	138,992	145,479	152,278	159,401	166,867
Management Analysis	170,170	171,960	187,147	189,372	205,823	208,547
Zoning Administrator	172,710	180,687	189,476	198,697	208,371	218,521
<b>Total General Government Other</b>	<b>\$2,011,000</b>	<b>\$2,019,441</b>	<b>\$2,431,546</b>	<b>\$2,487,467</b>	<b>\$2,604,537</b>	<b>\$2,536,810</b>
<b>Total General Government</b>	<b>\$56,627,760</b>	<b>\$61,144,680</b>	<b>\$62,851,156</b>	<b>\$68,286,028</b>	<b>\$72,597,922</b>	<b>\$77,043,907</b>



# Operating Plan

## Fiscal Years 2009-2014

Department/Agency	FY 09 Budget	FY 10 Planned	FY 11 Planned	FY 12 Planned	FY 13 Planned	FY 14 Planned
<b>Public Safety and Corrections</b>						
Circuit Court	\$1,321,210	\$1,409,735	\$1,503,666	\$1,576,222	\$1,652,333	\$1,732,174
Circuit Court Masters	490,230	510,237	535,598	562,223	590,174	619,517
Orphans Court	31,960	32,019	32,079	32,142	32,206	32,272
Volunteer Community Service Program	133,670	140,252	147,159	154,409	162,018	170,004
<b>Total Courts</b>	<b>\$1,977,070</b>	<b>\$2,092,242</b>	<b>\$2,218,503</b>	<b>\$2,324,996</b>	<b>\$2,436,731</b>	<b>\$2,553,967</b>
Emergency Management	\$24,960	\$25,949	\$26,949	\$28,062	\$29,187	\$30,324
Office of Public Safety and 911	3,350,000	3,489,197	3,576,587	3,722,836	3,875,308	4,031,581
<b>Total Public Safety</b>	<b>\$3,374,960</b>	<b>\$3,515,146</b>	<b>\$3,603,536</b>	<b>\$3,750,898</b>	<b>\$3,904,495</b>	<b>\$4,061,905</b>
Detention Center	\$6,525,000	\$7,368,563	\$7,720,719	\$8,089,891	\$8,476,908	\$8,882,637
Sheriff's Services	5,112,350	5,359,706	5,621,258	5,895,695	6,183,655	6,485,808
<b>Total Sheriff's Services</b>	<b>\$11,637,350</b>	<b>\$12,728,269</b>	<b>\$13,341,977</b>	<b>\$13,985,587</b>	<b>\$14,660,563</b>	<b>\$15,368,445</b>
State's Attorney-Criminal Prosecution	\$2,118,860	\$2,221,097	\$2,329,697	\$2,443,653	\$2,563,232	\$2,688,711
Victim Witness Assistance	180,200	218,534	229,167	240,322	252,205	264,305
<b>Total State's Attorney</b>	<b>\$2,299,060</b>	<b>\$2,439,631</b>	<b>\$2,558,863</b>	<b>\$2,683,975</b>	<b>\$2,815,257</b>	<b>\$2,953,016</b>
Animal Control	\$752,500	\$821,747	\$858,605	\$897,152	\$899,468	\$940,639
EMS 24/7 Services	3,637,760	3,819,648	4,010,630	4,211,162	4,421,720	4,642,806
Resident Trooper Program	5,585,220	5,864,481	6,157,705	6,465,590	6,788,870	7,128,313
Law Enforcement	158,040	300,062	456,467	627,675	814,779	1,018,939
Volunteer Emergency Services Association	6,291,280	6,605,844	6,936,136	7,274,263	7,628,862	8,010,305
<b>Total Public Safety and Corrections Other</b>	<b>\$16,424,800</b>	<b>\$17,411,782</b>	<b>\$18,419,543</b>	<b>\$19,475,842</b>	<b>\$20,553,698</b>	<b>\$21,741,003</b>
<b>Total Public Safety and Correction</b>	<b>\$35,713,240</b>	<b>\$38,187,070</b>	<b>\$40,142,422</b>	<b>\$42,221,297</b>	<b>\$44,370,745</b>	<b>\$46,678,336</b>
<b>Public Works</b>						
Public Works Administration	\$307,920	\$322,969	\$338,760	\$355,330	\$372,717	\$390,963
Engineering Administration	296,630	311,297	326,691	342,851	359,813	377,618
Engineering-Construction Inspection	344,090	361,202	381,296	398,090	420,022	440,874
Engineering-Design	331,890	342,651	359,603	377,398	396,077	415,684
Engineering Survey	204,830	212,861	224,677	236,801	249,453	263,060
Roads Operations	7,204,000	7,532,785	7,891,236	8,223,032	8,569,543	8,931,448
Storm Emergencies	1,500,000	1,544,449	1,599,397	1,656,424	1,715,614	1,777,055
Traffic Control	265,790	278,764	287,127	295,740	304,613	313,751
<b>Total Public Works</b>	<b>\$10,455,150</b>	<b>\$10,906,976</b>	<b>\$11,408,787</b>	<b>\$11,885,667</b>	<b>\$12,387,852</b>	<b>\$12,910,453</b>
<b>Citizen Services</b>						
Citizen Services Administration	\$297,930	\$312,525	\$327,840	\$343,912	\$360,777	\$378,476
Aging	915,760	997,794	1,092,419	1,135,022	1,190,224	1,243,156
Carroll County Advocacy and Investigation Center	147,630	154,749	162,215	170,047	178,262	186,879
<b>Total Citizen Services</b>	<b>\$1,361,320</b>	<b>\$1,465,067</b>	<b>\$1,582,474</b>	<b>\$1,648,980</b>	<b>\$1,729,264</b>	<b>\$1,808,511</b>
Access Carroll	\$27,320	\$28,140	\$28,984	\$29,853	\$30,749	\$31,671
ARC of Carroll County	246,340	253,730	261,342	269,182	277,258	285,576
Change	246,340	253,730	261,342	269,182	277,258	285,576
Long Term Treatment Facility	1,125,500	1,159,265	1,194,043	1,229,864	1,266,760	1,304,763
Family and Children's Services Domestic Violence	73,150	75,345	77,605	79,933	82,331	84,801
Family and Children's Services Sexual Abuse Treatment	202,100	208,163	214,408	220,840	227,465	234,289
Granite House	106,090	109,273	112,551	115,927	119,405	122,987
Health Department	3,426,910	3,598,256	3,778,168	3,967,077	4,165,431	4,373,702
Human Services Program	821,020	845,651	871,020	897,151	924,065	951,787
Junction	146,770	151,173	155,708	160,380	165,191	170,147
Rape Crisis Intervention Service	85,240	87,797	90,431	93,144	95,938	98,817
Social Services	203,580	209,687	215,978	222,457	229,131	236,005
Target, Community and Educational Service	246,340	253,730	261,342	269,182	277,258	285,576
Youth Services Bureau	561,450	578,294	595,642	613,512	631,917	650,874
<b>Total Citizen Services Other</b>	<b>\$7,518,150</b>	<b>\$7,812,233</b>	<b>\$8,118,565</b>	<b>\$8,437,685</b>	<b>\$8,770,157</b>	<b>\$9,116,571</b>
<b>Total Citizen Services</b>	<b>\$8,879,470</b>	<b>\$9,277,300</b>	<b>\$9,701,039</b>	<b>\$10,086,665</b>	<b>\$10,499,421</b>	<b>\$10,925,082</b>
<b>Public Schools</b>						
Board of Education	\$160,700,000	\$173,935,000	\$182,688,225	\$192,771,682	\$207,914,125	\$218,517,202
Board of Education Debt Service	10,263,940	13,422,632	16,185,036	19,734,732	20,886,117	21,582,889
Board of Education OPEB	1,500,000	0	0	0	0	0
<b>Total Public Schools</b>	<b>\$172,463,940</b>	<b>\$187,357,632</b>	<b>\$198,873,261</b>	<b>\$212,506,415</b>	<b>\$228,800,242</b>	<b>\$240,100,091</b>

# Operating Plan

## Fiscal Years 2009-2014

Department/Agency	FY 09 Budget	FY 10 Planned	FY 11 Planned	FY 12 Planned	FY 13 Planned	FY 14 Planned
<b>Education Other</b>						
Cable Regulatory Commission	\$105,000	\$110,250	\$115,763	\$121,551	\$127,628	\$134,010
Carroll County Community College	6,575,000	6,838,000	7,385,040	7,975,843	8,613,911	9,303,024
Carroll County Public Library	7,706,870	8,028,552	8,410,465	8,810,889	9,230,730	9,670,942
Community Media Center	442,000	434,100	455,805	478,595	502,525	527,651
<b>Total Education Other</b>	<b>\$14,828,870</b>	<b>\$15,410,902</b>	<b>\$16,367,073</b>	<b>\$17,386,878</b>	<b>\$18,474,794</b>	<b>\$19,635,627</b>
<b>Culture and Recreation Services</b>						
Recreation Services Administration	\$279,300	\$287,315	\$301,544	\$316,481	\$332,160	\$348,618
Hashawha	734,330	761,120	794,144	828,670	864,769	902,513
Piney Run Park	481,520	494,660	517,226	540,870	565,646	591,608
Recreation	304,080	344,798	360,507	376,956	394,180	412,216
Sports Complex	202,040	210,369	219,061	228,133	237,602	247,486
<b>Total Recreation and Parks</b>	<b>\$2,001,270</b>	<b>\$2,098,262</b>	<b>\$2,192,482</b>	<b>\$2,291,110</b>	<b>\$2,394,356</b>	<b>\$2,502,442</b>
Farm Museum	\$796,870	\$828,169	\$862,920	\$899,211	\$937,111	\$976,696
Historical Society of Carroll County	60,000	60,000	60,000	60,000	60,000	60,000
Homestead Museum	20,000	20,000	20,000	20,000	20,000	20,000
<b>Total Culture and Recreation Services</b>	<b>\$2,878,140</b>	<b>\$3,006,432</b>	<b>\$3,135,403</b>	<b>\$3,270,320</b>	<b>\$3,411,467</b>	<b>\$3,559,139</b>
<b>Conservation and Natural Resources</b>						
Cooperative Extension	\$452,600	\$472,889	\$494,121	\$516,343	\$539,602	\$563,947
Gypsy Moth	30,000	30,900	31,827	32,782	33,765	34,778
Soil Conservation	353,180	369,661	386,932	405,029	423,993	443,868
Weed Control	29,700	30,591	31,509	32,454	33,428	34,430
<b>Total Conservation and Natural Resources</b>	<b>\$865,480</b>	<b>\$904,041</b>	<b>\$944,389</b>	<b>\$986,608</b>	<b>\$1,030,788</b>	<b>\$1,077,023</b>
<b>Debt and Transfers</b>						
Debt Service	\$23,685,155	\$26,936,428	\$29,118,527	\$30,624,991	\$31,744,807	\$34,395,768
Intergovernmental Transfers	2,540,000	2,686,050	2,840,498	3,003,827	3,176,547	3,359,198
<b>Debt and Transfers</b>	<b>\$26,225,155</b>	<b>\$29,622,478</b>	<b>\$31,959,025</b>	<b>\$33,628,817</b>	<b>\$34,921,354</b>	<b>\$37,754,965</b>
<b>Reserves</b>						
Reserve for Contingencies	\$9,956,162	\$5,060,073	\$5,311,174	\$5,638,181	\$6,005,224	\$6,377,744
Reserve for Positions	0	121,590	127,670	356,133	643,240	975,402
Payroll Accrual	0	174,570	193,298	202,962	213,110	223,766
<b>Total Reserves</b>	<b>\$9,956,162</b>	<b>\$5,356,233</b>	<b>\$5,632,142</b>	<b>\$6,197,276</b>	<b>\$6,861,573</b>	<b>\$7,576,911</b>
<b>Interfund Transfers</b>						
Transfer to Grant Fund - Aging	\$64,600	\$64,600	\$64,600	\$64,600	\$64,600	\$64,600
Transfer to Airport Enterprise Fund	40,000	0	0	0	0	0
Transfer to Capital Fund	5,539,700	2,938,300	4,074,400	2,631,250	2,852,500	2,639,100
Transfer to Grant Fund - CCC for ABE	300,000	300,000	300,000	300,000	300,000	300,000
Transfer to Grant Fund - Planning	457,028	479,879	503,873	529,067	555,520	583,296
Transfer to OPEB Trust Fund	3,500,000	4,000,000	4,500,000	5,000,000	5,500,000	6,000,000
Transfer to Pension Fund	958,230	1,006,142	1,056,449	1,109,271	1,164,735	1,222,971
Transfer to Grant Fund - Recreation	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Grant Fund - Sheriff and Courts	96,770	99,673	102,663	105,743	108,915	112,183
Transfer to Grant Fund - State's Attorney/CCAIC	291,720	278,497	286,851	295,457	304,321	313,450
Transfer to Grant Fund - CCBERC	23,870	23,870	23,870	23,870	23,870	23,870
Transfer to Grant Fund - Local Management Board	70,635	74,397	78,363	82,544	86,953	91,602
Transfer to Grant Fund - Health Department Grant	4,000	4,000	4,000	4,000	4,000	4,000
Transfer to Solid Waste Enterprise Fund	2,545,000	2,545,000	2,545,000	2,545,000	2,545,000	2,545,000
Transfer to Utilities Enterprise Fund	206,980	213,189	219,585	226,173	232,958	239,947
<b>Total Interfund Transfers</b>	<b>\$14,106,633</b>	<b>\$12,035,647</b>	<b>\$13,767,755</b>	<b>\$12,925,075</b>	<b>\$13,751,472</b>	<b>\$14,148,120</b>
<b>Projected Revenues</b>	<b>\$353,000,000</b>	<b>\$378,214,107</b>	<b>\$396,972,628</b>	<b>\$421,737,102</b>	<b>\$449,634,656</b>	<b>\$477,897,144</b>
<b>Projected Expenditures</b>	<b>353,000,000</b>	<b>373,209,390</b>	<b>394,782,450</b>	<b>419,381,045</b>	<b>447,107,630</b>	<b>471,409,654</b>
<b>Balance</b>	<b>(\$0)</b>	<b>\$5,004,717</b>	<b>\$2,190,179</b>	<b>\$2,356,057</b>	<b>\$2,527,026</b>	<b>\$6,487,490</b>
Balances as a Percent of Revenues	0.0%	1.3%	0.6%	0.6%	0.6%	1.4%

# Public Schools Summary

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	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>Board of Education</b>	\$144,998,072	\$149,206,000	\$149,206,000	\$160,700,000	7.70%	7.70%
<b>Board of Education Debt Service</b>	9,268,783	10,689,000	10,689,000	10,263,940	-3.98%	-3.98%
<b>Board of Education OPEB</b>	0	0	0	1,500,000	100%	100%
<b>Total Public Schools</b>	<b>\$154,266,855</b>	<b>\$159,895,000</b>	<b>\$159,895,000</b>	<b>\$172,463,940</b>	<b>7.86%</b>	<b>7.86%</b>

## Mission and Goals

The mission of Carroll County Public Schools (CCPS) is to ensure that every student can thrive as a responsible citizen in a changing world by providing rigorous and challenging curriculum in partnership with quality staff, caring families and supportive community members.

### Goals Include:

The following goals were recently established by the Board of Education of Carroll County:

- Improve Student Achievement.
- Optimize Resources.
- Provide a Safe and Orderly Environment.
- Strengthen Productive Community Partnerships.
- Engage in a Process of School Improvement.

## Highlights, Changes and Useful Information

- The 7.70% increase in the Board of Education in FY 09 includes operating impacts of \$3,000,000 for Ebb Valley Elementary School and \$285,000 for Manchester Valley High School.
- The 3.98% decrease in Board of Education Debt Service in FY 09 is due to fewer bonds related to Manchester Valley High School sold in FY 08 than expected. These bonds are expected to be sold primarily in FY 09 and FY 10.
- The 100% increase in Board of Education OPEB is the result of using unspent funding from FY 07, in FY 09. Because the BOE had these funds remaining, they chose to use them on a one-time basis for OPEB.

# Board of Education

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	144,998,072	149,206,000	149,206,000	160,700,000	7.70%	7.70%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$144,998,072</b>	<b>\$149,206,000</b>	<b>\$149,206,000</b>	<b>\$160,700,000</b>	<b>7.70%</b>	<b>7.70%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Charles I. Ecker, Superintendent (410) 751-3000**  
**Terry Cannon, Management and Budget**  
**Project Coordinator (410) 386-2082**

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

Source	FY 08 Budget	FY 09 Budget
County	49.02%	50.31%
State	46.16%	44.99%
Federal	3.94%	3.72%
Other	0.88%	0.97%

## Mission and Goals

The mission of Carroll County Public Schools (CCPS) is to ensure that every student can thrive as a responsible citizen in a changing world by providing rigorous and challenging curriculum in partnership with quality staff, caring families and supportive community members.

### Goals Include:

The following goals were recently established by the Board of Education of Carroll County:

- Improve Student Achievement.
- Optimize Resources.
- Provide a Safe and Orderly Environment.
- Strengthen Productive Community Partnerships.
- Engage in a Process of School Improvement.

- The following is a breakdown of anticipated funding sources, funding change from FY 08 and the percent of that change. The in-kind contribution includes the use of County facilities and services by CCPS without charge. State funding includes payments to the retirement and pension system.

Funding Source	FY 09 Funding	Change from FY 08	Percent Change
County	\$160,700,000	\$11,494,000	7.70%
County In-Kind	1,978,900	258,200	15.01%
State	145,483,844	3,352,608	2.36%
Federal	12,045,021	(71,900)	(0.59%)
Other	3,149,793	434,357	16.00%
<b>TOTAL</b>	<b>\$323,357,558</b>	<b>\$15,467,265</b>	<b>5.02%</b>

## Description

The school system includes the Carroll County Career and Technology Center, the Gateway School, the Carroll Springs special education center, twenty-three elementary schools, nine middle schools and seven high schools. For more information on CCPS, please refer to: [www.carrollk12.org](http://www.carrollk12.org).

## Budget Changes

The 7.70% increase in the Board of Education in FY 09 includes operating impacts of \$3,000,000 for Ebb Valley Elementary School and \$285,000 for Manchester Valley High School.

# Board of Education

## Educational Effort

According to Maryland State Department of Education statistics, Carroll County ranked 7th in the State in Educational Effort in FY 07, the latest year for which data is available. This is a measure of all local funds (Current Expense, School Construction and Debt Service) dedicated to public schools as a percent of Total Local Wealth. Local Education Effort measures the extent to which a local government utilizes its revenue base to fund educational programs.

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 09, are summarized below:

Budget Category	Amount	Percent of Total Budget
Administration	\$5,946,165	1.84%
Instructional Salaries and Wages	129,603,412	40.08%
Student Personnel Services	1,274,524	0.39%
Student Health Services	3,237,683	1.00%
Student Transportation	20,392,082	6.31%
Operation of Plant	24,788,530	7.67%
Maintenance of Plant	7,128,267	2.20%
Fixed Charges	54,572,344	16.88%
Community Services	300,000	0.09%
Capital Outlay	876,424	0.27%
Mid-Level Administration	25,147,944	7.78%
Special Education	38,064,838	11.77%
Textbooks and Instructional Supplies	8,556,096	2.65%
Other Instructional Costs	3,469,249	1.07%
<b>Total</b>	<b>\$323,357,558</b>	<b>100%</b>

# Board of Education Debt Service

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	9,268,783	10,689,000	10,689,000	10,263,940	-3.98%	-3.98%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$9,268,783</b>	<b>\$10,689,000</b>	<b>\$10,689,000</b>	<b>\$10,263,940</b>	<b>-3.98%</b>	<b>-3.98%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Terry Cannon, Management and Budget  
Project Coordinator (410) 386-2082

## Description

School construction is funded with local income tax, impact fees, 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. Since FY 97, 9.09% of the local income tax has been earmarked for school construction. The current local income tax rate is 3.05%.

## Program Highlights

The County opens Ebb Valley Elementary School in Manchester in FY 09. In recent years the County opened Cranberry Station Elementary School in Westminster in FY 00, Shiloh Middle School in Hampstead in FY 01, Century High School in Eldersburg in FY 02, Winters Mill High School in Westminster in FY 03, and Parr's Ridge Elementary School in Mt. Airy in FY 06.

## Budget Change

The 3.98% decrease in Board of Education Debt Service in FY 09 is due to fewer bonds related to Manchester Valley High School sold in FY 08 than expected. These bonds are expected to be sold primarily in FY 09 and FY 10.

# Board of Education OPEB

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	0	0	0	1,500,000	100.00%	100.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,500,000</b>	<b>100.00%</b>	<b>100.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Terry Cannon, Management and Budget  
Project Coordinator (410) 386-2082**

## Description

Postemployment benefits represent compensation to employees for the services they provide. Payment of those benefits is deferred until after retirement begins. Other Post Employment Benefits (OPEB) includes such items as medical, dental, vision, and life insurance coverage. What is changing is how governments report OPEB. Instead of reporting only the amount paid out for benefits each year, governments must now also recognize and report the cost of benefits being earned by employees, which won't be paid until after they retire. While the new OPEB standards do not require governments to set aside assets in advance to pay for future benefits, Carroll County is setting aside funds in its operating plan to meet this future liability.

## Budget Change

The 100% increase in Board of Education OPEB is the result of using unspent funding from FY 07, in FY 09. Because the BOE had these funds remaining, they chose to use them on a one-time basis for OPEB.

# Public Safety and Corrections Summary

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>Circuit Court</b>	\$1,117,490	\$1,235,950	\$1,235,950	\$1,321,210	6.90%	6.90%
<b>Circuit Court Masters</b>	307,554	404,420	395,094	490,230	21.22%	24.08%
<b>Orphan's Court</b>	31,026	31,960	31,960	31,960	0.00%	0.00%
<b>Volunteer Community Service</b>	139,946	147,200	127,510	133,670	-9.19%	4.83%
<b>Total Courts</b>	<b>\$1,596,016</b>	<b>\$1,819,530</b>	<b>\$1,790,514</b>	<b>\$1,977,070</b>	<b>8.66%</b>	<b>10.42%</b>

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>Emergency Management</b>	\$4,901	\$20,930	\$20,930	\$24,960	19.25%	19.25%
<b>Office of Public Safety and 911</b>	2,817,161	3,309,520	3,302,184	3,350,000	1.22%	1.45%
<b>Total Office of Public Safety</b>	<b>\$2,822,062</b>	<b>\$3,330,450</b>	<b>\$3,323,114</b>	<b>\$3,374,960</b>	<b>1.34%</b>	<b>1.56%</b>

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>Detention Center</b>	\$5,924,769	\$6,233,240	\$6,175,350	\$6,525,000	4.68%	5.66%
<b>Sheriff's Services</b>	4,064,920	4,623,880	4,733,420	5,112,350	10.56%	8.01%
<b>Total Sheriff's Services</b>	<b>\$9,989,690</b>	<b>\$10,857,120</b>	<b>\$10,908,770</b>	<b>\$11,637,350</b>	<b>7.19%</b>	<b>6.68%</b>

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>State's Attorney's Office</b>	\$1,826,358	\$1,973,590	\$1,973,590	\$2,118,860	7.36%	7.36%
<b>Victim Witness Assistance</b>	159,376	170,910	170,910	180,200	5.44%	5.44%
<b>Total State's Attorney</b>	<b>\$1,985,734</b>	<b>\$2,144,500</b>	<b>\$2,144,500</b>	<b>\$2,299,060</b>	<b>7.21%</b>	<b>7.21%</b>

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>Animal Control</b>	\$668,296	\$735,550	\$742,010	\$752,500	2.30%	1.41%
<b>EMS 24/7 Services</b>	3,209,420	3,580,020	3,464,535	3,637,760	1.61%	5.00%
<b>Resident Trooper</b>	4,958,750	5,185,030	5,319,256	5,585,220	7.72%	5.00%
<b>Law Enforcement</b>	0	0	0	158,040	100.00%	100.00%
<b>Volunteer Emergency Services Association</b>	5,569,405	5,860,125	6,278,540	6,291,280	7.36%	0.20%
<b>Total Public Safety Other</b>	<b>\$14,405,871</b>	<b>\$15,360,725</b>	<b>\$15,804,341</b>	<b>\$16,424,800</b>	<b>6.93%</b>	<b>3.93%</b>

<b>Total Public Safety and Corrections</b>	<b>\$30,799,373</b>	<b>\$33,512,325</b>	<b>\$33,971,239</b>	<b>\$35,713,240</b>	<b>6.57%</b>	<b>5.13%</b>
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# Courts Summary

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	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>Circuit Court</b>	\$1,117,490	\$1,235,950	\$1,235,950	\$1,321,210	6.90%	6.90%
<b>Circuit Court Masters</b>	307,554	404,420	395,094	490,230	21.22%	24.08%
<b>Orphan's Court</b>	31,026	31,960	31,960	31,960	0.00%	0.00%
<b>Volunteer Community Service</b>	139,946	147,200	127,510	133,670	-9.19%	4.83%
<b>Total Courts</b>	<b>\$1,596,016</b>	<b>\$1,819,530</b>	<b>\$1,790,514</b>	<b>\$1,977,070</b>	<b>8.66%</b>	<b>10.42%</b>

## Mission and Goals

The mission of the Carroll County Courts is to serve its residents in the determination of litigation in criminal matters, domestic and child support cases in accordance with the Constitution.

### Goals Include:

- Maintain a commitment to expediting and timeliness of the judicial process in order to enhance and build the public's trust and confidence in the justice system.
- Provide the framework for proper distribution of estates to legal heirs.
- Assist children with needs and children involved in delinquent behavior receive intervention from appropriate agencies.
- Ensure as many non-profit organizations and government agencies receive benefit from services of the Volunteer Community Service Program as possible.

## Budget Changes

- The 24.08% increase in the Circuit Court Masters budget is due to the addition of two positions: a Legal Assistant and a Judicial Assistant.

## Highlights, Changes and Useful Information

- Implementation of an intensive outpatient drug treatment program: Adult Drug Treatment Court in FY 07, with the first graduate in summer 2008.
- At the request of the State Administrative Office of the Courts, two contractual part-time Standing Equity Masters were added to the Circuit Court Masters Budget in FY 08, these positions will become full-time in July 2008.
- The County is partially reimbursed by the State for the salaries and benefits of the two Circuit Court Masters and directly funds the two new full time Standing Equity Masters.
- A total of 24,222 juvenile and adult offenders have been referred to the Volunteer Community Service Program since it began in October 1980. Volunteer hours for FY 07 totaled 26,424. Calculated at a rate of \$6.15 per hour, the total value of the volunteer hours in FY 07 was approximately \$163,000.

# Circuit Court

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$1,016,459	\$1,123,100	\$1,123,100	\$1,201,160	6.95%	6.95%
Operating	96,835	109,350	109,350	115,550	5.67%	5.67%
Capital Outlay	4,195	3,500	3,500	4,500	28.57%	28.57%
<b>Total</b>	<b>\$1,117,490</b>	<b>\$1,235,950</b>	<b>\$1,235,950</b>	<b>\$1,321,210</b>	<b>6.90%</b>	<b>6.90%</b>
Employees FTE	28.64	29.89	29.89	30.50	2.04%	2.04%

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

## Contact

The Honorable Michael M. Galloway, Administrative Judge  
(410) 386-2650  
Cecilia Devilbiss, Budget Analyst (410) 386-2082

## Mission

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, domestic and child support cases, in accordance with the Constitution, while administering justice in an honest, fair and efficient manner.

## Description

The Circuit Court is a trial court of general jurisdiction, which handles major civil cases and serious criminal matters. The Circuit Court also 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, except where, by law, jurisdiction has been limited or conferred upon by another tribunal.

## Program Highlights

- Implementation of an intensive outpatient drug treatment program; Adult Drug Treatment Court in FY 07 with the first graduate in summer of 2008.
- Implementation of new Family Law Differentiated Case Management Plan.
- FY 09 includes an increase in bailiff hours for Civil hearings.

## Budget Changes

- The 5.67% increase in operating is due to an increase in jury trials and related expenses.
- The 28.57% increase in Capital Outlay is due to a one-time purchase of a storage cabinet for the jury room.

## Positions

Title	Type	FTE
Bailiff	Contractual	15.00
Court Administrator	Full-time	1.00
Court Assignment Officer	Full-time	4.00
Court Reporter	Full-time	3.00
Court Reporter/Librarian	Full-time	1.00
Courthouse Assistant Bailiff	Contractual	0.50
Deputy Court Administrator	Full-time	1.00
Judicial Assistant	Full-time	3.00
Jury Commissioner	Full-time	1.00
Staff Attorney	Full-time	1.00
<b>Total</b>		<b>30.50</b>

Contractual FTE for Bailiffs is based on .5

## County Funding to Circuit Court

Department	Estimated Cost
Circuit Court	\$1,321,210
Fringe Benefits	337,950
Utilities	190,270
Building Repairs	158,100
Technology Support	42,000
Grant's Cash Match	39,880
<b>Total</b>	<b>\$2,089,410</b>

# Circuit Court Masters

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$299,870	\$398,040	\$388,714	\$478,750	20.28%	23.16%
Operating	4,143	6,380	6,380	7,330	14.89%	14.89%
Capital Outlay	3,542	0	0	4,150	100.00%	100.00%
<b>Total</b>	<b>\$307,554</b>	<b>\$404,420</b>	<b>\$395,094</b>	<b>\$490,230</b>	<b>21.22%</b>	<b>24.08%</b>
Employees FTE	5.00	6.00	6.00	8.00	33.33%	33.33%

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

## Contact

The Honorable Michael M. Galloway, Administrative Judge  
(410) 386-2650  
Cecilia Devilbiss, Budget Analyst (410) 386-2082

## Mission

The mission of this court is to see that children with needs are given the appropriate services to assist them and that all children who are involved in delinquent behavior receive intervention from appropriate agencies.

## Description

The Juvenile Court functions as part of the Circuit Court but the Circuit Court Masters presides over the hearings. All delinquency, Child in Need of Assistance and Child in Need of Supervision cases are heard in Juvenile Court. Certain Family Law cases such as divorce, custody, support and contempt matters are also heard as Peace Orders. The Juvenile Court works closely with other agencies such as the Department of Juvenile Services, the Carroll County Department of Social Services, the State's Attorney's Office, the Office of the Public Defender and the Board of Education.

## Program Highlights

- The Masters handle Scheduling Conferences in Family Law cases in an effort to process cases more quickly.
- Two contractual part-time Standing Equity Masters were added to this budget in FY 08, the state will require them to be full time in FY 09.
- The County is reimbursed by the State for the salaries and benefits of two full-time Standing and Circuit Court Masters.

## Budget Changes

- The difference between FY 08 and FY 09 in Personnel and Operating is due to the addition of a Legal Assistant and a Judicial Assistant to assist the full time Standing Equity Masters.
- The 100% increase in Capital Outlay is due to the one-time purchase of furniture for the Legal Assistant and the Judicial Assistant.

## Positions

Title	Type	FTE
Judicial Assistant	Full-time	4.00
Legal Assistant	Full-time	2.00
Master for Juvenile Causes	Full-time	1.00
Standing and Circuit Court Masters	Full-time	1.00
<b>Total</b>		<b>8.00</b>

## County Funding to Circuit Court Masters

Department	Estimated Cost
Circuit Court Masters	\$490,230
Fringe Benefits	191,500
<b>Total</b>	<b>\$681,730</b>

# Orphan's Court

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$30,002	\$30,000	\$30,000	\$30,000	0.00%	0.00%
Operating	1,024	1,960	1,960	1,960	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$31,026</b>	<b>\$31,960</b>	<b>\$31,960</b>	<b>\$31,960</b>	<b>0.00%</b>	<b>0.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

The Honorable Dorothy V. Utz, Chief Judge (410) 386-2086  
Cecilia Devilbiss, Budget Analyst (410) 386-2082

## Mission and Goals

To review all estates verify that the Personal Representative has complied with the Annotated Code of MD-Estates and Trusts and distributes the estate according to the deceased's will.

### Goals include:

- Enforce the statutes for the assessment and collection of inheritance tax.
- Educate the public to 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 persons who die in Carroll County.

## Description

The Judges of the Orphan's Court probate wills greater than \$20,000. Their functions are to:

- Ensure that all deceased person's wills are carried out in accordance with their desires.
- 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

In accordance with the laws of the State of Maryland, the County pays the salaries and expenses of three Orphan's Court Judges. Salaries of the Orphan's Court Judges are set by law and may only change at the beginning of their four-year term.

## County Funding to Orphan's Court

Department	Estimated Cost
Orphan's Court	\$31,960
Fringe Benefits	12,000
<b>Total</b>	<b>\$43,960</b>

# Volunteer Community Service Program

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$135,361	\$142,130	\$122,440	\$128,570	-9.54%	5.01%
Operating	4,585	5,070	5,070	5,100	0.59%	0.59%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$139,946</b>	<b>\$147,200</b>	<b>\$127,510</b>	<b>\$133,670</b>	<b>-9.19%</b>	<b>4.83%</b>
Employees FTE	3.00	3.00	3.00	3.00	-----	-----

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

## Contact

The Honorable Michael M. Galloway, Administrative Judge (410) 386-2650  
Cecilia Devilbiss, Budget Analyst (410) 386-2082

## Mission and Goals

Volunteer Community Service Program's (VCSP) mission is to offer a positive alternative to the traditional sentencing options used by the Courts in Carroll County.

### Goals include:

- To ensure as many organizations and agencies as possible benefit from the services that VCSP provides.
- To perform court-ordered community service hours at private, non-profit organizations and government agencies.

## Description

The 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.

The crew works from 7 am 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.

## Program Highlights

- A total of 24,222 juvenile and adult offenders have been referred to the program since its inception in October 1980 through October 2007 completing 811,800 hours of service.
- 26,424 volunteer hours were completed by 713 offenders for the first ten months of 2007.

In 2007, the Sunday work crew assignments included:

- Cutting and splitting firewood at Piney Run Park.
- Planting trees at American Legion Post #191.
- Cleaning Union Mills Homestead grounds after Micro-Brewery Festival.
- Cleaning the Agricultural Center after special events.
- Removing books and shelving from the Circuit Court Law Library.
- Assisting with landscaping projects at Springfield Hospital.
- Assisting volunteer fire departments clean up after carnivals.
- Setting up and taking down shelving at the 4-H Fair.

## Positions

Title	Type	FTE
Caseworker	Full-time	1.00
Community Service Coordinator	Full-time	1.00
Program Assistant	Full-time	1.00
<b>Total</b>		<b>3.00</b>

## County Funding to VCS

Department	Estimated Cost
Volunteer Community Service	\$133,670
Fringe Benefits	51,430
<b>Total</b>	<b>\$185,100</b>

# Office of Public Safety Summary

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Emergency Management	\$4,901	\$20,930	\$20,930	\$24,960	19.25%	19.25%
Office of Public Safety and 911	2,817,161	3,309,520	3,302,184	3,350,000	1.22%	1.45%
<b>Total Office of Public Safety</b>	<b>\$2,822,062</b>	<b>\$3,330,450</b>	<b>\$3,323,114</b>	<b>\$3,374,960</b>	<b>1.34%</b>	<b>1.56%</b>

## Mission and Goals

The mission of the Office of Public Safety is to respond to any disaster and provide the best possible emergency assistance to citizens of Carroll County.

### Goals Include:

- Identify and respond to all types of emergencies in a timely manner.
- Provide a fire safe environment in new and renovated buildings throughout Carroll County.

## Budget Changes

The 19.25% increase in Emergency Management in FY 09 is due to a price increase for the purchase of six additional AED's (automated external defibrillators) and for the annual inspection/maintenance of those AED's.

## Highlights, Changes and Useful Information

- The 911 Call Center received 59,186 calls in calendar year 2007, resulting in 17,584 dispatched responses.

Type	CY 02	CY 03	CY 04	CY 05	CY 06	CY 07
Fire	2,365	2,441	2,401	2,596	2,833	2,913
EMS	9,070	9,782	9,510	10,195	10,306	11,288
Rescue	1,140	1,187	1,147	1,146	1,163	1,246
Mutual Aid	1,932	2,060	2,046	2,032	2,055	2,137
<b>Total</b>	<b>14,507</b>	<b>15,470</b>	<b>15,104</b>	<b>15,969</b>	<b>16,357</b>	<b>17,584</b>

- The Fire Protection Plans Examiner reviewed more than 457 building plans and 155 residential sprinkler drawings in calendar year 2007 for compliance with fire safety and prevention standards.
- The Fire Protection Specialist reviewed 88 subdivision plans and 83 site development plans in calendar year 2007.

# Emergency Management

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	4,901	11,930	11,930	12,960	8.63%	8.63%
Capital Outlay	0	9,000	9,000	12,000	33.33%	33.33%
<b>Total</b>	<b>\$4,901</b>	<b>\$20,930</b>	<b>\$20,930</b>	<b>\$24,960</b>	<b>19.25%</b>	<b>19.25%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Scott Campbell, Administrator of Public Safety (410) 386-2261  
 Larry Brown, Senior Budget Analyst (410) 386-2082

## Mission and Goals

The Bureau of Emergency Management is responsible, under Federal Regulations, for developing plans for response to all hazards, including any disaster either natural or man-made that might occur within Carroll County.

## Description

Emergency Management personnel work with other organizations to plan for disaster operations and emergency response techniques. The Bureau of Emergency Management is also responsible for the County's efforts under the Federally mandated Superfund Amendments and Reauthorization Act of 1986 (SARA). The Bureau of Emergency Management is responsible for the setup and operation of the Emergency Operations Center (EOC) in times of an emergency or disaster in the County. The EOC is the area to which representatives of key agencies and businesses report to carry out plans that have been developed to deal with emergencies.

Emergency Management works in conjunction with the Local Emergency Planning Committee on issues such as:

- Hazardous materials emergency plans
- Right-to-know legislation
- First responder training
- Chemical releases/accidents plans

Emergency Management has no direct personnel expenses. Staff from Emergency Service Operations administers this budget.

## Budget Changes

- The 8.63% increase in operating includes cost of annual inspection/maintenance of Automated External Defibrillators (AED's) and additional safety apparel & equipment.
- The 33.33% increase in capital is for a price increase for purchase of six additional AED's.

# Office of Public Safety & 911

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$1,529,524	\$1,684,120	\$1,676,784	\$1,761,683	4.61%	5.06%
Operating	1,107,815	1,306,827	1,306,827	1,346,922	3.07%	3.07%
Capital Outlay	179,821	318,573	318,573	241,395	-24.23%	-24.23%
<b>Total</b>	<b>\$2,817,161</b>	<b>\$3,309,520</b>	<b>\$3,302,184</b>	<b>\$3,350,000</b>	<b>1.22%</b>	<b>1.45%</b>
Employees FTE	40.63	40.63	40.63	40.63	-----	-----

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

## Contact

**Scott Campbell, Administrator of Public Safety (410) 386-2261**

**Larry Brown, Senior Budget Analyst (410) 386-2082**

## Mission and Goals

Office of Public Safety & 911's mission is to provide emergency assistance to the citizens of the County through trained personnel utilizing new and efficient techniques and equipment. The Fire Protection Engineer and staff strives to improve fire protection in new and renovated construction by reviewing building plans for compliance with fire safety and prevention standards.

### Goals include:

- Office of Public Safety & 911 strives to provide assistance to the citizens of the County in a timely manner. Emergencies are identified quickly and an appropriate response is dispatched. Pre-arrival instructions are given before, during and after dispatch of emergency responders in an effort to minimize loss of life and property.
- The Fire Protection Engineer and staff work to provide a fire safe environment in new and renovated buildings throughout Carroll County.

## Description

Emergency Services Operations is a part of the Office of Public Safety. ES-911 personnel either dispatch or direct calls to the appropriate law enforcement agency. ES-911 dispatch the appropriate fire and ambulance companies for emergency response in the County. Personnel trained in Emergency Medical, Police and Fire Dispatch are available twenty-four hours a day, seven days a week. Emergency Services Operations also provides assistance to the fourteen Carroll County Volunteer Emergency Services Association (VESA) Fire Companies reviewing:

- Commercial structures for fire safety compliance
- Site plans for adequate fire protection facilities

## Program Highlights

- First Regional Fire Protection Water Storage Facility
- Automated External Defibrillators (AED's)
- Persons with Special Needs Program
- National Incident Management System (NIMS) training
- Certification of availability threshold capacity

## Budget Changes

- The difference between the FY 08 Original Budget and the FY 08 Adjusted Budget is primarily due to salary adjustments.
- Generally, salary expenses were planned to grow at 5% between FY 08 and FY 09. Most budgets, including this one, were held at or near this level.
- The 3.07% increase in operating includes increases in 800MHz service and maintenance, cellular service (cell phones & air cards for VESA & CCSO) and employee training.
- The 24.23% decrease in capital outlay is primarily due to digital-911 radio purchases.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Administrator</i>	Full-time	1.00
<i>Communications Tech. Assistant</i>	Full-time	1.00
<i>ECS Supervisor</i>	Full-time	4.00
<i>Emergency Comm. Coordinator</i>	Full-time	1.00
<i>Emergency Comm. Specialist</i>	Full-time	21.00
<i>Emergency Manage Coordinator</i>	Full-time	1.00
<i>Emergency Management Specialist</i>	Full-time	1.00
<i>Fire Protection Plans Examiner</i>	Full-time	1.00
<i>Fire Protection Specialist</i>	Full-time	1.00
<i>GIS Analyst-E911 Services</i>	Full-time	1.00
<i>911 Quality Assurance</i>	Full-time	1.00
<i>911 Technician</i>	Contractual	5.63
<b>Total</b>		<b>40.63</b>



# Sheriff's Services Summary

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	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Detention Center	\$5,924,769	\$6,233,240	\$6,175,350	\$6,525,000	4.68%	5.66%
Sheriff's Services	4,064,920	4,623,880	4,733,420	5,112,350	10.56%	8.01%
<b>Total Sheriff's Services</b>	<b>\$9,989,690</b>	<b>\$10,857,120</b>	<b>\$10,908,770</b>	<b>\$11,637,350</b>	<b>7.19%</b>	<b>6.68%</b>

## Mission and Goals

The Sheriff's Office is committed to crime prevention, protecting life and property, preserving the peace, enforcing laws and ordinances, safeguarding constitutional guarantees and providing correctional programs that meet all applicable County, State and Federal Standards. The Carroll County Sheriff's Office is dedicated to developing its members by providing a work environment that enhances performance through mutual respect, fairness, equality, training, education and leadership.

### Goals Include:

- Promote professionalism by adhering to the principles of the internationally established Commission on Accreditation of Law Enforcement Agencies, Inc.
- Cultivate public trust and confidence by maintaining superior moral and ethical standards in all public transactions.
- Effectively operate the Home Detention Program within the Carroll County Detention Center and maximize the number of offenders qualifying for the program.
- Identify and receive Federal and State reimbursable funding to reduce the cost of services to the citizens.
- Increase number of inmates temporarily released to outside treatment programs by 10%.
- Provide cooperation with and support for Drug Courts within Carroll County.

## Budget Changes

- The 5.66% increase in FY 09 Budget for the Detention Center is primarily due to an increase in medical services.
- The 8.01% increase in the FY 09 Budget for Sheriff Services is primarily due to the addition of two Court Security Officers and an Administrative Assistant for the Warrants Division.

## Highlights, Changes and Useful information

- In 2007, the Warden of the Carroll County Detention Center was elected to the position of Vice President of the Maryland Correctional Administrators Association which represents more than 200 correctional professionals from the state of Maryland.
- In 2007, the Weekender Inmate Labor Program was implemented. This program has provided inmate labor throughout the County and on assignments such as assisting with parking, trash pick-up, and other clean-up efforts.
- During 2007, in partnership with Carroll County Public Schools, the Sheriff's Office established a web page and prepared an informational mailing to educate parents on the dangers and prevention strategies for combating internet predators and cyber bullies using forfeited drug monies.

# Detention Center

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$4,567,669	\$4,915,290	\$4,857,400	\$5,125,080	4.27%	5.51%
Operating	1,225,899	1,278,780	1,278,780	1,362,720	6.56%	6.56%
Capital Outlay	131,201	39,170	39,170	37,200	-5.03%	-5.03%
<b>Total</b>	<b>\$5,924,769</b>	<b>\$6,233,240</b>	<b>\$6,175,350</b>	<b>\$6,525,000</b>	<b>4.68%</b>	<b>5.66%</b>
Employees FTE	107.50	109.50	109.50	109.50	-----	-----

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

## Contact

**Kenneth L. Tregoning, Sheriff (410) 386-2900**  
**Deborah Effingham, Management and Budget Project**  
**Coordinator (410) 386-2082**

## Mission and Goals

The Detention Center administration and staff are dedicated to providing correctional programs meeting all applicable County, State and Federal standards.

### Goals Include:

- Effectively operate the Home Detention Program within the Carroll County Detention Center and maximize the number of offenders qualifying for the program.
- Identify and receive Federal and State reimbursable funding to reduce the cost of services to the citizens.
- Increase number of inmates temporarily released to outside treatment programs by 10%.
- Provide cooperation and support for Drug Courts within Carroll County.

## Description

The Carroll County Detention Center is responsible for protecting the citizens of Carroll County by providing a secure holding facility for a maximum of 287 inmates legally confined within the County. The physical, emotional and psychological well being of inmates, as well as their rights and dignity, are respected and protected. Additionally, the Detention Center provides for the safety of inmates and staff by maintaining a humane living and working environment.

## Program Highlights

- In 2007, the Warden of the Carroll County Detention Center was elected to the position of Vice President of the Maryland Correctional Administrators Association which represents more than 200 correctional professionals from the state of Maryland.
- In 2007, the Weekender Inmate Labor Program was implemented. This program has provided inmate labor throughout the County and on assignments such as assisting with parking, trash pick-up, and other clean-up efforts.
- In 2007, the County completed the third year of the BJAG Home Detention grant to provide additional global position satellite (GPS) equipment to monitor offenders.

## Budget Changes

- The 6.56% increase in operating expenses in FY 09 is primarily due to an increase in medical services.
- The 5.03% decrease in capital outlay is due to the FY 08 replacement of aging kitchen equipment and control room workstations.

## Positions

Title	Type	FTE
<i>Administrative Assistant</i>	Full-time	5.00
<i>Colonel</i>	Full-time	1.00
<i>Cook I</i>	Full-time	3.00
<i>Cook I</i>	Contractual	0.50
<i>Correctional Officer</i>	Full-time	93.00
<i>Correctional Specialist</i>	Full-time	3.00
<i>Executive Secretary</i>	Full-time	1.00
<i>Food Services Director</i>	Full-time	1.00
<i>Pre-trial Services Manager</i>	Full-time	1.00
<i>Tech. Support Serv. Specialist</i>	Full-time	1.00
<b>Total</b>		<b>109.50</b>

Under State law the County provides funding for the Sheriff's operations but the Sheriff and his employees are not employees of the County Commissioners.

## County Funding to Detention Center

Department	Estimated Cost
<i>Detention Center</i>	<i>\$6,525,000</i>
<i>Fringe Benefits</i>	<i>2,050,000</i>
<i>Public Safety</i>	<i>8,400</i>
<i>Utilities</i>	<i>128,000</i>
<i>Building Repairs</i>	<i>44,000</i>
<i>Technology Support</i>	<i>86,000</i>
<i>Fleet</i>	<i>112,000</i>
<i>Grant's cash match</i>	<i>45,930</i>
<b>Total</b>	<b>\$8,999,330</b>

# Sheriff's Services

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>Personnel</b>	\$3,842,811	\$4,336,140	\$4,441,280	\$4,798,150	10.65%	8.04%
<b>Operating</b>	207,673	286,870	291,270	312,280	8.86%	7.21%
<b>Capital Outlay</b>	14,436	870	870	1,920	120.69%	120.69%
<b>Total</b>	\$4,064,920	\$4,623,880	\$4,733,420	\$5,112,350	10.56%	8.01%
<b>Employees FTE</b>	91.00	95.00	96.00	99.00	-----	-----

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

## Contact

**Kenneth L. Tregoning, Sheriff (410) 386-2900**  
**Deborah Effingham, Management and Budget Project**  
**Coordinator (410) 386-2082**

- The increase in operating in FY 09 is primarily due to an increase in recruitment advertising and the addition of equipment and uniforms for new positions.

## Mission and Goals

The Sheriff's Office is committed to crime prevention, protecting life and property, preserving the peace, enforcing laws and ordinances and safeguarding constitutional guarantees. The Carroll County Sheriff's Office is dedicated to developing its members by providing a work environment that enhances performance through mutual respect, fairness, equality, training, education and leadership.

### Goals Include:

- Focus on customer service
- Foster delivery of law enforcement services
- Promote professionalism by adhering to the principles of the internationally established Commission on Accreditation of Law Enforcement Agencies, Inc.
- Cultivate public trust and confidence by maintaining superior moral and ethical standards in all public transactions.

## Description

The Sheriff's Office is responsible for providing a full range of law enforcement services to the citizens by supplementing all law enforcement in Carroll County. These services include:

- Locating and arresting persons wanted in Carroll County and fugitives from other states.
- Appearing in court to testify, carrying out collection of court ordered judgments or taking possession of property and enforcing Maryland's traffic laws.
- Serving emergency evaluation and domestic violence orders and handling civil disturbances.
- Preventing crime and protecting life and property.

## Budget Changes

- Salary adjustments associated with a new pay scale and the addition of an officer occurred during FY 08.
- The 8.04% increase in personnel in FY 09 is due to the addition of two Court Security Officers and an Administrative Assistant for the Warrants Unit.

## Positions

Title	Type	FTE
<i>Administrative Assistant</i>	Full-time	5.00
<i>Administrative Secretary</i>	Full-time	2.00
<i>Captain</i>	Full-time	2.00
<i>Colonel</i>	Full-time	1.00
<i>Constable</i>	Contractual	2.00
<i>Corporal</i>	Full-time	18.00
<i>Court Security Officer</i>	Full-time	11.00
<i>Crime Scene Technician</i>	Full-time	1.00
<i>Deputy 1<sup>st</sup> Class/Probationer</i>	Full-time	31.00
<i>Director of Support Services</i>	Full-time	1.00
<i>Executive Secretary</i>	Full-time	1.00
<i>Fiscal Coordinator</i>	Full-time	1.00
<i>Lieutenant</i>	Full-time	4.00
<i>Logistical Services Coordinator</i>	Full-time	1.00
<i>Major</i>	Full-time	2.00
<i>Police Service Assistant</i>	Full-time	2.00
<i>Polygraph Examiner</i>	Full-time	1.00
<i>Sergeant</i>	Full-time	12.00
<i>Sheriff</i>	By-Law	1.00
<b>Total</b>		<b>99.00</b>

Under State law the County provides the funding for the Sheriff's operations but the Sheriff and his employees are not employees of the County Commissioners.

## County Funding to Sheriff Services

Department	Estimated Cost
<i>Sheriff Services</i>	<b>\$5,112,350</b>
<i>Fringe Benefits</i>	<b>2,351,000</b>
<i>Public Safety</i>	<b>144,000</b>
<i>Utilities</i>	<b>40,000</b>
<i>Building Repairs</i>	<b>15,000</b>
<i>Technology Support</i>	<b>43,000</b>
<i>Fleet</i>	<b>740,000</b>
<i>Grant's cash match</i>	<b>10,960</b>
<b>Total</b>	<b>\$8,456,310</b>

# State's Attorney's Summary

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
State's Attorney's Office	\$1,826,358	\$1,973,590	\$1,973,590	\$2,118,860	7.36%	7.36%
Victim Witness Assistance	159,376	170,910	170,910	180,200	5.44%	5.44%
Total State's Attorney	\$1,985,734	\$2,144,500	\$2,144,500	\$2,299,060	7.21%	7.21%

## Mission and Goals

Aggressively and effectively prosecute those who break the law, while pursuing appropriate punishment and providing services and resources to victims of crimes.

### Goals Include:

- Prosecute criminal cases effectively while showing compassion and providing services to those who find themselves victims of crime.
- Seek restitution to attempt to make victims whole.
- Secure incarceration for individuals who commit crimes.

## Budget Changes

- The 7.36% increase in the State's Attorney's Office budget in FY 09 is primarily due to the addition of an Extradition Fugitive Technician position.
- The 5.44% increase in the Victim Witness Assistance budget in FY 09 is primarily due to the addition of a therapy dog program.

## Highlights, Changes and Useful Information

- New Cases to State's Attorney's Office:

	CY 05	CY 06	CY 07
Circuit Court	1,247	1,238	1,397
District Court	3,792	5,124	4,305
Juvenile Court	399	457	398
<b>Totals</b>	<b>5,438</b>	<b>6,819</b>	<b>6,100</b>

- Over 15,880 written and 4,954 telephone court notifications have been provided to victims and witnesses by Victim Witness Assistance Unit staff during 2007. Approximately 1,947 victims were served in 1,399 new cases. In addition to new cases there were 1,037 post conviction cases.
- More than 2,070 victim interviews have been conducted and over 1,475 referrals to other community agencies have been provided to victims.

# State's Attorney's Office

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$1,742,863	\$1,864,010	\$1,864,010	\$1,998,440	7.21%	7.21%
Operating	81,636	108,380	108,380	119,160	9.95%	9.95%
Capital Outlay	1,859	1,200	1,200	1,260	5.00%	5.00%
<b>Total</b>	<b>\$1,826,358</b>	<b>\$1,973,590</b>	<b>\$1,973,590</b>	<b>\$2,118,860</b>	<b>7.36%</b>	<b>7.36%</b>
Employees FTE	33.50	34.50	34.50	35.50	2.90%	2.90%

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

## Contact

Jerry Barnes, State's Attorney (410) 386-2671  
Cecilia Devilbiss, Budget Analyst (410) 386-2082

- The 9.95% increase in operating is primarily due to the elimination of Federal Funding for training.

## Mission and Goals

It is the mission of the State's Attorney's Office (SAO) to aggressively and effectively prosecute those who break the law, while pursuing appropriate punishment and providing services and resources to victims of crimes.

### Goals include:

- Prosecute criminal cases effectively while showing compassion and providing services to those who find themselves victims of crime.
- Seek restitution to attempt to make victims whole.
- Secure incarceration for individuals who commit crimes.
- Enhance the security of our community.

## Description

The Carroll County SAO is a governmental entity responsible for the prosecution of all crimes that occur in Carroll County which represent violations of either State or local law. The SAO prosecutes all criminal misdemeanor and felony cases, including assault, child abuse, malicious destruction, theft, robbery, rape, sexual offenses, burglary, murder, automobile manslaughter and various other criminal activities. The State of Maryland Constitution and the Annotated Code of Maryland mandate the SAO. These obligations are expanded and defined further by the Maryland Rules of Criminal Procedure, as well as State, Federal and Supreme Court decisions.

## Program Highlights

New cases in State's Attorney's Office:

Court	CY 05	CY 06	CY 07
Circuit Court	1,247	1,238	1,397
District Court	3,792	5,124	4,305
Juvenile Court	399	457	398
<b>Total</b>	<b>5,438</b>	<b>6,819</b>	<b>6,100</b>

## Budget Changes

- The 7.21% increase in personnel in FY 09 is due to the planned 5% increase in salaries and the addition of a new Extradition Fugitive Technician position.

## Positions

Title	Type	FTE
Assistant State's Attorney I	Full-time	2.00
Assistant State's Attorney II	Full-time	4.00
Chief Investigator	Full-time	1.00
Chief Deputy State's Attorney	Full-time	1.00
Deputy State's Attorney	Full-time	1.00
Extradition Fugitive Technician	Full-time	1.00
Investigator	Full-time	4.00
Law Clerk	Full-time	1.00
Office Administrator	Full-time	1.00
Prosecution Aide	Full-time	1.00
Prosecution Aide	Part-time	0.50
Prosecution Assistant	Full-time	11.00
Senior Asst. State's Attorney	Full-time	5.00
Specialty Unit Supervisor	Full-time	1.00
State's Attorney	By-law	1.00
<b>Total</b>		<b>35.50</b>

See the Grants page for funding details of SAO Child Support function and other SAO grant information.

## County Funding to State's Attorney's Office

Department	Estimated Cost
State's Attorney's Office	\$2,118,860
Fringe Benefits	798,840
Utilities	48,640
Building Repairs	26,800
Technology Support	22,360
Fleet-Fuel, Maintenance, Replacement	54,000
Grant's Cash Match	291,720
<b>Total</b>	<b>\$3,361,220</b>

# Victim Witness Assistance

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$149,885	\$158,020	\$158,020	\$165,910	4.99%	4.99%
Operating	9,491	12,890	12,890	14,290	10.86%	10.86%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$159,376</b>	<b>\$170,910</b>	<b>\$170,910</b>	<b>\$180,200</b>	<b>5.44%</b>	<b>5.44%</b>
Employees FTE	4.00	4.00	4.00	4.00	-----	-----

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

## Contact

Jerry Barnes, State's Attorney (410) 386-2671  
Cecilia Devilbiss, Budget Analyst (410) 386-2082

## Mission and Goals

It is the mission of the Victim Witness Assistance Unit to provide crime victims with improved treatment, assistance and services necessary to speed their recovery from the criminal act, to support and aid victims as they move through the criminal justice process and ensure that all victims receive all rights and benefits afforded them under the laws and the State of Maryland Constitution.

### Goals Include:

- Promote an integrated community system of victim assistance thereby increasing coordination and networking of all appropriate agencies, organizations and groups that provide services to victims of crime.
- Provide consideration and personal attention to victims and witnesses that ultimately aid in the healing process.
- Assure all victims and witnesses are informed on the progress of their case.
- Expand the victim's opportunity to participate in appropriate stages of the criminal justice process and ensure consideration of the impact of the crime upon the victim in major criminal justice decisions.
- Aid in the successful prosecution of crimes perpetrated upon the citizens of Carroll County.
- Ensure compliance with Victim's Rights legislation enacted to protect and enforce the statutory rights of victims.

## Description

Victim Witness Assistance is a specialized unit of the State's Attorney's Office that assists victims and witnesses in dealing with the emotional, social, physical, financial and legal consequences of crime.

Victim Witness Assistance provides a full range of services to victims of both felony and misdemeanor crimes. Services include the provision of on-going information regarding the status of criminal cases and explanation of and orientation to the judicial process, referrals to social service and mental health agencies, intercession to victims/witnesses with crime related employer problems, aid with filing victim compensation claims

and assistance with court appearance problems on an as needed basis. In addition, help is provided in the preparation of Victim Impact Statements and assistance is rendered to persons requesting post conviction court and inmate status notifications.

## Program Highlights

- 15,880 written and 4,954 telephone court notifications have been provided to victims and witnesses by Victim Witness Assistance unit staff during 2007.
- More than 2,070 victim interviews have been conducted and over 1,475 referrals have been given to victims in need of counseling or support services.
- The 10.86% increase in operating expenses in FY 09 is primarily due to the addition of a therapy dog program to this budget. For more information, please refer to: <http://abcnews.go.com/TheLaw/story>.

## Positions

Title	Type	FTE
<i>Administrative Assistant</i>	Full-time	1.00
<i>Director</i>	Full-time	1.00
<i>District Court Coordinator</i>	Full-time	1.00
<i>Family Violence Coordinator</i>	Full-time	1.00
<b>Total</b>		<b>4.00</b>

## County Funding to Victim Witness

Department	Estimated Cost
<i>Victim Witness</i>	\$180,200
<i>Fringe Benefits</i>	77,640
<i>Grant's Cash Match</i>	14,100
<b>Total</b>	<b>\$271,940</b>

# Public Safety Other Summary

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Animal Control	\$668,296	\$735,550	\$742,010	\$752,500	2.30%	1.41%
EMS 24/7 Services	3,209,420	3,580,020	3,464,535	3,637,760	1.61%	5.00%
Resident Trooper	4,958,750	5,185,030	5,319,256	5,585,220	7.72%	5.00%
Law Enforcement	0	0	0	158,040	100.00%	100.00%
Volunteer Emergency Services Association	5,569,405	5,860,125	6,278,540	6,291,280	7.36%	0.20%
<b>Total Public Safety Other</b>	<b>\$14,405,871</b>	<b>\$15,360,725</b>	<b>\$15,804,341</b>	<b>\$16,424,800</b>	<b>6.93%</b>	<b>3.93%</b>

## Mission and Goals

Provide 24/7 emergency medical, fire and law enforcement coverage throughout Carroll County in an efficient and timely manner.

## Budget Changes

- The difference between the FY 08 Original Budget and the FY 08 Adjusted Budget in EMS 24/7 Services is due to changes made to the Memorandum of Understanding with VESA and the County concerning the housing and operations of the Hazardous Materials Unit.
- The 5.00% increase in the Resident Trooper budget is based on new contract amount for FY 09.
- The 100% increase in Law Enforcement in FY 09 is due to the planned addition of three officers annually to accommodate the growing population in Carroll County and to maintain 1.3 officers per 1,000 citizens' ratio.
- The difference between the FY 08 Original Budget and the FY 09 Budget in VESA includes a planned 5.00% increase plus an additional \$138,150 granted by the Commissioners for increased fuel and utility costs.

## Highlights, Changes and Useful Information

- In calendar year 2007, Animal Control responded to more than 2,000 calls.
- Animal Control officers inspected and licensed 99 kennels, pet shops, grooming shops, circuses, and other commercial animal establishments.
- With the implementation of Phase V for EMS 24/7 in FY 08, thirteen companies now have at least one 24/7 paid medic unit. Sykesville and Westminster have two 24/7 paid medic units.

# Animal Control

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	668,296	735,550	742,010	752,500	2.30%	1.41%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$668,296</b>	<b>\$735,550</b>	<b>\$742,010</b>	<b>\$752,500</b>	<b>2.30%</b>	<b>1.41%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Carolyn N. Ratliff, Executive Director, Humane Society of Carroll County (410) 848-4810**  
**Larry Brown, Senior Budget Analyst (410) 386-2082**

## Mission and Goals

The Humane Society of Carroll County, Inc. attempts to alleviate pain and suffering of animals, educate the public about their need, shelter the lost and unwanted, reunite and adopt as many animals as possible and enforce the laws pertaining to their regulation of humane keeping.

### Goals Include:

- The Humane Society of Carroll County strives to fulfill its mission by being as responsive to the public as possible.
- The Humane Society tries to the best of its ability to work with the public to reconcile animal issues brought to its attention through education, advice, mediation and enforcement.

## Description

Carroll County contracts with the Humane Society of Carroll County to provide animal control for the safety of its citizens. The Humane Society is located at 2517 Littlestown Pike, Westminster, MD.

Hours of operation are 8-4 Monday through Friday and 9-12 Saturdays. An after-hours animal drop off area is provided. However, citizens are encouraged to bring their animals to the shelter during normal business hours.

Animal Control investigates all complaints of cruelty to animals. Additionally, Animal Control coordinates lost and found animal efforts in the County, and enforces County and State animal laws. Follow-up is made to ensure all adopted pets from the Society are spayed or neutered and vaccinated for rabies. Animal Control maintains twenty-eight animal licensing outlets throughout the County.

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

- Life-threatening animal situations
- Injured domestic stray animals
- Wild animals within a home
- Police need for assistance

## Program Highlights

- In calendar year 2007, Animal Control Officers responded to more than 2,000 calls for assistance from the public.
- 11,674 dog licenses were sold in calendar year 2007.
- 56% of all at large dogs were returned to their owners.
- 99% of adopted cats and dogs were spayed or neutered as per the adoption contracts, thus cutting down on pet overpopulation. The Humane Society had 1,116 animals adopted during calendar year 2007.
- Animal Control officers inspected and licensed 99 kennels, pet shops, grooming shops, circuses, and other commercial animal establishments.
- As a result of the Humane Society administering Carroll County's animal care and control programs, \$155,765 was collected (through the sale of dog tags and issuance of animal violations) and recorded as revenues.

## Budget Changes

The 1.41% increase in operating in FY 09 is primarily due to a planned 5% salary increase and increased insurance costs offset by one-time expenditure in FY 08 for the purchase of an animal control van.



# EMS 24/7 Services

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	3,209,420	3,580,020	3,464,535	3,637,760	1.61%	5.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$3,209,420</b>	<b>\$3,580,020</b>	<b>\$3,464,535</b>	<b>\$3,637,760</b>	<b>1.61%</b>	<b>5.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Mark Bilger, President VESA 410-374-1958

Larry Brown, Senior Budget Analyst (410) 386-2082

## Mission and Goals

To ensure the availability of 24/7 emergency services operations in the County.

## Description

The Carroll County Board of Commissioners created this budget in FY 04. In FY 04 the Commissioners were presented with a request prepared by the Volunteer Emergency Services Association for the provision of Emergency Medical Services (EMS) in the County. Since FY 04, 24/7 services has been implemented in five phases. As of FY 08, thirteen of fourteen stations have at least one 24/7 paid medic unit. Sykesville and Westminster have two 24/7 paid medic units.

## Budget Changes

The difference between the FY 08 Original Budget and the FY 08 Adjusted Budget is due to changes made to the Memorandum of Understanding with VESA and the County concerning the housing and operations of the Hazardous Materials Unit.

# Resident Trooper Program

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	4,958,750	5,185,030	5,319,256	5,585,220	7.72%	5.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$4,958,750</b>	<b>\$5,185,030</b>	<b>\$5,319,256</b>	<b>\$5,585,220</b>	<b>7.72%</b>	<b>5.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**First Sergeant M. Keith Papi, Coordinator**  
**(410) 386-3000**

**Larry Brown, Senior Budget Analyst (410) 386-2082**

## Mission and Goals

The mission of the Resident Trooper Program is to provide full police services to the citizens of Carroll County.

## Description

The Resident Trooper Program is established through a contractual agreement between the County and the State of Maryland. Located at the Westminster barrack, thirty-seven uniformed Troopers, seven criminal investigators, one Trooper w/K-9 and a secretary provide law enforcement, investigative services and assistance to the five municipal police forces and the Sheriff's Department.

## Budget Changes

The difference between the FY 08 Original Budget and the FY 08 Adjusted Budget reflects an increase in indirect costs. The 5.00% increase in operating is based on the contract amount for FY 09.

### Personnel Detail

Rank	Number
First Sergeant	1.0
Corporal	4.0
Trooper First Class	12.0
Trooper First Class – K-9	1.0
Trooper First Class - Investigator	5.0
Trooper	20.0
Trooper - Investigator	2.0
Office Secretary	1.0
<b>Total</b>	<b>46.0</b>

# Volunteer Emergency Services Association

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$201,518	\$0	\$0	\$0	0.00%	0.00%
Operating	5,367,887	5,860,125	6,278,540	6,291,280	7.36%	0.20%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$5,569,405</b>	<b>\$5,860,125</b>	<b>\$6,278,540</b>	<b>\$6,291,280</b>	<b>7.36%</b>	<b>0.20%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Mark Bilger, President VESA 410-374-1958  
 Larry Brown, Senior Budget Analyst (410) 386-2082

## Mission and Goals

The Carroll County Volunteer Emergency Services Association (VESA) represents the fourteen community volunteer fire departments in Carroll County. Over 1,000 men and women volunteer at the Mt. Airy, Hampstead, Westminster, Manchester, Taneytown, Pleasant Valley, Lineboro, Union Bridge, Reese, New Windsor, Harney, Sykesville, Gamber and Winfield Fire Companies.

## Description

The Carroll County Volunteer Firemen's Association has requested a name change to the Carroll County Volunteer Emergency Services Association to better reflect the scope of the services they provide. The name change was enacted as of October 1, 2004. The VESA is the hub of all the County fire departments administrations. Two representatives from each of the fourteen fire departments meet on a monthly basis. County funding is provided to the VESA, which in turn allocates funds to the fourteen fire companies and the following administrative budgets:

- Ambulance Association
- Carroll County Fire Police
- Fire Chief's Association
- Advanced Technical Rescue (ATR) Team
- Fire Training Center
- Haz-Mat Program
- Critical Incident Stress Management
- Fire Prevention
- Wellness

The County provides funding for the VESA physical program, which provides physicals to active members within the service.

## Program Highlights

The fourteen 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:

Type	CY 05	CY 06	CY 07
Fire	2,596	2,833	2,913
EMS	10,195	10,306	11,288
Rescue	1,146	1,163	1,246
Mutual Aid	2,032	2,055	2,137
<b>Total</b>	<b>15,969</b>	<b>16,357</b>	<b>17,584</b>

## Budget Changes

- The difference between the FY 08 Original Budget and the FY 08 Adjusted Budget is due a one-time supplement in FY 08 for the replacement of the reserve engine, ambulance and utility vehicle.
- The 0.20% increase in Operating includes a planned 5.00% increase plus an additional \$138,150 granted by the Commissioners for increased fuel and utility costs, less the one-time funding for the three reserve vehicles.

The following budget detail is provided:

	Budget FY 08	Budget FY 09
<b>Total Fire Company Operating Budgets</b>	<b>\$4,417,196</b>	<b>\$4,739,230</b>
<b>Administrative Budgets</b>	<b>\$628,818</b>	<b>\$687,005</b>
Workers Compensation	220,000	242,000
Malpractice Insurance	15,435	15,435
EVODs	578,676	607,610
<b>Subtotal Special Items</b>	<b>\$814,111</b>	<b>\$865,045</b>
<b>TOTAL</b>	<b>\$5,860,125</b>	<b>\$6,291,280</b>
FY 08 Budget Supplement for Reserve Vehicles	\$418,415	0
<b>TOTAL w/supplement</b>	<b>\$6,278,540</b>	<b>\$6,291,280</b>

# Education Other Summary

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Cable Regulatory Commission	\$342,653	\$100,000	\$100,000	\$105,000	5.00%	5.00%
Carroll Community College	5,636,100	6,111,000	6,111,000	6,575,000	7.59%	7.59%
Carroll County Public Library	6,782,100	7,136,000	7,136,000	7,706,870	8.00%	8.00%
Community Media Center	0	385,500	385,500	442,000	14.66%	14.66%
<b>Total Education Other</b>	<b>\$12,760,853</b>	<b>\$13,732,500</b>	<b>\$13,732,500</b>	<b>\$14,828,870</b>	<b>7.98%</b>	<b>7.98%</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:

- To serve the public interest.
- Promote global awareness and multi-cultural education through curriculum, service learning, and programs serving the community.
- Strive to locate and deliver information and resources efficiently, cost effectively, accurately and in the format requested by our community.
- Maintain on-going coverage of important local events and activities.

## Budget Changes

- The Cable Regulatory Commission Budget is based on a new funding formula that began in FY 08.
- The 7.59% increase in the FY 09 Budget for Carroll Community College is due to a financial relationship between the County and Carroll Community College. The County will fund a third of the College's total budget. This funding commitment will vary in different years, but it will be no more than 35% or less than 31% of the College's total budget.
- The 8.0% increase in the Carroll County Library Budget for FY 09 is primarily due to the personnel and operating expenses for the Finksburg Branch, set to open in the fall of 2008.
- The 14.66% increase in the Community Media Center budget for FY 09 is primarily due to projected increases in Cable Franchise revenues and the reconciliation of actual to estimated revenues from FY 07.

## Highlights, Changes and Useful Information

- Projected full time equivalent (FTE) enrollment for FY 09 at Carroll Community College is 2,890, an increase of 4.3% over the FY 08 revised projected enrollment.
- The Community College plans to increase its tuition for FY 09. The current tuition rate of \$92 per credit hour will increase to \$97 per credit hour.
- County funding is 32.1% of total revenue in FY 09 for Carroll Community College.
- County funding is 83.0% of total revenue in FY 09 for Carroll County Public Library (CCPL).
- In FY 07, CCPL circulated 3,421,828 items. CCPL ranked first among Maryland libraries since 1994 with 21.3 circulations per capita in FY 06, 3.1 more circulations per capita than the next highest county.

# Cable Regulatory Commission

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$40,000	\$0	\$0	\$0	0.00%	0.00%
Operating	302,653	100,000	100,000	105,000	5.00%	5.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$342,653</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$105,000</b>	<b>5.00%</b>	<b>5.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Carol Shawver, Cable Coordinator (410) 386-2095  
 Terry Cannon, Management and Budget Project  
 Coordinator (410) 386-2082

## Mission and Goals

To regulate and administer the cable franchise agreement for the jurisdictions.

### Goals Include:

- To serve the public interest.
- To provide enhanced public benefits in franchising and regulation, and economies of scale in our operation.

## Description

The Cable Regulatory Commission is an advisory body to the County and the towns on matters relating to cable communications and function as the Jurisdictions' representative for regional, state or national cable communications policy matters. For more information on the CRC please refer to: [www.carrollcable.tv](http://www.carrollcable.tv).

## Budget Changes

- The increase in FY 09 is due to the funding agreement between the County, the Cable Regulatory Commission, and the Community Media Center.
- 100% of the CRC Budget is funded through Cable Franchise Revenue.

# Carroll Community College

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	5,636,100	6,111,000	6,111,000	6,575,000	7.59%	7.59%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$5,636,100</b>	<b>\$6,111,000</b>	<b>\$6,111,000</b>	<b>\$6,575,000</b>	<b>7.59%</b>	<b>7.59%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Dr. Faye Pappalardo, President (410) 386-8100**  
**Cecilia Devilbiss, Budget Analyst (410) 386-2082**

## Mission and Goals

Carroll Community College is an innovative center of learning that focuses on the intellectual and personal development needs of the learner; promotes effective teaching; responds to an increasingly diverse and changing world; establishes a sense of community for students and those who support the student; uses institutional resources effectively; and values and promotes life-long learning.

### Goals include:

- Complete the design, host the groundbreaking, and begin construction of Instructional Building IV.
- Implement the recommendations resulting from the college's Technology Summit and updated, consolidated Technology Plan.
- Develop a comprehensive assessment plan for credit instruction and student affairs.
- Expand education, training, and services to local businesses to support Carroll County's economic development efforts.
- Expand global awareness opportunities for students and faculty, to include service learning activities within and outside of the United States.

## Description

Carroll Community College began as a branch of Catonsville Community College in 1976, then earned degree-granting status from the Maryland Higher Education Commission in 1993 and became an independent institution that same year. In 1996 Carroll Community College was awarded accreditation from the Middle States Commission of Colleges and Schools. A seven member Board of Trustees, appointed by the Governor of Maryland, governs the College.

Students can choose learning options from over forty-two programs leading to an Associate of Arts, Associate of Science, Associate of Arts in Teaching, Associate of Applied Science, and Certificates and Letters of Recognition. The College also has many Continuing Education and Training courses intended to provide learning opportunities for career, professional and personal growth.

In addition to the direct contribution of \$6,575,000 the County provides the College with \$1,545,400 of in-kind services through the Bureau of Facilities to maintain the campus. Other sources of revenue include \$9,263,485 from tuition and fees, \$7,260,498 from the State and \$677,109 in other revenue. Included in the capital budget is \$354,600 for technology to support College operations by providing computers for students and staff. The grant budget includes \$300,000 for matching funds for the Adult Basic Education grant, which was formerly administered by Carroll County Public Schools.

For more information on Carroll Community College please refer to: [www.carrollcc.edu](http://www.carrollcc.edu).

Revenue	Amount	% of Budget
Tuition and Fees	\$9,263,485	36.5%
County (includes in-kind)	8,120,400	32.1%
State Aid	7,260,498	28.7%
Other	677,109	2.7%
<b>Total</b>	<b>\$25,321,492</b>	<b>100.0%</b>

## Program Highlights

- Projected full time equivalent (FTE) enrollment for FY 09 at Carroll Community College is 2,890 an increase of 4.3% over the FY 08 enrollment.
- Approximately 12,600 individuals attended classes at Carroll Community College in FY 07.
- Over 75 businesses and organizations contracted with the college for customized training and business development services.

## Budget Changes

The differences between the FY 08 Budget and the FY 09 Budget are due to a financial relationship between the County and Carroll Community College. The County funds a third of the College's total budget. This funding commitment may vary in different years, but it will be no more than 35% or less than 31% of the College's total budget.

# Carroll County Public Library

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	6,782,100	7,136,000	7,136,000	7,706,870	8.00%	8.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$6,782,100</b>	<b>\$7,136,000</b>	<b>\$7,136,000</b>	<b>\$7,706,870</b>	<b>8.00%</b>	<b>8.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Lynn Wheeler, Director (410) 386-4500  
Cecilia Devilbiss, Budget Analyst (410) 386-2082

## Mission and Goals

The mission of the Carroll County Public Library is to provide Carroll County residents of all ages with information and resources that foster a love of reading and support lifelong learning and enjoyment.

### Goals Include:

- Residents of Carroll County will have timely access to the materials and resources they want.
- Children birth through age five will have the resources and opportunities they need to become effective learners.
- Residents of Carroll County will have access to information technology, and to the assistance they need to use it effectively in their daily lives.

## Description

Service in Carroll County began in 1863, when the Westminster Public Library was founded. The Library originally operated using revenues collected through membership dues and fines. 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.

By the end of FY 09, there will be six full service regional libraries:

- Westminster (1980)
- Eldersburg (1983)
- Taneytown (1989)
- North Carroll (1990)
- Mt. Airy (1994)
- Finksburg (fall 2008)

In addition to the direct contribution of \$7,706,870, the County provides Carroll County Public Library with in-kind services of \$523,015 through the Bureau of Facilities to maintain the branch system and \$1,426,000 through the Department of Human Resources to fund medical costs of the library staff. Included in

the capital budget is \$218,600 for technology replacement to support the library operations.

Along with County funding, other sources of revenue are included below:

County Appropriation	\$7,706,870	82.97%
State Aid	1,038,377	11.18%
Other	543,800	5.85%
<b>Total Revenue</b>	<b>\$9,289,047</b>	<b>100.00%</b>

## Program Highlights

In FY 07, CCPL circulated 3,421,828 items. For FY 06 CCPL ranked first among Maryland libraries with 21.3 circulations per capita, 3.1 more circulations per capita than the next highest county. The circulation breaks down as follows:

	FY 04	FY 05	FY 06	FY 07
Books	2,511,327	2,460,916	2,416,493	2,365,778
Video	618,175	616,015	560,548	548,787
Audio	377,471	394,969	404,124	414,502
Periodicals	74,142	87,139	88,748	87,548
Other	2,004	20,205	10,799	5,213
<b>Total</b>	<b>3,583,119</b>	<b>3,579,244</b>	<b>3,480,712</b>	<b>3,421,828</b>

Mobile service includes two vans serving children in day care centers along with a new bookmobile placed into service in 2007.

## Budget Changes

- The increase in the FY 09 Budget is due to the salary and operating expenses for the new Finksburg Branch. The Finksburg branch is expected to open in the fall of 2008.

# Community Media Center

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	0	385,500	385,500	442,000	14.66%	14.66%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$0</b>	<b>\$385,500</b>	<b>\$385,500</b>	<b>\$442,000</b>	<b>14.66%</b>	<b>14.66%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Marion Ware, Director (410) 386-4415  
 Terry Cannon, Management and Budget Project  
 Coordinator (410) 386-2082

## Mission and Goals

To give the local community a means and platform to voice their concerns and interests; increase civic participation in the "marketplace of ideas" and invigorate and strengthen democracy at the local level; and provide accessible means for schools and local governments to educate and inform their communities.

### Goals Include:

- Continue development of Town and Community Channel 23 to include 8 municipal ID packages.
- Increase production volunteers and interns to meet needs of Public, Education and Government partners.
- Produce historical archive of Carroll County history from old source material.
- Produce three new studio programs including a series in partnership with the Carroll County Public Library and the Carroll County Board of Education.
- Update the Strategic Plan.
- Maintain on-going coverage of important local events and activities.

## Description

The Community Media Center (CMC) is a Public, Education and Government shared use facility that helps various local agencies and individuals produce programming, content to broadcast over five channels including Channel 18 - Carroll Community College, Channel 19 - Public Access, Channel 21 Carroll County Board of Education, Channel 23 Town and Community Channel, and Channel 24 - Carroll County Government. For more information on the Community Media Center please refer to: [www.cmcmd.tv](http://www.cmcmd.tv).

## Program Highlights

- The CMC is launching its "founding sponsors" promotion. Sponsors pay \$350, and get a tile in the entry-way with their business's name on it.
- The CMC is working on a 3-part series on the heritage of Carroll County. Part I will be an oral history of Carroll County; interviews with long-time residents of the County. Part II will be an oral history, focusing on the African-American experience in the County. Part III will be entitled, "History of Carroll County." Each part is to be filmed and archived online.
- The CMC is working on a project focusing upon water-related issues within the County.
- Workshops on script writing/preproduction and another on advanced digital editing techniques have been planned. These training experiences are designed to equip volunteers with skills necessary to be a community editor.
- The CMC looks forward to April 2008 to a successful launch of their new website. The new site will have links to all 5 partner stations.

## Budget Changes

- Prior to FY 08 County funding of the Community Media Center was in the Cable Regulatory Commission Budget. The CMC receives forty percent of the projected Cable Franchise revenues and the reconciliation of actual revenues from a prior year. Previously this funding arrangement funded the County obligation to both the CMC and the CRC.
- 100% of the CMC Budget is funded through the Cable Franchise Revenue.



# Public Works Summary

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Public Works Administration	\$274,670	\$296,220	\$296,220	\$307,920	3.95%	3.95%
Engineering Administration	268,246	282,460	279,980	296,630	5.02%	5.95%
Engineering Construction Inspection	306,616	329,230	329,230	344,090	4.51%	4.51%
Engineering Design	289,161	312,180	312,180	331,890	6.31%	6.31%
Engineering Survey	177,754	187,820	192,597	204,830	9.06%	6.35%
Roads Operations	6,213,992	6,993,000	6,986,919	7,204,000	3.02%	3.11%
Storm Emergencies	1,350,200	1,417,620	1,417,620	1,500,000	5.81%	5.81%
Traffic Control	273,309	272,530	272,530	265,790	-2.47%	-2.47%
<b>Total Public Works</b>	<b>\$9,153,948</b>	<b>\$10,091,060</b>	<b>\$10,087,276</b>	<b>\$10,455,150</b>	<b>3.61%</b>	<b>3.65%</b>

## Mission and Goals

The Department of Public Works is dedicated to timely client service to accomplish the tasks necessary for building and maintaining a sound infrastructure to serve the public needs. This infrastructure consists of roads, bridges, storm drains, water and sewer systems, and landfills.

### Goals Include:

- Provide high quality public utilities in the service area.
- Expand and improve our public utility systems to ensure continuity of service.
- Expand the Northern Landfill, while exploring long-range alternatives for the collection and disposal of municipal solid waste.
- Continue to maintain the network of county-maintained roads.
- Develop policies on the care and maintenance of gravel roads.
- Coordinate with State Highway Administration on intersection safety.

## Highlights, Changes and Useful Information

- The Bureau of Roads Operations maintains approximately 140 bridges and more than 970 miles of roads.
- Seventy snow removal crews can be mobilized for twenty-four hour operation. Fifty of these crews operate County owned equipment and are County employees, while the other twenty crews are contracted. Each crew is assigned to a specific predetermined route based on the type and severity of the storm.

# Public Works Administration

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$265,512	\$278,980	\$278,980	\$290,570	4.15%	4.15%
Operating	8,522	17,240	17,240	17,350	0.64%	0.64%
Capital Outlay	636	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$274,670</b>	<b>\$296,220</b>	<b>\$296,220</b>	<b>\$307,920</b>	<b>3.95%</b>	<b>3.95%</b>
Employees FTE	4.10	4.10	4.10	4.10	-----	-----

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

## Contact

J. Michael Evans, Director, Department of Public Works  
(410) 386-2035  
Deborah Effingham, Management and Budget Project  
Coordinator (410) 386-2082

## Mission and Goals

The Department of Public Works is dedicated to timely client service and projects proceeding on schedule and completed on time with cost effective service delivery.

### Goals Include:

- Provide high quality public utilities in the service area.
- Expand and improve our public utility systems to ensure continuity of service.
- Expand the Northern Landfill, while exploring long-range alternatives for the collection and disposal of municipal solid waste.
- Continue to maintain the network of county-maintained roads.
- Develop policies on the care and maintenance of gravel roads.
- Coordinate with State Highway Administration on intersection safety.

## Description

The Director of Public Works oversees the following bureaus/divisions:

- Engineering Administration
- Engineering Construction Inspection
- Engineering Design
- Engineering Survey
- Roads Operations
- Storm Management
- Traffic Control
- Solid Waste
- Utilities

## Budget Changes

Generally, salary expenses were planned to grow at 5% and operating expenses at 3% between FY 08 and FY 09. Most budgets, including this one, were held at or near this level.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.80
<i>Financial Manager</i>	Full-time	0.20
<i>Deputy Director</i>	Full-time	0.10
<i>Director</i>	Full-time	1.00
<i>Land Acquisition Specialist</i>	Full-time	1.00
<b>Total</b>		<b>4.10</b>

45% of the Deputy Director, 40% of the Financial Manager, and 20% of Administrative Office Associate positions are charged to the Solid Waste Enterprise Fund. 45% of the Deputy Director and 40% of the Financial Manager positions are charged to the Bureau of Utilities Enterprise Fund.

# Engineering Administration

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$263,815	\$275,060	\$272,580	\$288,380	4.84%	5.80%
Operating	4,228	7,400	7,400	8,250	11.49%	11.49%
Capital Outlay	203	0	0	0	0.00%	0.00%
<b>Total</b>	\$268,246	\$282,460	\$279,980	\$296,630	5.02%	5.95%
Employees FTE	5.00	5.00	5.00	5.00	-----	-----

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

## Contact

Deborah Butler, Bureau Chief of Engineering (410) 386-2157  
Deborah Effingham, Management and Budget Project  
Coordinator (410) 386-2082

## Mission and Goals

To provide responsible, efficient and effective direction to the various Engineering Divisions that are in the Bureau, so as to accomplish the tasks necessary for building a sound infrastructure to serve the public needs. This infrastructure consists of roads, bridges, storm drains, water and sewer systems, and landfills.

### Goals Include:

- Oversee the design and construction of Community Investment Plan projects assigned to the bureau.
- Establish a format to gauge performance of the various consultant engineering companies and contractors doing work for the County under the Community Investment Plan.
- Keep citizens abreast of on-going capital projects.
- Satisfy other agency's requests for engineering design and survey-related services.

## Description

The Bureau of Engineering Administration directs the operations of the following divisions:

- Survey
- Construction Inspection
- Design

These divisions collectively provide engineering services and funds tracking of capital improvement projects and payments to contractors for:

- Roads
- Bridges
- Storm drains
- Water and sanitary sewer utilities
- Landfills

## Program Highlights

During 2007, the Bureau administered seventeen engineering contracts totaling \$1.6 million, and fifteen road, bridge and utility projects totaling \$19.1 million.

## Positions

Title	Type	FTE
<i>Bureau Chief</i>	Full-time	1.00
<i>Capital Improvement Specialist</i>	Full-time	1.00
<i>Engineering Review Manager</i>	Full-time	1.00
<i>Engineering Reviewer</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
<b>Total</b>		<b>5.00</b>

# Engineering Construction Inspection

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$302,979	\$324,030	\$324,030	\$339,450	4.76%	4.76%
Operating	3,638	4,950	4,950	4,640	-6.26%	-6.26%
Capital Outlay	0	250	250	0	-100.00%	-100.00%
<b>Total</b>	\$306,616	\$329,230	\$329,230	\$344,090	4.51%	4.51%
Employees FTE	7.00	7.00	7.00	7.00	-----	-----

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

## Contact

Gene Warrenfeltz, Manager, Construction Inspection  
(410) 386-2173  
Deborah Effingham, Management and Budget Project  
Coordinator (410) 386-2082

## Positions

Title	Type	FTE
Construction Inspector	Full-time	6.00
Manager/Construction Inspector	Full-time	1.00
<b>Total</b>		<b>7.00</b>

## Mission and Goals

The mission of the Construction Inspection Division of Engineering is 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 the budgets allocated in a timely manner.

### Goals Include:

- Perform quality inspection services in a timely and cost effective manner.
- Ensure projects are done according to standards developed by County agencies.
- Address citizen's requests and concerns in a timely manner.

## Description

The Construction Inspection Division's primary function 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 collecting payments from the contractors.

The division works closely with Development Review on development projects keeping them informed of discrepancies between the approved plans and field conditions.

## Program Highlights

This division inspected the following projects in 2007:

- Northern Landfill cell 3 construction
- Twin Arch Road culvert rehabilitation
- Progress Way reconstruction
- Road overlay projects
- Ag Center access road
- Warfieldsburg Road box culvert
- Jasontown Road construction

# Engineering Design

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$283,882	\$302,740	\$302,740	\$317,760	4.96%	4.96%
Operating	4,872	7,940	7,940	12,430	56.55%	56.55%
Capital Outlay	407	1,500	1,500	1,700	13.33%	13.33%
<b>Total</b>	\$289,161	\$312,180	\$312,180	\$331,890	6.31%	6.31%
Employees FTE	6.00	6.00	6.00	6.00	-----	-----

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

## Contact

Charles Ingram, Civil Engineering Manager (410) 386-2157  
Deborah Effingham, Management and Budget Project  
Coordinator (410) 386-2082

## Positions

Title	Type	FTE
<i>Civil Engineer Manager</i>	Full-time	1.00
<i>Designer/Drafting Technician II</i>	Full-time	3.00
<i>Project Engineer</i>	Full-time	1.00
<i>Traffic Engineer</i>	Full-time	1.00
<b>Total</b>		6.00

## Mission and Goals

The mission of the Design Division of Engineering is to provide high quality engineering and project management for building a sound infrastructure of roads, bridges and storm drains.

### Goals Include:

Complete the road and bridge projects planned in the Community Investment Plan within one construction season and within 10% of the original bid price.

## Description

The primary function of the Bureau of Engineering Design is to implement 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 they advertise the project, initiate the bid process and award the contract.

## Program Highlights

- During 2007, the Design Division advertised 8 road and bridge projects totaling \$6.5 Million.
- All projects were completed within 10% of the contract price.
- 88% of projects were awarded at or below budget.

# Engineering Survey

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$169,728	\$180,260	\$185,037	\$194,290	7.78%	5.00%
Operating	8,026	7,560	7,560	10,540	39.42%	39.42%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$177,754</b>	<b>\$187,820</b>	<b>\$192,597</b>	<b>\$204,830</b>	<b>9.06%</b>	<b>6.35%</b>
Employees FTE	4.70	4.70	5.00	5.00	-----	-----

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

## Contact

Richard Krebs, County Surveyor (410) 386-2171  
Deborah Effingham, Management and Budget Project  
Coordinator (410) 386-2082

## Budget Changes

The difference between the FY 08 Original Budget and the FY 08 Adjusted Budget is primarily due to an increase in hours for the Survey Helper position.

## Mission and Goals

The mission of the Survey Division of Engineering is to provide responsible, efficient and effective surveys, survey control and global positioning system points.

### Goals Include:

- Complete survey projects on or before schedule.
- Establish and maintain a system of global positioning points where no two points are more than 1½ miles apart. The department has established approximately 500 of the 600 pairs of survey points necessary to meet this goal.
- Place all Survey Control cards on the County web site for public access.

## Positions

Title	Type	FTE
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
<b>Total</b>		<b>5.00</b>

## Description

The division is responsible for all survey related functions performed for the County, including surveys 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, which are used as reference points for surveys.

## Program Highlights

Output measures for the Survey division are as follows:

Type of Project	FY 05	FY 06	FY 07
Topographic Surveys	150	159	167
Right-of-Ways/Easement Plats	45	46	53
Boundary Outline Surveys	35	42	47
New Deed Descriptions	40	40	52
Bureau of Engineering Projects	212	150	151
<b>Totals</b>	<b>482</b>	<b>437</b>	<b>470</b>

The Survey division started with 404 GPS control monuments and 660 second order survey control stations. Another 78 survey control monuments have been placed during the year for a total of 1,142 monuments in the survey control network.

# Roads Operations

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$3,619,933	\$4,056,560	\$4,050,479	\$4,251,710	4.81%	4.97%
Operating	2,308,181	2,880,780	2,880,780	2,911,740	1.07%	1.07%
Capital Outlay	285,877	55,660	55,660	40,550	-27.15%	-27.15%
<b>Total</b>	<b>\$6,213,992</b>	<b>\$6,993,000</b>	<b>\$6,986,919</b>	<b>\$7,204,000</b>	<b>3.02%</b>	<b>3.11%</b>
Employees FTE	118.10	119.10	119.10	119.10	-----	-----

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

## Contact

Benton Watson, Bureau Chief of Roads (410) 386-6717  
 Deborah Effingham, Management and Budget Project  
 Coordinator (410) 386-2082

## Mission and Goals

To provide a local road system that is in good condition by using the most economical means available and to provide timely citizen service.

### Goals Include:

Use timely preventative maintenance measures to keep the roads and bridges in good condition and reduce the life cycle costs.

## Description

The Bureau of Roads Operations maintains approximately 140 bridges and more than 970 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

The primary concern is the maintenance of existing County roads. Each year the entire system is evaluated using the Road Surface Management System (RSMS). The RSMS uses three primary factors of substructure, road surface and storm water management as criteria for evaluating a road's condition.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Area Roads Chief</i>	Full-time	5.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Dispatch Clerk</i>	Full-time	1.00
<i>Equipment Mechanic/Tool Rm.</i>	Full-time	1.00
<i>Foreman Bridges</i>	Full-time	1.00
<i>Foreman Roads</i>	Full-time	9.00
<i>Foreman Surface Crew</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	2.00
<i>Office Associate</i>	Part-time	0.50
<i>Paver Operator</i>	Full-time	1.00
<i>Public Works Inspector</i>	Full-time	3.00
<i>Road Equipment Operator</i>	Full-time	70.00
<i>Road Worker</i>	Full-time	20.00
<i>Roads Administrative Supervisor</i>	Full-time	1.00
<i>Technician</i>	Contractual	.60
<i>Tree Trimming Inspector</i>	Contractual	1.00
<b>Total</b>		<b>119.10</b>

# Storm Emergencies

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$410,960	\$390,670	\$390,670	\$410,210	5.00%	5.00%
Operating	917,109	1,004,950	1,004,950	1,081,290	7.60%	7.60%
Capital Outlay	22,131	22,000	22,000	8,500	-61.36%	-61.36%
<b>Total</b>	<b>\$1,350,200</b>	<b>\$1,417,620</b>	<b>\$1,417,620</b>	<b>\$1,500,000</b>	<b>5.81%</b>	<b>5.81%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Benton Watson, Bureau Chief of Roads (410) 386-6717**  
**Deborah Effingham, Management and Budget Project**  
**Coordinator (410) 386-2082**

## Mission

To provide effective responses to emergencies that involves 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
- Downed trees
- Cave-ins
- Vehicles accidents
- Other hazards

There are no regular hours for employees charged to this budget. The personnel expenses are for overtime hours logged by Roads Operations and other County employees who have responded to snow or other emergency situations.

Seventy snow removal crews can be mobilized for twenty-four hour operation. Fifty of these crews operate County owned equipment and are County employees, while the other twenty crews are contracted. Each crew is assigned to a specific predetermined route based on the type and severity of the storm.

## Budget Changes

- Generally, salary expenses were planned to grow 5% between FY 08 and FY 09. Most budgets, including this one, were held at or near that level.
- The 7.60% increase in operating in FY 09 is primarily due to salt prices.
- The 61.36% decrease in capital outlay is primarily due to a decrease in the number of replacement snow plows in FY 09.



# Traffic Control

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	258,056	272,530	272,530	265,790	-2.47%	-2.47%
Capital Outlay	15,253	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$273,309</b>	<b>\$272,530</b>	<b>\$272,530</b>	<b>\$265,790</b>	<b>-2.47%</b>	<b>-2.47%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Benton Watson, Bureau Chief of Roads (410) 386-6717**  
**Deborah Effingham, Management and Budget Project**  
**Coordinator (410) 386-2082**

## Mission and Goals

To keep all signs and highway markings in good repair and in compliance with the manual on Uniform Traffic Control Devices

### 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

Traffic Control works in conjunction with the Bureau of Roads Operations and is responsible for using their new painting truck to maintain and place all highway markings such as:

- Centerlines
- Edge lines
- Crosswalks
- Stop bars
- Turn lanes
- Rail crossings

In addition, this division has the following responsibilities connected with traffic control and road name signs:

- Replacement
- Repair
- Cleaning
- Creating
- Installation

The need for new signs is determined through routine inspection and investigation, citizen requests, and laws and regulations.

# Culture and Recreation Summary

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	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>Recreation and Parks Administration</b>	\$192,678	\$261,585	\$261,135	\$279,300	6.77%	6.96%
<b>Hashawha</b>	680,096	706,400	703,835	734,330	3.95%	4.33%
<b>Piney Run</b>	415,216	451,890	453,955	481,520	6.56%	6.07%
<b>Recreation</b>	298,015	277,970	275,490	304,080	9.39%	10.38%
<b>Sports Complex</b>	166,244	195,540	195,540	202,040	3.32%	3.32%
<b>Total Recreation and Parks</b>	<b>\$1,752,249</b>	<b>\$1,893,385</b>	<b>\$1,889,955</b>	<b>\$2,001,270</b>	<b>5.70%</b>	<b>5.89%</b>

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>Farm Museum</b>	\$707,409	\$767,240	\$766,410	\$796,870	3.86%	3.97%
<b>Historical Society of Carroll County</b>	610,000	60,000	60,000	60,000	0.00%	0.00%
<b>Homestead Museum</b>	20,000	20,000	20,000	20,000	0.00%	0.00%
<b>Total Culture and Recreation Other</b>	<b>\$1,337,409</b>	<b>\$847,240</b>	<b>\$846,410</b>	<b>\$876,870</b>	<b>3.50%</b>	<b>3.60%</b>

<b>Total Culture and Recreation</b>	<b>\$3,089,658</b>	<b>\$2,740,625</b>	<b>\$2,736,365</b>	<b>\$2,878,140</b>	<b>5.02%</b>	<b>5.18%</b>
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# Recreation and Parks Summary

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>Recreation and Parks Administration</b>	\$192,678	\$261,585	\$261,135	\$279,300	6.77%	6.96%
<b>Hashawha</b>	680,096	706,400	703,835	734,330	3.95%	4.33%
<b>Piney Run</b>	415,216	451,890	453,955	481,520	6.56%	6.07%
<b>Recreation</b>	298,015	277,970	275,490	304,080	9.39%	10.38%
<b>Sports Complex</b>	166,244	195,540	195,540	202,040	3.32%	3.32%
<b>Total Recreation and Parks</b>	<b>\$1,752,249</b>	<b>\$1,893,385</b>	<b>\$1,889,955</b>	<b>\$2,001,270</b>	<b>5.70%</b>	<b>5.89%</b>

## Mission and Goals

To develop and enhance outdoor and indoor recreation for the citizens of Carroll County by maintaining facilities, offering a variety of programs for recreation and environmental education and promoting conservation of natural resources to maximize the benefit for current and future generations.

### Goals include:

- Serve the citizens by providing a broad spectrum of leisure opportunities.
- Provide a high level of customer service and optimize visitors experience with the facilities within Carroll County.
- Promote healthy recreational activities for youth, adult and senior citizen groups.
- Expand the environmental education programs, both on and off sites to increase the levels of appreciation and enjoyment for all segments of society.

## Budget Changes

- The 6.96% increase in the Recreation Administration budget is primarily due to a one-time print fee for Recreation and Parks brochures.
- The 6.07% increase in the Piney Run budget is primarily due to a one-time expense for tree trimming and removal.
- The 10.38% increase in the Recreation budget is primarily due to the new recreation supervisor position.

## Highlights, Changes and Useful Information

- Recreation volunteers contributed more than 663,299 hours of service. In addition, during FY 07, volunteer recreation councils raised and spent over \$4.3 million within the County in their efforts to provide programs to citizens.
- The Sports Complex continues to attract approximately 80,000 visitors a year who participate in a variety of leagues, camps and tournaments and to promote the facility at their website: <http://cggovernment.carr.org/ccg/recpark/sports-cl/>.

Park Facilities	CY 04	CY 05	CY 06	CY 07
Attendance	196,088	247,328	259,477	228,385
Revenues	\$959,700	\$989,161	\$1,068,460	\$994,882
Per Person Revenue	\$4.89	\$4.00	\$4.12	\$4.35

# Recreation and Parks Administration

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$187,178	\$255,035	\$254,585	\$267,120	4.74%	4.92%
Operating	5,500	6,550	6,550	11,980	82.90%	82.90%
Capital Outlay	0	0	0	200	100.00%	100.00%
<b>Total</b>	<b>\$192,678</b>	<b>\$261,585</b>	<b>\$261,135</b>	<b>\$279,300</b>	<b>6.77%</b>	<b>6.96%</b>
Employees FTE	3.30	4.30	4.30	4.30	-----	-----

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

## Contact

**Jeff Degitz, Director of Recreation and Parks**

**(410) 386-2097**

**Robin Hooper, Budget Analyst (410) 386-2082**

## Mission and Goals

To provide recreation opportunities for the citizens of Carroll County by supporting and expanding volunteer systems, upgrading facilities, increasing programs and promoting the conservation and preservation of land and natural resources.

### Goals Include:

- Provide recreational opportunities for the citizens of Carroll County by supporting and expanding volunteer systems.
- Serve the citizens by providing a broad spectrum of leisure opportunities.
- Provide more administrative support to maintain and increase our current volunteer system.
- Upgrade facilities and offer additional services to provide a better user experience.
- Reduce our dependence on the tax dollar by fully developing new sources of revenue and cost saving strategies.

## Description

Recreation Services Administration operates under the Department of Recreation and Parks and oversees the Bureau of Recreation, as well as Hashawha Environmental Center and Bear Branch Nature Center, Piney Run Park and Nature Center, the Sports Complex and the Hap Baker Firearms Facility. Recreation Services Administration administers Program Open Space funds for the County and municipalities, schedules park and facilities reservations, and sponsors a series of special events throughout the County, such as Concerts in the Park.

## Program Highlights

- In FY 07, 231,175 people attended programs and visited park facilities, which generated \$994,842 in revenues.
- In FY 07, volunteers donated 675,000 service hours to recreation council programs.
- Over 300 Community Recreation Programs occurred in FY 07.

## Budget Changes

- The 82.90% increase in operating is due to a one-time print fee for Recreation and Parks brochures.

## Positions

Title	Type	FTE
<i>Administrative Support</i>	Contractual	0.30
<i>Director</i>	Full-time	1.00
<i>Bureau Chief of Parks</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
<i>Park Planner</i>	Full-time	1.00
<b>Total</b>		<b>4.30</b>

# Hashawha

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$435,997	\$464,650	\$464,085	\$486,700	4.75%	4.87%
Operating	230,543	231,475	229,475	241,830	4.47%	5.38%
Capital Outlay	13,555	10,275	10,275	5,800	-43.55%	-43.55%
<b>Total</b>	<b>\$680,096</b>	<b>\$706,400</b>	<b>\$703,835</b>	<b>\$734,330</b>	<b>3.95%</b>	<b>4.33%</b>
Employees FTE	14.44	14.44	14.44	14.44	-----	-----

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

## Contact

**Jeff Degitz, Director of Recreation and Parks**  
**(410) 386-2097**  
**Robin Hooper, Budget Analyst (410) 386-2082**

## Mission and Goals

Hashawha strives 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, more age diverse audience.
- Utilize the resources of Hashawha and Bear Branch in a more 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 known as Camp Hashawha 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: five winterized cabins which sleep up to 180 people, a full service dining hall, meeting rooms, a swimming pool, a tot lot, an archery area, a basketball court and ball fields.

Bear Branch Nature Center opened in 1993 to the public and features a large exhibit hall to explain 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 every sixth grader in Carroll County in environmental issues and outdoor education during a weeklong program. While the Hashawha Environmental Center itself is closed to the public (rental of the facility is available), approximately 300 acres with five miles of hiking/biking trails, a wetland area, pavilions and a tent camping area are available for public use.

## Program Highlights

- Opened the Francesca Borrelli Johnson Wetlands Classroom, an additional educational facility used by both the Carroll County Outdoor School teachers and Nature Center staff.
- Continued to offer recreational programming for the public with a youth archery program with 185 participants.
- Hosted several special events such as the Annual Maple Sugarin' Festival, Carroll County Envirothon, DNR Youth Field Day and Monarch Madness Festival.

## Budget Changes

- The 5.38% increase in operating is primarily due to electricity and propane.
- The 43.55% decrease in capital outlay in FY 09 is primarily due to the one-time FY 08 expenditure for replacement of mattresses.

## Positions

Title	Type	FTE
<i>Administration Support</i>	Contractual	0.50
<i>Cook</i>	Full-time	2.00
<i>Cook Assistant</i>	Part-time	1.25
<i>Food Service Supervisor</i>	Full-time	1.00
<i>General Service Assistant</i>	Part-time	0.63
<i>Maintenance Specialist</i>	Full-time	1.00
<i>Manager</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
<i>Office Associate</i>	Part-time	0.50
<i>Outdoor Recreation Specialist</i>	Full-time	1.00
<i>Service Maintenance</i>	Contractual	0.33
<i>Paraprofessional</i>	Contractual	0.23
<i>Park Maintenance Supervisor</i>	Full-time	1.00
<i>Park Naturalist</i>	Full-time	2.00
<i>Park Worker</i>	Full-time	1.00
<b>Total</b>		<b>14.44</b>

# Piney Run

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$333,047	\$359,730	\$367,095	\$382,885	6.44%	4.30%
Operating	73,220	79,960	74,660	86,535	8.22%	15.91%
Capital Outlay	8,949	12,200	12,200	12,100	-0.82%	-0.82%
<b>Total</b>	<b>\$415,216</b>	<b>\$451,890</b>	<b>\$453,955</b>	<b>\$481,520</b>	<b>6.56%</b>	<b>6.07%</b>
Employees FTE	13.77	13.77	13.77	13.77	-----	-----

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

## Contact

**Jeff Degitz, Director of Recreation and Parks**  
**(410) 386-2097**

**Robin Hooper, Budget Analyst (410) 386-2082**

## Mission and Goals

Piney Run's mission is to develop and enhance outdoor recreation, environmental education and conservation of natural resources to maximize the benefit for current and future generations.

### Goals include:

- Upgrade facilities and promote the conservation of natural resources and preservation of land.
- Provide recreation opportunities for the citizens of Carroll County by supporting and expanding volunteer systems.
- Insure 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

The Piney Run Park and Nature Center, located at 30 Martz Road near Sykesville, 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 an additional 500 acres of woods, fields and open space. There are more than five miles of hiking trails throughout the park. During the park season canoes, sailboats, rowboats, kayaks and paddleboats 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

Piney Run	2004	2005	2006	2007
Attendance	98,755	110,886	127,047	106,113
Volunteers	80	77	94	160
Volunteer Hours	4,065	1,860	3,664	3,902

## Budget Changes

- The 15.91% increase in operating is due to a one-time expense for tree trimming and removal.

## Positions

Title	Type	FTE
<i>Administrative Support</i>	Contractual	1.00
<i>Manager</i>	Full-time	1.00
<i>Environmental Education Spec</i>	Full-time	1.00
<i>Paraprofessional</i>	Contractual	0.76
<i>Park Maintenance Specialist</i>	Full-time	1.00
<i>Park Maintenance Specialist</i>	Part-time	0.50
<i>Park Maintenance Supervisor</i>	Full-time	1.00
<i>Park Naturalist</i>	Full-time	2.00
<i>Service Maintenance</i>	Contractual	5.51
<b>Total</b>		<b>13.77</b>

# Recreation

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$248,804	\$211,020	\$208,540	\$229,775	8.89%	10.18%
Operating	49,211	66,950	66,950	74,305	10.99%	10.99%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$298,015</b>	<b>\$277,970</b>	<b>\$275,490</b>	<b>\$304,080</b>	<b>9.39%</b>	<b>10.38%</b>
<b>Employees FTE</b>	<b>8.38</b>	<b>7.38</b>	<b>7.38</b>	<b>8.38</b>	<b>-----</b>	<b>-----</b>

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

## Contact

**Jeff Degitz, Director of Recreation and Parks**

**(410) 386-2097**

**Robin Hooper, Budget Analyst (410) 386-2082**

## Mission and Goals

Provide a broad spectrum of quality leisure opportunities for the citizens of Carroll County.

### Goals include:

- Provide quality support services to the County's volunteer recreation councils.
- Supplement current recreation council program offerings with Alternative Community Recreation Program classes, increasing the number and variety of programs available to the public.
- Explore and develop new sources of revenue to limit dependence on tax dollars.

## 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.

The Bureau of Recreation contributes \$24,500 to the Carroll County Art Council. The CCAC produces public programs, provides grants and scholarships and serves as a primary source for cultural information in Carroll County.

The Bureau also supplements the program offerings from the recreation councils through the community recreation program. These programs provide additional recreational opportunities at school sites throughout the County.

## Program Highlights

- In FY 07, 2,790 registrants attended 9,285 program sessions at sites throughout the County.
- Volunteers contributed 663,299 hours of service.
- In FY 07, volunteer recreation councils raised and spent over \$4.3 million within the County in their efforts to provide programs to citizens.

## Budget Changes

- The 10.18% increase in personnel is primarily due to the new recreation supervisor position.
- The 10.99% increase in operating is primarily due to electricity costs for the County's lighted ball fields.

## Positions

Title	Type	FTE
<i>Bureau Chief</i>	Full-time	1.00
<i>Community Coordinator</i>	Contractual	3.38
<i>Office Associate</i>	Full-time	2.00
<i>Recreation Supervisor</i>	Full-time	2.00
<b>Total</b>		<b>8.38</b>

# Sports Complex

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$85,882	\$108,340	\$108,340	\$113,380	4.65%	4.65%
Operating	80,362	87,200	87,200	88,660	1.67%	1.67%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$166,244</b>	<b>\$195,540</b>	<b>\$195,540</b>	<b>\$202,040</b>	<b>3.32%</b>	<b>3.32%</b>
Employees FTE	3.62	3.62	3.62	3.62	-----	-----

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

## Contact

**Jeff Degitz, Director of Recreation and Parks**

**(410) 386-2097**

**Robin Hooper, Budget Analyst (410) 386-2082**

The cost of providing recreation services, programs and facilities at the Sports Complex are partially offset by income collected from activities at the Complex.

For more information on the Sports Complex, please refer to:

<http://ccgovernments.carr.org/ccg/recpark/sports-c/default.asp>

## Mission and Goals

The mission of the Sports Complex is 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.

## Program Highlights

- In the 2007 season, 92 adult slow pitch softball teams participated in leagues.
- Hosted WTTR's "Birds are Back" rally.

## Goals include:

- Provide quality recreational activities based upon the needs of County residents.
- Maintain the facility's existing 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 recreational activities for youth, adult and senior citizen groups.

## Budget Changes

Generally, salary expenses were planned to grow at 5% and operating expenses at 3% between FY 08 and FY 09. Most budgets, including this one, were held at or near that level.

## Positions

Title	Type	FTE
<i>Maintenance Specialist</i>	Full-time	1.00
<i>Manager</i>	Full-time	1.00
<i>Service Maintenance</i>	Contractual	1.62
<b>Total</b>		<b>3.62</b>

## Description

The Carroll County Sports Complex is located at 2225 Littlestown Pike (Route 97 North), Westminster, MD. Guests come to the Sports Complex every day of the week from mid-March through early November to participate in sports activities, leagues, tournaments and camps. The Sports Complex serves as the host site for local, State, Regional, National and World Championship softball tournaments on approximately thirty weekends during the season.

This seventy-six acre facility is used by many local and regional groups such as the Carroll County Men, Women and Co-Ed Softball leagues, Charles Carroll Recreation Council for youth baseball, softball and soccer, the Westminster Wolves Soccer Program, and the Baltimore Beltway Senior Softball League. The Sports Complex also serves as the central Maryland home of women's fast pitch softball.



# Culture and Recreation Other Summary

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	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Farm Museum	\$707,409	\$767,240	\$766,410	\$796,870	3.86%	3.97%
Historical Society of Carroll County	610,000	60,000	60,000	60,000	0.00%	0.00%
Homestead Museum	20,000	20,000	20,000	20,000	0.00%	0.00%
<b>Total Culture and Recreation Other</b>	<b>\$1,337,409</b>	<b>\$847,240</b>	<b>\$846,410</b>	<b>\$876,870</b>	<b>3.50%</b>	<b>3.60%</b>

## Mission and Goals

The Farm Museum, along with the Historical Society and Homestead is where history of Carroll County lives. Each is dedicated to preserving, promoting and educating in the most appropriate manner the County's cultural and historic resources.

### Goals Include:

- Provide a setting to teach rural Carroll County history to visitors of all ages.
- Restore and preserve all historic buildings, exhibits, and artifacts.

## Highlights, Changes and Useful Information

- In FY 07, 46,283 people visited the Farm Museum. This figure does not include those reserving outside pavilions or those who use the pavilions for events such as the July 4<sup>th</sup> fireworks.
- Cockey's Tavern is under renovation to provide an expanded museum shop, public programming space and tourist information center.
- In September 2007, the Homestead launched the second annual Maryland Microbrewery Festival featuring nine Maryland microbreweries and live entertainment. Over 3,000 individuals attended the event.

# Farm Museum

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$424,566	\$452,585	\$451,755	\$473,135	4.54%	4.73%
Operating	278,850	311,555	311,555	320,755	2.95%	2.95%
Capital Outlay	3,994	3,100	3,100	2,980	-3.87%	-3.87%
<b>Total</b>	<b>\$707,409</b>	<b>\$767,240</b>	<b>\$766,410</b>	<b>\$796,870</b>	<b>3.86%</b>	<b>3.97%</b>
Employees FTE	13.61	13.61	13.61	13.61	-----	-----

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

## Contact

**Dottie Freeman, Manager (410) 848-7775**  
**Robin Hooper, Budget Analyst (410) 386-2082**

## Mission and Goals

To promote the prestige and general welfare of Carroll County by fostering the preservation and proper appreciation of the rural culture of Carroll County and the spirit and the values which this culture typifies. To preserve, maintain and develop this culture in connection with a public living history and historical facility, and to preserve, promote and educate in the most appropriate manner the County's cultural and historic resources.

### Goals include:

- Promote greater understanding of the resourcefulness of 19th century farm life using the technology of the period.
- Create exhibits portraying all stages of farming in Carroll County.
- 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 in Westminster, MD, was established in 1966 to preserve the rural heritage of Carroll County and to educate its 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 educational overview of rural Carroll County farm lifestyles 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 addition of the Living History Camp, Enrichment Camp, Traditional Arts classes, and the Heirloom and Country gardens have expanded the Museum's dedication to educating participants as to how Carroll County's residents lived over 150 years ago. Thousands of school children are afforded the opportunity of witnessing history in the re-making outside the classroom setting.

Farm animals add to the pastoral ambience along with an environmental fishpond, children's play area, nature trail, flower garden, croquet lawn, horseshoe pits and volleyball courts.

Special events include a Civil War Encampment, Fiddler's Convention, Old Fashioned July 4<sup>th</sup>, the Maryland Wine Festival, Surf & Turf Festival, Fall Harvest Days and the annual Holiday Tour. For more information on the Farm Museum, refer to: <http://ccgovernment.carr.org/ccg/farmmus/default.asp>.

## Program Highlights

- In FY 07, 46,283 people visited the Farm Museum. These figures do not include those reserving outside pavilions or those who use the pavilions for events such as the July 4th fireworks.
- In FY 07, visitors generated revenue of \$401,745.

## Positions

Title	Type	FTE
<i>Activities Coordinator</i>	Part-time	0.63
<i>Administrative Support</i>	Contractual	1.62
<i>Administrator</i>	Full-time	1.00
<i>Curator</i>	Full-time	1.00
<i>Events Coordinator</i>	Full-time	1.00
<i>Group Tour Coordinator</i>	Part-time	0.60
<i>Historian/Educator</i>	Full-time	1.00
<i>Intern/Project Specialist</i>	Contractual	0.50
<i>Maintenance Specialist</i>	Full-time	2.00
<i>Custodian/Maint Specialist</i>	Full-time	1.00
<i>Maintenance Supervisor</i>	Full-time	1.00
<i>Marketing Assistant</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
<i>Paraprofessional</i>	Contractual	0.26
<b>Total</b>		<b>13.61</b>

# Historical Society of Carroll County

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	610,000	60,000	60,000	60,000	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$610,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>0.00%</b>	<b>0.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Timatha Pierce, Executive Director (410) 848-6494  
Robin Hooper, Budget Analyst (410) 386-2082

## Mission and Goals

The Historical Society of Carroll County, is a non-profit, educational institution dedicated to preserving materials and interpreting the history of Carroll County. It endeavors to further public interest, knowledge, understanding and appreciation of Carroll County.

### Goals include:

- Educate various constituents on the history of the County.
- Properly preserve Cockey's Tavern, Kimmey House, and the Shellman House.

## Description

The Historical Society of Carroll County was founded in 1939 and owns three historic properties on East Main Street in Westminster, MD.

The Kimmey House serves as the main office building and houses a changing exhibition gallery, research library and collections storage. The collection provides historical themes for public programming, including exhibitions, publications and lectures. Grant funds are used to meet general operating costs. The Carroll County Office of Tourism Visitor Information Center has been a tenant since 1984 within the Kimmey House.

The Sherman-Fisher-Shellman House features an architectural museum where a changing exhibition gallery and special events are held.

Cockey's Tavern is in process of being renovated to expand public programming and provide space for collections storage, gift shop, and staff and volunteer offices.

For more information on the Historical Society of Carroll County, refer to: <http://hsc.carr.org/>.

## Program Highlights

- Cockey's Tavern is under renovation to provide an expanded museum shop, public programming space and tourist information center.
- Continuation of the on-going series of monthly Box Lunch Talks, a lecture series on county history.
- Publication of a new book on the Vietnam veterans of Carroll County titled "Tours of Duty: Carroll County and the Vietnam War."
- "Images of America" continues to be a best seller.

# Homestead Museum

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	20,000	20,000	20,000	20,000	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$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. On-going mid-year changes have been annualized for comparison purposes.

## Contact

Jane Sewell, Executive Director (410) 848-2313  
Robin Hooper, Budget Analyst (410) 386-2082

## Mission and Goals

The Union Mills Homestead Foundation strives to maintain and preserve the Homestead Buildings and gristmill to perpetuate its existence as a living, working, historical landmark for future generations.

### Goals include:

- Keep the interior and exterior of the buildings and premises in good condition.
- Promote the facility for tours, weddings, receptions and events to generate revenues to accomplish the mission.
- Develop and secure the archives and history of the Homestead.

## Description

In 1797, David and Andrew Shriver purchased the track of land along Big Pipe Creek for the purpose of operating a gristmill and a sawmill. Later, the brothers added a tannery, copper shop and a blacksmith's shop. The growing enterprise soon took the name "Union Mills" because of the partnership between the two brothers and their various businesses. With various changes, the mill operated commercially until 1942. The mill closed for restoration in the early 1980's and then reopened in 1983. In addition to the mill and outbuildings, the original double house can be visited today. The facility, located on Littlestown Pike in Union Mills, MD, is owned by Carroll County and operated by the Union Mills Homestead Foundation, a non-profit organization.

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 are three of the premier events at the Homestead. The Homestead draws approximately 15,000 visitors annually.

For more information on the Homestead Museum, please refer to: <http://www.unionmills.org/>.

In addition to the direct contribution of \$20,000, the County provides the Union Mills Homestead Foundation with in-kind services through the Bureau of Facilities to maintain the Homestead Buildings. In FY 09, the Bureau of Facilities budget includes \$51,800.

## Program Highlights

- In September 2007, the Homestead launched the second annual Maryland Microbrewery Festival featuring nine Maryland microbreweries and live entertainment. Over 3,000 individuals attended the event.
- Received a grant from Maryland Historical Trust to develop a long term strategic plan.

# Citizen Services Summary

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>Citizen Services Administration</b>	\$262,520	\$286,170	\$285,780	\$297,930	4.11%	4.25%
<b>Aging</b>	732,683	845,690	864,795	915,760	8.29%	5.89%
<b>CC Advocacy and Investigation Center</b>	126,465	143,390	142,120	147,630	2.96%	3.88%
<b>Total Citizen Services</b>	<b>\$1,121,667</b>	<b>\$1,275,250</b>	<b>\$1,292,695</b>	<b>\$1,361,320</b>	<b>6.75%</b>	<b>5.31%</b>

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>Access Carroll</b>	\$25,750	\$26,525	\$26,525	\$27,320	3.00%	3.00%
<b>Carroll County Arc</b>	232,190	239,160	239,160	246,340	3.00%	3.00%
<b>CHANGE, Inc.</b>	257,190	239,160	239,160	246,340	3.00%	3.00%
<b>Family and Children's Services Domestic Violence</b>	68,950	71,020	71,020	73,150	3.00%	3.00%
<b>Family and Children's Services Sexual Abuse Treatment</b>	190,500	196,215	196,215	202,100	3.00%	3.00%
<b>Granite House</b>	100,000	103,000	103,000	106,090	3.00%	3.00%
<b>Health Department</b>	3,108,780	3,109,290	3,109,290	3,426,910	10.22%	10.22%
<b>Human Services Programs</b>	773,880	797,100	797,100	821,020	3.00%	3.00%
<b>Junction</b>	122,820	126,505	126,505	146,770	16.02%	16.02%
<b>Long Term Treatment Facility</b>	0	750,000	750,000	1,125,500	50.07%	50.07%
<b>Rape Crisis Intervention</b>	76,850	89,160	89,160	85,240	-4.40%	-4.40%
<b>Social Services</b>	191,885	197,645	197,645	203,580	3.00%	3.00%
<b>Target Community and Educational Services</b>	232,190	239,160	239,160	246,340	3.00%	3.00%
<b>Youth Services Bureau</b>	529,210	545,090	545,090	561,450	3.00%	3.00%
<b>Total Citizen Services Other</b>	<b>\$5,910,195</b>	<b>\$6,729,030</b>	<b>\$6,729,030</b>	<b>\$7,518,150</b>	<b>11.73%</b>	<b>11.73%</b>
<b>Total Citizen Services</b>	<b>\$7,031,862</b>	<b>\$8,004,280</b>	<b>\$8,021,725</b>	<b>\$8,879,470</b>	<b>10.93%</b>	<b>10.69%</b>

# Citizen Services Summary

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>Citizen Services Administration</b>	\$262,520	\$286,170	\$285,780	\$297,930	4.11%	4.25%
<b>Aging</b>	732,683	845,690	864,795	915,760	8.29%	5.89%
<b>CC Advocacy and Investigation Center</b>	126,465	143,390	142,120	147,630	2.96%	3.88%
<b>Total Citizen Services</b>	<b>\$1,121,667</b>	<b>\$1,275,250</b>	<b>\$1,292,695</b>	<b>\$1,361,320</b>	<b>6.75%</b>	<b>5.31%</b>

## Mission and Goals

To provide individuals and families with the information, programs, and services that focus on sustaining and enhancing their 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.

## Budget Changes

- The 5.89% increase in the Aging budget in FY 09 is primarily due to the two new custodian positions and the one-time purchase of cleaning equipment for the South Carroll Senior and Community Center.

## Highlights, Changes and Useful Information

- Services provided at the Senior Centers included:

	FY 05	FY 06	FY 07
Meetings at Senior Centers by outside groups	2,976	3,113	3,156
Meals served	29,145	27,242	25,188
Long-Term Care Ombudsman # of inquiries	928	917	1,025
Volunteer hours performed at the Senior Centers	43,051	42,957	39,352
Senior Information and Assistance	17,732	23,443	25,788
Clients Enrolled in Medicaid Waiver for Older Adults	73	63	92
Income Tax Forms prepared by AARP at Bureau	659	983	919
Clients Receiving Housing Subsidy	14	19	25

- For FY 07, CCAIC handled 439 new cases.

# Citizen Services Administration

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$252,807	\$270,580	\$270,190	\$282,835	4.53%	4.68%
Operating	9,713	15,590	15,590	15,095	-3.18%	-3.18%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$262,520</b>	<b>\$286,170</b>	<b>\$285,780</b>	<b>\$297,930</b>	<b>4.11%</b>	<b>4.25%</b>
Employees FTE	4.55	4.55	4.55	4.55	-----	-----

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

## Contact

**Jolene Sullivan, Director of the Department of Citizen Services (410) 386-3600**  
**Robin Hooper, Budget Analyst (410) 386-2082**

- Granite House
- Spectrum Health Systems, Inc.

## Mission and Goals

To provide individuals and families with the information, programs, and services that focus on sustaining and enhancing their 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 service programs and assistance to promote choice dignity and independence for older adults and those who care for them.

## Program Highlights

Coordinated the launching of the County's NACO Prescription Discount Drug Program. In 2007, approximately 17,422 prescriptions were filled with a total savings of \$263,435 to Carroll County residents.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Deputy Director</i>	Full-time	1.00
<i>Director</i>	Full-time	1.00
<i>CSP Analyst</i>	Full-time	.75
<i>Office Associate</i>	Full-time	0.80
<b>Total</b>		<b>4.55</b>

## Description

The Department of Citizen Services includes:

- The Bureau of Aging
- The Division of the Local Management Board, which is comprised of public and private organizations and individuals who promote the well-being of the family
- The Carroll County Advocacy and Investigation Center
- Housing and Community Development

The Department is responsible for the County government's compliance with the Americans with Disabilities Act. The Department serves as the liaison to the following agencies which receive County funds:

- Department of Social Services
- Rape Crisis Intervention Services
- Domestic Violence Program
- Sexual Abuse Treatment Program
- Youth Services Bureau
- Human Services Programs
- Target
- CHANGE, Inc.
- Junction
- The Arc
- Access Carroll

# Aging

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$578,175	\$721,480	\$740,585	\$822,295	13.97%	11.03%
Operating	149,288	99,240	99,240	71,965	-27.48%	-27.48%
Capital Outlay	5,219	24,970	24,970	21,500	-13.90%	-13.90%
<b>Total</b>	<b>\$732,683</b>	<b>\$845,690</b>	<b>\$864,795</b>	<b>\$915,760</b>	<b>8.29%</b>	<b>5.89%</b>
Employees FTE	16.39	20.39	20.39	22.39	-----	-----

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

## Contact

**Richard Steinberg, Bureau Chief of Aging (410) 386-3800**  
**Robin Hooper, Budget Analyst (410) 386-2082**

## Mission and Goals

The Carroll County Bureau of Aging is dedicated to providing the highest quality of services, programs and assistance to promote choice, dignity and independence for older adults 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.

## Description

The Bureau of Aging is responsible for a wide range of programs and services for older adults (60 and over) including the operations and programs offered at the five senior centers located throughout Carroll County. Combined Federal, State and County funding support programs which provide essential services for Carroll County's older citizens including:

- Senior information and assistance
- Elder abuse prevention and awareness
- Guardianship
- Transportation
- Pharmacy assistance program
- Curbing Medicare and Medicaid Abuse
- Income tax assistance
- Insurance counseling and advocacy
- Meals
- Tax abatement programs
- Long term care ombudsman
- Legal assistance
- Medicaid Waiver Administration and case management
- Health screening
- Developmental Disability Programs
- Family caregiver programs and counseling
- Employment
- Nutrition education and counseling
- Energy assistance
- In-home care registry
- Website information

## Performance Measures

The Department of Citizen Services has established measurable goals and objectives for FY 09. Starting in FY 10, the department will be able to compare actual results to the projections listed below.

**Goal 1-** To provide quality services, programs and assistance for the older adult population.

**Objective 1.1 -** To provide a nutritional meal served at the centers and to provide a sufficient meal to those eligible older adults in the community.

Measure Name	Projection FY 09
Number of congregate meals served	27,000
Contract price per meal	\$3.35
Average client donation per meal	\$2.00
Number of unduplicated clients	1,300
Number of meals to homebound clients	12,008
Contract price per meal	\$6.31
Average client donation per meal	\$0.20
Number of unduplicated clients	26

**Objective 1.2 -** Continue to monitor increase in senior population and develop or expand programs as needed.

Measure Name	Projection FY 09
Number of grants administered	19
Total value of grants	\$1,265,031
Unduplicated number of persons to be served through services supported by Older American Act Title III funds	3,155
Unduplicated number of persons registered at one of the five Senior and Community Centers (Implemented Universal Participant Tracking System in FY 08)	



**Objective 1.3** – Continue to inform and assist older adults in the community.

<b>Measure Name</b>	<b>Projection FY 09</b>
Unduplicated number of clients who receive general information and referrals	990
Units of service for information/outreach	22,760
Individuals contacts for SHIP (Senior Health Insurance Assistance Program)	346
Total contact units for SHIP	487

### **Program Highlights**

- From October 1, 2006 to September 30, 2007, 130 college classes occurred at the senior centers with 1,454 participants.
- The Long Term Care Ombudsman Program received a grant to begin PEER, a program designed to train residents in Long Term Care facilities to self advocate.

### **Budget Changes**

- The 12.33% increase in personnel is primarily due to the two new Custodial Services Specialist positions for the South Carroll Senior and Community Center.
- The 27.48% decrease in operating in FY 09 is primarily due to janitorial costs. Due to the new custodial positions, janitorial services will no longer be needed at South Carroll Senior and Community Center.

### **Positions**

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Accounts Technician</i>	Full-time	0.20
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Bureau Chief of Aging</i>	Full-time	1.00
<i>Community Service Supervisor</i>	Full-time	1.00
<i>Custodial Services Specialist</i>	Full-time	6.00
<i>Fiscal Supervisor</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.37
<i>Program Assistant</i>	Full-time	0.50
<i>Program Coordinator I</i>	Full-time	2.50
<i>Program Coordinator II</i>	Full-time	0.19
<i>Program Specialist</i>	Full-time	0.13
<i>Senior Center Managers</i>	Full-time	3.50
<i>Site Manager</i>	Full-time	4.00
<b>Total</b>		<b>22.39</b>

Federal and State funding support a portion of some of the above positions. For a description of the State and Federally funded programs, see the Grants section.

# Carroll County Advocacy and Investigation Center

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$118,152	\$129,550	\$128,280	\$134,485	3.81%	4.84%
Operating	7,401	12,340	12,340	13,145	6.52%	6.52%
Capital Outlay	912	1,500	1,500	0	-100.00%	-100.00%
<b>Total</b>	\$126,465	\$143,390	\$142,120	\$147,630	2.96%	3.88%
Employees FTE	3.00	3.00	3.00	3.00	-----	-----

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

## Contact

Linda Holmes, Program Manager (410) 386-3750

Robin Hooper, Budget Analyst (410) 386-2082

## Mission and Goals

The purpose of the Carroll County Advocacy and Investigation Center (CCAIC) is to protect children and adult citizens of Carroll County from child sexual and physical abuse, rape and sexual assaults, to provide counseling for the victims and families, and to hold offenders accountable.

### Goals Include:

- Victim assistance and protection
- Advocacy and counseling for the victim and families
- Medical treatment
- Criminal investigation
- Prosecution of the offender

## Description

The division is comprised of a wide range of agencies and organizations. It is staffed by this department, 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 from a victim advocacy perspective.

## Program Highlights

For FY 07, the CCAIC division served 439 new cases.

## Positions

Title	Type	FTE
Victim Support Coordinator	Full-time	1.00
Legal Secretary I	Full-time	1.00
Program Manager	Full-time	1.00
<b>Total</b>		<b>3.00</b>

# Citizen Services Other Summary

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Access Carroll	\$25,750	\$26,525	\$26,525	\$27,320	3.00%	3.00%
Carroll County Arc	232,190	239,160	239,160	246,340	3.00%	3.00%
CHANGE, Inc.	257,190	239,160	239,160	246,340	3.00%	3.00%
Family and Children's Services Domestic Violence	68,950	71,020	71,020	73,150	3.00%	3.00%
Family and Children's Services Sexual Abuse Treatment	190,500	196,215	196,215	202,100	3.00%	3.00%
Granite House	100,000	103,000	103,000	106,090	3.00%	3.00%
Health Department	3,108,780	3,109,290	3,109,290	3,426,910	10.22%	10.22%
Human Services Programs	773,880	797,100	797,100	821,020	3.00%	3.00%
Junction	122,820	126,505	126,505	146,770	16.02%	16.02%
Long Term Treatment Facility	0	750,000	750,000	1,125,500	50.07%	50.07%
Rape Crisis Intervention	76,850	89,160	89,160	85,240	-4.40%	-4.40%
Social Services	191,885	197,645	197,645	203,580	3.00%	3.00%
Target Community and Educational Services	232,190	239,160	239,160	246,340	3.00%	3.00%
Youth Services Bureau	529,210	545,090	545,090	561,450	3.00%	3.00%
<b>Total Citizen Services Other</b>	<b>\$5,910,195</b>	<b>\$6,729,030</b>	<b>\$6,729,030</b>	<b>\$7,518,150</b>	<b>11.73%</b>	<b>11.73%</b>

## Mission and Goals

The Department of Citizen Services is the coordinating agency for all human service functions within Carroll County Government. The Department assists in the guidance of human service agencies with the goal of providing a variety of services to fulfill the basic needs of children, youth, older adults, and the disabled in the community.

### Goals Include:

- Continue to link citizens to community services.
- Reduce the risk of crime and substance abuse, with attention to prevention, enforcement and treatment, and focusing on youth and families.

## Budget Changes

- The 10.22% increase in the Health Department budget is primarily due to the Maryland State Department and Mental Health and Hygiene one-time initiative of assuming all costs associated with retiree's hospital insurance in FY 08 and the 5% planned increase.
- The 16.02% increase in the Junction budget is primarily due to the County match for a one year grant to provide treatment of co-occurring disorders.
- The 50.07% increase in the Long Term Treatment Facility budget is primarily due to bid award with Spectrum Health Systems, Inc, to operate the County's Long Term Treatment Facility.
- The 4.40% decrease in the Rape Crisis budget in FY 09 is due to a one-time expenditure for a new phone system in FY 08 offset by the planned 3% increase and additional funding for the crisis hotline.

# Access Carroll

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	25,750	26,525	26,525	27,320	3.00%	3.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$25,750</b>	<b>\$26,525</b>	<b>\$26,525</b>	<b>\$27,320</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. On-going mid-year changes have been annualized for comparison purposes.

## Contact

**Tammy Black, RN, BSN – Executive Director 410-871-1478**  
**Robin Hooper, Budget Analyst (410) 386-2082**

## Mission and Goals

The mission of Access Carroll is to improve pathways to primary health care for the uninsured or under insured residents of Carroll County.

### Goals Include:

- Increase the number of pro bono or discount providers
- To increase the number of people of receiving coordinated health care.

## Description

Access Carroll is a primary care medical office at 2 Locust Lane, Westminster, MD, which provides free medical care and health education to uninsured adults who are at 200% of Federal Poverty Level. Patients are seen on an appointment basis by nurse practitioners, physicians or physician assistants. Donations are accepted. In 2000, members of the Carroll County Health Department started the Community Clinic and served approximately 800-900 patients a year. The Clinic was then transferred to Access Carroll. On February 1, 2005, Access Carroll began serving new patients and continued serving patients from the Community Clinic.

## Program Highlights

- Access Carroll had over 4,833 patient visits and served 572 new patients in 2007.
- Access Carroll has had 140 volunteers, representing over 3,100 hours of service.

# The Arc of Carroll County

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	232,190	239,160	239,160	246,340	3.00%	3.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$232,190</b>	<b>\$239,160</b>	<b>\$239,160</b>	<b>\$246,340</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. On-going mid-year changes have been annualized for comparison purposes.

## Contact

Donald Rowe, Executive Director (410) 848-4124  
Robin Hooper, Budget Analyst (410) 386-2082

## Program Highlights

- Provided employment services to 140 individuals.
- Individual and family support services provided for 57 people, an increase of 10.

## Mission and Goals

The Arc of Carroll County, through its leadership and principles of self-determination, seeks to assure a high quality of life for people with cognitive and related developmental disabilities.

### Goals Include:

- Maintain a high level of quality in our services.
- Promote, expand, and enhance the name, image and services of The Arc throughout the community.
- Maximize the professional growth of all employees of The Arc.
- Encourage the expansion of self-advocacy by persons served.
- Develop a system for consumers to plan and provide recreational activities.
- Maintain the financial stability of the organization.

## Description

The Arc of Carroll County is a non-profit organization located at 180 Kriders Church Road, Westminster, MD, which provides the following services to individuals with developmental disabilities:

- Vocational training
- Residential services
- Transportation
- Recreation
- Advocacy services
- Respite care
- In-home support
- Supported employment
- Day habilitation
- Vocational evaluation and training
- Work adjustment services
- Facility based employment

For more information on The Arc of Carroll County, refer to:  
<http://www.arccarroll.com>.

# CHANGE, Inc.

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	257,190	239,160	239,160	246,340	3.00%	3.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$257,190</b>	<b>\$239,160</b>	<b>\$239,160</b>	<b>\$246,340</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. On-going mid-year changes have been annualized for comparison purposes.

## Contact

**Richard Glaser, Executive Director (410) 876-2179**  
**Robin Hooper, Budget Analyst (410) 386-2082**

## Mission and Goals

To promote the dignity, self-reliance, health, productivity and community participation for people with mental retardation through the caring and flexible provision of day habilitation, vocational services and support services, which are designed with and implemented for each individual.

### Goals Include:

- Provide habilitation and vocational services to 112 individuals
- Provide support services for 120 families, including children and adults.
- To provide respite services for at least 40 individuals in our Respite Inn.

## Description

CHANGE, Inc. is a non-profit organization located at 115 Stoner Avenue, Westminster, MD, that provides the following services for individuals with developmental disabilities:

- Day Habilitation with Transportation
- Vocational and Volunteer Services
- Family and Individual Support Services
- Individual Residential Support Services
- Medical Supervision and Aquatics

Clients in the Day Habilitation Program receive assistance in increasing their level of independence in pre-vocation and daily living skills, and receive training and assistance with personal care.

Vocational Services provide supported employment, a sheltered workshop and vocational training activities allowing the client to do meaningful productive work.

Support services are provided for families dealing with the special medical, financial, residential and social needs of children with developmental disabilities.

The Aquatics program provides an environment for clients with severe physical disabilities to move about with less dependence on others. Approximately fifty clients use the pool on a weekly basis.

In addition to the direct contribution of \$246,340 the County provides Change, Inc with \$19,970 of in-kind services through the Bureau of Facilities for building space.

## Program Highlights

- Respite Inn on Deer Park Road opened May 2004. This three bedroom/wheelchair accessible home provides care for a few hours up to a week for developmentally disabled children or adults. Weekends continue to be booked months in advance and at least 40 individuals are served each year.
- The Transitional and Vocational programs began work with Dayna Designs.

# Family and Children's Services Domestic Violence

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	68,950	71,020	71,020	73,150	3.00%	3.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$68,950</b>	<b>\$71,020</b>	<b>\$71,020</b>	<b>\$73,150</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. On-going mid-year changes have been annualized for comparison purposes.

## Contact

Connie Sgarlata, LCSW-C, Director (410) 876-1233  
Robin Hooper, Budget Analyst (410) 386-2082

## Mission and Goals

To foster safety, autonomy and resilience in families through the provision of concrete services and therapeutic modalities tailored to the needs of victims, their children and their abusive partners.

### Goals Include:

- Provide safe shelter for any victim and accompanying children.
- Provide crisis and ongoing counseling to victims, and their children as needed.
- Provide outreach to victims in their homes subsequent to 911 domestic violence calls.
- Assist clients who are filing for protective orders or peace orders.
- Assist victims with legal issues by providing referrals or legal representation to needy clients.
- Provide a broad range of abuser intervention programming.
- Work with community agencies regarding domestic abuse.
- Provide education to the community regarding domestic violence.

## Description

Family and Children's Services, a non-profit organization located at 22 North Court Street, Westminster, MD has been providing services to clients suffering from domestic violence since 1977. Services include:

- Twenty-four hour hotline
- Three weeks of safe shelter
- Crisis and on-going counseling for battered women and their children
- Legal representation, court accompaniment and assistance obtaining resources for victims
- Outreach with police accompaniment as follow-up to 911 calls (First Step Program)
- Abuser Intervention and Anger Management programs, both court-ordered and voluntary

## Program Highlights

- In October 2004, funding was provided to help create a domestic abuse safe house in Carroll County. This safe house provides up to two months of lodging for eight victims at any given time. In 2007, the safe house sheltered and provided 24 hour a day crisis counseling to 45 victims and 40 children for a total of 1,638 bed nights.
- Domestic violence continued to provide, with much success, six months of free or low cost alarm systems to victims of abuse

The following chart shows a history of services:

Services Provided	FY 03	FY 04	FY 05	FY 06	FY 07
<i>Clients Served</i>	1,056	1,148	997	1,169	1,095
<i>Adult Victims Served</i>	707	703	673	895	903
<i>Children Served</i>	135	224	114	108	84
<i>Abusers Served</i>	214	221	210	166	108
<i>Hotline Calls</i>	106	169	188	170	147
<i>Women Sheltered</i>	10	13	25	30	45
<i>Children Sheltered</i>	14	10	53	32	40
<i>Bed nights</i>	174	333	1,102	2,117	1,638

# Family and Children's Services Sexual Abuse Treatment

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	190,500	196,215	196,215	202,100	3.00%	3.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$190,500</b>	<b>\$196,215</b>	<b>\$196,215</b>	<b>\$202,100</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. On-going mid-year changes have been annualized for comparison purposes.

## Contact

**Connie Sgarlata, LCSW-C, Director (410) 876-1233**  
**Robin Hooper, Budget Analyst (410) 386-2082**

SATC allocates County funds to the core counseling services and administrative costs such as the clinical supervisor and the director's salary.

## Mission and Goals

Family and Children's Services of Central Maryland is a private, non-profit, non-sectarian social services agency that provides specialized programs to troubled or vulnerable families and individuals so they can improve their quality of life.

### Goals Include:

- Treat any child in Carroll County who has been sexually abused within two weeks of the initial referral.
- Treat the child's non-offending parent(s).
- Treat siblings of victims of sexual abuse.
- Work with other parental figures in the child's life (i.e. relatives, foster parents, etc.).

## Program Highlights

Services Provided	FY 05	FY 06	FY 07
New Clients	170	167	124
Carried Over from last FY	56	101	83
<b>Total Served</b>	<b>226</b>	<b>268</b>	<b>207</b>
Children	115	127	112
Non-Offending Parents	89	108	82
Adult Survivors	23	22	14
Other Family Members	6	4	0

## Description

Family and Children's Services, a non-profit organization located at 22 North Court Street, Westminster, MD, has been providing services to clients through the Sexual Abuse Treatment Center (SATC) since 1985. Services provided include:

- Individual psychotherapy and play therapy
- Crisis intervention services to children and families
- Individual psychotherapy for adult survivors of child sexual abuse
- Marriage/couples counseling
- Parent – child counseling
- Family therapy
- Group therapy
- Sexual abuse education groups
- Community education and professional education presentations and training

The SATC strives to protect children from abuse and specializes in working with incestuous families. They also work with child victims who were abused by someone outside the immediate family. The SATC provides intensive individual and small group counseling during and after the crisis stage. Clients include child victims, non-offending parents, family members and others affected by sexual abuse.



# Granite House

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	100,000	103,000	103,000	106,090	3.00%	3.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$100,000</b>	<b>\$103,000</b>	<b>\$103,000</b>	<b>\$106,090</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. On-going mid-year changes have been annualized for comparison purposes.

## Contact

**Spencer Gear, Executive Director (410) 751-5970**  
**Robin Hooper, Budget Analyst (410) 386-2082**

## Mission and Goals

Granite House is a Carroll County based non-profit organization established to assist community members with mental illnesses to live successful, satisfying and productive lives.

### Goals Include:

- Provide quality outpatient mental health treatment services to individuals over age fourteen. Services provided include psychiatric treatment and therapy.
- Provide facility-based Psychiatric Rehabilitation services to up to 100 Carroll County adults with severe mental illness at any one time.
- Provide in-home and off-site based Psychiatric Rehabilitation services to up to 30 Carroll County adults with severe mental illness at any one time.
- Provide Residential Rehabilitation Housing to up to 28 Carroll County individuals with severe mental illness at any one time.
- Provide a comprehensive corporate compliance and quality improvement program to evaluate treatment outcomes and develop process improvement.

Rehabilitation Services: Granite Hall Group Facility

- Self-care Skills
- Social Skills Training
- Independent Living Skills training
- Medication Monitoring
- Health Promotion and Training
- Crisis Support
- Transportation
- Case Management

Rehabilitation Services: Housing Services:

- 28 residential rehabilitation beds in properties owned or leased by the agency.
- 30 beds are provided through in-home rehabilitation services by Community Support Team staff.

## Program Highlights

Granite House provided over 62,113 face to face patient encounters in FY 07.

## Description

Granite House is a non-profit organization located at 288 E. Green Street, Westminster, MD. Granite House has been in operation since 1978, beginning service as a housing program ancillary to the Health Department's mental health services. The agency has expanded to become the primary provider of publicly funded services to people with mental illness in the County, and now offers the full spectrum of outpatient mental health services. Services offered by Granite House include:

### Treatment Services:

- Psychiatric Evaluation
- Medication evaluation, treatment and monitoring
- Individual, Group and Family Therapy
- Treatment planning and coordination
- Case Management and coordination with other providers

# Health Department

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$5,000	\$5,000	\$5,000	\$5,000	0.00%	0.00%
Operating	3,103,780	3,104,290	3,104,290	3,421,910	10.23%	10.23%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$3,108,780</b>	<b>\$3,109,290</b>	<b>\$3,109,290</b>	<b>\$3,426,910</b>	<b>10.22%</b>	<b>10.22%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Larry Leitch, Health Director (410) 857-5000  
 Robin Hooper, Budget Analyst (410) 386-2082

## 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:

- Assure the optimum quality of life by empowering the public with knowledge and resources through advocacy and community partnerships.
- Minimize the incidence of preventable illness, disability and premature death in Carroll County residents from environmental and organic causes.
- Protect the public from environmental hazards by keeping the environment clean, healthy and safe.
- Establish a program to protect County citizens against the possibility of bioterrorism.

## Description

County funding represents 21.7% of the total Health Department budget. The State and Federal funds represent 70.1% and the remaining 8.2% is from fees collected. The Health Department uses County funds to help support the following programs:

- Administration
- Nutrition
- Public Health Nursing and Education
- Communicable Disease
- Emergency Fund
- Environmental Health
- Animal Control
- Medicaid Personal Care
- Addictions

For more information on the Carroll County Health Department, refer to: <http://www.carrollhealthdepartment.dhmd.gov/>

## Program Highlights

- Bureau of Addictions Treatment Services conducted 414 individual drug/alcohol evaluations at the outpatient location.
- The Cancer Prevention Program informed 2,471 county residents about colorectal cancer prevention, 2,210 about prostate cancer and 4,390 about skin cancer prevention.

## Budget Changes

The 10.22% increase in the Health Department budget is primarily due to the Maryland State Department and Mental Health and Hygiene one-time initiative of assuming all costs associated with retiree's hospital insurance in FY 08 and the planned 5% increase.

# Human Services Programs

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	773,880	797,100	797,100	821,020	3.00%	3.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$773,880</b>	<b>\$797,100</b>	<b>\$797,100</b>	<b>\$821,020</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. On-going mid-year changes have been annualized for comparison purposes.

## Contact

Steve Mood, Director (410) 857-3981  
Robin Hooper, Budget Analyst (410) 386-2082

## Mission and Goals

To strengthen our community by providing services that promote self sufficiency and meet the identified needs of low-income, at-risk people in Carroll County.

### Goals Include:

- Continually assess the needs of the citizens of Carroll County.
- To be a responsive, caring organization that uses its resources to improve life in Carroll County.
- Prevent evictions.
- Re-establish a home for at-risk families and graduates from shelter programs.
- Prevent utility turn-offs and restore service when necessary.
- Counsel clients on budgeting.
- Provide safe lodging for homeless men, women and families.
- Review and evaluate each resident's progress towards independence.

## Description

Human Services Programs (HSP) of Carroll County, a 501(c)(3) organization, governed by a Board of Directors, is the County's designated Community Action Agency. HSP, established in 1987, operates and administers twenty-six different programs to provide services to clients that are at-risk but not eligible for traditional social programs. Human Services Programs is located at 10 Distillery Drive, Westminster, MD.

In addition to the direct contribution of \$821,020 the County provides Human Service Programs with \$75,885 of in-kind services through the Bureau of Facilities for building space.

## Performance Measures

HSP has established measurable goals and objectives for FY 09. Starting in FY 10, the staff will be able to compare actual results to the projections listed below.

**Goal 1** – To provide safe and affordable lodging for homeless men, women, and families with supportive case management.

**Objective 1.1** – 70% of men that exit shelter will have income through employment.

**Objective 1.2** – 25% of men that exit shelter will obtain permanent housing.

**Objective 1.3** – 60% of women who exit shelter will obtain permanent housing.

**Objective 1.4** – 50% of families who exit shelter will obtain permanent housing.

Measure Name	Projection FY 09
Number of men served in men's shelter	
Total number of bed nights	
Number of men who have income through employment	70%
Number of men who obtained permanent housing	25%
Number of women served in women's shelter	
Total number of bed nights	
Number of women who obtained permanent housing	60%
Number of families served	
Total number of bed nights	
Number of families who obtained permanent housing	50%

## Program Highlights

- The program provides eviction prevention benefits to twenty-eight households.
- Number of individuals served by the cold weather shelter in FY 07 was 127 for a total of 2,467 bed nights.
- Forty households were provided rental assistance in FY 07 and maintained stable housing for one year.

# Junction

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	122,820	126,505	126,505	146,770	16.02%	16.02%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$122,820</b>	<b>\$126,505</b>	<b>\$126,505</b>	<b>\$146,770</b>	<b>16.02%</b>	<b>16.02%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Prevention Services: Mark Yount, Project Coordinator  
(410) 848-6100**

**Treatment Services: Olivia Myers, Director  
(410) 848-6100**

**Robin Hooper, Budget Analyst (410) 386-2082**

## Mission and Goals

**Prevention:** To provide comprehensive drug abuse prevention services to Carroll County citizens.

**Treatment:** To provide effective treatment for citizens using or dependent on drugs.

### Goals of Prevention Include:

- Provide a tobacco education/cessation program as requested
- Provide a community-based substance abuse prevention program
- Provide substance abuse educational programs to the community as requested
- Provide a substance abuse resource library
- Provide training to middle-school SHOUT groups
- Provide early intervention parenting programs for 200 parents and teens

### Goals of Treatment Include:

- To reduce the drug use within the population admitted to treatment.
- Increase social functioning as an alternative to drug use.
- Increase the utilization of agency services by special populations.

## Description

Junction, Inc. is a private non-profit agency that has provided substance abuse prevention and treatment services to the Carroll County Community since 1971. Located in the historic old jailhouse at 98 North Court Street, Westminster, MD, Junction has two main units, treatment and prevention.

The prevention office investigates the needs, within Carroll County, for prevention and intervention programs. Once needs are identified, the prevention office develops and implements community groups involved substance abuse prevention.

## Treatment

Junction provides the following services:

- Intensive Outpatient Program
- Counseling
  - Group
  - Family
  - Individual
- Twenty-four hour drug emergency hot line
- Parents group

## Prevention

Junction provides funding and assistance to programs including:

- After Prom Parties
- Fool-Proof Theater Group
- Drug Abuse Resistance Education
- Student Group Training
- Teen Quit Smoking Program
- Community Conferencing
- Prevention Bulletin
- Underage Drinking Program
- Parenting Programs
  - Staying Connected With Your Teen
  - Guiding Good Choices

## Performance Measures

Junction, Inc. has established measurable goals and objectives for FY 09. Starting in FY 10, the staff will be able to compare actual results to the projections listed below.

**Goal 1 -** To reduce the use of drugs within the population admitted to treatment.

**Objective 1.1 –** Of the clients reporting any drug problem at admission, 50% will report no drug problem at discharge.

**Objective 1.2 –** To decrease the number of drug problems reported from admission to discharge among 60% of discharged clients.

Measure Name	Projection FY 09
Number of clients	
Percent of clients who successfully completed treatment report no drug problem at discharge	50%
Number of drug problems reported from admission to discharge	

**Goal 2** – To increase social functioning as an alternative to drug use

**Objective 2.1** – To increase the number of clients who stay in school or attend skill development at the time of discharge to 50%.

**Objective 2.2** – To increase the percentage of those clients who either maintain employment or improve employment at the time of discharge to 50%.

Measure Name	Projection FY 09
Percentage of clients who stayed in school or attended skill development	50%
Percent of clients who either maintain employment or improve employment	50%

### Budget Changes

The 16.02% increase in the Junction budget is primarily due to the County match for a one year grant to provide treatment of co-occurring disorders.

# Long Term Treatment Facility

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	0	750,000	750,000	1,125,500	50.07%	50.07%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$0	\$750,000	\$750,000	\$1,125,500	50.07%	50.07%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Chuck Faris, President**

**Robin Hooper, Budget Analyst (410) 386-2082**

## Mission and Goals

To effectively operate a combined Level III.1 and Level III.3 residential substance abuse treatment program capable of serving at least 70 clients per year.

### Goals Include:

- To reduce the use of alcohol, tobacco, and other drugs within the population admitted to treatment.
- Increase ability to perform daily activities to achieve self care standards that allow for independent living.

## Description

Spectrum Health Systems, Inc. is a 501(c)(3) organization incorporated in the Commonwealth of Massachusetts in 1969. In the past thirty-eight years Spectrum has evolved from a single site program to a multi-level system of care, developing specialized services to meet the unique needs of high risk populations, including substance abusing women, criminal offenders and individuals with co-occurring disorders. Today, Spectrum operates more than 55 programs in Massachusetts, Rhode Island, Georgia, Arizona, Maine, Tennessee and now will be providing services at the County's Long Term Treatment Facility located at 7295 Buttercup Rd in Sykesville.

## Budget Changes

The 50.07% increase is primarily due to the bid award to Spectrum Health Systems, Inc. operate the County's Long Term Treatment Facility.

# Rape Crisis Intervention Service

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	76,850	89,160	89,160	85,240	-4.40%	-4.40%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$76,850</b>	<b>\$89,160</b>	<b>\$89,160</b>	<b>\$85,240</b>	<b>-4.40%</b>	<b>-4.40%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Janice Kispert, Director (410) 857-0900

Robin Hooper, Budget Analyst (410) 386-2082

## Mission and Goals

To provide counseling and support services to people in the community touched by sexual violence and to eliminate sexual violence in Carroll County through education and advocacy.

### Goals Include:

- To provide counseling and other support services to people hurt by sexual violence, including their family.
- To reduce sexual violence through increased awareness, education and advocacy.
- To provide confidential services free of charge.

## Description

Rape Crisis Intervention Service (RCIS) is a private, 501(c)(3) organization serving the residents of Carroll County as a provider of crisis intervention services to children and adults hurt by any form of sexual violence. Rape Crisis Intervention Service of Carroll County, Inc is located at 224 North Center Street, Room 102, Westminster, MD. For more information on Rape Crisis Intervention Service, please refer to: <http://www.rapecrisiscc.org/>.

The following aspects of service make RCIS unique among other service providers in Carroll County:

- Confidential crisis counseling services are available on a walk-in basis. Same day service is provided.
- The twenty-four hour hotline provides fast access and confidentiality.
- Services are free and time limited.
- Accompaniment services to police stations, hospitals and courts.
- Victims need not 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 one year. The 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 \$85,240 the County provides Rape Crisis with \$4,035 of in-kind services through the Bureau of Facilities for building space.

Between 2004 and 2007 RCIS provided the following services:

Services	CY 04	CY 05	CY 06	CY 07
<b>Telephone</b>				
Hotline Calls	642	448	394	380
Counseling	184	208	67	161
Information	103	46	30	25
<b>Therapy</b>				
Individual	672	634	633	407
Walk-In Crisis	130	108	102	117
Group	0	94	0	23
Accompaniment	32	38	19	52

## Program Highlights

- In 2007 staff and hotline volunteers saw 264 new clients.
- Close to 15,000 Carroll County middle and high school students attended public education programs to define, identify and prevent sexual violence.

## Budget Changes

The 4.40% decrease in the Rape Crisis budget in FY 09 is due to a one-time expenditure for a new phone system in FY 08 offset by the planned 3% increase and additional funding for the crisis hotline.

# Social Services

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	191,885	197,645	197,645	203,580	3.00%	3.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$191,885</b>	<b>\$197,645</b>	<b>\$197,645</b>	<b>\$203,580</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. On-going mid-year changes have been annualized for comparison purposes.

## Contact

**Sam D. Andalora, Assistant Director (410) 386-3339**  
**Robin Hooper, Budget Analyst (410) 386-2082**

## 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 an open system of communication between staff and clients.
- Create a trusting work environment including a customer and staff-friendly physical plant that promotes communication, learning and generally fosters high morale.
- Increase customer and community knowledge of, and accessibility to, the services provided by the agency and the community.
- Enhance and maintain the computer systems and provide employees and customers with the latest technology and the training necessary to maximize their effectiveness.

## Description

The Department of Social Services, located at 10 Distillery Drive, Westminster, MD, provides a variety of services to men, women and children from all socioeconomic backgrounds in Carroll County. These services include:

- Child Protective Services
- Foster Care and Adoption
- Adult Protective Services
- Child Support Enforcement and Collection Services

For more information on the Department of Social Services in Carroll County, refer to: [www.dhr.state.md.us/carroll.htm](http://www.dhr.state.md.us/carroll.htm).

DSS has evolved from an agency that provides long-term financial assistance to families to a “workforce support” agency. They have programs and partnerships to assist families to become self-sufficient:

- 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.

The County funds approximately 3% of the total budget and is eligible for Federal reimbursement on a portion of the funds appropriated to DSS. DSS submits the proposal for reimbursement to the Federal Government, and the funds are forwarded to the County. A history of Federal Funds reimbursed is below:

FY 04	FY 05	FY 06	FY 07	FY 08
\$62,681	\$48,249	\$54,206	\$50,550	\$22,338

## Program Highlights

- Nine children were formally adopted.
- 824 Child Protective investigations and 93 Adult Service investigations were completed.
- The average number of children in foster care was reduced by 6 to 54 in FY 07.
- Thirty-four aged or disabled adults were assisted and remained in a safe secure home.



# Target Community and Educational Services

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	232,190	239,160	239,160	246,340	3.00%	3.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$232,190</b>	<b>\$239,160</b>	<b>\$239,160</b>	<b>\$246,340</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. On-going mid-year changes have been annualized for comparison purposes.

## Contact

Thomas Zirpoli, Director (410) 848-9090  
Robin Hooper, Budget Analyst (410) 386-2283

## Mission and Goals

Enhance the lives of individuals with developmental and physical disabilities through safe and high quality, community based, residential, vocational and recreational services.

## Description

Target Community and Educational Services, Inc., is a non-profit organization located at 111 Stoner Avenue, Westminster, MD, that provides programs for clients with developmental disabilities. Targets services include:

- Community Living Services
- Vocational Services
- Recreational Services

Target programs include:

- Seven alternative living units are houses owned by Target and occupied by no more than three developmentally disabled adults and the direct care staff.
- Supervision, support and direct care to clients who choose to live with their family or in their own home.
- Vocational assessment, job training and placement for persons with disabilities throughout Carroll County. Target assists individuals with disabilities to find jobs, provide job coaching support and helps individuals earn a competitive wage.
- A partnership with Carroll County Public Schools to provide a School-To-Work transition program for students with disabilities leaving the public school system, but not ready for college or employment.

The Winchester Country Inn is the former home of the founder of Westminster, MD, William Winchester. It is located on the property used by Target Community & 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

The table below shows the number of clients Target served in FY 05 through FY 07 and expects to serve in FY 08:

Type of Service	FY 05	FY 06	FY 07	FY 08
Alternative Living Services	24	23	23	21
Family Support Services	9	9	12	14
Autism Program	23	19	19	22
Supportive Employment	30	31	35	38
Rehabilitative Services	90	85	60	60
<b>Totals</b>	<b>176</b>	<b>167</b>	<b>149</b>	<b>155</b>

# Youth Services Bureau

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	529,210	545,090	545,090	561,450	3.00%	3.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$529,210</b>	<b>\$545,090</b>	<b>\$545,090</b>	<b>\$561,450</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. On-going mid-year changes have been annualized for comparison purposes.

## Contact

Lynn Davis, Director (410) 848-2500

Robin Hooper, Budget Analyst (410) 386-2082

## Mission and Goals

To provide a continuum of community-based mental health services for children, adults and families in Carroll County. To use 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, we are dedicated to excellence in service, innovation in programming and responsiveness to our community.

### Goals Include:

- Provide quality, professional counseling, crisis intervention, information and referral, education and related mental health services to Carroll County children and families.
- Deter youth from delinquent activity through early intervention and prevention activities.
- Identify physical and social conditions that provide opportunities for growth and healthy maturation for Carroll youth.
- To provide home-based, intensive counseling, case management, and support services through our mobile treatment and family preservation services.
- Continually evaluate our services by means of our quality assurance system.
- Provide quality service by keeping current in clinical knowledge and statistical trends.

## Description

Carroll County Youth Services Bureau, Inc. (CCYSB) is a non-profit organization located at 332 – 140 Village Road, Suites 1-5, Westminster, MD, that has been serving the Carroll County community since 1972. CCYSB serves people with a variety of behavioral and emotional illnesses including at-risk and severely emotionally disturbed children, adolescents and adults. Services provided include:

- Individual, family, couples and group therapy
- Prevention and early intervention programs

- PRIDE -- academic tutoring and intensive counseling services
- Neglected and High-Risk Youth Program (intensive counseling for children returning from a hospital or psychiatric setting)
- Crisis intervention
- Violence assessment and education
- Substance abuse assessment
- Suicide prevention
- Mobile treatment
- Family preservation services
- Psychiatric evaluation and medication management
- Consultation
- Community and parent education
- Parenting seminar on separation and divorce
- Employee assistance programs
- Information and referral services
- Parent/Teen Mediation Service
- Safe & Stable Family Preservation program

## Program Highlights

- In FY 07, YSB served 2,377 individuals.
- The Family Preservation team served 46 new families.
- The Adventure Diversion programs served 30 youth.

## Performance Measures

CCYSB has established measurable goals and objectives for FY 09. Starting in FY 10, the staff will be able to compare actual results to the projections listed below.

**Goal 1** - To provide stabilization and therapy to families with a child in imminent risk of out-of-home placement.

**Objective 1.1** – 70% of families will achieve a positive change in functioning.

**Objective 1.2** – 50% of families will not have a child placed out of the home for 12 months from the point at which family preservation services end.

<b>Measure Name</b>	<b>Projection FY 09</b>
Amount of funding for interagency family preservation	\$395,830
Number of families receiving services	
Cost per family	
Number/percent of families with positive change in family functioning	70%
Number/percent of families with child placed out of home within 12 month of discharge	50%

**Goal 2 -** To provide an alternative intervention for juveniles who have violated court orders and are at risk for out-of-home placement.

**Objective 2.1** – 75% of youth mandated to this program will have no subsequent violations of the court order while participating.

**Objective 2.2** – 75% of youth will not be court ordered to out-of-home placement for one year after completion of program.

<b>Measure Name</b>	<b>Projection FY 09</b>
Amount of funding for adventure diversion program	\$76,545
Number of participants	
Cost per participant	
Number/percentage of youth with no subsequent violations of court order	75%
Number/percentage of youth not court ordered to out-of-home placement for one year after completing program	75%

# General Government Summary

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>Comptroller Administration</b>	\$217,361	\$253,800	\$252,310	\$264,440	4.19%	4.81%
<b>Accounting</b>	633,875	671,650	671,650	709,340	5.61%	5.61%
<b>Bond Issuance Expense</b>	114,763	190,170	190,170	179,370	-5.68%	-5.68%
<b>Collections Office</b>	366,293	397,700	396,995	432,740	8.81%	9.00%
<b>Independent Post Audit</b>	62,300	44,400	44,400	50,000	12.61%	12.61%
<b>Purchasing</b>	357,066	392,420	399,605	420,690	7.20%	5.28%
<b>Total Comptroller</b>	<b>\$1,751,658</b>	<b>\$1,950,140</b>	<b>\$1,955,130</b>	<b>\$2,056,580</b>	<b>5.46%</b>	<b>5.19%</b>

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>County Attorney</b>	\$876,916	\$926,400	\$910,669	\$948,860	2.42%	4.19%
<b>Board of License Commissioners</b>	93,241	99,230	99,230	104,000	4.81%	4.81%
<b>Board of Zoning Appeals</b>	78,793	90,480	90,480	92,250	1.96%	1.96%
<b>Total County Attorney</b>	<b>\$1,048,950</b>	<b>\$1,116,110</b>	<b>\$1,100,379</b>	<b>\$1,145,110</b>	<b>2.60%</b>	<b>4.07%</b>

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>Economic Development Administration</b>	\$565,597	\$604,830	\$604,830	\$632,920	4.64%	4.64%
<b>Business &amp; Employment Resource Center</b>	124,805	138,900	138,558	146,490	5.46%	5.72%
<b>ED Infrastructure and Grants</b>	1,550,661	3,000,000	3,000,000	4,000,000	33.33%	33.33%
<b>Tourism</b>	259,595	282,700	280,650	311,350	10.13%	10.94%
<b>Total Economic Development</b>	<b>\$2,500,659</b>	<b>\$4,026,430</b>	<b>\$4,024,038</b>	<b>\$5,090,760</b>	<b>26.43%</b>	<b>26.51%</b>

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>General Services Administration</b>	\$208,101	\$221,710	\$221,710	\$230,400	3.92%	3.92%
<b>Building Construction</b>	339,704	372,250	440,787	427,630	14.88%	-2.98%
<b>Central Warehouse</b>	249,026	211,060	211,060	221,870	5.12%	5.12%
<b>Facilities</b>	7,096,884	7,484,525	7,476,539	8,298,960	10.88%	11.00%
<b>Fleet Management</b>	4,894,118	5,398,375	5,405,475	7,131,360	32.10%	31.93%
<b>Permits and Inspections</b>	1,099,641	1,154,140	1,163,887	1,220,690	5.77%	4.88%
<b>Total General Services</b>	<b>\$13,887,473</b>	<b>\$14,842,060</b>	<b>\$14,919,458</b>	<b>\$17,530,910</b>	<b>18.12%</b>	<b>17.50%</b>

# General Government Summary

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Human Resources Administration	\$680,471	\$736,910	\$741,235	\$775,130	5.19%	4.57%
Health and Fringe Benefits	15,718,945	17,198,170	17,198,170	18,664,190	8.52%	8.52%
Personnel Services	96,974	129,190	124,140	129,900	0.55%	4.64%
<b>Total Human Resources</b>	<b>\$16,496,390</b>	<b>\$18,064,270</b>	<b>\$18,063,545</b>	<b>\$19,569,220</b>	<b>8.33%</b>	<b>8.34%</b>

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Department of Technology Services	\$2,150,105	\$2,751,880	\$2,763,893	\$2,929,400	6.45%	5.99%
Production and Distribution	376,544	379,820	379,820	389,250	2.48%	2.48%
<b>Total Information Technology</b>	<b>\$2,526,649</b>	<b>\$3,131,700</b>	<b>\$3,143,713</b>	<b>\$3,318,650</b>	<b>5.97%</b>	<b>5.56%</b>

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Management and Budget Administration	\$227,714	\$239,320	\$180,445	\$189,450	-20.84%	4.99%
Budget	359,389	384,000	430,540	462,900	20.55%	7.52%
Grants Management	112,106	112,630	112,630	118,600	5.30%	5.30%
Risk Management	1,790,836	2,320,970	2,319,666	2,262,080	-2.54%	-2.48%
<b>Total Management and Budget</b>	<b>\$2,490,045</b>	<b>\$3,056,920</b>	<b>\$3,043,281</b>	<b>\$3,033,030</b>	<b>-0.78%</b>	<b>-0.34%</b>

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Planning Administration	\$530,021	\$552,320	\$599,087	\$624,360	13.04%	4.22%
Comprehensive Planning	583,839	677,310	663,120	692,710	2.27%	4.46%
Development Review	348,409	411,590	388,470	409,300	-0.56%	5.36%
Resource Management	795,688	879,790	871,590	917,910	4.33%	5.31%
Environmental Compliance	200,084	230,410	230,410	228,220	-0.95%	-0.95%
<b>Total Planning</b>	<b>\$2,458,041</b>	<b>\$2,751,420</b>	<b>\$2,752,677</b>	<b>\$2,872,500</b>	<b>4.40%</b>	<b>4.35%</b>

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Board of Elections	\$619,561	\$582,070	\$582,070	\$732,230	25.80%	25.80%
County Commissioners	588,063	695,810	676,280	711,240	2.22%	5.17%
Legislative Services	46,055	0	0	0	0.00%	0.00%
Office of Public Information	115,746	127,400	127,400	132,800	4.24%	4.24%
Management Analysis	173,641	201,750	155,110	170,170	-15.65%	9.71%
TV Production	62,946	76,680	84,108	91,850	19.78%	9.20%
Zoning Administration	148,873	164,930	164,930	172,710	4.72%	4.72%
<b>Total General Government Other</b>	<b>\$1,754,884</b>	<b>\$1,848,640</b>	<b>\$1,789,898</b>	<b>\$2,011,000</b>	<b>8.78%</b>	<b>12.35%</b>

<b>Total General Government</b>	<b>\$44,914,751</b>	<b>\$50,787,690</b>	<b>\$50,792,119</b>	<b>\$56,627,760</b>	<b>11.50%</b>	<b>11.49%</b>
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# Comptroller Summary

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>Comptroller Administration</b>	\$217,361	\$253,800	\$252,310	\$264,440	4.19%	4.81%
<b>Accounting</b>	633,875	671,650	671,650	709,340	5.61%	5.61%
<b>Bond Issuance Expense</b>	114,763	190,170	190,170	179,370	-5.68%	-5.68%
<b>Collections Office</b>	366,293	397,700	396,995	432,740	8.81%	9.00%
<b>Independent Post Audit</b>	62,300	44,400	44,400	50,000	12.61%	12.61%
<b>Purchasing</b>	357,066	392,420	399,605	420,690	7.20%	5.28%
<b>Total Comptroller</b>	<b>\$1,751,658</b>	<b>\$1,950,140</b>	<b>\$1,955,130</b>	<b>\$2,056,580</b>	<b>5.46%</b>	<b>5.19%</b>

## Mission and Goals

The Department's mission is to maintain strong financial controls to ensure that all County assets are safeguarded and that the County continues to maintain a strong financial condition.

### Goals Include:

- To ensure that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with Generally Accepted Accounting Principles (GAAP).
- Complete a timely deposit of funds to allow the County to meet its obligations and carry out all of the functions of government.
- Establish and maintain an internal control structure to protect the assets of the county.

## Budget Changes

- The 5.68% decrease the Bond Issuance Expense budget is primarily due to a decrease in financial advisory fees. Financial advisory fees fluctuate with the size of bond issues. The bond issue is projected to decrease \$10 million from FY 08 to FY 09.
- The 9.00% increase in Collections is mainly due to administrative fees associated with the Homestead Tax Credit Application. The County will be required to reimburse the State based on the number of improved residential properties eligible for the credit compared to the total number of eligible properties statewide.

## Highlights, Changes and Useful Information

- In FY 07, the Comprehensive Annual Financial Report (CAFR) received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). This marks twenty-two consecutive years the award has been received.
- Carroll County's three bond ratings are currently:
  - Moody's Investors Service Aa2
  - Standard & Poor's AA
  - Fitch AA+
- The County issued \$37,105,000 in bonds in FY 08. The interest rate on the bond issue was 3.94%

# Comptroller Administration

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$204,425	\$235,000	\$233,510	\$245,190	4.34%	5.00%
Operating	12,757	18,800	18,800	19,250	2.39%	2.39%
Capital Outlay	179	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$217,361</b>	<b>\$253,800</b>	<b>\$252,310</b>	<b>\$264,440</b>	<b>4.19%</b>	<b>4.81%</b>
Employees FTE	4.00	4.00	4.00	4.00	-----	-----

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

## Contact

Robert M. Burk, Comptroller (410) 386-2085  
Robin Hooper, Budget Analyst (410) 386-2082

## Mission

The Department's mission is to maintain strong financial controls to ensure that all County assets are safeguarded and that the County continues to maintain a strong financial condition.

## Goals include:

To maintain strong financial controls and provide accurate financial information

## Description

The Comptroller is responsible for the accounting of all financial activities of the County government. These responsibilities include maintaining all systems to properly record receipt and disbursement of funds and maintaining internal control systems for safeguarding County assets. The Comptroller is also responsible for ensuring that the County's financial records are in compliance with all Generally Accepted Accounting Principles (GAAP), for the issuance of the annual financial reports and management of all debt issuance for the County.

The Comptroller administers the Collections Office and the Bureaus of Accounting and Purchasing.

The Comptroller also monitors water, sewer and tipping fees for the Enterprise funds.

## Program Highlights

In FY 07, the Comprehensive Annual Financial Report (CAFR) received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). This marks twenty-two consecutive years the award has been received.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Comptroller</i>	Full-time	1.00
<i>Financial Systems Administrator</i>	Full-time	1.00
<i>Financial Analyst</i>	Full-time	1.00
<b>Total</b>		<b>4.00</b>

# Accounting

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$566,109	\$596,530	\$596,530	\$626,050	4.95%	4.95%
Operating	67,412	74,760	74,760	82,870	10.85%	10.85%
Capital Outlay	354	360	360	420	16.67%	16.67%
<b>Total</b>	<b>\$633,875</b>	<b>\$671,650</b>	<b>\$671,650</b>	<b>\$709,340</b>	<b>5.61%</b>	<b>5.61%</b>
Employees FTE	13.00	13.00	13.00	13.00	-----	-----

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

## Contact

**Doreen Hazelip, Bureau Chief (410) 386-2336**  
**Robin Hooper, Budget Analyst (410) 386-2082**

Government Finance Officers Association (GFOA). This marks twenty-two consecutive years the award has been received.

## Mission

The Bureau of Accounting is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the government are protected from loss, theft or misuse and to ensure that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with Generally Accepted Accounting Principles (GAAP).

The Bureau of Accounting's output measurements are as follows:

	FY 04	FY 05	FY 06	FY 07
<b>Investments Made</b>	163	207	167	172
<b>Payroll Checks Issued</b>	25,191	25,718	26,503	26,470
<b>Accounts Payable Checks Issued</b>	23,367	22,864	22,083	22,143
<b>Voucher Payments Processed</b>	30,172	29,707	28,030	27,515
<b>W-2 Forms Issued</b>	1,121	1,161	1,208	1,226
<b>1099 Forms Issued</b>	738	838	809	870

## Goals

- Continue to achieve excellence in financial reporting
- Establish and maintain an internal control structure to protect the assets of the county
- Ensure the County's financial records are in compliance with Generally Accepted Accounting Principles

## Budget Changes

- Generally, salary expenses were planned to grow 5% between FY 08 and FY 09. Most budgets, including this one, were held at or near that level.
- The 10.85% increase in operating is primarily due to bank fees, and third party fees associated with investments.

## Description

The Bureau of Accounting is responsible for a variety of accounting functions including:

- Cash management and investments
- Payment of County obligations
- Grant and Enterprise fund accounting
- Accounting for fixed assets
- Pension Trust Fund accounting
- Maintaining the Special Revenue, Capital and Debt Service funds
- Billing for water and sewer services
- Payment of County employees on a bi-weekly basis

## Positions

Title	Type	FTE
<i>Accountant</i>	Full-time	3.00
<i>Accounting Technician</i>	Full-time	4.00
<i>Accounts Payable Supervisor</i>	Full-time	1.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Investment Officer</i>	Full-time	1.00
<i>Payroll Technician</i>	Full-time	1.00
<i>Payroll Assistant</i>	Full-time	1.00
<i>Payroll Manager</i>	Full-time	1.00
<b>Total</b>		<b>13.00</b>

In addition the Bureau of Accounting:

- Works with external auditors during interim and annual audits
- Maintains records of accounting transactions
- Prepares numerous Federal and State reports including the State Uniform Financial Report
- Prepares the Comprehensive Annual Financial Report (CAFR)

## Program Highlights

For the fiscal year 2007, the CAFR received the Certificate of Achievement for Excellence in Financial Reporting from the



# Bond Issuance Expense

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	114,763	190,170	190,170	179,370	-5.68%	-5.68%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$114,763</b>	<b>\$190,170</b>	<b>\$190,170</b>	<b>\$179,370</b>	<b>-5.68%</b>	<b>-5.68%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

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

**Robin Hooper, Budget Analyst (410) 386-2082**

## Description

The County periodically issues long-term, tax-exempt bonds and enters into leases to finance construction of various infrastructure projects and to purchase equipment. The process of issuing bonds is a lengthy one. It starts with the development of a bond prospectus, which includes information about the County planning process, financial information and demographics. The purpose of the document is to give prospective buyers of bonds the assurance that the County is managed properly and will be able to meet the debt service requirements.

Expenditures associated with bond issuance include bond counsel to assure tax-exempt status and the authorization of its issuance; financial advisors that advise the issuer on all financial matters associated with the bond issue; rating agencies that give indications of bond and note creditworthiness; bank registration fees, and printing of the Official Statement. This budget also includes the costs associated with the registration and agent services for all bond issues that have bonds still outstanding.

Carroll County's three bond ratings are currently:

- Moody's Investors Service           Aa2
- Standard & Poor's                   AA
- Fitch                                   AA+

The staff who administer the bond issuance expenses are included in the Comptroller Administration budget.

## Budget Changes

The 5.68% decrease in operating is primarily due to a decrease in financial advisory fees. These fees are largely driven by the size of the bond issue. The bond issue is projected to decrease \$10 million from FY 08 to FY 09.

# Collections Office

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$345,422	\$369,340	\$368,635	\$386,340	4.60%	4.80%
Operating	20,692	27,770	27,770	45,810	64.96%	64.96%
Capital Outlay	179	590	590	590	0.00%	0.00%
<b>Total</b>	<b>\$366,293</b>	<b>\$397,700</b>	<b>\$396,995</b>	<b>\$432,740</b>	<b>8.81%</b>	<b>9.00%</b>
Employees FTE	11.63	11.63	11.63	11.63	-----	-----

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

## Contact

Robert M. Burk, Comptroller (410) 386-2085  
Robin Hooper, Budget Analyst (410) 386-2082

## Mission and Goals

The mission of the Collections Office is to properly record the receipt of all revenues remitted and due to the County.

### Goals include:

- Maintain a high level of efficiency and accuracy while providing excellent customer service.
- Complete a timely deposit of funds to allow the County to meet its obligations and carry out all of the functions of government.

## Description

The Collections Office is a centralized function for all County agencies. Tax sale proceedings are initiated on delinquent accounts near the end of the tax year in order to assure fairness to all taxpayers. Responsibility for security and transfer of deposits to financial institutions is maintained in the department.

The following are some of the revenues collected by the Collection Office:

- Real estate and personal property taxes
- Impact fees
- Recordation taxes
- Water and sewer utility charges
- Landfill tipping fees
- Recreation and parks fees
- Permit and inspection fees
- Chesapeake Bay Restoration Fee

## Program Highlights

	FY05	FY06	FY07
Real Estate Tax Bills Issued	61,800	62,500	63,000
Tax Properties Sold at Tax Sale	56	60	66
Personal Property Tax Bills Issued	4,800	4,900	5,000
Deeds Processed for Recordation Tax	20,900	20,600	17,100
Tax Certifications Processed	5,800	5,300	4,400
Permits Processed	7,000	6,800	5,700

## Budget Changes

- The 64.96% increase in operating is primarily due to the County's portion of the State administrative cost associated with Homestead Tax Credit Application.

## Positions

Title	Type	FTE
<i>Administrative Support</i>	Contractual	0.63
<i>Cashier</i>	Full-time	3.00
<i>Collection Analyst</i>	Full-time	1.00
<i>Collection Specialist</i>	Full-time	5.00
<i>Collections Office Supervisor</i>	Full-time	1.00
<i>Head Cashier/Bookkeeper</i>	Full-time	1.00
<b>Total</b>		<b>11.63</b>

# Independent Post Audit

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	62,300	44,400	44,400	50,000	12.61%	12.61%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$62,300</b>	<b>\$44,400</b>	<b>\$44,400</b>	<b>\$50,000</b>	<b>12.61%</b>	<b>12.61%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Robert M. Burk, Comptroller (410) 386-2085**  
**Robin Hooper, Budget Analyst (410) 386-2082**

## Mission and Goals

To successfully obtain audits by an independent certified public accountant to assure that the County is keeping accurate records by following the Governmental Accounting Standards Board regulations.

## 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 disclosures in the financial statements; assessing the accounting principles used and significant estimates made by management; and evaluating the overall financial statement presentation.

## Budget Changes

This budget reflects the amount of audit fees charged to the General Fund. The 12.61% increase is due to anticipated increase in current contract.

The staff who administer the Independent Post Audit are included in the Comptroller Administration budget.

# Purchasing

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$268,896	\$287,515	\$294,700	\$309,660	7.70%	5.08%
Operating	88,170	103,905	103,905	109,930	5.80%	5.80%
Capital Outlay	0	1,000	1,000	1,100	10.00%	10.00%
<b>Total</b>	<b>\$357,066</b>	<b>\$392,420</b>	<b>\$399,605</b>	<b>\$420,690</b>	<b>7.20%</b>	<b>5.28%</b>
Employees FTE	6.00	6.00	6.00	6.00	-----	-----

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

## Contact

**Richard Shelton, Bureau Chief of Purchasing**  
**(410) 386-2181**  
**Robin Hooper, Budget Analyst (410) 386-2082**

## Mission and Goals

The Bureau of Purchasing strives to achieve a fair and equitable procurement process with a trained staff of purchasing professionals. As stewards for the taxpayers of Carroll County, the Bureau strives to obtain optimum value for every tax dollar spent, maximize purchasing options through new and existing partnerships in the business community and provide solid customer service practices with the public and user agencies.

### Goals include:

- Promote solid procurement practices through continuing educational opportunities.
- Utilize the most innovative and promising ideas or solutions to secure goods, services and construction needs for the County.
- Establish and maintain new business partnerships in Carroll County.
- Create and maintain accurate and complete procurement activity records and reports.
- Continue enhancements of procurement processes through review and updating of policy and procedures.
- Enhance the buying function through e-commerce.
- Expand on-line services to our customers.
- Provide sound procurement advice and assistance for all user agencies.
- Pursue cooperative bidding opportunities.

## Description

The Bureau of Purchasing provides for the procurement of products, services and construction for all County Government agencies, some State agencies, the Court system and the Carroll County Sheriff's Office. The Bureau also provides assistance to non-profit agencies designated by the Board of Commissioners, such as the volunteer fire companies.

The Bureau participates in cooperative purchasing initiatives with Carroll County Public Schools and other County and State government agencies, school systems and the Baltimore

Regional Cooperative Purchasing Committee (BRCPC). The BRCPC committee includes representatives of Anne Arundel County, Baltimore City, Baltimore County, Carroll County, Harford County, and Howard County. Other active entities include the City of Annapolis, State of Maryland, Public School Systems and local fire companies and collegiate institutions.

## Program Highlights

Participated in the first Maryland Public Purchasing Association Reverse Trade Show. This Business Outreach Program provided opportunity for the business community to meet and share information with purchasing representatives from across the State of Maryland.

## Positions

Title	Type	FTE
<i>Bureau Chief</i>	Full-time	1.00
<i>Buyer</i>	Full-time	2.00
<i>Office Associate</i>	Full-time	2.00
<i>Senior Buyer</i>	Full-time	1.00
<b>Total</b>		<b>6.00</b>

# County Attorney Summary

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	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
County Attorney	\$876,916	\$926,400	\$910,669	\$948,860	2.42%	4.19%
Board of License Commissioners	93,241	99,230	99,230	104,000	4.81%	4.81%
Board of Zoning Appeals	78,793	90,480	90,480	92,250	1.96%	1.96%
<b>Total County Attorney</b>	<b>\$1,048,950</b>	<b>\$1,116,110</b>	<b>\$1,100,379</b>	<b>\$1,145,110</b>	<b>2.60%</b>	<b>4.07%</b>

## Mission and Goals

The County Attorney's Office is dedicated to providing the best advice and legal representation to the Carroll County Commissioners and their boards, officers and employees regarding matters affecting the county.

### Goals Include:

- Assure county ordinances, contracts, legal documents and policies are adequate.
- Protect the legal interests and integrity of Carroll County Government.
- Ensure fair and equal treatment of citizens and employees of Carroll County.
- Make accurate decisions pertaining to local Zoning Laws and Ordinances.
- Assure compliance of the Laws and Regulations of the State of Maryland for the sale of alcoholic beverages and tobacco tax.

## Highlights, Changes and Useful Information

- Between FY 99 and FY 07 the County Attorney's Office collected more than \$6.2 million in delinquent accounts related to unpaid taxes and fees, medical expenses for inmates, reimbursements for accidents and bad checks.

FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
\$442,965	\$419,133	\$867,001	\$716,139	\$979,379	\$416,689	\$846,967	\$794,812	\$719,733

- 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 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
\$174,317	\$169,712	\$177,145	\$186,405	\$181,272	\$195,430	\$204,168	\$ 203,651

# County Attorney

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$727,908	\$780,190	\$764,459	\$801,585	2.74%	4.86%
Operating	148,570	146,210	146,210	145,625	-0.40%	-0.40%
Capital Outlay	438	0	0	1,650	100.00%	100.00%
<b>Total</b>	<b>\$876,916</b>	<b>\$926,400</b>	<b>\$910,669</b>	<b>\$948,860</b>	<b>2.42%</b>	<b>4.19%</b>
<b>Employees FTE</b>	<b>13.63</b>	<b>13.63</b>	<b>14.63</b>	<b>14.63</b>	<b>7.34%</b>	<b>0.00%</b>

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

## Contact

**Kimberly A. Millender, County Attorney (410) 386-2030**  
**Cecilia Devilibiss, Budget Analyst (410) 386-2082**

## 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 and integrity of Carroll County Government with preventive and remedial measures.
- Aid in the prompt, cost-efficient resolution of disputes.
- Ensure fair and equal treatment of citizens and employees.
- Assure County laws, contracts, legal documents and policies are of the highest legal quality.

## Description

This Department was created by State law to serve as in-house counsel to the 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 handles cases for the local Department of Social Services and represents Carroll Community College, Carroll County Public Library, Humane Society and the Sheriff's Office.

The department serves as a resource to the citizens for general questions about county government and County and State Laws.

## Program Highlights

Between FY 99 and FY 07, the County Attorney's Office collected more than \$6.2 million in delinquent accounts related to unpaid taxes and fees, medical expenses for inmates, and reimbursements for accidents and bad checks.

## Budget Changes

- The 0.40% decrease in operating is due to the reduction in print fees.

## Positions

Title	Type	FTE
<i>Admin. Office Associate II</i>	Full-time	1.00
<i>Assistant County Attorney I</i>	Full-time	2.00
<i>County Attorney</i>	Full-time	1.00
<i>Deputy County Attorney</i>	Full-time	1.00
<i>Legal Secretary</i>	Full-time	3.00
<i>Office Associate III</i>	Full-time	2.00
<i>Office Manager</i>	Full-time	1.00
<i>Paralegal</i>	Full-time	1.00
<i>Senior Assistant County Attorney</i>	Full-time	1.00
<i>Sr Asst County Atty/Leg Director</i>	Full-time	1.00
<i>Professionals</i>	Contractual	.63
<b>Total</b>		<b>14.63</b>

# Board of License Commissioners

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$89,315	\$93,980	\$93,980	\$98,340	4.64%	4.64%
Operating	3,926	5,250	5,250	5,660	7.81%	7.81%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$93,241	\$99,230	\$99,230	\$104,000	4.81%	4.81%
Employees FTE	2.63	2.63	2.63	2.63	-----	-----

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

## Contact

Nancy David, Admin Hearing Coordinator (410) 386-2094  
Cecilia Devillbiss, Budget Analyst (410) 386-2082

## Mission and Goals

To assure compliance with the regulations of Article 2B of 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 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 03	FY 04	FY 05	FY 06	FY 07
\$186,405	\$181,272	\$195,430	\$204,168	\$203,651

## Budget Changes

- The 7.81% increase in operating is due to the addition of a reporter at renewal hearings.

## Positions

Title	Type	FTE
Inspector	Full-time	1.00
Inspector	Part-time	0.63
Office Associate IV	Full-time	1.00
<b>Total</b>		<b>2.63</b>

# Board of Zoning Appeals

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$49,546	\$52,520	\$52,520	\$55,120	4.95%	4.95%
Operating	29,248	37,960	37,960	37,130	-2.19%	-2.19%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$78,793	\$90,480	\$90,480	\$92,250	1.96%	1.96%
Employees FTE	1.00	1.00	1.00	1.00	-----	-----

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

## Contact

Nancy David, Admin Hearing Coordinator (410) 386-2094  
 Cecilia Devilbiss, Budget Analyst (410) 386-2082

## Mission and Goals

To make non-biased and accurate decisions on matters pertaining to the Zoning Section of the Code of Public Local Laws and Ordinances of Carroll County and to provide guidance to constituents wanting to make changes/modifications regarding the use of their property or property being considered for purchase.

## Description

The Board of Zoning Appeals is a five-member board appointed by the County Commissioners to serve a three-year term. 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 five Board members are appointed by the Commissioners and are not County employees.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Admin Hearings Coordinator</i>	Full-time	1.00
<i>Total</i>		1.00



# Economic Development Summary

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>Economic Development Administration</b>	\$565,597	\$604,830	\$604,830	\$632,920	4.64%	4.64%
<b>Business &amp; Employment Resource Center</b>	124,805	138,900	138,558	146,490	5.46%	5.72%
<b>ED Infrastructure and Grants</b>	1,550,661	3,000,000	3,000,000	4,000,000	33.33%	33.33%
<b>Tourism</b>	259,595	282,700	280,650	311,350	10.13%	10.94%
<b>Total Economic Development</b>	<b>\$2,500,659</b>	<b>\$4,026,430</b>	<b>\$4,024,038</b>	<b>\$5,090,760</b>	<b>26.43%</b>	<b>26.51%</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 advent of new industry in order to accommodate the expansion of residential development.

### Goals Include:

- Increase the commercial/industrial tax base.
- Increase the number of quality jobs.

## Budget Changes

- The difference between the FY 08 Original Budget and FY 08 Adjusted Budget is primarily due to salary adjustments.
- The increase in Infrastructure and Grants is due to an additional one million dollars of funding in FY 09 and FY 10 to support two upcoming economic development projects.
- The 10.94% increase in Tourism in FY 09 is primarily due to the purchase of furniture for the new Visitors Center.

## Highlights, Changes and Useful Information

- The assessed value of commercial and industrial real property for FY 08 is expected to grow by 10.5% over FY 07.
- The County unemployment rate fell to 2.9%, a half percentage point below the State at 3.4%.
- The Business and Employment Resource Center (BERC) had 9,456 customer visits in FY 07, which included over 1,019 new customers.
- The Enterprise Carroll Technology Development Grant program targets existing County business and provides resources to cover a portion of the costs associated with bringing new projects to market, new venture feasibility studies, upgrading technology infrastructure and/or software programs. Since its inception in FY 06 the program has provided nearly \$499,296 to nine existing businesses.
- In FY 07, the first commercial for tourism was filmed and aired on HGTV, the History Channel, and Food Network.
- In FY 07, the Bureau of Tourism distributed 100,000 calendars of events covering a full year of local activities.
- 100% of the Tourism budget is funded with Hotel Tax revenue.
- The new Visitors Center is projected to open during the summer of 2008.

# Economic Development Administration

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$375,408	\$394,930	\$394,930	\$414,520	4.96%	4.96%
Operating	188,763	209,300	209,300	218,400	4.35%	4.35%
Capital Outlay	1,425	600	600	0	-100.00%	-100.00%
<b>Total</b>	<b>\$565,597</b>	<b>\$604,830</b>	<b>\$604,830</b>	<b>\$632,920</b>	<b>4.64%</b>	<b>4.64%</b>
Employees FTE	7.00	7.00	7.00	7.00	-----	-----

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

## Contact

Lawrence Twele, Director of Economic Development  
(410) 386-2070

Larry Brown, Senior Budget Analyst (410) 386-2082

## 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 advent of new industry in order to accommodate the expansion of the resident population.

This dual effort results in a stable and healthy economy that helps offset the cost of services that would otherwise be borne by the residential population.

### Goals Include:

- Increase the commercial/industrial tax base.
- Increase the number of quality jobs.

## Description

The Department of Economic Development:

- Promotes Carroll County as a business location.
- Provides an array of services to resident 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 advisory arm to the Commissioners on issues impacting business.
- Supports the Industrial Development Authority and the Economic Development Commission.
- Utilizes many methods to attract new industry, including advertising, a quarterly newsletter, public relations and attendance at industry and professional association seminars and conferences.
- Maintains an active retention program to include weekly Commissioner visits to local businesses to tour facilities and engage in personal discussions regarding business issues.

For more information on Economic Development, please refer to: <http://www.carrollbiz.org/>.

## Program Highlights

The County is developing a variety of sites for new or growing businesses. The Westminster Technology Park, which is sixty-three acres, will be developed into a high-end business location. The Warfield Complex will be a modern employment campus that preserves and incorporates historic buildings. Two other business parks are in the process of being developed.

### During FY 07:

- The assessed value of commercial and industrial real property for FY 08 is expected to grow by 10.5% over FY 07.
- The total value of commercial and industrial construction between FY 03 and FY 07 was nearly \$200 million.
- The County unemployment rate fell to 2.9%, a half percentage point below the State at 3.4%.

## Positions

Title	Type	FTE
<i>Agriculture Specialist</i>	Full-time	1.00
<i>Admin. Office Associate</i>	Full-time	1.00
<i>Business Development Mgr.</i>	Full-time	1.00
<i>Deputy Director</i>	Full-time	1.00
<i>Director</i>	Full-time	1.00
<i>Fiscal Analyst</i>	Full-time	1.00
<i>Marketing Manager</i>	Full-time	1.00
<b>Total</b>		<b>7.00</b>

# Business and Employment Resource Center

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$115,166	\$124,120	\$123,778	\$129,970	4.71%	5.00%
Operating	9,640	14,780	14,780	16,520	11.77%	11.77%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$124,805</b>	<b>\$138,900</b>	<b>\$138,558</b>	<b>\$146,490</b>	<b>5.46%</b>	<b>5.72%</b>
Employees FTE	3.15	3.15	3.15	3.15	-----	-----

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

## Contact

Lawrence Twele, Director of Economic Development  
(410) 386-2070

Larry Brown, Senior Budget Analyst (410) 386-2082

## Mission and Goals

The mission of the Carroll County Business and Employment Resource Center (BERC) is to develop a highly effective workforce for new and existing businesses, to assist individuals 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 find up-to-date information about employment opportunities.
- Market our services to Carroll County employers.
- Continue the Youth Program 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 & Employment Resource Center provides employment related services which include skills and career assessment, career counseling, career exploration, occupational skills training, basic 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, job openings, computers, tutorials, workshops and an array of resources in a well-equipped library. BERC assists local employers with no-fee recruitment services, assistance in matching job applicants to job skill requirements, posting job openings, job fairs, and meeting or office space for business needs. BERC also provides assistance to prospective employers in relation to workforce issues through joint efforts with the Department of Economic Development. BERC is located at 224 N. Center Street, Room 205, Westminster, MD. For more information on BERC, please refer to: [www.carr.org/berc](http://www.carr.org/berc).

## Program Highlights

BERC total operating funds are from the following sources:

	FY 08 Budget	FY 08 % of Total	FY 09 Budget	FY 09 % of Total
Local – County*	\$162,770	23.11%	\$170,360	28%
Grants	541,553	76.89%	428,605	72%
<b>TOTAL</b>	<b>\$704,323</b>	<b>100.0%</b>	<b>\$598,965</b>	<b>100%</b>

\* Includes \$23,870 of County Funds in the Local Youth Grant

### During FY 07:

- 9,456 customer visits were made to BERC.
- Over 1,019 new customers visited BERC.
- 300 enrolled customers obtained job placements.
- 537 customers accessed training services beyond universally available self-directed services.
- 52 customers who obtained jobs were previously receiving Temporary Cash Assistance.

## Positions

Title	Type	FTE
Business Consultant	Full-time	0.15
Manager, BERC	Full-time	1.00
Office Associate	Full-time	1.00
Fiscal Manager	Full-time	1.00
<b>Total</b>		<b>3.15</b>

85% of the Business Consultant position is grant funded and 15% County funded.

# Economic Development Infrastructure and Grants

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	1,550,661	3,000,000	3,000,000	4,000,000	33.33%	33.33%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$1,550,661</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>	<b>\$4,000,000</b>	<b>33.33%</b>	<b>33.33%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Lawrence Twele, Director of Economic Development  
(410) 386-2070  
Larry Brown, Senior Budget Analyst (410) 386-2082

## Description

This funding is used to promote Carroll County as a commercial/industrial site for businesses, which may include infrastructure improvements, studies and grants.

The Economic Development Industrial Development account (formerly known as the Economic Development Trust Fund) was established to increase the County's efforts in economic development.

This budget funds projects such as:

- Job training grants
- Traffic studies
- Land acquisition related to business development
- Business infrastructure development

The staff who administer the industrial development expenses are included in the Economic Development Administration budget.

## Program Highlights

Enterprise Carroll, a technology development grant program, provides investments for growing Carroll County companies to cover a portion of the costs associated with bringing new products to market, new venture feasibility studies, upgrading technology infrastructure and/or software programs. The program is limited to existing businesses whose principal place of business is Carroll County. Selected businesses must make a corresponding financial contribution to the project, and the business must remain in Carroll County for three years. Since its inception in FY 06 the program has provided nearly \$499,296 to nine existing businesses.

## Budget Changes

The increase in operating is due to an additional one million dollars of funding in FY 09 and FY10 to support two new business parks that are in the development process.

# Tourism

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$109,924	\$131,600	\$129,550	\$134,660	2.33%	3.94%
Operating	149,671	151,100	151,100	156,690	3.70%	3.70%
Capital Outlay	0	0	0	20,000	100.00%	100.00%
<b>Total</b>	<b>\$259,595</b>	<b>\$282,700</b>	<b>\$280,650</b>	<b>\$311,350</b>	<b>10.13%</b>	<b>10.94%</b>
Employees FTE	4.38	4.38	4.38	4.38	-----	-----

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

## Contact

Lawrence Twele, Director of Economic Development  
(410) 386-2070

Larry Brown, Senior Budget Analyst (410) 386-2082

## Mission and Goals

The mission of the Tourism Bureau is to market Carroll County as a tourist destination, to position Carroll County as a competitive destination statewide, and to provide visitors information and services to ensure a pleasant trip experience.

### Goals Include:

- Increase tax revenues for the County.
- Increase volume for the County's tourism related businesses.
- Increase the awareness of tourism's benefits to our local citizens and businesses.

## Description

The Tourism Bureau is located at 224 N. Center Street, Room 100, Westminster, MD. The Bureau works in partnership with the Tourism Council of Carroll County, Inc. to promote Carroll County as an attractive, inexpensive place to visit. These efforts include:

- Operation of the Carroll County Visitor Center seven days a week.
- Presentation of educational seminars for the tourism industry and production of a weekly radio show.
- Creation and distribution of tourism brochures.
- Creation and maintenance of tourism website.
- Distribution annually of 100,000 calendars of events covering a full year of local activities.
- Representation of Carroll County at the Maryland Office of Tourism.

For more information on Tourism, please refer to:

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

## Program Highlights

- The Visitors Center relocates in the summer of 2008 to Cockey's Tavern, 216 East Main Street, Westminster.
- In FY 07, over 109,000 new users visited our website.
- The tourism budget is 100% funded by a hotel rental tax.

The following statistics show the number of visitors to the Carroll County Visitors Center:

	FY 05	FY 06	FY 07
Number of States represented	41	40	40
Number visiting from Virginia	82	88	74
Number visiting from Pennsylvania	187	169	148
Number visiting from New York	69	44	45

## Budget Changes

- The 100.00% increase in capital outlay in FY 09 includes a one-time purchase of furniture for the new Visitors Center.

## Positions

Title	Type	FTE
<i>Administrative Support</i>	Contractual	2.38
<i>Manager</i>	Full-time	1.00
<i>Marketing Assistant</i>	Full-time	1.00
<b>Total</b>		<b>4.38</b>

# General Services Summary

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>General Services Administration</b>	\$208,101	\$221,710	\$221,710	\$230,400	3.92%	3.92%
<b>Building Construction</b>	339,704	372,250	440,787	427,630	14.88%	-2.98%
<b>Central Warehouse</b>	249,026	211,060	211,060	221,870	5.12%	5.12%
<b>Facilities</b>	7,096,884	7,484,525	7,476,539	8,298,960	10.88%	11.00%
<b>Fleet Management</b>	4,894,118	5,398,375	5,405,475	7,131,360	32.10%	31.93%
<b>Permits and Inspections</b>	1,099,641	1,154,140	1,163,887	1,220,690	5.77%	4.88%
<b>Total General Services</b>	<b>\$13,887,473</b>	<b>\$14,842,060</b>	<b>\$14,919,458</b>	<b>\$17,530,910</b>	<b>18.12%</b>	<b>17.50%</b>

## Mission and Goals

The Department of General Services ascertains and implements the most cost-effective methods to design, build and maintain County buildings while maintaining public safety, to provide safe and reliable transportation and equipment for County agencies, and to purchase materials and supplies at the best possible price and deliver those materials in a timely manner.

### Goals Include:

- Post project information on the County's website for projects underway to provide Carroll County citizens the most up to date information.
- Administer capital projects in a responsible fashion that will keep the County Commissioners and all appropriate agencies apprised of progress throughout programming, design and construction.
- Focus on preventative maintenance efforts to reduce emergency calls and extend the life of County owned buildings, vehicles and equipment.

## Budget Changes

- The difference between the FY 08 Original Budget and the FY 08 Adjusted Budget in the Building Construction Budget is primarily due to an increase in hours, from 37.5 to 40 per week, for the Project Managers and the addition of a Project Manager position.
- The 2.98% decrease in the Building Construction Budget in FY 09 is primarily due to a one-time expenditure in FY 08 for furnishing the new Commissioner meeting room.
- The 31.93% increase in the Fleet Management budget in FY 09 is primarily due to an increase in price for gasoline and diesel.
- The 11.00% increase in Facilities in FY 09 is primarily due to an increase in electric and adding operating costs of four new buildings.

## Highlights, Changes and Useful Information

- Below is a history of the growth in Fleet revenue received from outside agencies for maintenance services provided and dispensed fuel. The growth is attributed to an increase in the number of vehicles being maintained and an increase in fuel costs.

FY 03	FY 04	FY 05	FY 06	FY 07
\$608,987	\$632,719	\$758,155	\$743,894	\$894,090

- Below is a history of use and occupancy certificates issued by Permits and Inspections. The downward trend in U & O certificates reflects the overall downturn in the housing market and the economy. For the majority of FY 04, a residential development deferral was in place.

Use & Occupancy Certificates	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
Residential	1,291	1,244	867	631	681	441
Commercial	218	218	245	245	242	235
Building Improvements	2,116	2,323	2,713	2,614	2,864	2,467

# General Services Administration

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$205,278	\$216,845	\$216,845	\$225,535	4.01%	4.01%
Operating	2,287	4,865	4,865	4,865	0.00%	0.00%
Capital Outlay	535	0	0	0	0.00%	0.00%
<b>Total</b>	\$208,101	\$221,710	\$221,710	\$230,400	3.92%	3.92%
Employees FTE	4.00	4.00	4.00	4.00	-----	-----

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

## Contact

**Thomas J. Rio, Director of General Services**  
(410) 386-2248

**Larry Brown, Senior Budget Analyst (410) 386-2082**

## Mission and Goals

The Department of General Services ascertains and implements the most cost-effective methods to design, build and maintain County buildings, while maintaining public safety. The department oversees the fleet of County vehicles and Central Warehouse operations.

### Goals Include:

- Determine the most cost effective means for constructing and maintaining county buildings.
- Support all County agencies as appropriate.

## Description

The Department of General Services includes the Bureaus of Permits and Inspections, Fleet, Central Warehouse, Building Construction, Zoning Administration and Facilities. General Services Administration is responsible for the administration of these bureaus as they carry out duties to accomplish the goals and objectives of the Board of County Commissioners.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Director</i>	Full-time	1.00
<i>Security Staff</i>	Contractual	2.00
<b>Total</b>		<b>4.00</b>

Security Staff are supplied from the Circuit Court Bailiff pool.

# Building Construction

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$306,412	\$326,950	\$395,487	\$415,265	27.01%	5.00%
Operating	8,781	10,120	10,120	12,365	22.18%	22.18%
Capital Outlay	24,511	35,180	35,180	0	-100.00%	-100.00%
<b>Total</b>	<b>\$339,704</b>	<b>\$372,250</b>	<b>\$440,787</b>	<b>\$427,630</b>	<b>14.88%</b>	<b>-2.98%</b>
Employees FTE	6.00	6.00	7.00	7.00	-----	-----

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

## Contact

**Thomas J. Rio, Director of General Services**  
**(410) 386-2248**

**Larry Brown, Senior Budget Analyst (410) 386-2082**

- Freedom Water Treatment Plant expansion
- South Carroll Senior and Community Center
- Krimgold & Leister Parks
- Classroom Building No. 4 and parking lot addition at Carroll Community College

## Mission and Goals

The mission of Building Construction is to design and construct energy efficient buildings that:

- Over time are economical to maintain
- Serve the needs of County user agencies and citizens

### Goals include:

- Maintain tracking and information procedures that will keep appropriate parties informed throughout the project period.
- Assure the satisfaction of the County Commissioners, the end-user agency and County bureaus responsible for maintenance and technical support at the conclusion of the project.
- Administer capital projects in a responsible fashion that will keep the County Commissioners, the end-user agency and all appropriate county agencies involved and apprised of progress throughout programming, design and construction.
- Offer project information through the County's web site for projects underway as well as the timing of proposed projects.

## Budget Changes

- The difference between the FY 08 Original Budget and the FY 08 Adjusted Budget is primarily due to an increase in hours, from 37.5 to 40 per week, for the Project Managers and the addition of a Project Manager position.
- The increase in operating is due to additional expenses relating to training for the new position.
- The decrease in capital outlay is due to one-time funding in FY 08 for furnishing the new Commissioner meeting room.

## Positions

Title	Type	FTE
<i>Building Construction Analyst</i>	Full-time	1.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Project Manager</i>	Full-time	5.00
<b>Total</b>		<b>7.00</b>

## Description

The Bureau of Building Construction oversees the design, construction and contracts for Carroll County capital construction projects. This 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

For 2007 projects included construction management of:

- Design and Construction of the Drug Treatment Facility
- Finksburg Branch Library & Library Headquarters



# Central Warehouse

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$199,643	\$208,710	\$208,710	\$219,170	5.01%	5.01%
Operating	565,947	502,050	502,050	602,400	19.99%	19.99%
Capital Outlay	(516,564)	(499,700)	(499,700)	(599,700)	20.01%	20.01%
<b>Total</b>	<b>\$249,026</b>	<b>\$211,060</b>	<b>\$211,060</b>	<b>\$221,870</b>	<b>5.12%</b>	<b>5.12%</b>
Employees FTE	5.00	5.00	5.00	5.00	-----	-----

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

## Contact

**Thomas J. Rio, Director of General Services**  
**(410) 386-2248**

**Larry Brown, Senior Budget Analyst (410) 386-2082**

## Mission and Goals

Procure, store, and monitor inventory of warehouse purchases. Deliver materials and supplies necessary for the efficient operations of all Carroll County Government agencies and subsidiaries in an efficient and cost effective manner.

### Goals include:

- Maintain proper stock levels.
- Purchase in bulk to obtain the best possible pricing.
- Maintain minimal inventory variances.
- Deliver materials and supplies by the next business day.
- Provide all agencies and subsidiaries with accurate billing information in a timely manner.

## Description

The Central Warehouse began operations in 1989 with four user agencies and quickly grew to greater than fifty. The Central Warehouse is now maintaining the parts inventory for Fleet Management, increasing the number of items handled by 75%. Beginning in FY 06, many of the volunteer fire companies started buying selected supplies through Central warehouse. Various statistics are provided below.

	FY 05	FY 06	FY 07
Issues to purchases ratio	97%	97%	95%
Monthly pickups and deliveries	350	350	400
Inventory item count	3,500	3,500	3,700

Some of the items available through the Central Warehouse are:

- Paper goods
- Parts for vehicles, machinery and equipment
- Cleaning supplies
- Hand tools
- Safety equipment

## Program Highlights

The staff at the warehouse has consistently maintained excellent control of the inventory achieving less than 1% dollar variance relative to actual inventory purchased.

## Budget Changes

- Generally, salary expenses were planned to grow at 5% between FY 08 and FY 09. Most budgets, including this one, were held at or near this level.
- The 19.99% increase in operating and 20.01% increase in capital are due to increases in both price and demand for supplies purchased through the County (operating costs and offsetting revenues increased by \$100,000).

## Positions

Title	Type	FTE
<b>Warehouse Manager</b>	Full-time	1.00
<b>Parts Clerk</b>	Full-time	2.00
<b>Stock Clerk</b>	Full-time	2.00
<b>Total</b>		<b>5.00</b>

# Facilities

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$2,294,575	\$2,523,167	\$2,515,181	\$2,629,686	4.22%	4.55%
Operating	4,771,171	4,900,418	4,900,418	5,635,743	15.01%	15.01%
Capital Outlay	31,137	60,940	60,940	33,531	-44.98%	-44.98%
<b>Total</b>	<b>\$7,096,884</b>	<b>\$7,484,525</b>	<b>\$7,476,539</b>	<b>\$8,298,960</b>	<b>10.88%</b>	<b>11.00%</b>
Employees FTE	61.50	61.10	61.10	61.10	-----	-----

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

## Contact

**Thomas J. Rio, Director of General Services**  
**(410) 386-2248**

**Larry Brown, Senior Budget Analyst (410) 386-2082**

## Mission and Goals

The Bureau of Facilities' mission is to maintain a clean, orderly, and attractive appearance of structures, grounds and facilities.

### Goals include:

- To ensure and protect the health, safety, convenience and enjoyment of the people using County facilities
- To provide uniform maintenance practices at a minimum cost depending on the level of public use
- To focus on preventative maintenance efforts to reduce emergency calls and extend the useful life of buildings and equipment

## Description

The Bureau of Facilities provides maintenance, repairs and renovations for buildings at thirty-eight locations (with multiple buildings at several sites) throughout Carroll County. Full service maintenance is provided for air conditioning, heating, ventilating, plumbing, electrical systems and all other aspects involving the maintenance of building structures and equipment. Emphasis is placed on preventative maintenance efforts to reduce emergency calls and extend the useful life of buildings and equipment. Facilities were involved with a number of small construction projects such as creating additional office space in Public Safety and the County Attorney's offices. Facilities repaired the sidewalk at the Vietnam Memorial Park and added sidewalk for the Civil War Monument.

Facilities maintain and manage all of the grounds at County buildings, parks and other County properties including those purchased for future use. This includes:

- Turf and landscape
- Woodlands and wildlife
- Storm water and recreational ponds
- Snow removal
- Rental management
- Construction and remodeling
- Athletic fields

## Program Highlights

In FY 08, among the projects completed:

- Entered phase II of the contract with Johnson Controls for energy saving
- Created new meeting room for Commissioners
- Renovated kitchen at Detention Center
- Painted Taneytown Senior Center
- Resurfaced Farm Museum interior roads

## Budget Changes

- The increase in operating expenses is primarily due to an increase in electric and adding costs for four new buildings.
- The decrease in capital outlay is due to a one-time expenditure in FY 08 for the purchase of two chillers at the Maintenance Facility.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Boiler Mechanic</i>	Full-time	1.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Custodian</i>	Full-time	6.00
<i>Electrician</i>	Full-time	3.00
<i>Facilities Manager</i>	Full-time	2.00
<i>Facilities Supervisor</i>	Full-time	5.00
<i>Forester</i>	Full-time	1.00
<i>HVAC Mechanic</i>	Full-time	4.00
<i>Maintenance Technician</i>	Full-time	27.00
<i>Office Associate</i>	Part-time	0.60
<i>Service/Maintenance (4)</i>	Contractual	1.00
<i>Special Projects Coordinator</i>	Contractual	0.50
<i>Technical Support Coordinator</i>	Full-time	1.00
<i>Trades Specialist</i>	Full-time	7.00
<b>Total</b>		<b>61.10</b>

# Fleet Management

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$816,351	\$871,350	\$846,450	\$919,760	5.56%	8.66%
Operating	2,300,211	2,294,525	2,294,525	3,660,600	59.54%	59.54%
Capital Outlay	1,777,556	2,232,500	2,264,500	2,551,000	14.27%	12.65%
<b>Total</b>	<b>\$4,894,118</b>	<b>\$5,398,375</b>	<b>\$5,405,475</b>	<b>\$7,131,360</b>	<b>32.10%</b>	<b>31.93%</b>
Employees FTE	22.00	22.00	22.00	23.00	-----	-----

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

## Contact

**Thomas J. Rio, Director of General Services**  
(410) 386-2248

**Larry Brown, Senior Budget Analyst (410) 386-2082**

- \$20,000 for pickup truck for Resource Management
- \$28,000 for pick-up truck w/plow for Rec. & Parks
- \$15,000 for van for ITS
- \$16,000 mid-size sedan for the Board of License Commissioners
- \$17,500 for two trailers for Facilities
- \$18,000 for four pre-wetting systems for dump trucks
- \$128,000 for ten-ton dump truck for Roads

## Mission and Goals

Provide safe and reliable transportation and equipment to all County agencies and other agencies in a cost-effective manner.

### Goals include:

- Minimize vehicle downtime
- Operate efficiently and within approved budget
- Rebuild and refurbish vehicles when practical
- Support all County agencies as appropriate

## Description

Fleet Management services approximately 1,000 units including vehicles that belong to the County and associated agencies such as the Board of Education, Carroll Transit and the Carroll County Health Department. Most recently Fleet has begun servicing and providing fuel for the Westminster City police department. These units include vehicles and equipment ranging from garbage trucks to lawn mowers.

## Program Highlights

Below is a history of the growth in Fleet revenue received from outside agencies for maintenance services provided and fuel dispensed:

FY 04	FY 05	FY 06	FY 07
\$632,719	\$758,155	\$743,894	\$894,090

## Budget Changes

- The increase in personnel is due to a planned 5% increase in salaries and the addition of a Maintenance Tech position.
- The increase in operating is primarily due to an increase in price for gasoline and diesel.
- Included in the capital outlay portion of the budget are the following new vehicles and equipment:
  - \$96,000 for purchase of three full-size sedans for new law enforcement positions

- The following replacement vehicles and equipment:

Replacement Type	Number	Amount
Bobtail tractor	1	\$110,000
Chipper	1	38,000
Dump Truck	5	582,000
Full-size Sedan	11	351,000
Grader	1	205,000
Mid- size Sedan	3	57,500
Mowers	5	191,000
Pickup Truck	4	126,000
Rubber tire roller	1	45,000
Skid loader	2	87,000
Stake body crew cab truck	2	106,000
Steller body flatbed w/hook	1	150,000
SUV	5	91,500
Trailers	2	10,000
Vans	2	43,000
<b>Total</b>	<b>37</b>	<b>\$2,193,000</b>

## Positions

Title	Type	FTE
Administrative Office Associate	Full-time	1.00
Bureau Chief	Full-time	1.00
Foreman	Full-time	2.00
Fleet Specialist	Full-time	1.00
Information System Specialist	Full-time	1.00
Mechanic	Full-time	13.00
Office Associate	Full-time	1.00
Road Service Mechanic	Full-time	1.00
Service Worker	Full-time	1.00
Service Writer	Full-time	1.00
<b>Total</b>		<b>23.00</b>

# Permits and Inspections

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$1,074,753	\$1,127,900	\$1,137,647	\$1,194,310	5.89%	4.98%
Operating	24,182	26,240	26,240	26,380	0.53%	0.53%
Capital Outlay	707	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$1,099,641</b>	<b>\$1,154,140</b>	<b>\$1,163,887</b>	<b>\$1,220,690</b>	<b>5.77%</b>	<b>4.88%</b>
Employees FTE	26.56	27.00	27.00	27.00	-----	-----

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

## Contact

Thomas J. Rio, Director of General Services  
(410) 386-2248

Larry Brown, Senior Budget Analyst (410) 386-2082

## Mission and Goals

The Bureau of Permits and Inspections strives to provide efficient, effective and courteous service to the citizens of Carroll County while complying with all laws and ordinances.

### Goals include:

- Continue to streamline operations while being prompt, accurate and responsible to the public and other agencies.
- Review and update builders' Master Plans for compliance with current code standards.
- Continue to expand professional training and development.

## 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. Permits and Inspections receive, process and issue all building, plumbing and electrical permits as well as licensing electricians, plumbers, gas fitters and utility contractors. Permits and Inspections ensure buildings are safe for occupancy, according to the stated use, and protect the health, and safety of the citizens of Carroll County.

## Program Highlights

Over the past four years, 90% of permits applied for were processed on the first day and 99% were processed within ten days.

Inspections	2004	2005	2006	2007
Building	24,863	24,097	22,078	19,070
Electrical	13,840	12,990	13,016	12,029
Plumbing	13,720	13,057	13,122	11,592
Livability	323	294	261	257
Site Compliance	1,926	2,328	2,266	1,852
<b>Total</b>	<b>56,275</b>	<b>52,766</b>	<b>50,743</b>	<b>44,800</b>

## Positions

Title	Type	FTE
<i>Building Inspector</i>	Full-time	4.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Chief Building Inspector</i>	Full-time	1.00
<i>Chief Electrical Inspector</i>	Full-time	1.00
<i>Chief Plumbing Inspector</i>	Full-time	1.00
<i>Plans Examiner</i>	Full-time	1.00
<i>Deputy Code Official</i>	Full-time	1.00
<i>Electrical Inspector</i>	Full-time	3.00
<i>Minimum Livability Code-Coordinator/Inspector</i>	Full-time	1.00
<i>Office Manager</i>	Full-time	1.00
<i>Plans/Permits Processors</i>	Full-time	8.00
<i>Plumbing Inspector</i>	Full-time	3.00
<i>Site Compliance Inspector</i>	Full-time	1.00
<b>Total</b>		<b>27.00</b>

# Human Resources Summary

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	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Human Resources Administration	\$680,471	\$736,910	\$741,235	\$775,130	5.19%	4.57%
Health and Fringe Benefits	15,718,945	17,198,170	17,198,170	18,664,190	8.52%	8.52%
Personnel Services	96,974	129,190	124,140	129,900	0.55%	4.64%
<b>Total Human Resources</b>	<b>\$16,496,390</b>	<b>\$18,064,270</b>	<b>\$18,063,545</b>	<b>\$19,569,220</b>	<b>8.33%</b>	<b>8.34%</b>

## Mission and Goals

To provide a respectful, supportive work environment and enable all Carroll County Government employees to improve and maintain their productivity in the service of Carroll County citizens.

### Goals Include:

- Recruit and retain the most qualified employees.
- Provide training and development programs to Carroll County Government employees.
- Encourage Carroll County Government employees to be fiscally creative in an environment that sustains high energy.
- Shorten recruitment time by providing trained clerical support as soon as vacancies occur.

## Budget Changes

For FY 09 the Health and Fringe Benefits budget increased by approximately \$1.5 million or 8.52% primarily due to rising costs of health care.

## Highlights, Changes and Useful Information

- Personnel Services provides assistance to thirty one different County agencies.
- In FY 07, 299 employees registered for 35 training classes offered through the MoMEntum program; a joint program between Carroll County and Carroll Community College.

# Human Resources Administration

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$627,390	\$661,120	\$665,445	\$697,970	5.57%	4.89%
Operating	52,799	75,550	75,550	77,160	2.13%	2.13%
Capital Outlay	283	240	240	0	-100.00%	-100.00%
<b>Total</b>	<b>\$680,471</b>	<b>\$736,910</b>	<b>\$741,235</b>	<b>\$775,130</b>	<b>5.19%</b>	<b>4.57%</b>
Employees FTE	13.47	13.47	13.47	13.47	-----	-----

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

## Contact

**Carole V. Hammen, Director of Human Resources**  
**(410) 386-2129**  
**Cecilia Devilbiss, Budget Analyst (410) 386-2082**

## Mission and Goals

To promote caring and responsive leadership, to assure human dignity, encourage individual growth, resolve work-related concerns, foster open communications, provide a respectful and supportive work environment and enable all Carroll County government employees to improve and maintain their work productivity in the service of Carroll County citizens.

### Goals Include:

Encourage employees to be fiscally creative in an environment that sustains high energy and provide quality customer service to the citizens.

## Description

The Department of Human Resources oversees all responsibilities associated with Carroll County Government employment including:

- Recruitment, selection and hiring
- Personnel policies and procedures
- Benefits, compensation and recognition programs
- Wellness Program
- Employee training and development activities

## Program Highlights

- In FY 07, 227 position vacancies were filled, including 7.49 new positions.
- The MoMEntum Training program with Carroll Community College allows the County to provide affordable training to employees. In FY 07, 299 employees registered for 35 classes.

## Positions

Title	Type	FTE
<i>Admin. Office Associate</i>	Full-time	2.00
<i>Health Benefits Manager</i>	Full-time	1.00
<i>Bureau Chief, Benefits</i>	Full-time	1.00
<i>Deputy Director</i>	Full-time	1.00
<i>Director</i>	Full-time	1.00
<i>Human Resource Associate</i>	Full-time	4.00
<i>Human Resource Associate</i>	Part-time	0.47
<i>Information Desk Receptionist</i>	Full-time	1.00
<i>Office Associate III</i>	Full-time	1.00
<i>Personnel Analyst</i>	Full-time	1.00
<b>Total</b>		<b>13.47</b>

# Health and Fringe Benefits

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$4,422,604	\$4,767,080	\$4,767,080	\$5,210,160	9.29%	9.29%
Operating	11,296,341	12,431,090	12,431,090	13,454,030	8.23%	8.23%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$15,718,945</b>	<b>\$17,198,170</b>	<b>\$17,198,170</b>	<b>\$18,664,190</b>	<b>8.52%</b>	<b>8.52%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**William Bates, Bureau Chief of Benefits (410) 386-2129**  
**Cecilia Devilbiss, Budget Analyst (410) 386-2082**

## Budget Changes

For FY 09, the Health and Fringe Benefits budget increased by approximately \$1.5 million or 8.52% primarily due to rising costs of health care costs and an increase in enrollment.

## Mission

To administer employee benefits, educate employees about their benefits and work with employees to resolve issues related to benefits.

## Description

The Health and Fringe Benefits budget includes Federal and State mandated programs for employees including:

- Social Security
- Medicare
- Unemployment Insurance

Other benefits offered by the County include:

- 401K Retirement plan
- Pension Plan (see Pension Trust and Special Revenue section for further explanation and annual contributions)
- Death benefits
- Longevity program
- Life insurance
- Disability benefits
- Medical healthcare
- Dental healthcare
- Wellness program

The staff who administer the Health and Fringe Benefits budget are included in the Human Resources Administration budget.

## Program Highlights

CareFirst BlueCross BlueShield of Maryland continues as the County's primary medical health plan provider. County employees have a choice between two medical plans:

- Exclusive Provider Organization Plan (EPO) requires the insured to obtain a referral to seek treatment from a network physician other than their primary care physician.
- Preferred Provider Organization Plan (PPO) allows the insured to seek treatment within or outside of the network of physicians without obtaining a referral from their primary care physician.

# Personnel Services

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$96,967	\$128,850	\$123,800	\$129,700	0.66%	4.77%
Operating	7	340	340	200	-41.18%	-41.18%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$96,974	\$129,190	\$124,140	\$129,900	0.55%	4.64%
<b>Employees FTE</b>	4.57	5.57	5.57	5.57	0.00%	0.00%

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

## Contact

**Kimberly Frock, Personnel Analyst, Human Resources**  
**(410) 386-2129**  
**Cecilia Devilbiss, Budget Analyst (410) 386-2082**

## Mission and Goals

Provide a trained work pool of staff to assist County offices with clerical needs.

### Goals Include:

- Provide trained clerical support that is knowledgeable in County procedures and equipment for projects and staff shortages.
- Have staff ready and available for clerical openings to shorten recruitment time when vacancies occur.

## Description

Personnel Services provides clerical support to County departments and agencies on an as needed basis. This pool of six clerical positions:

- Are readily available for staff assignments.
- Are familiar with County procedures.
- Are trained and familiar with County office equipment and software.
- Provide trained employees to be hired by agencies when vacancies arise.
- Eliminate the need for temporary staffing from outside services.
- Provide support when other employees are out.

## Program Highlights

- Personnel Services provides assistance to all County agencies, the Sheriff's Office/Detention Center, Circuit Court and the State's Attorney's Office.
- Participate in Career Connections program with Carroll County Public Schools by employing student interns.

## Positions

Title	Type	FTE
Office Associate	Full-time	5.00
Administrative Support	Contractual	0.57
<b>Total</b>		<b>5.57</b>



# Department of Technology Services Summary

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	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Department of Technology Services	\$2,150,105	\$2,751,880	\$2,763,893	\$2,929,400	6.45%	5.99%
Production and Distribution	376,544	379,820	379,820	389,250	2.48%	2.48%
Total Department of Technology Services	\$2,526,649	\$3,131,700	\$3,143,713	\$3,318,650	5.97%	5.56%

## Mission and Goals

Department of Technology Services strives to provide up to date technical resources to the departments, offices and bureaus of Carroll County Government and its partner agencies so the County can offer greater efficiency in the services it provides.

### Goals Include:

- Provide excellent service and efficient, effective solutions to the departments and offices of Carroll County Government and its partner agencies.
- Offer agencies the necessary intellectual and technical resources to carry out their responsibilities and to respond to the needs of Carroll County residents and businesses.
- Encourage interactions with each department to improve and expand the technology in all areas.

## Highlights, Changes and Useful Information

- The Carroll County Public Network (CCPN) is a project to provide high speed voice and data connections to all county government facilities. It is currently moving into the second year of a three to four year project in which high speed fiber and or wireless access connection will be made to each facility. The CCPN will own and operate the fiber backbone and wireless connections. When completed this project will save in excess of \$900,000 per year between the CCPN partners.
- To enhance the ability of Planning, Public Safety and other government agencies improve the quality of life in Carroll, Enterprise Geographic Information systems is gathering Planimetric data: Road Center Lines, Address Verification, Building Placement and Access Roads and Driveways for the 65,000 plus parcels in Carroll County. The project is expected to be completed in October 2008.
- The Department of Technology Services is implementing a Document Management and Records Retention system. This system will allow staff to search the entire database for information and should eliminate the need for approximately 600 filing cabinets.

# Department of Technology Services

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$1,172,044	\$1,354,220	\$1,366,233	\$1,486,250	9.75%	8.78%
Operating	831,267	1,275,570	1,275,570	1,309,640	2.67%	2.67%
Capital Outlay	146,794	122,090	122,090	133,510	9.35%	9.35%
<b>Total</b>	<b>\$2,150,105</b>	<b>\$2,751,880</b>	<b>\$2,763,893</b>	<b>\$2,929,400</b>	<b>6.45%</b>	<b>5.99%</b>
Employees FTE	25.75	26.75	26.75	27.75	3.74%	3.74%

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

## Contact

**Mark Ripper, Director/Chief Information Officer**

**(410) 386-2056**

**Cecilia Devilibiss, Budget Analyst (410) 386-2082**

## Mission and Goals

The Department of Technology Services strives to provide up-to-date intellectual and technical resources to the departments, offices and bureaus of Carroll County Government and its partner agencies so the County can offer greater efficiency in the services it provides.

### Goals include:

- Provide excellent service and efficient, effective solutions to the departments and offices of Carroll County Government and its partner agencies in a professional and courteous manner.
- Offer agencies the necessary intellectual and technical resources to carry out their responsibilities and to respond to the needs of Carroll County residents and businesses.
- Encourage interaction with each department to improve and expand the technology in their respective areas.

## Description

The Department of Technology Services provides information and technology services to Carroll County Government and allied agencies. The Technology Services staff educates and trains County personnel in the use of computer equipment and business applications including enterprise Geographic Information Systems. The Department evaluates, selects and initiates purchasing procedures for all information processing hardware, software and consulting services. Additionally, the Department acts as liaison and coordinator between vendors, consultants and County agencies and manages operating and capital funds for all Information Technology activities.

## Program Highlights

- As a partner of the Carroll County Public Network (CCPN) the Department of Technology Services is continuing to move forward to provide high speed voice and data connections to all County government facilities. We are currently beginning the second of a three to four year project in which high speed fiber and or wireless access connection will be made to each facility. When completed, this project will save in excess of \$900,000 per year between the CCPN partners.

- Application and Programming have completed Phase I of the Integrated Land Management System (ILMS), which combines code enforcement and contractor licensing. Phase II of ILMS is expected to be completed in FY 08 and will include Plan Review, Public Works Agreements and Forest Conservation. ILM links various permitting systems within the County.
- Enterprise Geographic Information System is currently gathering Planimetric data: road center lines, address verification, building polygons and access roads and driveways for the 65,000 plus parcels in Carroll County. This system will enhance the ability of Planning, Public Safety and other government agencies.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Applications and Program Manager</i>	Full-time	1.00
<i>Client Services Analyst</i>	Full-time	4.75
<i>Client Services Support Analyst</i>	Full-time	1.00
<i>Computer Operator</i>	Full-time	1.00
<i>Data Transcriber/Computer Oper.</i>	Full-time	1.00
<i>Database Manager</i>	Full-time	1.00
<i>Director, Chief Information Officer</i>	Full-time	1.00
<i>GIS Analyst</i>	Full-time	2.00
<i>GIS Database Specialist</i>	Full-time	1.00
<i>Help Desk Specialist</i>	Full-time	1.00
<i>Network Analyst</i>	Full-time	2.00
<i>Network Manager</i>	Full-time	1.00
<i>Network Technician</i>	Full-time	1.00
<i>Programmer Analyst</i>	Full-time	1.00
<i>Programmer Analyst-Internet</i>	Full-time	1.00
<i>Repair Technician</i>	Full-time	2.00
<i>Senior Programmer Analyst</i>	Full-time	3.00
<i>Systems and Client Services Manager</i>	Full-time	1.00
<b>Total</b>		<b>27.75</b>

# Production and Distribution Services

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$96,897	\$101,950	\$101,950	\$107,020	4.97%	4.97%
Operating	279,647	277,870	277,870	282,230	1.57%	1.57%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$376,544</b>	<b>\$379,820</b>	<b>\$379,820</b>	<b>\$389,250</b>	<b>2.48%</b>	<b>2.48%</b>
Employees FTE	3.00	3.00	3.00	3.00	-----	-----

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

## Contact

**Mark Ripper, Director/Chief Information Officer**  
**(410) 386-2056**  
**Cecilia Devilbiss, Budget Analyst (410) 386-2082**

## Description

Production and Distribution Services (PDS) provides organizational support services including photocopying, white prints, binding, laminating and mailing and shipping services to County agencies, as well as some affiliated groups.

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 4 million copies are made each year.
- Approximately 100,000 pieces of mail are distributed on a monthly basis and delivered daily to 72 locations.
- More than 120,000 square feet of blueprints/whiteprints are copied annually.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Distribution Technician</i>	Full-time	2.00
<i>PDS Supervisor</i>	Full-time	1.00
<i>Total</i>		3.00

# Management and Budget Summary

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	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Management and Budget Admin	\$227,714	\$239,320	\$180,445	\$189,450	-20.84%	4.99%
Budget	359,389	384,000	430,540	462,900	20.55%	7.52%
Grants Management	112,106	112,630	112,630	118,600	5.30%	5.30%
Risk Management	1,790,836	2,320,970	2,319,666	2,262,080	-2.54%	-2.48%
<b>Total Management and Budget</b>	<b>\$2,490,045</b>	<b>\$3,056,920</b>	<b>\$3,043,281</b>	<b>\$3,033,030</b>	<b>-0.78%</b>	<b>-0.34%</b>

## Mission and Goals

Provide efficient and effective management of the County's financial resources and insured investments.

### Goals Include:

- Provide asset management through effective safety, insurance and building inspection programs.
- 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 to benefit the citizens of Carroll County.

## Budget Changes

- The 20.84% decrease in Management and Budget Admin and the 20.55% increase in Budget is due to the transfer of a Project Coordinator position.
- The 2.48% decrease in Risk Management is primarily due to lower Workers' Compensation claims.

## Highlights, Changes and Useful Information

- The current FY 08 Adopted Operating Budget is available on the Carroll County Government website. The Recommended, Proposed, and Adopted Operating and Capital Budgets for FY 09 are available on the website as each are completed. For more information or to view the budgets on the web, please refer to: <http://ccgovernment.carr.org>
- Grants statistical information:

	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
<b>Grant Applications</b>	73	60	51	58	62	77	93
<b>Grants Awarded</b>	61	53	45	47	50	65	69
<b>Grants Denied</b>	7	5	2	3	2	5	12
<b>Grants Pending</b>	5	2	4	8	10	7	12
<b>Award Dollars</b>	\$3,415,151	\$7,204,635	\$4,387,324	\$6,112,219	\$5,774,572	\$8,468,005	\$7,075,119

# Management and Budget Administration

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$219,327	\$230,360	\$171,485	\$180,050	-21.84%	4.99%
Operating	8,387	8,960	8,960	9,400	4.91%	4.91%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$227,714	\$239,320	\$180,445	\$189,450	-20.84%	4.99%
Employees FTE	4.00	4.00	3.00	3.00	-----	-----

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

## Contact

**Ted Zaleski, Director of Management and Budget**  
**(410) 386-2082**  
**Cecilia Devilbiss, Budget Analyst (410) 386-2082**

## Mission and Goals

The Department of Management and Budget is a team of dedicated professionals committed to excellence in customer service and the efficient and effective management of the County's financial resources and insured investments.

### 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.
- Protect the County's fiscal position.
- Provide asset management through effective safety, insurance and building inspection programs.

## Description

The Department of Management and Budget includes Management and Budget Administration, the Bureau of Budget, the Office of Risk Management and the 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 and Corporate sources. It also oversees many of the County's insurance programs while working to reduce insurance losses through various Risk Management programs.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Director</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
<b>Total</b>		<b>3.00</b>

# Budget

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$353,742	\$371,400	\$417,940	\$439,510	18.34%	5.16%
Operating	5,647	12,600	12,600	14,290	13.41%	13.41%
Capital Outlay	0	0	0	9,100	100.00%	100.00%
<b>Total</b>	<b>\$359,389</b>	<b>\$384,000</b>	<b>\$430,540</b>	<b>\$462,900</b>	<b>20.55%</b>	<b>7.52%</b>
Employees FTE	7.00	7.00	8.00	8.00	-----	-----

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

## Contact

Robert Sandlass, Bureau Chief, Budget  
(410) 386-2084

Cecilia Devilbiss, Budget Analyst (410) 386-2082

## Mission

The actions and efforts of the Bureau of Budget are devoted to implementing the Board of County Commissioners' vision for Carroll County and its citizens through the identification, allocation and monitoring of the County's resources.

## Description

The annual adoption of the County's capital and operating budgets allocates the County's resources to those services the Commissioners believe best serve the needs of the citizens of the County. The Bureau of Budget facilitates the operating and capital budget processes. Budget is responsible for forecasting and monitoring all revenues. Budget Analysts assist County agencies in the preparation of their budget requests, review those requests and make 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 Board of County Commissioners.

## Program Highlights

The current FY 08 Adopted Operating Budget is available on the Carroll County Government website. The Recommended, Proposed, and Adopted Operating and Capital Budgets for FY 08 are available on the website as each are completed. For more information or to view the budgets on the web, please refer to: <http://ccgovernent.carr.org/ccg/budget/08-abudget/default.asp>  
In FY 07, the FY 08 Adopted Budget Book received the GFOA "Distinguished Budget Presentation Award".

## Budget Changes

The difference between the FY 08 Original Budget and the FY 08 Adjusted Budget in personnel expenses is the result of the transfer of a Project Coordinator position from Management & Budget Administration.

## Positions

Title	Type	FTE
Budget Analyst	Full-time	4.00
Bureau Chief	Full-time	1.00
Budget Technician	Full-time	1.00
Project Coordinator	Full-time	2.00
<b>Total</b>		<b>8.00</b>

# Grants Management

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$98,826	\$103,770	\$103,770	\$108,970	5.01%	5.01%
Operating	13,280	8,860	8,860	9,630	8.69%	8.69%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$112,106</b>	<b>\$112,630</b>	<b>\$112,630</b>	<b>\$118,600</b>	<b>5.30%</b>	<b>5.30%</b>
Employees FTE	2.00	2.00	2.00	2.00	-----	-----

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

## Contact

**Ted Zaleski, Director of Management and Budget  
(410) 386-2082**  
**Cecilia Devilbiss, Budget Analyst (410) 386-2082**

## Mission and Goals

The Grants Office is dedicated to enhancing Carroll County through advocating, seeking, developing, securing and managing grant programs.

### Goals include:

- Promote grants as an opportunity for growth and enhancement of Commissioner goals.
- Establish grants in the County's financial accounting system to assure that match requirements are met and to make random checks to assure that expenditures are allowable and within budget.
- Secure funding alternatives for programs that face state funding cuts.
- Provide training on grant management to County agencies, municipalities and non-profits.
- Review and edit grant applications to assure high quality submissions that are competitive.

## Description

The Grants Office assists County agencies, County-related agencies, municipalities, 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. Grants may also be selected for monitoring at random to assure sufficiency of record keeping in preparation for audit.

The *Grantsline*, a monthly newsletter published by the Grants Office, contains current Federal, State and philanthropic grant opportunities. The Grants Office, with help from ITS, established a website that offers current month and archived *Grantsline* newsletters. The website is located at:

<http://ccgovernment.carr.org/ccg/grants/grantsline/default.asp>

## Program Highlights

	FY 05	FY 06	FY 07
<b>Grant Applications</b>	62	70	93
<b>Grants Awarded</b>	50	58	69
<b>Grants Denied</b>	2	5	12
<b>Grants Pending</b>	10	7	12
<b>Award Dollars</b>	\$5,774,572	\$8,468,005	\$7,075,119

## Positions

Title	Type	FTE
<i>Senior Grants Analyst</i>	Full-time	1.00
<i>Grants Manager</i>	Full-time	1.00
<b>Total</b>		<b>2.00</b>

# Risk Management

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$221,234	\$232,840	\$231,536	\$242,210	4.02%	4.61%
Operating	1,568,396	2,084,630	2,084,630	2,016,370	-3.27%	-3.27%
Capital Outlay	1,206	3,500	3,500	3,500	0.00%	0.00%
<b>Total</b>	<b>\$1,790,836</b>	<b>\$2,320,970</b>	<b>\$2,319,666</b>	<b>\$2,262,080</b>	<b>-2.54%</b>	<b>-2.48%</b>
Employees FTE	5.00	5.00	5.00	5.00	-----	-----

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

## Contact

**Ted Zaleski, Director of Management and Budget  
(410) 386-2082**  
**Cecilia Devilbiss, Budget Analyst (410) 386-2082**

following claims procedures & promoting awareness of liability risk and reducing potential claims.

- There was a 6% reduction in claims processed in FY 07.

## Mission and Goals

To prevent or minimize losses that would affect County personnel or property. The Risk Management mission is to build and promote a zero-accident culture in order to achieve an accident-free work environment.

### Goals includes:

- Achieve a safe work environment for all employees.
- Minimize the losses due to accidents and damage to County employees and property. Risk Management strives to benefit the citizens of Carroll County by minimizing these losses.

## Budget Changes

The 3.27% decrease in operating in FY 09 is due to the decrease in Workers' Compensation claims.

## Positions

Title	Type	FTE
<i>Compliance Specialist</i>	Full-time	1.00
<i>Insurance Technician</i>	Full-time	1.00
<i>Risk Management Specialist</i>	Full-time	1.00
<i>Risk Manager</i>	Full-time	1.00
<i>Safety and Training Coordinator</i>	Full-time	1.00
<b>Total</b>		<b>5.00</b>

## Description

The Bureau of Risk Management works with all of Carroll County Government to administer the County's safety and insurance programs. The Bureau 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.

The Bureau operates many programs to help reduce the number of insurance claims it has each year. Risk Management maintains and works to improve the internal procedures to reduce loss exposure. June is the annual "Safety Month" and Risk Management 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 and alcohol testing for employees driving County vehicles.

## Program Highlights

- The Risk Management Office received the "Claims Services Award" from Local Government Insurance Trust (LGIT) for consistently demonstrating excellence in



# Planning Summary

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Planning Administration	\$530,021	\$552,320	\$599,087	\$624,360	13.04%	4.22%
Comprehensive Planning	583,839	677,310	663,120	692,710	2.27%	4.46%
Development Review	348,409	411,590	388,470	409,300	-0.56%	5.36%
Resource Management	795,688	879,790	871,590	917,910	4.33%	5.31%
Environmental Compliance	200,084	230,410	230,410	228,220	-0.95%	-0.95%
<b>Total Planning</b>	<b>\$2,458,041</b>	<b>\$2,751,420</b>	<b>\$2,752,677</b>	<b>\$2,872,500</b>	<b>4.40%</b>	<b>4.35%</b>

## Mission and Goals

To provide leadership, guidance, and professional assistance to local citizens, community organizations, businesses, the Commissioners, the Planning and Zoning Commission, and local, State, regional and Federal governmental agencies on planning and zoning issues of importance to Carroll County.

### Goals include:

- Represent and promote the long-range planning, development, and environmental interests and policies of the Board of County Commissioners.
- Implement a long-range planning initiative, such as, County Master Plan, water/sewer services, transportation system enhancements and local community plan updates.
- Promote Carroll County's interests by serving on local, State and regional committees addressing planning questions of importance to Carroll County citizens.
- Achieve strong planning coordination with the eight municipalities throughout Carroll County.
- Continue to preserve farmland in perpetuity for present and future agricultural uses.
- To preserve approximately 2,000 acres in FY 09 toward reaching a total of 100,000 acres under land preservation easements.

## Highlights, Changes and Useful Information

- The Comprehensive Plan update process, called the Pathways Plan, for Carroll County began in FY 05 and will last through FY 09. Four sets of meetings have been held in 23 different communities and with the Council of Governments, business, and development communities, attracting over 300 participants. The following website was created for this process to provide greater accessibility to materials and information for the citizens of Carroll County: <http://www.carrollpathways.org/>
- During 2007, Carroll County permanently preserved a total of 16 farms covering 1,666 acres bringing the total acres permanently preserved to 51,189. The September 2006 issue of "Farmland Preservation Report" ranked Carroll County, Maryland fifth in the nation for total preserved acres of farmland.
- Carroll's innovative approach to improving the appearance of commercial development, Carroll Design Expectations, was recognized by the National Association of Counties in the summer of 2007. The award was presented at the national conference in Richmond, Virginia.
- The Bureau of Resource Management, the lead agency, began work in 2007 for the multi-jurisdictional Reservoir Monitoring Evaluation Study. This project is a commitment by the Reservoir Technical Group to evaluate current water quality monitoring efforts within the Baltimore City reservoir system.
- To view the 2007 Planning Annual Report, please click on the following link: <http://ccgovernment.carr.org/ccg/plan/annualrpt.pdf>

# Planning Administration

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$394,055	\$438,990	\$485,757	\$508,280	15.78%	4.64%
Operating	135,966	113,330	113,330	116,080	2.43%	2.43%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$530,021</b>	<b>\$552,320</b>	<b>\$599,087</b>	<b>\$624,360</b>	<b>13.04%</b>	<b>4.22%</b>
Employees FTE	7.00	7.00	8.00	8.00	-----	-----

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

## Contact

**Steve Horn, Director of Planning (410) 386-2145**  
**Deborah Effingham, Management and Budget Project  
 Coordinator (410) 386-2082**

## Mission and Goals

To provide leadership, guidance, and professional assistance to local citizens, community organizations, businesses, the Commissioners, the Planning and Zoning Commission, and local, State, regional and Federal governmental agencies on planning and zoning issues of importance to Carroll County.

### Goals include:

- Represent and promote the long-range planning, development, and environmental interests and policies of the Board of County Commissioners.
- Promote Carroll County's interests by serving on local, State and regional committees addressing planning questions of importance to Carroll County citizens.
- Achieve strong planning coordination with the eight municipalities throughout Carroll County.
- Continue to preserve farmland in perpetuity for present and future agricultural uses.
- To preserve approximately 2,000 acres in FY 09 in an effort to reach a total of 100,000 acres permanently preserved.

## Description

The Director of Planning is responsible for comprehensive water and sewer, transportation and emergency services planning activities. The Department also develops the Master Plan for the County and its eight incorporated municipalities in accordance with County and State programs, policies and regulations. As Secretary to the Planning and Zoning Commission, the Director coordinates the Planning and Zoning Commission's Community Investment Plan recommendation. The Director assists with site selection and land purchases for future schools, roads and other public facilities involving implementation of the master plan.

County government agencies utilize professional services offered by the Planning Department as a resource in providing mapping and statistical information to their customers.

Planning Administration takes the lead role in the development of State mandated, countywide and small area comprehensive plans which direct the physical development of the County in the future. Planning Administration has a high level of public interaction with local citizens, municipal governments and their appointed commissions, community organizations and other County appointed committees.

## Program Highlights

- During 2007, Carroll County permanently preserved a total of 16 farms covering 1,666 acres bringing the total preserved to 51,189 acres.
- Received Rural Legacy grant funding of \$1.5 million for land preservation.

## Budget Changes

Differences between the FY 08 Original Budget and the FY 08 Adjusted Budget are primarily due to a transfer of an Administrative Office Associate from Development Review to Planning Administration.

## Positions

Title	Type	FTE
<i>Administrative Office Associate I/II</i>	Full-time	2.00
<i>Ag. Land Pres. Program Mgr.</i>	Full-time	1.00
<i>Deputy Director</i>	Full-time	1.00
<i>Director</i>	Full-time	1.00
<i>Office Associate IV</i>	Full-time	1.00
<i>Policy Coordinator</i>	Full-time	1.00
<i>Preservation Specialist</i>	Full-time	1.00
<b>Total</b>		<b>8.00</b>

# Comprehensive Planning

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$556,558	\$649,830	\$635,640	\$662,190	1.90%	4.18%
Operating	26,709	27,480	27,480	30,520	11.06%	11.06%
Capital Outlay	573	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$583,839</b>	<b>\$677,310</b>	<b>\$663,120</b>	<b>\$692,710</b>	<b>2.27%</b>	<b>4.46%</b>
Employees FTE	13.40	13.40	13.40	13.40	-----	-----

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

## Contact

**Brenda Dinne, Bureau Chief, Comprehensive Planning (410) 386-2145**

**Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082**

## Mission and Goals

To provide leadership, guidance, and professional assistance to local citizens, community organizations, businesses, the Commissioners, the Planning and Zoning Commission, and local, State, regional and Federal governmental agencies on planning and zoning issues of importance to Carroll County.

### Goals include:

- Implement a long-range planning initiative, such as the County Master Plan, water/sewer services, transportation system enhancements and local community plan updates.
- Promote Carroll County's interests by serving on local, State and regional committees addressing planning questions to Carroll's citizens.
- Maintain good working relationships with all eight municipalities to achieve strong planning coordination between the two levels of government.
- Provide mapping assistance to all departments of government that utilize planning related information.

## Description

The Bureau of Comprehensive Planning is responsible for planning the physical development of the County and the required public facilities to serve that development. Planning and zoning powers are given to the County by Article 66B of the Annotated Code of Maryland.

Comprehensive Planning develops long-range master plans for the County and provides reports and services for the Carroll County Planning Commission, County agencies, Town Councils and Planning and Zoning Commissions of the eight incorporated municipalities and the general public. The staff also investigates and provides recommendations on environmental concerns, rezoning petitions, annexation petitions and Concurrency Management and Adequate Public Facilities issues. Other services include updating the Water and Sewer Master Plan, the Land Preservation Plan and the Emergency Services Master Plan. Comprehensive Planning maintains demographic and

socioeconomic data for the County by planning area, fire district, election district and transportation zone.

## Program Highlights

- Continued the update of the countywide comprehensive plan, called the Pathways Plan. Four sets of meetings have been held in 23 different communities, attracting over 300 participants.
- A transportation study continued in conjunction with the Pathways Plan.
- The process to develop the Water Resource Element to the comprehensive plan began in 2007. Coordination with the municipalities got underway using the Water Resources Coordination Council as a forum for collaboration.
- The Economic Development Land and Employment Needs Study was completed through a joint and cooperative effort with the Department of Economic Development.
- An update to the Westminster Environs Community Comprehensive Plan was completed and adopted in 2007.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Comp. Mapping/Drafting Mgr.</i>	Full-time	1.00
<i>Comprehensive Planner</i>	Full-time	5.00
<i>GIS Analyst</i>	Full-time	2.00
<i>GIS Supervisor</i>	Full-time	1.00
<i>Intern and Project Specialist</i>	Contractual	0.40
<i>Office Associate</i>	Full-time	1.00
<i>Planning Manager</i>	Full-time	1.00
<b>Total</b>		<b>13.40</b>

# Development Review

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$337,280	\$396,480	\$373,360	\$390,880	-1.41%	4.69%
Operating	11,129	15,110	15,110	16,720	10.66%	10.66%
Capital Outlay	0	0	0	1,700	100.00%	100.00%
<b>Total</b>	<b>\$348,409</b>	<b>\$411,590</b>	<b>\$388,470</b>	<b>\$409,300</b>	<b>-0.56%</b>	<b>5.36%</b>
Employees FTE	9.00	9.00	8.00	8.00	-----	-----

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

## Contact

**Clayton R. Black, Bureau Chief, Development Review (410) 386-2145**  
**Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082**

- Geographical data layers that display commercial and residential projects in process were added to the GIS mapping software that is available for the public to view.
- Staff is working with the Board of Education to enhance pupil yield and enrollment projections utilizing a combination of school and development information.

## Mission and Goals

To provide information to the public in a timely and courteous manner while fairly enforcing the development regulations of Carroll County.

### Goals include:

- Develop systems and procedures to collect, access, and provide accurate and reliable development information.
- Facilitate communications and cooperation among all development review agencies to achieve a thorough and timely review of development plans.
- Incorporate the use of technology in all services to maximize the performance of staff.
- Provide an open and user friendly system that creates a partnership with all our clients.
- Enforce Carroll County development regulations and review all development plans.

## 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 submittal 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

- The Bureau continues to scan recorded subdivision and approved site plan mylars. These files are available to all agencies and the public upon request.
- Staff is actively working with developers to achieve more creative development designs for commercial projects.

### Development Review statistics include:

	CY 05	CY 06	CY 07
Submittals for Bureau plan review	966	846	671
Major subdivisions approved	4	9	15
Minor subdivisions approved	34	24	21
Site plan mylars approved	47	44	24
Legal packages submitted	83	69	72
Off-conveyance applications	42	34	40

## Budget Changes

The difference between the FY 08 Original Budget and the FY 08 Adjusted Budget is primarily due to the transfer of an Office Associate position to Planning Administration and salary adjustments.

## Positions

Title	Type	FTE
<i>Bureau Chief</i>	Full-time	1.00
<i>Computer Operator Coordinator</i>	Full-time	1.00
<i>Concurrency Manager</i>	Full-time	1.00
<i>Development Review Coordinator</i>	Full-time	2.00
<i>Development Review Supervisor</i>	Full-time	1.00
<i>Legal Document Coordinator</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
<b>Total</b>		<b>8.00</b>

# Resource Management

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$703,858	\$821,990	\$813,790	\$850,390	3.46%	4.50%
Operating	88,337	55,500	55,500	64,380	16.00%	16.00%
Capital Outlay	3,493	2,300	2,300	3,140	36.52%	36.52%
<b>Total</b>	<b>\$795,688</b>	<b>\$879,790</b>	<b>\$871,590</b>	<b>\$917,910</b>	<b>4.33%</b>	<b>5.31%</b>
Employees FTE	16.00	18.00	18.00	18.00	-----	-----

## Contact

**Gale Engles, Chief, Bureau of Resource Management  
(410) 386-2145**  
**Deborah Effingham, Management and Budget Project  
Coordinator (410) 386-2082**

## Mission and Goals

Resource Management promotes public awareness and education to preserve, protect and improve the quality and quantity of water in the County, and facilitate the comprehensive and effective management of Landscape and Forest Conservation Ordinances. Resource Management seeks to effectively and efficiently serve as the central source of water resource information and data, and interpret and apply both Federal and State laws and regulations concerning environmental protection.

### Goals include:

- Promote public education to encourage natural resource conservation, management and protection.
- Ensure that development is sensitive to our natural resources and provides for the safety of the public.
- Develop and maintain GIS capabilities for natural resource management.
- Ensure that natural resource easements are protected.
- Ensure protection of our natural resources and safety to the general public during construction activities.

## Description

The Bureau of Resource Management combines staff from stormwater management, forestry/landscape, environmental inspections, and water resource management. The department is responsible for protection and management of water, soil, and forestry resources. Staff is involved in a wide range of activities including subdivision and site plan review, water supply development and protection, watershed restoration and protection, forest protection and enhancement, landscaping development, floodplain management, stormwater management, sediment control, sinkhole protection and mitigation, program

development, and providing technical assistance to other County agencies, municipalities and the public.

## Program Highlights

- The Bureau is the lead coordinating agency for the multi-jurisdictional Reservoir Monitoring Evaluation Study. This project is a commitment by the Reservoir Technical Group to evaluate current water quality monitoring efforts within the Baltimore City reservoir system.
- The Bureau is the lead agency for the Patapsco Road Watershed Restoration Project. This multi-year project has been established to mitigate flooding issues within a watershed tributary to the North Branch of the Patapsco River.
- In 2007, the Marriott Wood I pond reconstruction/upgrade was completed. The facility was upgraded to an infiltration facility, capturing the drainage areas associated with the subdivision, as well as runoff from Marriottsville Road.
- The Snowden's Run Stream Reach Evaluation has been initiated to prioritize stream restoration projects in this urban watershed. In addition, an innovative storm drain system evaluation process is being completed in this watershed to determine those systems in need of upgrade to meet design standards.

## Positions

Title	Type	FTE
<i>Bureau Chief</i>	Full-time	1.00
<i>Chief Reviewer/Inspector</i>	Full-time	1.00
<i>Floodplain Mgt Specialist</i>	Full-time	1.00
<i>Forest Conservation Spec.</i>	Full-time	1.00
<i>Groundwater Technician</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	3.00
<i>Program Engineer</i>	Full-time	1.00
<i>Sediment Control Inspector</i>	Full-time	4.00
<i>Stormwater Mgt Review Asst.</i>	Full-time	1.00
<i>Watershed Restoration Spec.</i>	Full-time	1.00
<i>Watershed Management Sp.</i>	Full-time	1.00
<i>Water Resource Supervisor</i>	Full-time	1.00
<i>Water Resource Specialist</i>	Full-time	1.00
<b>Total</b>		<b>18.00</b>

# Environmental Compliance

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$172,474	\$181,450	\$181,450	\$192,870	6.29%	6.29%
Operating	27,610	48,960	48,960	35,350	-27.80%	-27.80%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$200,084	\$230,410	\$230,410	\$228,220	-0.95%	-0.95%
Employees FTE	3.00	3.00	3.00	3.00	-----	-----

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

## Contact

**James E. Slater, Jr., Environmental Compliance Officer  
(410) 386-2145**  
**Deborah Effingham, Management and Budget Project  
Coordinator (410) 386-2082**

## Mission and Goals

To provide the most efficient and cost effective methods of protection and management for the benefit and appreciation of Carroll County's current and future residents, the State of Maryland and the Chesapeake Bay Region through the establishment and implementation of a comprehensive program. Also, to guide and participate in the county Environmental Advisory Council's capacity on issues of environmental concerns to the County's residents.

### Goals include:

- Maintain compliance with Federal and State environmental laws and regulations.
- Ensure County activities, programs, and policies are in compliance with adopted environmental law and regulation as well as accepted best environmental management practices.
- Provide environmental education to the residents.
- Work with other jurisdictions, State and Federal agencies and on regional environmental efforts.
- Coordinating and participating in the County's Environmental Advisory Committee (EAC).

## Description

The Bureau of Environmental Compliance is responsible for managing the County's Environmental Monitoring Program and the Federal and State Environmental Permits Programs. The department enforces County Ordinances and maintains the necessary Countywide permits such as National Pollutant Discharge Elimination System (NPDES).

## Program Highlights

Successful management of the County's NPDES Program including the Town/Count agreement for Phase II compliance assistance.

## Budget Changes

- The 6.29% increase in personnel in FY 09 is primarily due to the addition of a summer intern.
- The 27.8% decrease in operating is primarily due to a decrease in the number of storm water monitoring events anticipated for the fiscal year.

## Positions

Title	Type	FTE
<i>Environmental Compliance Officer</i>	Full-time	1.00
<i>Environmental Compliance Tech</i>	Full-time	1.00
<i>GIS Analyst</i>	Full-time	1.00
<b>Total</b>		<b>3.00</b>

# General Government Other Summary

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Board of Elections	\$619,561	\$582,070	\$582,070	\$732,230	25.80%	25.80%
County Commissioners	588,063	695,810	676,280	711,240	2.22%	5.17%
Legislative Services	46,055	0	0	0	0.00%	0.00%
Office of Public Information	115,746	127,400	127,400	132,800	4.24%	4.24%
Management Analysis	173,641	201,750	155,110	170,170	-15.65%	9.71%
TV Production	62,946	76,680	84,108	91,850	19.78%	9.20%
Zoning Administration	148,873	164,930	164,930	172,710	4.72%	4.72%
<b>Total General Government Other</b>	<b>\$1,754,884</b>	<b>\$1,848,640</b>	<b>\$1,789,898</b>	<b>\$2,011,000</b>	<b>8.78%</b>	<b>12.35%</b>

## Mission and Goals

Provide excellent, efficient service to residents of Carroll County in an open, courteous manner.

### Goals Include:

- Building the County's economic base, ensuring there is enough water, well-designed transportation networks, adequate room in schools and trained emergency personnel to support anticipated growth.
- Promote voter outreach to community organizations, civic clubs, and nursing homes through the demonstration of the voting system.
- Ensure that the County's policies and procedures are understandable to all citizens.
- Assure that County resources, revenue and personnel are used effectively in performing governmental operations.

## Budget Changes

- The differences between the FY 08 Original Budget and the FY 08 Adjusted Budget in County Commissioners, Management Analysis, and TV production budgets are primarily due and salary adjustments.
- The 9.71% increase in Management Analysis in FY 09 is primarily due to the biennial indirect cost study being performed in FY 09.
- The 25.80% increase in Board of Elections in FY 09 is primarily due to the state mandated purchase of the new optical scan voting system.
- The 9.20% increase in TV Production in FY 09 is primarily due to salary adjustments and the purchase of camera equipment.

## Highlights, Changes and Useful Information

As of December 2007, there were 104,539 active voters in Carroll County. The Board of Elections staff processed:

	CY 04	CY 05	CY 06	CY 07
New Voter Registrations	11,415	4,427	5,823	4,666
Address Changes	4,686	3,425	3,400	1,591
Name Changes	1,411	1,611	1,690	1,184
Deletions	3,513	2,470	2,774	6,461
Affiliation Changes	1,275	544	995	727
<b>Total</b>	<b>22,300</b>	<b>12,477</b>	<b>14,682</b>	<b>14,629</b>

# Board of Elections

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$29,345	\$18,505	\$18,505	\$17,945	-3.03%	-3.03%
Operating	589,202	555,465	555,465	714,285	28.59%	28.59%
Capital Outlay	1,014	8,100	8,100	0	-100.00%	-100.00%
<b>Total</b>	<b>\$619,561</b>	<b>\$582,070</b>	<b>\$582,070</b>	<b>\$732,230</b>	<b>25.80%</b>	<b>25.80%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Gail Carter, Director (410) 386-2080

Robin Hooper, Budget Analyst (410) 386-2082

## Mission and Goals

The Board of Elections mission is to provide the citizens of Carroll County convenient access to voter registration, accessible polling locations, promote fair and equitable elections, ensure that the voice of the people can be heard and to maintain all election-related data accurately. The mission is accomplished by faithfully and efficiently administering the election laws of the State of Maryland and the United States, including aggressively pursuing the registration of all eligible County citizens and actively encouraging them to exercise their right to vote.

### Goals include:

- Promote voter outreach to community organizations, civic clubs and nursing homes through the demonstration of the voting system.
- To notify all registered voters in the County of their Commissioner Districts.
- To educate the voting public in the processes and regulations related to elections through the media and public forums.

## Description

The Carroll County Board of Elections is responsible for all Federal, State, and County elections. The Board consists of three regular Board members and two substitute members. The Governor appoints each member to a four-year term. The Board of Elections hires and trains Election Judges and maintains all records of voter registration, name changes, address and party affiliation. As of December 2007 there were 104,539 active voters in Carroll County.

## Program Highlights

- Following is a history of voter activity:

	CY 04	CY 05	CY 06	CY 07
Registrations	11,415	4,427	5,823	4,666
Address Changes	4,686	3,425	3,400	1,591
Name Changes	1,411	1,611	1,690	1,184
Deletions	3,513	2,470	2,774	6,461
Affiliation Changes	1,275	544	995	727
<b>Total</b>	<b>22,300</b>	<b>12,477</b>	<b>14,682</b>	<b>14,629</b>

- The website address for Board of Elections applications and services is <http://www.carr.org/election/index.html>.

## Budget Changes

- The 28.59% increase in operating is primarily due to the state mandated purchase of the new optical scan voting system.
- The 100% decrease in capital outlay is due to one-time expenditures in FY 08 for a replacement printer and two scanners.



# County Commissioners

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$534,396	\$612,800	\$593,270	\$625,860	2.13%	5.49%
Operating	53,555	82,510	82,510	84,880	2.87%	2.87%
Capital Outlay	112	500	500	500	0.00%	0.00%
<b>Total</b>	<b>\$588,063</b>	<b>\$695,810</b>	<b>\$676,280</b>	<b>\$711,240</b>	<b>2.22%</b>	<b>5.17%</b>
Employees FTE	12.00	12.00	12.00	12.00	-----	-----

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

## Contact

Steven D. Powell, Chief of Staff (410) 386-2044  
Cecilia Devilbiss, Budget Analyst (410) 386-2082

## Mission and Goals

The County Commissioners enact legislative and executive policy decisions affecting County Government Agencies. The County Commissioners are responsible for establishing the tax levy and thereafter assuring that spending is limited to a set budget.

### Goals include:

- To provide for the well-being of the citizens of Carroll County by managing resources in a cost-effective manner.
- Encourage employees to be fiscally creative in an environment that sustains high energy and morale.
- Promote and enhance economic development in Carroll County to ensure an adequate tax base
- Continue to pursue the agricultural preservation program, encourage agribusiness and sponsor initiatives that sustain farming and maintain our rural beauty.
- Sustain a strong, cooperative relationship with the Board of Education to address a mutual goal of providing quality, affordable education to our children that prepares them to join the workforce or to seek higher education.

## Description

The Commissioners' duties include setting legislative and administrative policies, approving the operating and capital expenditure budgets, and setting further direction of the County Master Plan.

## Positions

Title	Type	FTE
<i>Administrative Coordinator</i>	Full-time	2.00
<i>Administrative Office Assoc</i>	Full-time	1.00
<i>Administrative Support</i>	Contractual	0.40
<i>Chief Administrative Services</i>	Full-time	0.60
<i>Chief of Staff</i>	Full-time	1.00
<i>County Clerk</i>	Full-time	1.00
<i>County Commissioner</i>	By-law	3.00
<i>Special Assistant</i>	Full-time	3.00
<b>Total</b>		<b>12.00</b>

40% of the Chief of Administrative Services position is charged to TV Production budget.

# Legislative Services

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$41,677	\$0	\$0	\$0	0.00%	0.00%
Operating	4,378	0	0	0	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$46,055	\$0	\$0	\$0	0.00%	0.00%
Employees FTE	1.00	0.00	0.00	0.00	-----	-----

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

## Contact

Franklin M. Johnson, Jr., Director, Legislative Services  
 (410) 386-2030  
 Cecilia Devilbiss, Budget Analyst (410) 386-2082

## Description

The Office of Legislative Services is the County liaison to the Delegation to the General Assembly and the towns. The position monitors legislation that may impact the County and helps legislators understand the concerns and needs of the County.

## Budget Changes

This budget has been incorporated into the County Attorney budget after the FY 07 Original Budget adoption.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Director, Legislative Services</i>	Full-time	0.00
<i>Total</i>		0.00

# Office of Public Information

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$102,065	\$105,170	\$105,170	\$110,380	4.95%	4.95%
Operating	11,860	22,230	22,230	22,420	0.85%	0.85%
Capital Outlay	1,821	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$115,746</b>	<b>\$127,400</b>	<b>\$127,400</b>	<b>\$132,800</b>	<b>4.24%</b>	<b>4.24%</b>
Employees FTE	3.50	2.00	2.00	2.00	-----	-----

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

## Contact

Vivian Laxton, Public Information Administrator  
(410) 386-2804  
Cecilia Devilbiss, Budget Analyst (410) 386-2082

## Positions

Title	Type	FTE
<i>Graphic Designer/Media Special</i>	Full-time	1.00
<i>Public Information Administrator</i>	Full-time	1.00
<b>Total</b>		<b>2.00</b>

## Mission and Goals

The Office of Public Information's mission is to provide public access and understanding of the County's actions and decisions. An educated population is more likely to become engaged in the running of its government.

### Goals include:

Encourage dissemination of information to the general public from Carroll County Government in a way that accurately and positively reflects the work of the Board of Commissioners and staff.

## Description

The Office of Public Information provides timely, accurate information about County government programs, projects, and issues to those individuals residing or doing business in Carroll County. The Office of Public Information ensures that the County's policies and procedures are understandable to all citizens. The office also serves as a liaison between the County staff and journalists as well as provide training and guidance to staff concerning relations with the press.

## Program Highlights

- National County Government Week was celebrated with a trivia contest in collaboration with WTTR.
- Bi-weekly meetings with reporters allowed more timely and factually accurate information to be disseminated to the public.
- Carroll County's informational booth at the annual Maryland Association of Counties' summer conference was named best of all the counties.
- A database of County photos was created to enable departments to more efficiently create professional-looking documents.

# Management Analysis

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$169,441	\$193,860	\$147,220	\$154,220	-20.45%	4.75%
Operating	4,201	7,890	7,890	15,950	102.15%	102.15%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$173,641</b>	<b>\$201,750</b>	<b>\$155,110</b>	<b>\$170,170</b>	<b>-15.65%</b>	<b>9.71%</b>
Employees FTE	3.20	3.20	2.00	2.25	-----	-----

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

## Contact

**Jeffrey Topper, Administrator (410) 386-2044**  
**Deborah Effingham, Management and Budget Project**  
**Coordinator (410) 386-2082**

## Mission and Goals

Management Analysis provides the Carroll County Commissioners with a means of evaluating the effectiveness, efficiency and management controls of the departments, bureaus, agencies and programs of Carroll County Government as well as other quasi-government, non-profit and private agencies to which County funds are budgeted or revenues acquired. This is accomplished through audits, studies and evaluations.

### Goals include:

- Assure that County resources, revenue and personnel are used effectively in performing governmental operations, and that all County assets are properly safeguarded.
- Recommend time and cost saving methods of operation.
- Assist management in improving operations and services to the public.
- Assure that established goals and objectives of each department and bureau are being accomplished and properly reflect the needs of the public.
- Assure that established goals and objectives of the Board of County Commissioners are being adhered to and pursued by the various departments and bureaus of Carroll County Government.
- Assure that all departments and bureaus are in compliance with Federal, State, and Local laws and regulations.

## Program Highlights

- Performed a review of the County's Procurement Card processes, procedures and controls to insure limited risk. The review covered cardholder use, approval process, journal entries and card administration.
- Evaluated Carroll County Regional Airport operations and recommended improvements. Implemented improvements to management, security and operations.
- Conducted the annual review of the Drug Task Force financial activity and the County inventory.
- Evaluated the processes of the County's Board of Licenses Inspectors.

## Budget Changes

- The difference between the FY 08 Original Budget and the FY 08 Adjusted Budget is primarily due to a reduction of 0.95 positions.
- The 102.15% increase in operating is primarily due to the biennial indirect cost study being performed in FY 09.

## Positions

Title	Type	FTE
<i>Administrator</i>	Full-time	1.00
<i>Senior Auditor</i>	Full-time	1.00
<i>Auditor</i>	Contractual	0.25
<b>Total</b>		<b>2.25</b>

# TV Production

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$61,837	\$75,890	\$83,528	\$87,280	15.01%	4.49%
Operating	368	580	580	1,170	101.72%	101.72%
Capital Outlay	740	210	0	3,400	1519.05%	100.00%
<b>Total</b>	<b>\$62,946</b>	<b>\$76,680</b>	<b>\$84,108</b>	<b>\$91,850</b>	<b>19.78%</b>	<b>9.20%</b>
Employees FTE	1.40	1.90	1.90	1.90	-----	-----

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

## Contact

**Chris Swam, Media Production Specialist**  
**(410) 386-2801**

**Cecilia Devilbiss, Budget Analyst (410) 386-2082**

## Mission and Goals

The TV Production department, Cable Channel 24 (CCG24) provides information to Carroll County citizens concerning the functions, activities and programs of Carroll County Government.

### Goals include:

- Expand and enhance public participation in the governmental process by (a) broadcasting meetings of governmental bodies, public hearings, and other related governmental events (b) creating and presenting programs that expand citizen awareness of County governments, its organizations and functions and its decision making processes and (c) facilitating communication between citizens and government officials.
- Announcements of an emergency nature affecting public health or safety.
- Coverage of special events, e.g. dedication ceremonies marking the opening of new or renovated County facilities, swearing in of a newly elected Board of County Commissioner, and any other applicable ceremony involving county officials.

## Description

TV Production entails producing content for Comcast Channel 24, producing content for Web Streaming, and providing media to all county departments. In addition, staff is on hand to aid in technical maintenance of audio/video equipment.

## Program Highlights

- Since its inception, there have been 39,478 requests for on-line programming.
- 2,430 hours of content have been produced in the past seven months.
- Nominee for 2008 PEG Program Award for 68 episodes of "Issues and Insights".
- Winner of the "Silver Telly Award".

## Budget Changes

The 100% increase in capital outlay in FY 09 is due to a one-time purchase of camera equipment.

## Positions

Title	Type	FTE
<i>Chief of Admin Services</i>	Full-time	0.40
<i>Media Production Specialist</i>	Full-time	1.00
<i>Technician</i>	Contractual	0.50
<b>Total</b>		<b>1.90</b>

60% of the Chief of Administrative Services position is charged to the County Commissioners' budget

# Zoning Administration

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$145,042	\$152,730	\$152,730	\$160,390	5.02%	5.02%
Operating	3,473	11,900	11,900	11,920	0.17%	0.17%
Capital Outlay	358	300	300	400	33.33%	33.33%
<b>Total</b>	<b>\$148,873</b>	<b>\$164,930</b>	<b>\$164,930</b>	<b>\$172,710</b>	<b>4.72%</b>	<b>4.72%</b>
Employees FTE	4.00	4.00	4.00	4.00	-----	-----

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

## Contact

Gayle R. Fritz, Zoning Administrator (410) 386-2152  
 Larry Brown, Senior Budget Analyst (410) 386-2082

## Mission and Goals

To maintain a fair and equitable application of the zoning laws for Carroll County as written in the Code of Public Local Laws and Ordinances. These regulations apply to private, public, residential, commercial, and industrial zoned properties.

### Goals include:

- Administer and oversee implementation of the Zoning ordinance.
- Provide information to the citizens, legal, and real estate professionals on the zoning and use of properties for their determinations in land use and purchase decisions.
- Enforce the zoning regulations and the conditions of the Board of Zoning Appeals.

## Description

The purpose of zoning ordinances 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
- Density of population
- Lot, yard, court and other open space size
- Location
- Use and purpose

The ordinance also functions to:

- Conserve the value of property
- Secure safety from fire, panic and other danger
- Provide for adequate light and air
- Prevent congestion and undue crowding of land

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

In addition, the office performs zoning inspections and reviews building permits to determine whether new structures or land uses meet Code requirements.

## Program Highlights

Zoning Administration worked in cooperation with the Office of Information Technology and the County Attorney to provide zoning ordinances and maps on-line at [www.ccgov.carr.org](http://www.ccgov.carr.org).

## Budget Changes

Generally, salary expenses were planned to grow 5% and operating expenses at 3% between FY 08 and FY 09. Most budgets, including this one, were held at or near that level.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Zoning Administrator</i>	Full-time	1.00
<i>Zoning Inspector</i>	Full-time	2.00
<b>Total</b>		<b>4.00</b>

# Conservation and Natural Resources Summary

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	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Cooperative Extension	\$402,952	\$432,740	\$432,740	\$452,600	4.59%	4.59%
Gypsy Moth	20,893	20,000	30,000	30,000	50.00%	0.00%
Soil Conservation	315,600	336,000	342,880	353,180	5.11%	3.00%
Weed Control	25,328	30,220	30,220	29,700	-1.72%	-1.72%
<b>Total Conservation and Natural Resources</b>	<b>\$764,773</b>	<b>\$818,960</b>	<b>\$835,840</b>	<b>\$865,480</b>	<b>5.68%</b>	<b>3.55%</b>

## Mission and Goals

The mission of Conservation and Natural Resources is to protect the county and state's valuable natural resources, promote public awareness and education to improve the quality and quantity of natural resources, and facilitate the comprehensive and effective management of Landscape and Forest Conservation Ordinances.

## Budget Changes

- The difference between the FY 08 Original Budget and FY 08 Adjusted Budget for Soil Conservation is primarily due to an increase in rent expense in connection with moving to a new office location.
- The difference between the FY 08 Original Budget and FY 08 Adjusted Budget for Gypsy Moth is due to increased spraying for gypsy moths.
- The 1.72% decrease in FY 09 for the Weed Control budget is primarily due to the one-time expenditure in FY 08 for replacement of tires for spray truck.

## Highlights, Changes and Useful Information

- 917 acres in Carroll County were treated to protect against Gypsy Moth damage in 2007.
- On a weekly basis, the team at the Cooperative Extension provides current research-based information to the gardening public in the Carroll County area. The team also provides pertinent information on personal financial management and nutrition for lower income families.

# Cooperative Extension

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	402,952	432,740	432,740	452,600	4.59%	4.59%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$402,952</b>	<b>\$432,740</b>	<b>\$432,740</b>	<b>\$452,600</b>	<b>4.59%</b>	<b>4.59%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Bryan Butler, County Extension Director (410) 386-2760**

**Robin Hooper, Budget Analyst (410) 386-2082**

## Mission and Goals

The mission of the University of Maryland Cooperative Extension Service is to support Maryland's agriculture industry, protect the state's valuable natural resources, enhance the well-being of its residents, and foster the development of stable communities, families and citizens. Extension works toward this mission by utilizing the resources of the University of Maryland and other Universities to provide research-based educational programs, materials, and activities to the citizens of Carroll County.

## Description

Maryland Cooperative Extension Service (MCES) is an off-campus branch of the University of Maryland. Federal, State and local governments fund this service in all counties.

Extension Educators work primarily in the following areas:

Agriculture profitability	Life skills for youth
Environmental stewardship	Family issues
Home horticulture	Financial management
Human nutrition and food safety	Forest and wildlife management
Leadership development	

For more information on Cooperative Extension Service, please refer to: <http://www.agnr.umd.edu/carroll>.

## Program Highlights

- MCES has regional specialists (paid totally from State funds) who are available at all times to help the facility and staff with problems and concerns of Carroll County businesses and citizens.
- In Carroll County, Cooperative Extension has ten Extension Educators who teach and provide educational programming, materials, activities and consultations for the County's citizens. The funding that is provided by the

County is matched with State and Federal dollars to fund the faculty members and the support staff.

- Cooperative Extension has three full-time Educators who work with youth programs involving animal, plant and human sciences.
- The Extension Office employs two full-time educators to work with landowners in the area of nutrient management. They demonstrate the proper amount of chemicals and fertilizer to produce the best crop, pasture and lawn with the least waste of nutrients.
- Agriculture Educators work with small groups and individual farm families to provide information in the areas of production, enterprise management, cost containment and new innovative crop/animal development techniques. Over 156,000 acres (54%) of Carroll County are devoted to agriculture enterprises, producing a gross income of over \$100,000,000 for County farmers.
- A Home Horticulturist provided fifty-eight hours of training for fifteen new Master Gardeners. New volunteers and the Master Gardeners who were trained in previous years now total 105 and have contributed 3,500 hours of volunteer time to teach both citizen and students in County schools.
- The 4-H Youth Development Educators have contacted over 4,000 youth aged 5-18 with a variety of educational programs. Educators have reached 11% of Carroll's eligible youth.
- Family and Consumer Science Educators have reached nearly 3,600 food stamp eligible individuals through 175 nutrition education programs.
- On a weekly basis, the team provides current research-based information to the gardening public in the Carroll County area. The team also provides pertinent information on personal financial management and nutrition for lower income families.



# Gypsy Moth

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	20,893	20,000	30,000	30,000	50.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Grand Total</b>	\$20,893	\$20,000	\$30,000	\$30,000	50.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Mary Ellen Setting, Assistant Secretary of MDA  
(410) 841-5870

Robin Hooper, Budget Analyst (410) 386-2082

## Mission and Goals

To protect rural and urban forest and landscape tree resources from adverse effects of insects, diseases and other pests through environmentally sound pest management.

### Goals include:

- Successfully complete gypsy moth pest management activities where economically and environmentally feasible.
- Provide pest identification and pest management advice to State and private forest owners and managers in time to avoid loss to, and unnecessary cost to protect affected forest and landscape tree resources.

## Description

The Maryland Department of Agriculture (MDA) coordinates the Gypsy Moth program. The department's responsibilities include detecting, monitoring and assessing forest insect and disease situations relevant to the diverse forest and landscape tree resources of Maryland. The program has proactively conducted a cooperative gypsy moth suppression program since 1982. The County reimburses the State a portion of the cost.

## Program Highlights

- 917 acres in Carroll County were treated to protect against Gypsy Moth damage in 2007. 99.6% of the treated areas were protected from Gypsy Moth damage.
- Losses prevented in treated areas are estimated at \$24.36 million for the State and \$620,480 for Carroll County.

# Soil Conservation District

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$275,794	\$295,120	\$288,000	\$294,300	-0.28%	2.19%
Operating	39,806	40,880	54,880	58,880	44.03%	7.29%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$315,600</b>	<b>\$336,000</b>	<b>\$342,880</b>	<b>\$353,180</b>	<b>5.11%</b>	<b>3.00%</b>
Employees FTE	6.00	6.00	6.00	6.00	-----	-----

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

## Contact

**Charles E. Null, Jr., Carroll Soil Conservation District  
Manager (410) 848-8200 Extension 3  
Robin Hooper, Budget Analyst (410) 386-2082**

## Mission and Goals

The mission of the Carroll Soil Conservation District is to promote natural resource conservation to all citizens through leadership, education, funding and technical assistance.

### Goals include:

- Prepare 87 soil conservation and water quality plans covering 3,100 acres. Revise 86 plans covering 9,000 acres.
- Assist 124 different farmers in applying Best Management Practices (BMP's) with 506 BMP's installed.
- Involve 300 landowners with 9,500 acres in the Farm Service Agencies Programs, Agriculture Preservation, Farm Bill and Agricultural Marketing Transition Act plans.
- Bring 300 acres into the Conservation Reserve Enhancement Program.
- Complete 500 plan reviews and 100 plan approvals for urban soil erosion and sediment control.
- Continue the sponsorship of a tree seedling sale and the Carroll Envirothon for high school students.

## Description

The Carroll County Soil Conservation District is located at the Carroll County Commerce Center, 698 J Corporate Center Court, Westminster, MD. It is a subdivision of the State, created to address local concerns, problems, policies and procedures in the conservation of soil, water and related natural resources. The district assists in the prevention and control of soil erosion, sediment control and the proper use of land.

## Program Highlights

In 2007, seventy-one new soil conservation plans covering 3,568 acres and thirty-five revised plans on 3,950 acres were completed.

## Budget Changes

- The 7.29% increase in operating is primarily due to increased rent expense.

## Positions

Title	Type	FTE
<i>Administrative Assistant</i>	Full-time	1.00
<i>Secretary</i>	Full-time	1.00
<i>Sediment Control Planner</i>	Full-time	1.00
<i>Soil Conservation Planner</i>	Full-time	2.00
<i>Soil Conservation Technician</i>	Full-time	1.00
<b>Total</b>		<b>6.00</b>

The County provides funding that covers the salaries and benefits of six district employees. The district is a separate entity from the County and acts as the employer providing all hiring and supervision of its staff. Within the Carroll Conservation district, there are additional Federal and State employees who do not receive County Funding.

# Weed Control

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	23,903	30,220	30,220	29,700	-1.72%	-1.72%
Capital Outlay	1,425	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$25,328</b>	<b>\$30,220</b>	<b>\$30,220</b>	<b>\$29,700</b>	<b>-1.72%</b>	<b>-1.72%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**H. Leroy Sellman, III, State of Maryland Weed Control Specialist (410) 841-5871**  
**Robin Hooper, Budget Analyst (410) 386-2082**

## Mission and Goals

To assist farmers and other landowners in the control and reduction of noxious weeds (thistles, Johnsongrass, shattercane, multi-flora rose) on their properties. The Weed Control program educates the public about noxious weeds and the environmental importance of their control, as well as the economic impact to agriculture. The program advises and assists landowners so they can comply with Maryland Noxious Weed Law.

### Goals include:

- Educating the public about noxious weeds and the importance of their control to the environment, as well as the economic impact to agriculture.
- Responding to public inquiries and complaints regarding noxious weed infestation.
- Cooperating with the Natural Resource Conservation Service to assist land owners with the control and eradication of noxious weeds in government program grounds.
- Providing spray services to landowners for noxious weed control.

## Description

The Carroll County Weed Control Program is operated in cooperation with the Maryland Department of Agriculture. The State contributes \$4,000 to help offset the cost of this program. The Carroll County Weed Advisory Committee is appointed by the County Commissioners to represent the County in developing guidelines and procedures within the framework of State law. A Weed Control Coordinator is employed on a permanent part-time basis to identify and survey weed conditions under the direction and supervision of the Maryland Department of Agriculture. During a typical growing season, several hundred individuals are contacted concerning ways to control and eradicate noxious weed infestations. A spraying service is available for a fee.

## Program Highlights

- During the 2007 growing season, the noxious weed spray program generated more than \$10,000 in revenue from private properties.
- Spraying on County roads and County properties to reduce noxious weed infestations was performed and valued at \$18,005.
- Over 380 on-site inspections were made to identify weed infestation and to determine appropriate control methods and techniques, resulting in the mowing of 950 acres to control noxious weeds.
- During 2007 there were 30 complaints from the public. Seven of these complaints were also received in 2006, indicating that approximately 80% of complaints are successfully resolved in the year they are made.

## Budget Changes

The 1.72% decrease in operating is primarily due to the one-time expenditure in FY 08 for replacement of tires for spray truck.

# Debt, Transfers and Reserves Summary

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	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>Debt Service</b>	\$20,305,942	\$21,126,520	\$21,126,520	\$23,685,155	12.11%	12.11%
<b>Intergovernmental Transfers</b>	2,349,070	2,452,800	2,452,800	2,540,000	3.56%	3.56%
<b>Interfund Transfers</b>	9,938,656	16,068,802	16,068,802	14,106,633	-12.21%	-12.21%
<b>Reserve for Contingency</b>	0	9,141,438	9,141,438	9,956,162	8.91%	8.91%
<b>Total Miscellaneous</b>	<b>\$32,593,668</b>	<b>\$48,789,560</b>	<b>\$48,789,560</b>	<b>\$50,287,950</b>	<b>3.07%</b>	<b>3.07%</b>

## Budget Changes

- The 12.11% increase in Debt Service is due to planned bonding in the FY 09 Capital Budget.
- The 8.91% increase in the Reserve for Contingency is due to the Board of County Commissioners decision to reserve funding against the possibility of a continued downturn in the economy, and for federal and state government decisions that may have an adverse impact on the county budget. Typically, 1.25% of the budget is planned for the reserve for contingency. In FY 08, the Commissioners reserved an additional \$5.0 million to carry over as revenue into FY 10. The 1.25% reserve for the FY 09 Budget is approximately \$4.4 million, and \$5.5 million is additional reserve funding.

\* The original FY 09 Budget book stated the Interfund Transfers and the Reserve for Contingency incorrectly. This page displays the correct numbers as adopted in the FY 09 Budget Ordinance.

# Debt Service

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	20,305,942	21,126,520	21,126,520	23,685,155	12.11%	12.11%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$20,305,942</b>	<b>\$21,126,520</b>	<b>\$21,126,520</b>	<b>\$23,685,155</b>	<b>12.11%</b>	<b>12.11%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. On-going 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 and to protect the County's bond rating.

The County is rated yearly by three rating firms and in FY 07 received the following ratings:

Fitch	AA+
Standard and Poor's	AA
Moody	Aa2

Due to the County's strong credit rating, the County was able to issue \$30,435,000 in new bonds at 3.93%. The County was also able to refund \$6,650,000 in previously issued bonds at 3.93%.

The primary uses of bonding are Ag Preservation, school construction (see Board of Education Debt Service) and road construction.

## Budget Changes

The 12.11% increase in Debt Service is due to planned bonding in the FY 09 Capital Budget.

# Intergovernmental Transfers

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	2,349,070	2,452,800	2,452,800	2,540,000	3.56%	3.56%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$2,349,070</b>	<b>\$2,452,800</b>	<b>\$2,452,800</b>	<b>\$2,540,000</b>	<b>3.56%</b>	<b>3.56%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. On-going 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 to Fire are all pass through revenues from the State. The County provides liquor and building permit services then sends the collections to the 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 previous 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 to Fire**  
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 is formula driven based on the town's population and assessable base.

# Interfund Transfers

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	9,938,656	16,068,802	16,068,802	14,106,633	-12.21%	-12.21%
Capital Outlay	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$9,938,656</b>	<b>\$16,068,802</b>	<b>\$16,068,802</b>	<b>\$14,106,633</b>	<b>-12.21%</b>	<b>-12.21%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

## Contact

Ted Zaleski, Director of Management and Budget  
(410) 386-2082

## Budget Changes

The 12.21% decrease in FY 09 is primarily due to one-time funding to LOSAP in FY 08 of \$1 million and a decrease in the transfer to the Capital Fund.

## Description

This budget includes transfers from the General Fund to the Capital, Grant, Enterprise, OPEB, LOSAP, and Employee Pension Trust Funds.

- Transfer to Capital moves operating funds to the Community Investment Plan 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.
- Transfer to OPEB is to provide funds for future liability of post employment benefits.
- Transfer to LOSAP provides length of service payments to eligible volunteer firemen.
- The transfer to the Pension Trust Fund moves the anticipated future liability of the current employees' retirement.
- Enterprise Funds are funded primarily by collections of fees for services provided.

Included in the interfund transfer is:

• Health Department Grant	\$4,000
• State's Attorney Office/CASA Grants	291,720
• Sheriff/Court Grants	96,770
• Carroll Transit Grant	457,028
• Pension Trust Fund	958,230
• OPEB Fund-County	3,500,000
• Aging Grants	64,600
• BERC Grant	23,870
• Carroll Community College-Adult Basic Ed	300,000
• LMB Grant	70,635
• Recreation Grant	8,100
• Capital Fund (non-Enterprise Funds)	5,539,700
• Airport Enterprise Fund- Operating	40,000
• Utilities Enterprise Fund - Operating	206,980
• Solid Waste Enterprise Fund - Operating	2,545,000

For a description of the programs and services these funds support see the Community Investment Plan Budget book, and Grant, Pension Trust, OPEB Fund, and Enterprise Fund sections of this book.

# Reserve for Contingencies

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	0	0	0	0	0.00%	0.00%
Capital Outlay	0	9,141,438	9,141,438	9,956,162	8.91%	8.91%
<b>Total</b>	\$0	\$9,141,438	\$9,141,438	\$9,956,162	8.91%	8.91%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. On-going 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 expenses that could be covered by the reserve are:

- Snow removal costs in excess of the snow removal budget
- Newly mandated Federal or State programs
- Unexpected increase in the Detention Center population

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 8.91% increase in the Reserve for Contingency is due to the Board of County Commissioners decision to reserve funding against the possibility of a continued downturn in the economy, and for federal and state government decisions that may have an adverse impact on the county budget. Typically, 1.25% of the budget is planned for the reserve for contingency. In FY 08, the Commissioners reserved an additional \$5.0 million to carry over as revenue into FY 10. The 1.25% reserve for the FY 09 Budget is approximately \$4.4 million, and \$5.5 million is additional reserve funding.



# Capital Fund Summary

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Sources of Funding	Actual FY 07	Original Budget FY 08	Budget FY 09	\$ Change From FY 08 to FY 09
Local	\$46,501,723	\$158,214,227	\$105,682,391	(\$52,531,836)
State	2,426,346	28,020,480	29,054,380	1,033,900
Federal	751,131	527,800	411,200	(116,600)
Other	23,992,673	365,400	150,000	(215,400)
<b>Total Sources of Funding</b>	<b>\$73,671,873</b>	<b>\$187,127,907</b>	<b>\$135,297,971</b>	<b>(\$51,829,936)</b>

Uses of Funding	Actual FY 07	Original Budget FY 08	Budget FY 09	\$ Change From FY 08 to FY 09
Public Schools	\$17,227,680	\$87,589,597	\$73,152,000	(\$14,437,597)
Conservation and Open Space	15,986,173	19,876,400	25,749,009	5,872,609
Public Works	11,600,500	12,456,000	11,364,407	(1,091,593)
Culture and Recreation	974,627	2,563,920	1,100,155	(1,463,765)
General Government	15,799,352	64,641,990	23,932,400	(40,709,590)
<b>Total Uses of Funding</b>	<b>\$61,588,332</b>	<b>\$187,127,907</b>	<b>\$135,297,971</b>	<b>(\$51,829,936)</b>

# Quick Guide to the FY 09-14 Capital Fund

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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. Significant one-time capital projects are listed by category and include a description of the project, the amount of appropriation, and projected operating impacts.

## Revenues

- 3% of Real Property tax revenue is appropriated directly from the General Fund to the CIP for Agricultural Preservation and Roads. After several years [FY 06–08] of strong revenue growth and devoting funding beyond the 3%, the County has returned to the 3% level and anticipates maintaining this level of funding through FY 14.
- 9.09% of Local Income tax is appropriated directly from the General Fund to the CIP for school construction.
- Impact fee collections, which are used to fund school and park construction projects, are at their lowest level in years due to problems in the housing market.
- The County began to directly appropriate a portion of Highway User Revenue to the CIP for road projects beginning in FY 08. This continues in FY 09 and through FY 14. The amount being dedicated is planned to increase throughout the CIP.

## Public Schools

- Full-Day Kindergarten Additions – This project provides planned funding for additions at those elementary schools that were not previously expanded for full-day kindergarten. The State mandated full-day kindergarten for all students by FY 08. Projected operating impacts of \$0.04 million per year include contractual services, maintenance, utilities, and insurance.
- Manchester Valley High School – This project provides an additional \$11.0 million in funding in FY 09 for equipment and furnishings for the new 215,780 square foot school that is scheduled to open in FY 10. Full year projected operating impacts of approximately \$5.0 million include a principal, teachers, custodial and other core staff, contractual services, maintenance, utilities, and insurance.
- South Carroll Middle School – Funding of \$54.6 million is planned for a new middle school in FY 10–12 to relieve crowding in Oklahoma, Sykesville, and Mt. Airy Middle Schools. This school is scheduled to open in FY 13. Full year projected operating impacts of approximately \$4.0 million include a principal, teachers, custodial and other core staff, contractual services, maintenance, utilities, and insurance.
- South Carroll Elementary School – Funding of \$31.1 million is planned in FY 12–14 for the construction of a new elementary school in the southeast region of the county to relieve crowding in Eldersburg, Carrolltowne, Piney Ridge, Linton

Springs and Freedom Elementary Schools. This school is scheduled to open in FY 15. State participation on this project is planned at \$12.5 million. Full year operating impacts are not included due to the school opening beyond the six year plan.

- South Carroll Fine Arts Addition – Funding of \$27.7 million is provided in FY 09 for the construction of a Fine Arts Addition to South Carroll High School. The project will consolidate art, music, and performance space in one area of the building and provide an auditorium of comparable size and quality to the other high schools in Carroll County. State participation on this project is planned at \$10.3 million. Projected operating impacts of \$0.2 million include contractual services, maintenance, utilities and insurance.
- William Winchester Elementary Full Day Kindergarten Addition – This project provides \$5.6 million of funding in FY 09–10 for the construction of new square footage for four new kindergarten classrooms, and one new pre-kindergarten classroom. It also includes the construction of an elevator to make the new classrooms accessible to the existing school, and the renovation of the existing kindergarten classrooms into itinerant resource rooms. State participation on this project is planned at \$2.5 million. Projected operating impacts of \$0.05 million include teachers, custodial and other core staff, contractual services, maintenance, utilities, and insurance.
- Winfield Elementary Full Day Kindergarten Addition – This project provides \$2.6 million in funding in FY 09–10 for the construction of new square footage for three new kindergarten classrooms. State participation on this project is planned at \$1.1 million. Projected operating impacts of \$0.03 million include teachers, custodial and other core staff, contractual services, maintenance, utilities, and insurance.
- HVAC Replacement Westminster High School – Funding of \$24.9 million is in FY 09 for the replacement of the 37 year old HVAC system at Westminster High School. State participation in this project is planned at \$15.1 million.

### **Conservation and Open Space**

- Agricultural Land Preservation – Funding of \$8.3 million is included for easement purchases in FY 09. The State’s level of funding was at \$2.5 million in FY 08 but is expected to drop to \$1.25 million in FY 09. The County uses a mix of property tax, agriculture transfer tax, bonds, and state participation to fund the agricultural land preservation program.
- Patapsco Road Watershed Project – \$2.6 million is planned in FY 09–14 to address flooding and run-off issues in the watershed of the West Branch of the Patapsco River.
- Storm Water Facility Maintenance – \$3.0 million is planned in FY 09–14 for the rehabilitation or reconstruction of existing county-owned storm water management facilities.
- Water Development – The FY 09–14 CIP provides \$49.2 million of funding for water source development and infrastructure, with \$127.0 million planned beyond the six-year CIP. The development of water sources includes the purchase of land and the construction of reservoirs in both the Gillis Falls and Union Mills

watersheds. Planned funding includes land acquisition, engineering, permitting and construction of the reservoirs and associated facilities.

- Watershed Assessment & Improvements (NPDES) – \$5.0 million is planned in FY 09–14 to map and assess the condition of the storm sewer systems, implement watershed improvement projects, and mitigate at least 10% of impervious surface areas within Carroll County.

### **Public Works**

- Dickenson Road – Funding of \$0.1 million is provided in FY 09 and FY 10 to construct an east-west service road to the north of MD 26 to improve traffic circulation and safety. The project will provide a connection between an existing developer-built road and Hemlock Lane.
- Englar Road Roundabout – Funding of \$0.9 million is provided in FY 09 for the construction of a 2-lane roundabout on Englar Road and Monroe Street to improve traffic circulation in this heavily congested area. The concentration of commercial businesses in this area challenges access to Englar Road and MD 140. A feasibility study has been completed, and the next phase will be the hiring of a consultant to create engineering plans that will guide construction.
- Market Street Extension – This project provides \$1.9 million of funding in FY 09 and FY 10 for the construction of a more direct connection to MD 140 from Old Westminster Pike. The connection to MD 140 will be located at the existing traffic signal at Market Street.
- Ridge Road Improvements – \$2.6 million is provided in FY 09 and FY 10 for improvements to various road segments and intersections in the Eldersburg area that will relieve traffic congestion and improve the levels of service.
- Westminster Area Road Plan – Funding of \$9.0 million from FY 10–14 is planned for possible improvements and new roads in the Westminster area to provide alternatives to traveling on Route 140. The transportation component of the Pathways Plan will identify and prioritize future transportation infrastructure needs. Additional funding may be appropriated in future years to address the needs that will be identified through the Pathway's Plan.

### **Culture and Recreation**

- Bennett Cerf Park Revitalization – Funding of \$0.4 million is provided in FY 09 and FY 11 for improvements to the existing park. Improvements will include a new pavilion, climbing rock, picnic tables, benches, and improvements to the existing two bridges.
- Krimgold Park – This project provides \$0.2 million of additional funding in FY 09 to develop an active regional park in the South Carroll area which will include ball fields, multi-purpose fields, pavilions, a playground, and a parking area. The projected operating impacts of \$0.02 million per year include mowing equipment and on-going upkeep costs of field maintenance supplies, trash removal, spot-a-pot rentals, and insurance.
- Leister Park – This project provides \$0.2 million of additional funding for a new multi-use 100-acre park that will include a multi-purpose field and baseball/softball field, a playground, picnic shelters, walking trails, and a parking

area. The projected operating impacts of \$0.02 million per year include mowing equipment and the on-going upkeep costs of field maintenance supplies, trash removal, spot-a-pot rentals, and insurance.

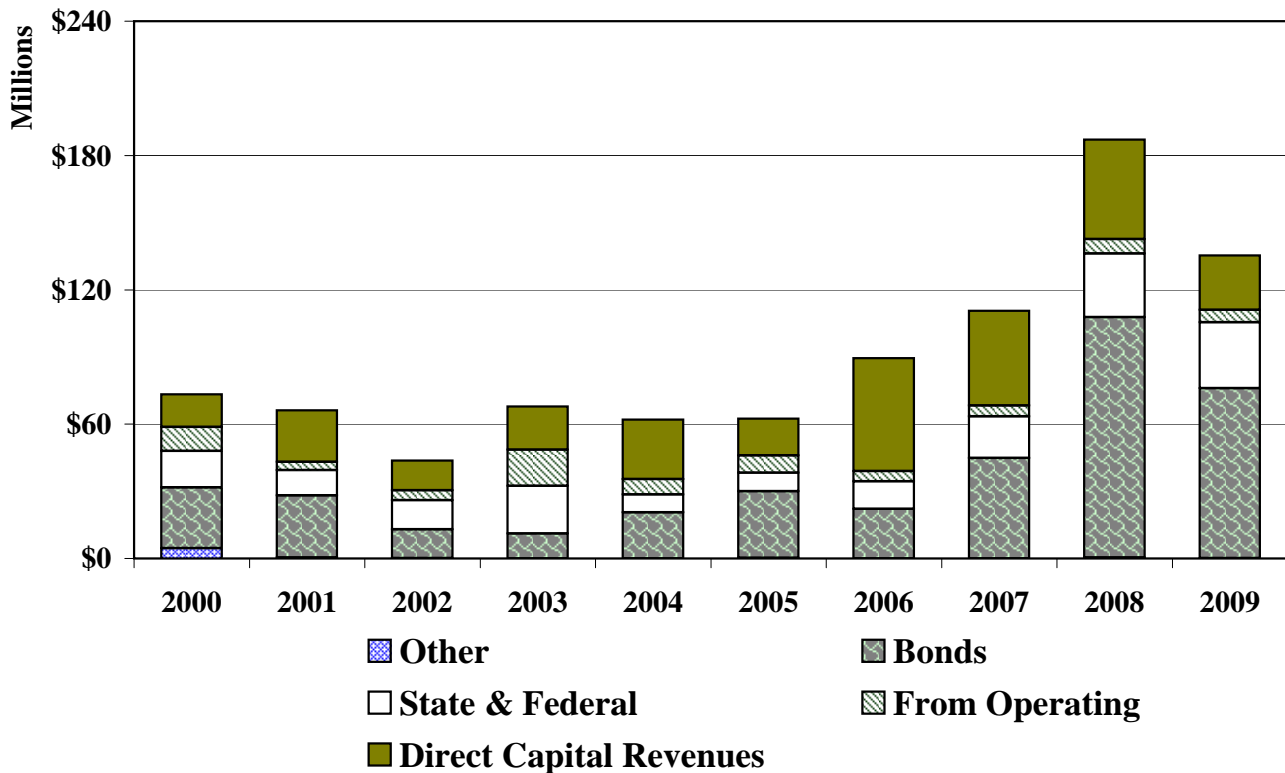
### **General Government**

- Carroll County 800 MHz & 911 System – Planned funding of \$27.5 million is included in FY 09–FY 14 to extend the life of the existing analog radio system until a transition to digital can be accomplished. This project provides the foundation for a transition to a digital system with the conversion to a digital system planned to begin in FY 13.
- County Phone System Replacement – This project provides planned funding of \$1.0 million in FY 11 to replace the county government phone system, originally installed in 1998, with a new Voice-Over-Internet Protocol system (VOIP). Emerging technologies and the County's changing needs will be evaluated before the selection of a new system. The projected operating impacts are approximately \$0.08 million for a maintenance agreement and telephone replacement.
- Direct Recording Electronic Voting Machines – This project provides additional funding of \$.19 million in FY 10 for the County's portion of the existing state mandated voting system.
- Government Complex – Funding of \$7.0 million is included for the future expansion of the Carroll County Government Complex for a minimum security detention center, parking and other potential government related facilities.
- Government Office Building – This project provides \$4.5 million in funding to purchase and renovate a facility that could be used for law enforcement headquarters and other County government functions. The projected operating impacts of \$0.2 million per year include maintenance, insurance, and utility costs.
- Westminster Library Branch Renovation – This project provides \$0.59 million in FY 09 to renovate the branch. This branch is 27 years old, which makes it the oldest in the county. State participation in this project is planned at \$0.44 million.
- Minimum Security Facility – \$6.8 million is provided in FY 09 for additional capacity to house minimum security inmates and delay the need for a major detention center expansion. Efforts are currently underway to determine the location, size, timing, and cost of the project. There is a possibility of State funding. The projected operating impacts of \$1.0 million per year include the addition of twelve Correctional Officer positions, utilities, ITS, and public safety equipment.

## FY 07 - FY 09 Capital Budget Revenues

Revenue Source	Fiscal Year			\$ Change FY 08 to FY 09
	2007 Budget	2008 Budget	2009 Budget	
<b>Local</b>				
Transfer from GF	\$4,868,725	\$6,453,190	\$5,539,700	(\$913,490)
Local Income Tax	7,612,850	9,833,697	7,806,000	(2,027,697)
Property Tax	28,831,200	22,086,700	3,860,000	(18,226,700)
Bonds	44,925,760	107,351,630	44,543,742	(62,807,888)
Bond Interest	1,000,000	2,324,500	2,500,000	175,500
Reallocated Bonds	0	0	31,400,876	31,400,876
Reallocated GF Transfer	0	30,465	2,618,345	2,587,880
Reallocated Property Tax	2,050,000	0	6,631,753	6,631,753
Impact Fee - Parks	531,200	0	0	0
Impact Fee - Schools	1,743,300	9,000,000	0	(9,000,000)
Reallocated Impact Fee - Parks	0	134,045	181,975	47,930
Ag Transfer Tax	500,000	1,000,000	600,000	(400,000)
<b>LOCAL TOTAL</b>	<b>\$92,063,035</b>	<b>\$158,214,227</b>	<b>\$105,682,391</b>	<b>(\$52,531,836)</b>
<b>State</b>				
Highway Administration	\$176,000	\$176,000	\$176,000	\$0
Highway User Revenue	0	500,000	500,000	0
MD Higher Ed. Comm.	1,251,000	19,760,000	0	(19,760,000)
MD Aviation Admin.	0	0	0	0
MD Department of Aging	600,000	0	0	0
MD Library Development	0	150,000	437,000	287,000
State Interagency Committee	10,252,970	1,711,670	25,384,000	23,672,330
Agriculture Preservation (MALPF)	1,800,000	3,500,000	1,250,000	(2,250,000)
Rural Legacy Grant	0	0	750,000	750,000
Reallocated Program Open Space	0	0	127,530	127,530
Program Open Space	4,263,032	2,222,810	429,850	(1,792,960)
<b>STATE TOTAL</b>	<b>\$18,343,002</b>	<b>\$28,020,480</b>	<b>\$29,054,380</b>	<b>\$1,033,900</b>
<b>Federal</b>				
Federal Highway/Bridge	\$221,000	\$527,800	\$411,200	(\$116,600)
<b>FEDERAL TOTAL</b>	<b>\$221,000</b>	<b>\$527,800</b>	<b>\$411,200</b>	<b>(\$116,600)</b>
<b>Other</b>				
Developer Funded	\$0	\$100,000	\$150,000	\$50,000
Private	0	265,400	0	(265,400)
<b>OTHER TOTAL</b>	<b>\$0</b>	<b>\$365,400</b>	<b>\$150,000</b>	<b>(\$215,400)</b>
<b>GRAND TOTAL SOURCES</b>	<b>\$110,627,037</b>	<b>\$187,127,907</b>	<b>\$135,297,971</b>	<b>(\$51,829,936)</b>

# Capital Budget Revenues



This chart shows the capital budget by revenue source for fiscal years 2000 to 2009.

**From Operating** represents 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 & Federal** includes funds from sources such as the State School Construction Program, Program Open Space, Highway User Revenue, Rural Legacy Grants, State Agricultural Preservation (MALPF), and State Highway Administration.

**Bonds** include new and reallocated general obligation bonds.

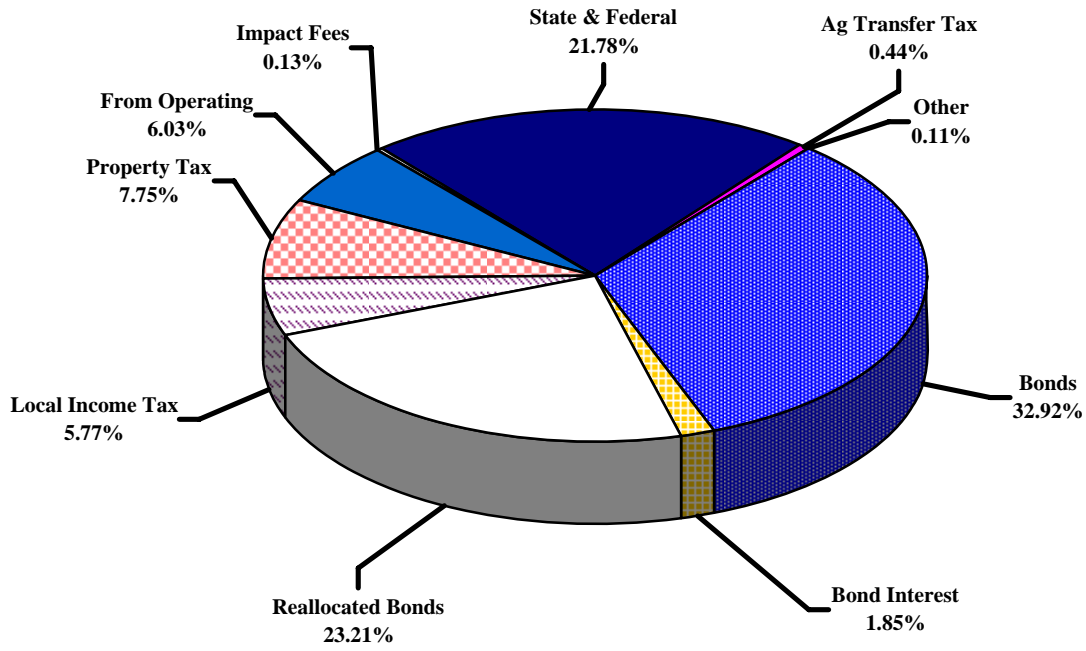
**Direct Capital Revenues** include funds earmarked by the Commissioners for use in the Capital Fund. These revenues are appropriated directly to the Capital Fund rather than being transferred from the General Fund. Local Income tax revenue collected, approximately 9.1%, is appropriated for school construction. 3% of Real Property tax revenue is dedicated to Roads projects, Agriculture Preservation and a portion is used to pay debt service in the General Fund for Agriculture Preservation. In Fiscal Years FY 06, FY 07 and FY 08 an additional \$31 million, \$25 million and \$19 million, respectively, in Real Property tax was appropriated directly to the Capital Fund for various one-time expenditures. In FY 09 the County has returned to appropriating 3% of Real Property tax to the Capital Fund. These revenues include Impact fees collected for schools and parks.

**Other** consists of revenues such as grants, developer contributions and private and community contributions.

# Capital Budget Revenues

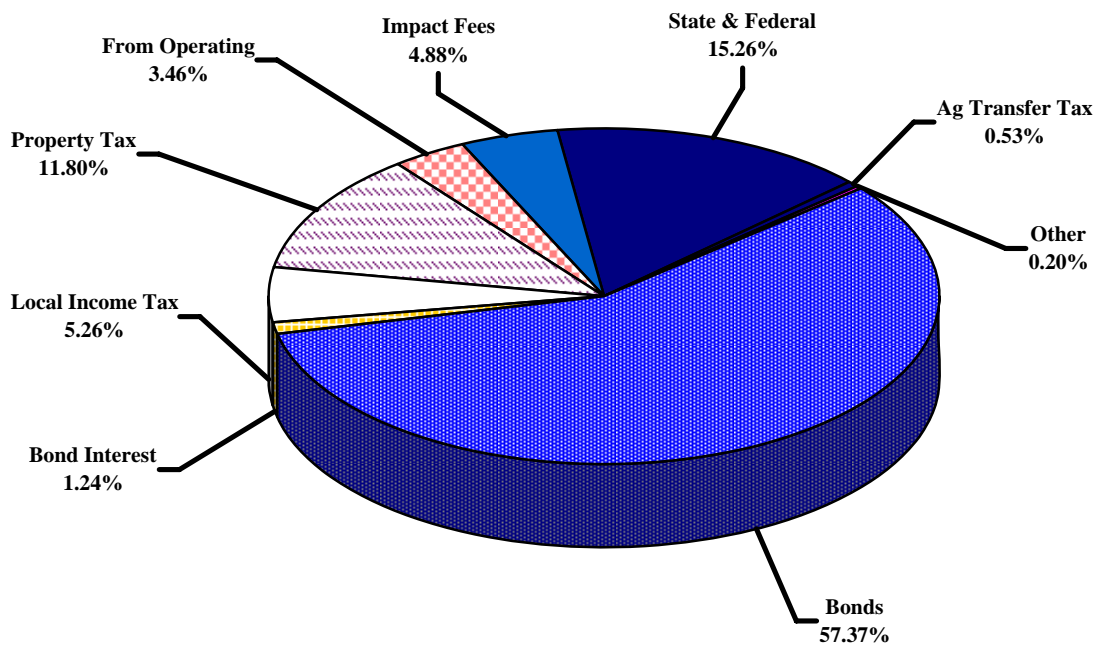
**Fiscal Year 2009 Budget**

**\$135,297,971**



**Fiscal Year 2008 Budget**

**\$187,127,907**



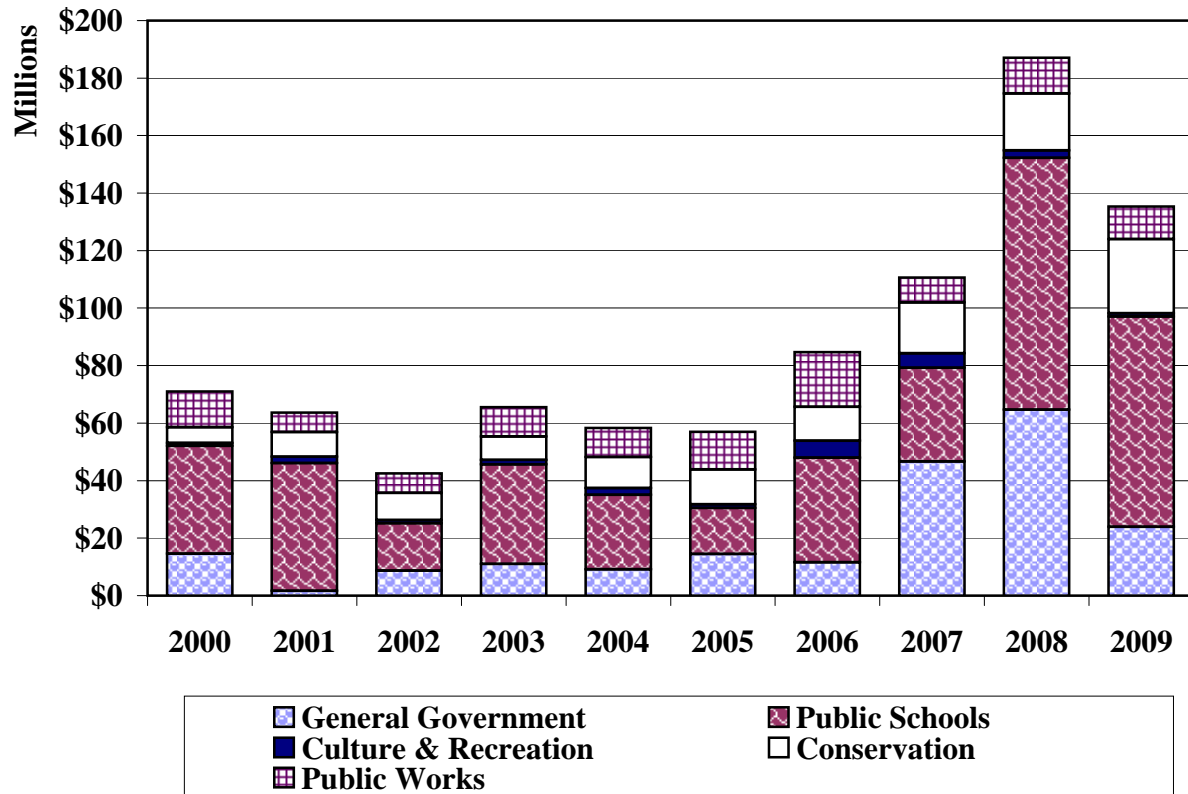


# FY 07 - FY 09 Capital Budget Appropriations

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Appropriation Area	Fiscal Year			\$ Change FY 08 to FY 09
	2007 Budget	2008 Budget	2009 Budget	
<b><u>Public Schools</u></b>	<b>\$32,627,650</b>	<b>\$87,589,597</b>	<b>\$73,152,000</b>	<b>(\$14,437,597)</b>
<b><u>Conservation &amp; Open Space</u></b>	<b>\$17,784,538</b>	<b>\$19,876,400</b>	<b>\$25,749,009</b>	<b>\$5,872,609</b>
<b><u>Public Works</u></b>				
Roads	\$8,176,000	\$11,044,000	\$10,298,000	(\$746,000)
Bridges	466,000	1,412,000	1,066,407	(345,593)
<b>Public Works Total</b>	<b>\$8,642,000</b>	<b>\$12,456,000</b>	<b>\$11,364,407</b>	<b>(\$1,091,593)</b>
<b><u>Culture &amp; Recreation</u></b>	<b>\$4,954,332</b>	<b>\$2,563,920</b>	<b>\$1,100,155</b>	<b>(\$1,463,765)</b>
<b><u>General Government</u></b>				
Community College	\$2,525,000	\$34,276,300	\$354,600	(\$33,921,700)
County Facilities	27,006,987	4,735,590	15,635,800	10,900,210
Criminal Justice/Public Safety	0	23,985,000	6,854,700	(17,130,300)
Farm Museum	154,650	77,900	24,000	(53,900)
Public Safety Training Center	4,500,000	0	0	0
Libraries/Senior Centers	12,431,880	1,567,200	1,063,300	(503,900)
<b>General Government Total</b>	<b>\$46,618,517</b>	<b>\$64,641,990</b>	<b>\$23,932,400</b>	<b>(\$40,709,590)</b>
<b>Grand Total Appropriations:</b>	<b>\$110,627,037</b>	<b>\$187,127,907</b>	<b>\$135,297,971</b>	<b>(\$51,829,936)</b>

# Capital Budget Appropriations



This chart shows appropriations to the five principal aggregations in the Capital Budget for Fiscal Years 2000 through 2009.

**Public Schools** includes school construction, renovation and modernization projects.

**Conservation** includes agricultural preservation and easement programs, reservoir land purchases, 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.

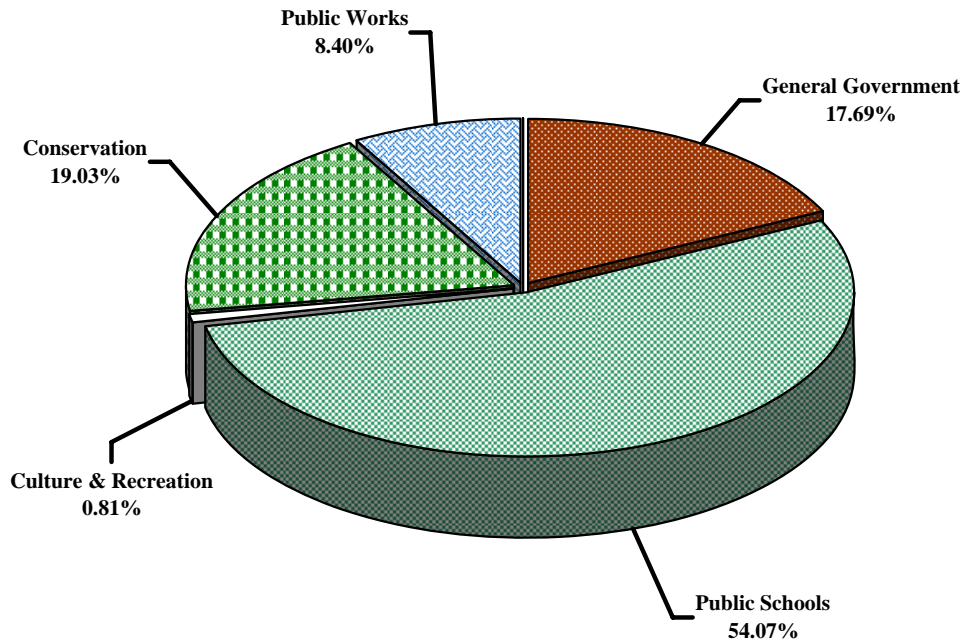
**Culture and Recreation** includes the purchase of land for parks, development of parks, ballfields and Self-Help projects.

**General Government** includes County buildings, Farm Museum, Public Safety Training Center, Community College and Carroll County Public Library projects.

# Capital Budget Appropriations

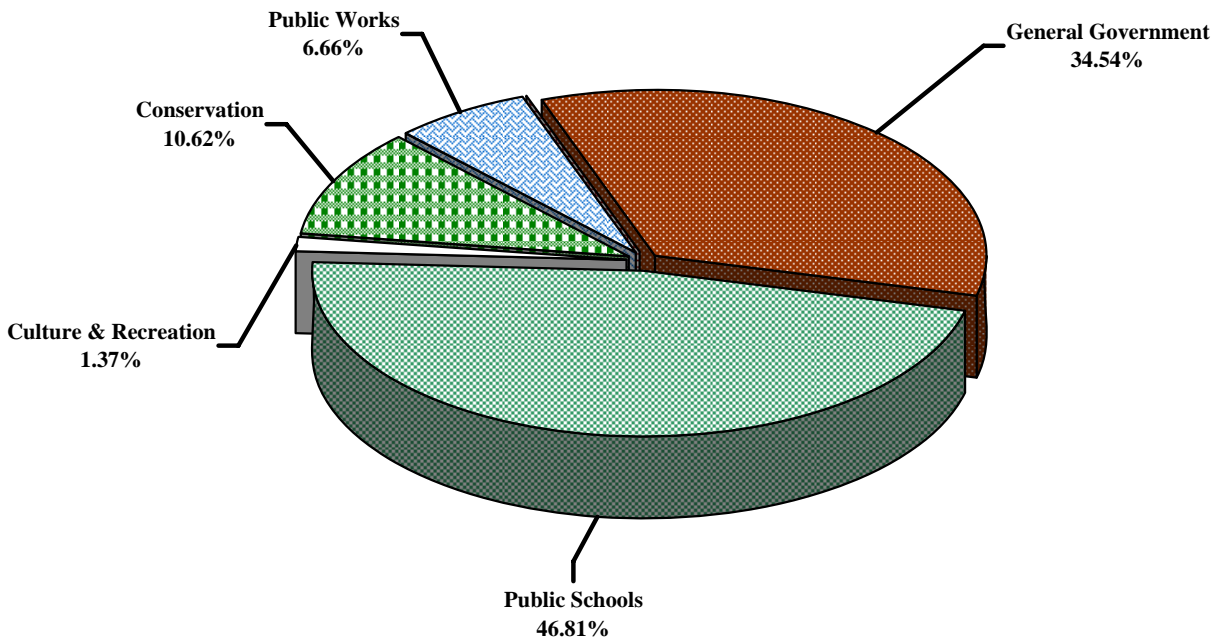
Fiscal Year 2009 Budget

\$135,297,971



Fiscal Year 2008 Budget

\$187,127,907



**CAPITAL BUDGET - Schedule of Reappropriations**  
**Fiscal Year 2009**  
**Adopted**

Reappropriations may occur when there are budgeted funds remaining in a completed project or when there is an unallocated project that holds funds for a future use.

Project		Amount/Source		
From	To	Current	Bonds	Other
9833 Multi-Purpose Building	8121 Leister Park	\$23,010	\$0	\$69,030
8119 Boxwood Drive Ballfield	8121 Leister Park	150,494	0	0
9874 Waterville Rd Ballfield	9926 Krimgold Park	185,000	0	0
8280 FY 08 Park Development County	8314 Piney Run Tennis Courts Resurfacing	0	0	58,500
9920 Watershed Assessment & Improv	8328 Environmental Compliance	0	355,000	0
8224 BOE Central Office Building	8272 Minimum Security Facility	0	3,414,908	0
8229 Kessler Building Renovation	8293 Patapsco Road Watershed Project	1,315,676	0	0
8224 BOE Central Office Building	8293 Patapsco Road Watershed Project	184,324	0	0
9875 Maryland 26 Service Roads	8316 Dickenson Road	0	35,000	0
9004 Reservoir Land Acquisition	8294 Water Development	1,007,009	200,000	0
8198 Safe Haven Expansion	9418 ADA - Facility Improvements	10,000	0	0
8113 Farm Museum Electric Upgrade	8313 Taneytown Senior/Community Center Add'l Parking	0	6,650	0
8118 Criminal Justice Building	8272 Minimum Security Facility	1,300,000	2,000,000	0
8118 Criminal Justice Building	8309 Government Office Building	4,500,000	0	0
8118 Criminal Justice Building	9002 Land Bank	0	3,000,000	0
8118 Criminal Justice Building	8294 Water Development	0	8,000,000	0
8118 Criminal Justice Building	8320 Overlays	0	1,500,000	0
8118 Criminal Justice Building	9007 Agricultural Land Preservation	0	4,500,000	0
8046 Linton Spring Ballfield (SH)	9735 Community Self Help	2,756	0	0
8137 Equestrian Fenced Area (SH)	9735 Community Self Help	2,368	0	0
8217 Storage Containers (SH)	9735 Community Self Help	3,347	0	0
8030 Bucher John Bridge	8129 Keysville - Frederick County Road Bridge	41,718	0	0
8130 Twin Arch Bridge	8129 Keysville - Frederick County Road Bridge	2,941	0	0
9083 Sams Creek Bridge	8239 Bollinger Road over Beaver Run	30,000	0	0
9083 Sams Creek Bridge	8129 Keysville - Frederick County Road Bridge	9,588	0	0
9883 Davis Road Bridge	8129 Keysville - Frederick County Road Bridge	7,478	0	0
8069 Overlays 04	8129 Keysville - Frederick County Road Bridge	2,429	0	0
9687 CSX Bridge	8129 Keysville - Frederick County Road Bridge	8,935	0	0
8131 Warfieldsburg Road	8129 Keysville - Frederick County Road Bridge	0	21,909	0
9800 Murkle Road	8129 Keysville - Frederick County Road Bridge	0	10,668	0
9964 Jasontown Road	8129 Keysville - Frederick County Road Bridge	0	170,882	0
9970 Piney Ridge Parkway	8129 Keysville - Frederick County Road Bridge	0	4,859	0
9002 Land Bank	8329 Hydes Quarry	70,000	1,181,000	0
9002 Land Bank	8199 Government Complex	0	7,000,000	0
9002 Land Bank	8318 Market Street Extended	575,000	0	0
TOTALS		\$9,432,073	\$31,400,876	\$127,530
<b>REAPPROPRIATED TOTAL</b>		<b>\$40,960,479</b>		

# Active Capital Projects with Prior Appropriations

As of 05.31.2008

Proj #	Project Name	Initial Year of Approp	Current Budget	Expend To Date	Current Encumb	Current Balance
<b>General Government</b>						
8003	EOC Relocation 03	2003	3,257,016.00	0.00	0.00	3,257,016.00
8005	Govt Campus Data Sys 03	2003	153,699.91	147,829.90	0.00	5,870.01
8006	IT Sys Comp Replacement 03	2003	2,433,416.25	1,447,826.12	35,534.31	950,055.82
8011	County Facilities Security 03	2003	480,410.00	73,331.79	57,361.78	349,716.43
8036	Junction Renovation 03	2003	50,000.00	45,764.18	0.00	4,235.82
8038	300 S. Center St. Renovations	2003	4,923,989.10	4,301,104.06	248,616.28	374,268.76
8058	Detention Centr Feasibility 04	2004	50,000.00	49,038.93	0.00	961.07
8059	Taneytown Libr Branch Exp 04	2004	1,741,777.00	114,987.78	1,127,136.36	499,652.86
8060	New Voting System 04	2004	937,045.00	345,154.48	0.00	591,890.52
8062	Senior Center-South Carroll 04	2004	11,956,420.00	607,610.19	7,988,372.62	3,360,437.19
8107	800 MHz Phase 3	2005	2,320,000.00	598,281.90	0.00	1,721,718.10
8111	Econ Devel Tech Infrastructure	2005	2,000,000.00	9,205.00	33,045.00	1,957,750.00
8118	Sheriff's Services Relocation	2005	25,000,000.00	130,011.34	2,014.49	24,867,974.17
8162	County Master Plan	2006	900,800.00	337,207.30	218,365.55	345,227.15
8163	CC Public Safety Training Cntr	2006	7,000,000.00	16,427.00	0.00	6,983,573.00
8168	Winchester Building Elevator	2006	131,400.00	0.00	0.00	131,400.00
8198	Safe Haven Expansion FY06	2006	683,941.00	673,192.76	0.00	10,748.24
8199	Greenwood Project	2006	0.00	195,971.49	0.00	(195,971.49)
8209	9-1-1 Work Stations	2006	170,651.00	160,522.91	0.00	10,128.09
8224	BOE Central Offices	2007	3,631,000.00	31,767.69	0.00	3,599,232.31
8225	Carroll Community College - Building #4	2007	36,457,000.00	1,759,401.64	24,371,892.40	10,325,705.96
8226	Carroll County Public Network	2007	7,369,500.00	1,832,859.62	0.00	5,536,640.38
8228	GIS Planimetric Data	2007	750,000.00	239,373.05	462,247.28	48,379.67
8229	Kessler Building Renovations	2007	1,330,687.00	15,011.25	0.00	1,315,675.75
8230	Water Tank Ebb Valley ES	2007	1,200,000.00	0.00	0.00	1,200,000.00
8246	NWMS Office Complex	2007	9,492,464.00	577,972.75	368,212.00	8,546,279.25
8264	800 MHz & 911	2008	1,375,000.00	111,673.63	25,248.00	1,238,078.37
8265	Voice Mail	2008	100,000.00	0.00	88,021.83	11,978.17
8266	Fleet Management Maintenance Building	2008	77,900.00	565.00	60,000.00	17,335.00
8267	Equipment Wash	2008	1,208,680.00	0.00	1,208,680.00	0.00
8268	Fuel Tank	2008	168,000.00	0.00	0.00	168,000.00
8270	Library Phone	2008	205,000.00	50,739.27.00	0.00	154,260.73
8271	Library - Westminster Branch	2008	300,000.00	0.00	0.00	300,000.00
8272	Minimum Security Facility	2008	110,000.00	0.00	0.00	110,000.00
8273	Public Works Asset and Man. System	2008	695,000.00	0.00	0.00	695,000.00
8274	Records Management	2008	78,000.00	63,829.65	0.00	14,170.35
9022	Dry Hydrant Project	1999	816,000.00	390,343.48	95,673.00	329,983.52
9418	Handicapped Accessibility 92	1999	894,600.00	807,224.65	0.00	87,375.35
9541	Airport Grnds & Facil Improve	1999	284,659.00	248,907.75	0.00	35,751.25
9648	Computer System Improvements	1999	4,247,140.45	4,229,441.25	0.00	17,699.20
9651	FTC-Haz Mat Train Facility/Rd	1999	190,100.00	167,356.14	0.00	22,743.86
9782	Comm Coll-Technology	1999	4,156,000.00	3,203,543.76	0.00	952,456.24
9784	Finksburg Library/Headquarters	1999	6,594,505.02	3,177,241.83	2,746,748.03	670,515.16
9820	800 MHZ Radio Cover-Lineboro	1999	1,033,000.00	1,003,497.84	0.00	29,502.16
9822	Library-Technology Improvemnts	1999	1,422,200.00	1,264,083.79	0.00	158,116.21
9864	Library-Eldersburg Branch Exp	2000	1,109,060.00	1,103,575.77	0.00	5,484.23
9866	Maint Facility-Additions/Renov	2008	77,700.00	12,788.03	0.00	64,911.97
9921	Parking Lot Overlays (Fr 9658)	2000	485,470.79	377,194.57	0.00	108,276.22
9941	Courthouse Annex Renovations	2001	834,192.00	828,729.51	0.00	5,462.49
9952	Multi-Purpose Bldg Improvement	2001	130,100.00	84,017.30	0.00	46,082.70
9954	Cnty Bldg Systemic Renovations	2002	1,104,100.00	992,013.60	49,390.20	62,696.20
9956	Fleet Lift Replacement	2008	218,915.00	62,554.00	134,015.00	22,346.00
9957	General Government Unallocated	2002	745,554.60	0.00	0.00	745,554.60
9958	Drug Treatment Facility	2002	3,874,307.00	3,715,575.02	11,039.11	147,692.87

# Active Capital Projects with Prior Appropriations

As of 05.31.2008

Proj #	Project Name	Initial Year of Approp	Current Budget	Expend To Date	Current Encumb	Current Balance
<b>Recreation and Culture</b>						
8046	Linton Springs Ballfield 03	2003	2,756.29	0.00	0.00	2,756.29
8079	Union Mills Trail Upgrade SH	2004	2,304.00	1,230.28	0.00	1,073.72
8094	Hodges Park SB Field Impr SH	2004	5,665.00	5,079.98	0.00	585.02
8105	Salt Box Park Upgrade SH 04	2004	7,860.00	5,083.65	0.00	2,776.35
8113	Farm Museum Electrical Upgrade	2005	253,850.00	245,101.83	0.00	8,748.17
8119	Boxwood Dr Ballfield	2005	150,494.00	0.00	0.00	150,494.00
8121	Leister Park	2005	1,632,000.00	206,054.47	68,883.87	1,357,061.66
8137	Equestrian Fenced Area-SH	2005	2,368.00	0.00	0.00	2,368.00
8139	FA Hodges Park Fld Upgrade-SH	2005	1,750.00	631.50	0.00	1,118.50
8149	Cherrytown Ballfld Park Lot-SH	2005	2,657.50	2,193.61	0.00	463.89
8150	Cherrytown Ballfld Pavilion-SH	2005	12,075.00	11,876.67	0.00	198.33
8169	Barkhill Ballfields	2006	236,000.00	53,108.01	0.00	182,891.99
8170	Freedom Ele Ballfield Renovatn	2006	50,000.00	17,814.52	0.00	32,185.48
8175	West Carroll Sports Complex	2006	1,250,000.00	0.00	0.00	1,250,000.00
8197	Piney Run Pier Replacement	2006	104,000.00	102,313.22	0.00	1,686.78
8207	Jaycee Park Store Bldg/Sod SH	2006	4,476.00	2,817.00	0.00	1,659.00
8215	Piney Run garden and Wildflower site	2006	4,021.00	1,546.21	0.00	2,474.79
8216	Taneytown Memorial Park Dugouts	2006	7,420.00	6,802.48	0.00	617.52
8217	Westminster Lacrosse Storage	2006	5,724.50	2,377.50	0.00	3,347.00
8218	Jaycee Park Fencing Improvements	2006	1,425.00	0.00	0.00	1,425.00
8227	Farm Museum HVAC	2007	88,000.00	101,229.87	0.00	(13,229.87)
8231	Deer Park Trail	2007	66,000.00	51,451.02	0.00	14,548.98
8232	Park Restoration Fund	2007	166,500.00	80,462.63	85,138.66	898.71
8233	Park Acquisiiton ' 07	2007	286,086.00	0.00	0.00	286,086.00
8234	Park Development '07	2007	1,571.66	0.00	0.00	1,571.66
8248	Century HS Dugouts	2007	10,950.34	3,606.95	5,200.00	2,143.39
8252	Freedom Park Equipment	2007	40,000.00	39,696.90	0.00	303.10
8253	EquestrianRings	2007	4,025.00	0.00	0.00	4,025.00
8254	Playground Equipment- CCES	2007	15,000.00	0.00	0.00	15,000.00
8255	Special Needs Play Unit	2007	697.49	579.90	0.00	117.59
8256	Freedom Park Ballfield Improvements	2007	1,500.50	370.72	0.00	1,129.78
8257	Greenhouse-Wetlands Classroom	2007	20,810.00	20,617.52	0.00	192.48
8258	HES- Storage Shed	2007	2,799.50	0.00	2,715.00	84.50
8259	NCHS- Batting Tunnel	2007	1,831.86	0.00	1,831.45	0.41
8260	New Windsor MS - Message Board	2007	702.75	0.00	0.00	702.75
8262	Gymnastics Center Equip.	2007	10,165.12	0.00	10,164.50	0.62
8263	Playground Equipment- WES	2007	15,000.00	0.00	0.00	15,000.00
8275	Deer Park Practice Field	2008	144,000.00	0.00	0.00	144,000.00
8276	Pipe Creek	2008	109,077.50	107,663.32	0.00	1,414.18
8277	Freedom Park - Play Equipment	2008	67,580.00	60,501.52	0.00	7,078.48
8278	Middlebrook Trail	2008	224,000.00	0.00	0.00	224,000.00
8279	Park Acquisiiton ' 08	2008	750,000.00	0.00	0.00	750,000.00
8280	Park Development '08	2008	531,940.00	0.00	0.00	531,940.00
8281	Piney Run Auxillary Class	2008	110,000.00	21,933.78	0.00	88,066.22
8282	West Pond Run	2008	392,300.00	166,719.96	0.00	225,580.04
8299	EM/FVESH 08	2008	1,567.00	1,226.45	0.00	340.55
8300	CTPPBSSH08	2008	7,797.00	0.00	0.00	7,797.00
8304	Hodges Park Field 2 Pad (SH)	2008	2,600.00	0.00	0.00	2,600.00
8305	Hodges Park Bleachers (SH)	2008	3,107.00	3,086.00	0.00	21.00
8301	CTPBlchrSH	2008	7,256.00	4,262.00	0.00	2,994.00
9139	Recs & Parks/Local-Unallocated	1999	49,759.82	0.00	0.00	49,759.82
9656	NW Middle-Ballfield Improve	1999	118,986.00	92,016.84	0.00	26,969.16
9659	Cape Horn Park (Stoffle Park)	1999	895,493.86	894,421.73	0.00	1,072.13
9735	Community Self Help	1999	2,432.09	0.00	0.00	2,432.09
9736	Town Fund	1999	335,901.22	240,665.95	0.00	95,235.27
9764	BD Mayeski	2008	6,885.00	4,987.43	0.00	1,897.57
9775	Gym EquipmentCarG	2008	2,165.00	0.00	2,157.00	8.00
9808	BD Manchester Elementary	2008	2,544.00	2,854.50	0.00	(310.50)
9812	BD North Carroll Middle	2008	1,272.00	1,089.90	51.90	130.20
9814	BD Hampstead Elementary	2008	3,888.00	3,996.30	0.00	(108.30)
9833	N Carroll Mid Sch-Multi Pur Bd	1999	92,040.00	0.00	0.00	92,040.00
9870	Gillis Falls Park Development	2000	900,363.42	236,927.49	63,335.91	600,100.02

# Active Capital Projects with Prior Appropriations

As of 05.31.2008

Proj #	Project Name	Initial Year of Approp	Current Budget	Expend To Date	Current Encumb	Current Balance
9871	Hashawha Building Renovations	2000	489,635.65	171,880.34	0.00	317,755.31
9874	Watersville Road Ballfields	2000	213,462.50	28,462.50	0.00	185,000.00
9925	Tot Lot Replacement	2001	184,238.24	177,847.67	0.00	6,390.57
9926	South Carroll Regional Park	2001	4,635,550.63	1,193,572.17	17,844.96	3,424,133.50
9963	Sandymount Park Lighting	2002	149,650.00	144,518.75	5,327.33	(196.08)
9996	PlumCarArt	2008	1,195.00	0.00	0.00	1,195.00
9998	BD ChrTrPk	2008	2,544.00	0.00	2,388.32	155.68
9999	BD FldChrTrPk	2008	1,272.00	0.00	1,116.28	155.72
<b>Public Works Other</b>						
8015	Fleet Management Addition 03	2003	36,225.00	27,585.47	0.00	8,639.53
8146	FSK WWPS & Force Main (6391)	2005	2,034,398.41	1,955,086.42	0.00	79,311.99
8176	Salt Barns	2006	2,783,750.00	0.00	0.00	2,783,750.00
9097	Private Streets	1999	0.00	(48,447.21)	0.00	48,447.21
9866	Maint Facility-Additions/Renov	2000	77,700.00	12,788.03	0.00	64,911.97
9902	Public Works-Unallocated	2000	810,611.22	0.00	0.00	810,611.22
9956	Fleet Shop Improvements	2002	118,915.00	62,534.00	60,000.00	(3,619.00)
<b>Roads</b>						
8023	Georgetown Boulevard 03	2003	2,152,980.00	0.00	0.00	2,152,980.00
8025	Overlays 03	2003	2,890,797.11	2,571,709.99	0.00	319,087.12
8028	Rowe Road 03	2003	707,100.00	0.00	0.00	707,100.00
8065	Gravel Roads 04	2004	1,200,000.00	613,087.63	0.00	586,912.37
8069	Overlays 04	2004	3,531,259.49	3,528,830.21	0.00	2,429.28
8126	Monroe Ave Bennto MD 32	2005	426,000.00	0.00	0.00	426,000.00
8127	Overlays-'05	2005	2,461,700.00	238,664.04	0.00	2,223,035.96
8177	Albert Rill Road	2006	1,982,180.00	0.00	0.00	1,982,180.00
8178	Falls Road	2006	687,990.00	72,939.00	16,261.00	598,790.00
8179	John Pickett Road Fy'06	2006	2,454,560.00	0.00	0.00	2,454,560.00
8182	Overlays FY'06	2006	4,221,481.08	4,118,373.69		103,107.39
8184	Turkeyfoot Road	2006	1,798,790.00	135,964.00	38,126.00	1,624,700.00
8235	Low Volume Road '07	2007	1,453,240.36	313,106.48	1,033,829.50	106,304.38
8236	Neighborhood Overlay '07	2007	1,591,100.00	1,463,399.10	0.00	127,700.90
8237	Manchester Valley HS Road	2007	1,090,000.00	75,562.87	0.00	1,014,437.13
8238	Overlay '07	2007	5,179,800.00	4,461,807.03	0.00	717,992.97
8239	Bollinger Road over Beaver Run	2008	546,000.00	0.00	0.00	546,000.00
8240	Falls/Indn	2008	528,538.95	57,060.61	48,911.14	422,567.20
8283	Englar Road Roundabout	2008	100,000.00	0.00	0.00	100,000.00
8284	Low Volume Road '08	2008	1,269,263.31	103,626.32	1,054,534.43	111,102.56
8285	Neighborhood Overlay '08	2008	1,884,627.30	0.00	1,576,971.00	307,656.30
8286	Overlays FY'08	2008	6,021,000.00	120,602.81	3,879,555.15	2,020,842.04
9051	Traffic Signals	2008	718,000.00	548,943.61	0.00	169,056.39
9604	Ridge Road Relocation	1999	50,000.00	475.00	0.00	49,525.00
9674	Highway Safety Improvements	1999	1,232,859.53	955,666.82	0.00	277,192.71
9702	Traffic Improvement Study	2008	57,421.25	40,421.56	0.00	16,999.69
9797	Shepards Mill Road-Ladiesburg	1999	4,777,260.00	4,511,351.51	131,000.00	134,908.49
9803	Homedale Road	2008	197,907.52	197,907.52	0.00	0.00
9847	Small Drainage Structures	1999	1,403,207.49	1,158,931.99	101,980.50	142,295.00
9875	Maryland 26 Service Roads	2000	4,003,905.00	2,582,887.09	0.00	1,421,017.91
9877	Macbeth Way	2000	596,000.00	71,685.63	0.00	524,314.37
9878	Westminster Area Alt Road Plan	2000	4,000,000.00	799,266.67	0.00	3,200,733.33
9881	Traffic Calming	2000	311,000.00	41,192.48	0.00	269,807.52
9914	South Pleasant Valley Road	2001	2,410,736.81	2,407,542.38	2,925.00	269.43
9964	Jasontown Road	2002	411,200.00	240,318.47	0.00	170,881.53
9965	Low Volume Road 02	2008	647,333.28	647,333.28	0.00	0.00
9966	Monroe Av(Oklahoma to Bennett)	2002	2,029,140.00	0.00	0.00	2,029,140.00
9968	Obrecht Rd(White Rock-Gaither)	2002	1,216,850.00	0.00	0.00	1,216,850.00
9969	Overlays-'02	2002	3,638,805.00	3,637,205.00	0.00	1,600.00
9970	Piney Ridge Parkway (Phase II)	2002	350,147.33	345,288.13	0.00	4,859.20
9983	MapleCrest	2008	322,693.01	321,037.50	0.00	1,655.51
9051	Traffic Signals	1999	678,000.00	476,584.49	0.00	201,415.51

# Active Capital Projects with Prior Appropriations

As of 05.31.2008

Proj #	Project Name	Initial Year of Approp	Current Budget	Expend To Date	Current Encumb	Current Balance
<b>Bridges</b>						
8030	Bucher John Rd over Ltl PipeCr	2003	547,740.00	506,022.67	0.00	41,717.33
8031	Greenmount Ch Rd over MurphyRn	2003	773,300.00	38,505.28	0.00	734,794.72
8032	Silver Run Valley Rd-BigSilRun	2003	790,300.00	19,740.62	0.00	770,559.38
8033	Starners Dam Rd over Monocacy	2003	371,000.00	73,466.48	4,563.58	292,969.94
8071	Mumma Ford Rd over Monocacy 04	2004	110,000.00	0.00	0.00	110,000.00
8129	Keysville Fred Co Road Bridge	2005	312,000.00	54,407.49	0.00	257,592.51
8130	Twin Arch Road Bridge	2005	265,000.00	262,058.82	0.00	2,941.18
8131	Warfieldsburg Rd/Little Morgan	2005	311,100.00	273,294.61	0.00	37,805.39
8239	Bollinger Road over Beaver Run	2007	90,000.00	0.00	0.00	90,000.00
8240	Falls Road over Indian Run	2007	528,538.95	57,060.61	48,911.14	422,567.20
8287	Grand Valley over unnamed stream	2008	90,000.00	0.00	0.00	90,000.00
9083	Sams Creek Rd Bridge/SE Marstn	1999	607,942.20	568,353.93	0.00	39,588.27
9684	Bridge Inspection & Inventory	1999	166,505.23	161,578.20	785.84	4,141.19
9686	Clean & Paint Structural Steel	1999	563,350.00	326,221.00	236,787.00	342.00
9687	CSX Bridge/Houcksville Road	1999	2,116,942.45	2,108,007.10	0.00	8,935.35
9799	Bear Run Rd Bridge/Bear Branch	1999	450,000.00	26,068.00	0.00	423,932.00
9800	Murkle Rd Bridge/Big Pipe Crk	1999	1,120,800.48	1,110,132.21	0.00	10,668.27
9882	Bridge Maint/Structural Repair	2000	441,000.00	328,382.44	0.00	112,617.56
9883	Davis Rd Bridge/Cabbage Spring	2000	210,000.00	202,522.34	0.00	7,477.66
9916	Saw Mill Rd Bridge/Bear Run	2001	649,888.00	29,648.47	0.00	620,239.53
<b>Schools</b>						
8034	Parr's Ridge Elem School 03	2003	8,787,120.89	8,595,504.20	0.00	191,616.69
8055	Freedom Elem Sch Modernization	2003	20,000.00	17,906.16	0.00	2,093.84
8056	Wm Winchester ES Modernization	2003	20,000.00	17,906.15	0.00	2,093.85
8072	South Carroll Area Mid Schl 04	2004	30,000.00	0.00	0.00	30,000.00
8073	Mt Airy MS HVAC Addition 04	2004	1,556,222.35	1,541,707.14	0.00	14,515.21
8089	Vo-Tech Students-Capital-0801	2004	220,456.79	152,292.60	0.00	68,164.19
8132	HVAC Addition Westminster MS	2005	2,908,647.00	2,190,305.02	0.00	718,341.98
8133	Manchester Valley HS	2005	68,071,300.00	18,011,524.24	0.00	50,059,775.76
8185	Ebb Valley Elementary School	2006	12,700,832.00	8,456,477.79	0.00	4,244,354.21
8186	Full Day K-Eldersburg ES	2006	700,692.90	490,304.89	0.00	210,388.01
8187	Full Day K-Linton Springs ES	2006	614,100.00	469,370.11	0.00	144,729.89
8188	Full Day K-Piney Ridge ES	2006	703,800.00	528,350.95	0.00	175,449.05
8189	Full Day K-Spring Garden ES	2006	1,045,200.00	800,618.14	0.00	244,581.86
8190	Full Day K-Westminster ES	2006	749,797.31	502,308.57	0.00	247,488.74
8191	Full Day K- State Plan Approvl	2006	481,516.00	537,240.51	0.00	(55,724.51)
8193	Kessler Building Renovations	2006	890,000.00	0.00	0.00	890,000.00
8194	Vehicle Storage-Pole Shed	2006	80,000.00	0.00	0.00	80,000.00
8210	Full Day K-Carrolltowne	2006	1,397,803.00	586,418.79	0.00	811,384.21
8241	Full Day K- Manchester	2007	1,938,500.00	758,215.78	0.00	1,180,284.22
8242	Full Day K- Mechanicsville	2007	1,543,200.00	626,641.12	0.00	916,558.88
8243	Full Day K - Runnymede	2007	1,515,500.00	611,763.42	0.00	903,736.58
8244	HVAC Robert Moton	2007	2,251,701.00	1,278,709.95	0.00	972,991.05
8245	Roof Sykesville MS	2007	796,975.71	688,563.54	0.00	108,412.17
8246	Northwest MS OffCom	2008	9,492,464.00	5,752,728.39	2,706,678.20	1,033,057.41
8247	Full Day K- Hampstead ES	2007	811,930.00	522,778.96	0.00	289,151.04
8254	CCES Play Equipment	2008	15,000.00	0.00	0.00	15,000.00
8263	WES PlyEquip	2008	15,000.00	0.00	0.00	15,000.00
8269	HS- Additional Parking	2008	41,210.00	0.00	0.00	41,210.00
8288	FE Kindergarden Addition	2008	2,809,700.00	168,645.26	0.00	2,641,054.74
8289	South Carroll HS Arts Additon	2008	2,324,500.00	882,224.47	0.00	1,442,275.53
8290	Westminster HS HVAC Replacement	2008	1,583,000.00	469,874.96	0.00	1,113,125.04
8291	Mt Airy Roof	2008	326,030.00	38,920.64	0.00	287,109.36
8292	Open Space	2008	8,000,000.00	87,363.10	0.00	7,912,636.90
9554	Handicapped Accessibility	1999	1,419,683.50	1,307,823.09	0.00	111,860.41
9745	Relocatables	1999	4,528,500.00	4,507,470.07	0.00	21,029.93
9746	General Roofing Improvements	1999	683,050.00	546,223.57	0.00	136,826.43
9748	Paving	1999	2,631,241.36	2,311,523.01	0.00	319,718.35
9792	Technology Improvements	1999	4,155,105.30	3,618,081.97	0.00	537,023.33
9850	School Construction Gen.	2008	0.00	0.00	0.00	0.00
9885	Winters Mill High School	2000	25,252,267.13	25,162,262.87	0.00	90,004.26
9917	Gateway Facility	2001	2,754,788.41	2,731,379.17	0.00	23,409.24
9973	NC Middle School Renovations	2002	11,130,621.00	10,925,757.86	0.00	204,863.14



# Active Capital Projects with Prior Appropriations

As of 05.31.2008

Proj #	Project Name	Initial Year of Approp	Current Budget	Expend To Date	Current Encumb	Current Balance
<b>Conservation</b>						
8195	Floodplain Mapping	2006	340,500.00	246,366.00	84,747.00	9,387.00
8292	Open Space	2008	8,000,000.00	87,363.10	0.00	7,912,636.90
8293	Patapsco Road Watershed Project	2008	649,400.00	19,849.01	13,701.00	615,849.99
8294	Reservoir Development	2008	4,000,000.00	151,168.79	0.00	3,848,831.21
9002	Land Bank	1999	19,825,644.04	10,103,918.88	0.00	9,721,725.16
9004	Reservoir Land Acquisition	1999	3,529,278.92	2,122,269.81	0.00	1,407,009.11
9007	Ag Land Preservation	1999	87,213,165.39	83,019,749.98	0.00	4,193,415.41
9851	Rural Legacy	2008	13,932,821.22	12,361,598.84	0.00	1,571,222.38
9701	Major Street Plan-Align/Stream	1999	329,538.00	305,314.74	0.00	24,223.26
9919	Soil Surveys	2001	210,000.00	173,250.00	0.00	36,750.00
9920	Watershed Assessment & Improve	2001	1,475,769.20	(152,792.71)	825,000.00	803,561.91
<b>Airport</b>						
6802	Corporate Hangar Facilities	1999	4,880,000.35	4,668,186.04	106,360.00	105,454.31
6804	Obstruction Study/Tree Removal	2001	1,748,000.00	71,264.00	0.00	1,676,736.00
6805	Airport Land Sales	2001	242,910.00	70,055.57	0.00	172,854.43
6807	Airport Perimeter Fence	2003	595,933.88	361,935.90	1,250.00	232,747.98
6809	Airport Land Acquisition	2005	1,202,437.00	1,178,885.00	0.00	23,552.00
6810	Fuel Farm Expansion	2005	157,895.00	140,546.03	0.00	17,348.97
6811	Master Plan Update	2005	452,500.00	384,971.26	0.00	67,528.74
6812	T-Hangers	2006	4,771,250.00	0.00	0.00	4,771,250.00
6813	Precision Appr Path Indicators	2006	76,000.00	0.00	0.00	76,000.00
6814	Runway Expansion	2007	775,298.00	0.00	0.00	775,298.00
9541	Airport Facility Improvement	2008	284,659.00	248,907.75	4,440.00	31,311.25
6815	Security System	2007	692,000.00	158,917.80	17,670.00	515,412.20
<b>Firearms</b>						
6902	Pistol Range-8 Lanes	2004	37,665.17	23,050.78	0.00	14,614.39
<b>Solid Waste</b>						
6520	Waste Site Remediation	1999	195,625.71	156,372.49	31,154.00	8,099.22
6521	Methane & VOC Collection	1999	350,000.00	243,353.58	20,670.00	85,976.42
6522	Northern Landfill Cell 3	1999	5,764,000.00	4,624,123.29	637,544.15	502,332.56
6528	John Owings LF Remediation	2004	800,000.00	0.00	60,075.00	739,925.00
6530	Northern-Maintenance Building	2006	381,249.60	29,992.88	97,913.00	253,343.72
6531	Northern Landfill Scalehouse	2006	47,000.00	0.00	0.00	47,000.00
8295	SW Facility Maintenance	2008	325,000.00	103,060.00	0.00	221,940.00
<b>Utilities</b>						
6311	Water & Sewer Meters	1999	939,955.00	861,666.68	0.00	78,288.32
6332	Tank Painting	1999	415,181.50	131,566.48	0.00	283,615.02
6337	FS-Sykesville Pump Sta Upgrade	1999	1,170,906.00	192,671.25	899,885.75	78,349.00
6339	FW-Ground Water Supply-975706	1999	3,496,180.53	2,569,609.06	267,833.66	658,737.81
6343	Small Comm Sanitary Surveys	1999	50,165.00	10,227.94	0.00	39,937.06
6344	HWWTP-Effluent Chillers	1999	936,966.78	475,038.29	0.00	461,928.49
6347	FDWTP-Expansion	2000	27,350,898.23	1,840,175.84	25,522,214.48	(11,492.09)
6350	HS-Bio Solids Improvements	2000	72,820.00	37,657.80	0.00	35,162.20
6352	BH Water Treat Plant Upgrade	2001	102,743.52	52,743.52	0.00	50,000.00
6358	8-12-16 Mains/Hydraulic Loop	2002	1,100,150.00	89,929.59	159,222.38	850,998.03
6359	Hydrant Replacement	2002	528,450.00	527,356.85	97,500.00	(96,406.85)
6366	Carroll Highlands WWPS Upgrade	2002	70,000.00	50,970.00	0.00	19,030.00
6370	Pine Hill WWPS Upgrade	2002	123,200.00	10,235.91	0.00	112,964.09
6371	Piney Run WWPS Renovation	2002	1,151,994.00	19,868.54	0.00	1,132,125.46
6385	Sewer Study Update	2002	75,000.00	31,491.69	0.00	43,508.31
6387	Bunker Hill Sewer Replace 04	2004	175,000.00	34,825.69	15,104.31	125,070.00
6388	Pleasant Valley Backup Well 04	2004	280,992.69	0.00	0.00	280,992.69
6390	Sykesville Eleva W/Tank #6 04	2004	62,000.00	0.00	0.00	62,000.00
6392	Hampstead Area Sewer Study	2005	200,000.00	0.00	0.00	200,000.00
6393	Pleasant Valley WWTP Grinder	2005	42,000.00	29,580.00	0.00	12,420.00
6394	Poly Aluminum Chlorid Facility	2005	825,000.00	254,403.00	514,247.00	56,350.00
6395	Ridge Road & Stafford Court	2005	185,000.00	2,122.50	0.00	182,877.50
6398	Gravity Main to North Station	2004	147,025.00	0.00	0.00	147,025.00
6399	Snowden's Run PS Grinder	2006	73,500.00	68,943.33	0.00	4,556.67
6400	Bramble Hills Well System Rehabilitation	2007	72,000.00	44,789.86	0.00	27,210.14
6401	Lake Forest Pumping Station Dimmonneuter	2007	75,400.00	0.00	0.00	75,400.00
6402	Oxidation Ditch Operations Rehabilitation	2007	47,900.00	0.00	0.00	47,900.00
6403	Sanitary Sewer Manhole Rehabilitation	2007	150,000.00	196,759.14	0.00	(46,759.14)
6404	Sludge Dewatering Facility Rehabilitation	2007	480,000.00	57,069.78	0.00	422,930.22

## FY 08 New Projects Mid-Year

The following is a list of all the new projects created during FY 08. In some cases, issues and outside influences arise and cannot wait for the capital budget funding cycle, leading to the creation of a capital project between July 1 and June 30. In other cases, funding is appropriated into an existing capital project with an unspecified scope, such as with the Community Self-Help Project (SH) (9735). An administrative transfer then occurs to move the existing funding to the various individual self-help projects during the fiscal year as the projects are more fully defined.

<b>Date</b>	<b>Proj #</b>	<b>Project Name</b>	<b>\$ Budget</b>
7/26/2007	6903	Firearms Facility Rehab	\$ 302,894.40
11/13/2007	8298	Landon C Burns Sign (SH)	1,550.00
11/13/2007	8299	EM/FV Elem Misc Practice/Storage (SH)	1,566.00
11/13/2007	8300	Christmas Tree Park Press Box (SH)	7,797.00
11/13/2007	8301	Christmas Tree Park Pad/Bleachers	7,256.00
11/13/2007	8302	LHS Softball Backstop Fencing (SH)	11,925.00
11/13/2007	8303	LHS Baseball Backstop Fencing (SH)	11,925.00
11/13/2007	8304	Hodges Park Field #2 Concrete Pads (SH)	2,600.00
11/13/2007	8305	Hodges Park Bleachers (SH)	3,107.00
11/13/2007	8306	Community Gallery Soundproof (SH)	12,696.00
5/1/2008	9764	Mayeski Park Ball Diamond Mix (SH)	6,885.00
5/1/2008	9775	Carroll Gymnastics Center - Equipment (SH)	2,165.00
5/1/2008	9785	Piney Run Park- Foot Bridge (SH)	4,000.00
5/1/2008	9808	Manchester ES Ball Diamond Mix (SH)	2,544.00
5/1/2008	9812	North Carroll MS Ball Diamond Mix (SH)	1,272.00
5/1/2008	9814	Hampstead ES Ball Diamond Mix (SH)	3,888.00
5/1/2008	9996	Art Council Water Heater (SH)	1,195.00
5/1/2008	9997	Charles Carroll ES Bleachers/Ball Diamond Mix (SH)	2,100.00
5/1/2008	9998	Christmas Tree Park - Field C Ball Diamond Mix (SH)	2,544.00
5/1/2008	9999	Christmas Tree Park - Field D Ball Diamond Mix (SH)	1,272.00

## FY 08 Closures

This listing contains a record of all capital projects closed during FY 08 from July 1, 2007 through July 15, 2008

. All projects have been completed. If there were unspent funds, the balance of funds for each project was transferred into another capital project based on the need of another capital project or to an unallocated account to hold for a future transfer.

Transfer Date	Project		Old Balance	New Balance	Transfer to/from	Transfer Amt.
7/26/2007	6902	Pistol Range	14,614.39	0.00	6903 Firearms Facility Rehab	14,614.39
8/8/2007	6393	Pleasant Valley Grinder	12,420.00	0.00	6404 Hampstead Sludge Dewatering Facility	12,420.00
8/8/2007	6401	Lake Forest Grinders	75,400.00	0.00	6404 Hampstead Sludge Dewatering Facility	75,400.00
8/8/2007	6402	Oxidation Ditch	47,900.00	0.00	6404 Hampstead Sludge Dewatering Facility	47,900.00
8/8/2007	6399	EW Grinder	4,556.67	0.00	6404 Hampstead Sludge Dewatering Facility	4,556.67
9/5/2007	8253	Equestrian Ring (SH)	6.75	0.00	9735 Community Self Help	6.75
9/5/2007	8258	Hampstead ES Storage Shed (SH)	84.50	5.83	9735 Community Self Help	78.67
9/5/2007	8262	Gymnastics Center Equipment	(5.83)	0.00	8258 Hampstead ES Storage Shed	5.83
9/5/2007	9659	Cape Horn Park	1,072.13	72.13	8232 Park Restoration	1,000.00
9/5/2007	9659	Cape Horn Park	72.13	0.00	9735 Community Self Help	72.13
9/6/2007	8167	North Carroll Senior Center	804.52	0.00	9957 General Government Unallocated	804.52
10/30/2007	6366	Carroll Highlands Grinder	19,030.00	0.00	6407 Carroll Highlands WWPS	19,030.00
11/19/2007	8120	Freedom Park Multi-Purpose Field	(3.11)	0.00	9139 Rec and Parks Unallocated	3.11
12/7/2007	8109	New Courtroom	525,138.93	0.00	9007 Land Preservation	525,138.93
12/7/2007	8112	Emergency Services Pole Shed	162,145.00	0.00	9007 Land Preservation	162,145.00
12/7/2007	8116	Kennel Floor	5,535.02	0.00	9957 General Government Unallocated	5,535.02
1/28/2008	8013	ESTC Burn Building ' 03	75,016.88	0.00	9784 Finksburg Library	75,016.88
1/28/2008	8061	Public Safety Paging System	36,093.32	0.00	9784 Finksburg Library	36,093.32
1/28/2008	9820	800 MHZ Radio Cover- Lineboro	29,502.16	0.00	9784 Finksburg Library	29,506.16
1/28/2008	8015	Fleet Management Addition '03	7,696.41	0.00	9784 Finksburg Library	7,696.41
1/28/2008	8195	Floodplain Mapping	10,387.00	0.00	9784 Finksburg Library	10,387.00
1/28/2008	9651	FTC Hazmat Training Facility Improvments	22,743.86	0.00	9784 Finksburg Library	22,743.86
1/28/2008	9864	Library- Eldersburg Branch Expansion	4,504.23	0.00	9784 Finksburg Library	4,504.23
3/28/2008	8236	2007 Neighborhood Overlays	122,050.47	0.00	8285 2008 Neighborhood Overlays	122,050.47
3/28/2008	8183	2006 Neighborhood Overlays	115,576.83	0.00	8285 2008 Neighborhood Overlays	115,576.83
3/28/2008	8235	2007 Low Volume Roads	156,263.31	0.00	8284 2008 Low Volume Roads	156,263.31
3/31/2008	9969	Overlays 02	1,600.00	322.88	9914 South Pleasant Valley Road	1,277.12
3/31/2008	9969	Overlays 02	322.88	0.00	9902 Pubic Works Unallocated	322.88
4/2/2008	8214	Cape Horn Fencing (SH)	1,797.67	0.00	9735 Community Self Help	1,797.67
5/27/2008	6412	Ultraviolet System Renovation	46,217.62	30,000.00	6394 Poly Aluminum Chloride Facility	16,217.62
5/27/2008	6412	Ultraviolet System Renovation	30,000.00	0.00	6404 Sludge Dewatering Facility	30,000.00
6/18/2008	8094	Hodges Park Ball Fields (SH)	585.02	0.00	9735 Community Self Help	585.02
6/18/2008	8216	Memorial Park Ball Field Dugout (SH)	617.52	307.02	9808 Ball Diamond Manchester Elem	307.02
6/18/2008	8216	Memorial Park Ball Field Dugout (SH)	307.02	198.72	9814 Ball Diamond Hampstead Elem	108.30
6/18/2008	8216	Memorial Park Ball Field Dugout (SH)	198.72	0.00	9735 Community Self Help	198.72
6/18/2008	8299	EM/FV Elem Misc (SH)	22.05	0.00	9735 Community Self Help	22.05
6/18/2008	9808	Ball Diamond Manchester Elementary (SH)	(310.50)	0.00	8216 Memorial Park Ball Field Dugouts (SH)	310.50
6/18/2008	9814	Ball Diamond Hampstead Elemenatry (SH)	(108.30)	0.00	8216 Memorial Park Ball Field Dugouts (SH)	108.30
6/18/2008	8227	Farm Museum HVAC	(13,373.87)	0.00	9957 General Government Unallocated	13,373.87
7/15/2008	6411	Hampstead Office Renovation	(761.44)	0.00	6404 Sludge Dewatering Facility	761.44

## FY 08 Transfers

This listing contains a record of all capital budget transfers made from July 1, 2007 to June 30, 2008. Transfers occur based on the need for additional funds for another capital project, to close a project or to create a new project.

Transfer From	Transfer to	Transfer Amt.	Old Budget	Revised Budget of Transfer To	Reason for Transfer
8149 Cherrytown Road Ballfield Parking Lot	8150 Cherrytown Ballfield Pavilion	75.00	12,075.00	12,150.00	To complete project
6902 Pistol Range	6903 Firearms Facility Rehab	14,614.39	-	14,614.39	Project Closed
8253 Equestrian Ring (SH)	9735 Community Self Help	6.75	64,226.00	64,232.75	Project Closed
8258 Hampstead ES Storage Shed (SH)	9735 Community Self Help	78.67	64,232.75	64,311.42	Project Closed
9659 Cape Horn Park	9139 Recs and Parks Unallocated	72.13	50,750.86	50,822.99	Project Closed
9139 Recs and Parks Unallocated	8232 Park Restoration Fund	1,000.00	165,500.00	166,500.00	Complete Cape Horn Fields Renovation
8258 Hampstead ES Storage Shed (SH)	8262 Gymnastics Center Equipment	5.83	(5.83)	-	Project Closed
8167 North Carroll Senior Center	9957 General Government Unallocated	804.52	739,215.03	740,019.55	Project Closed
9735 Community Self Help	8298 Landon C. Burns Sign (SH)	1,163.00	-	1,163.00	To set up new Fall Self Help project
Community Support	8298 Landon C. Burns Sign (SH)	387.00	1,163.00	1,550.00	To set up new Fall Self Help project
9735 Community Self Help	8299 EM/FV Elem Misc Practice/Storage (SH)	1,175.00		1,175.00	To set up new Fall Self Help project
Community Support	8299 EM/FV Elem Misc Practice/Storage (SH)	391.00	1,175.00	1,566.00	To set up new Fall Self Help project
9735 Community Self Help	8300 Christmas Tree Park Press Box (SH)	6,296.00		6,296.00	To set up new Fall Self Help project
Community Support	8300 Christmas Tree Park Press Box (SH)	1,501.00	6,296.00	7,797.00	To set up new Fall Self Help project
9735 Community Self Help	8301 Christmas Tree Par Pad/Bleachers (SH)	5,463.00		5,463.00	To set up new Fall Self Help project
Community Support	8301 Christmas Tree Par Pad/Bleachers (SH)	1,793.00	5,463.00	7,256.00	To set up new Fall Self Help project
9735 Community Self Help	8302 LHS Softball Backstop Fencing (SH)	7,424.00		7,424.00	To set up new Fall Self Help project
Community Support	8302 LHS Softball Backstop Fencing (SH)	4,501.00	7,424.00	11,925.00	To set up new Fall Self Help project
9735 Community Self Help	8303 LHS Baseball Backstop Fencing (SH)	7,424.00		7,424.00	To set up new Fall Self Help project
Community Support	8303 LHS Baseball Backstop Fencing (SH)	4,501.00	7,424.00	11,925.00	To set up new Fall Self Help project
9735 Community Self Help	8304 Hodges Park Field #2 Concrete Pads (SH)	1,950.00		1,950.00	To set up new Fall Self Help project
Community Support	8304 Hodges Park Field #2 Concrete Pads (SH)	650.00	1,950.00	2,600.00	To set up new Fall Self Help project
9735 Community Self Help	8305 Hodges Park Bleachers (SH)	2,330.00		2,330.00	To set up new Fall Self Help project
Community Support	8305 Hodges Park Bleachers (SH)	777.00	2,330.00	3,107.00	To set up new Fall Self Help project
9735 Community Self Help	8306 Community Gallery Soundproof (SH)	9,522.00		9,522.00	To set up new Fall Self Help project
Community Support	8306 Community Gallery Soundproof (SH)	3,174.00	9,522.00	12,696.00	To set up new Fall Self Help project
9139 Recs and Parks Unallocated	8120 Freedom Park Multi-Purpose Field	3.11	(3.11)	-	To close project
9941 Courthouse Annex Renovation	9784 Finksburg Library	219,985.02	6,059,505.02	6,279,490.04	To complete project
8013 ESTC- Burn Building '03	9784 Finksburg Library	75,016.88	6,279,490.04	6,354,506.92	To complete project
9800 Murkle Road Bridge	9784 Finksburg Library	66,840.37	6,354,506.92	6,421,347.29	To complete project
8183 Subdivision Improvements '06	9784 Finksburg Library	62,230.75	6,421,347.29	6,483,578.04	To complete project
8061 Public Safety Paging Sytem	9784 Finksburg Library	36,093.32	6,483,578.04	6,519,671.36	To complete project
9820 800 MHZ Radio Cover - Lineboro	9784 Finksburg Library	29,502.16	6,519,671.36	6,549,173.52	To complete project
9651 FTC Hazmat Traning Fac Improv	9784 Finksburg Library	22,743.86	6,549,173.52	6,571,917.38	To complete project
8195 Floodplain Mapping	9784 Finksburg Library	10,387.00	6,571,917.38	6,582,304.38	To complete project
8015 Fleet Management Addition ' 03	9784 Finksburg Library	7,696.41	6,582,304.38	6,590,000.79	To complete project
9864 Library- Eldersburg Branch Expansion	9784 Finksburg Library	4,504.23	6,590,000.79	6,594,505.02	To complete project
6401 Lake Forest Grinders	6404 Hampstead Sludge Dewatering Facility	75,400.00	480,000.00	555,400.00	To complete project
6402 Oxidation Ditch	6404 Hampstead Sludge Dewatering Facility	47,900.00	555,400.00	603,300.00	To complete project
6339 FW Groundwater	6404 Hampstead Sludge Dewatering Facility	166,723.33	603,300.00	770,023.33	To complete project
6399 EW Grinder	6404 Hampstead Sludge Dewatering Facility	4,556.67	770,023.33	774,580.00	To complete project
6393 Pleasant Valley Grinder	6404 Hampstead Sludge Dewatering Facility	12,420.00	774,580.00	787,000.00	To complete project
6389 Shiloh Wastewater Pumping Station	6404 Hampstead Sludge Dewatering Facility	140,000.00	787,000.00	927,000.00	To complete project
8131 Warfieldsburg Road Bridge	8130 Twin Arch Bridge	115,000.00	150,000.00	265,000.00	To complete project
6366 Carroll Highlands Grinder	6407 Carroll Highlands WWPS	19,030.00	52,250.00	71,280.00	To complete project
8109 New Courtroom	9007 Land Preservation	525,138.93	7,337,000.00	7,862,138.93	To complete project

### FY 08 Transfers

This listing contains a record of all capital budget transfers made from July 1, 2007 to June 30, 2008. Transfers occur based on the need for additional funds for another capital project, to close a project or to create a new project.

Transfer From	Transfer to	Transfer Amt.	Old Budget	Revised Budget of Transfer To	Reason for Transfer
8112 Emergency Services Pole Shed	9007 Land Preservation	162,145.00	7,862,138.93	8,024,283.93	To complete project
8116 Kennel Floor	9007 Land Preservation	212,716.07	8,024,283.93	8,237,000.00	To complete project
8116 Kennel Floor	9957 General Government Unallocated	5,535.02	740,019.55	745,554.57	To close project
9870 Gillis Falls Park	8016 Deer Park Lights	666.58	197,250.00	197,916.58	To complete project
9139 Recs and Parks Unallocated	9963 Sandymount Park Lights	1,020.06	148,314.79	149,334.85	To complete project
9870 Gillis Falls Park	9963 Sandymount Park Lights	1,000.00	149,334.85	150,334.85	To complete project
8236 2007 Neighborhood Overlays	8285 2008 Neighborhood Overlays	122,050.47	1,647,000.00	1,769,050.47	To complete project
8183 2006 Neighborhood Overlays	8285 2008 Neighborhood Overlays	115,576.83	1,769,050.47	1,884,627.30	To complete project
8235 2007 Low Volume Roads	8284 2008 Low Volume Roads	156,263.31	1,113,000.00	1,269,263.31	To complete project
9969 Overlays 02	9914 South Pleasant Valley Road	1,277.12	2,410,736.81	2,412,013.93	To complete project
9969 Overlays 02	9902 Public Works Unallocated	322.88	810,288.34	810,611.22	To close 9969 Overlays 02
9735 Community Self Help	9764 Mayeski Park Ball Diamond Mix (SH)	5,021.00	-	5,021.00	To set up new Spring Self Help project
Community Support	9764 Mayeski Park Ball Diamond Mix (SH)	1,864.00	5,021.00	6,885.00	To set up new Spring Self Help project
9735 Community Self Help	9775 Carroll Gymnastics Equipment (SH)	1,623.00	-	1,623.00	To set up new Spring Self Help project
Community Support	9775 Carroll Gymnastics Equipment (SH)	542.00	1,623.00	2,165.00	To set up new Spring Self Help project
9735 Community Self Help	9785 Piney Run Park- Foot Bridge (SH)	3,140.00	-	3,140.00	To set up new Spring Self Help project
Community Support	9785 Piney Run Park- Foot Bridge (SH)	860.00	3,140.00	4,000.00	To set up new Spring Self Help project
9735 Community Self Help	9808 Manchester ES Ball Mix (SH)	1,908.00	-	1,908.00	To set up new Spring Self Help project
Community Support	9808 Manchester ES Ball Mix (SH)	636.00	1,908.00	2,544.00	To set up new Spring Self Help project
9735 Community Self Help	9812 North Carroll MS Ball Mix (SH)	954.00	-	954.00	To set up new Spring Self Help project
Community Support	9812 North Carroll MS Ball Mix (SH)	318.00	954.00	1,272.00	To set up new Spring Self Help project
9735 Community Self Help	9814 Hampstead ES Ball Mix (SH)	2,916.00	-	2,916.00	To set up new Spring Self Help project
Community Support	9814 Hampstead ES Ball Mix (SH)	972.00	2,916.00	3,888.00	To set up new Spring Self Help project
9735 Community Self Help	9996 Art Council Water Heater (SH)	896.00	-	896.00	To set up new Spring Self Help project
Community Support	9996 Art Council Water Heater (SH)	299.00	896.00	1,195.00	To set up new Spring Self Help project
9735 Community Self Help	9997 CCEs Bleachers/Ball Mix (SH)	1,610.00	-	1,610.00	To set up new Spring Self Help project
Community Support	9997 CCEs Bleachers/Ball Mix (SH)	490.00	1,610.00	2,100.00	To set up new Spring Self Help project
9735 Community Self Help	9998 Christmas Tree Park - Field C Ball Mix (SH)	1,908.00	-	1,908.00	To set up new Spring Self Help project
Community Support	9998 Christmas Tree Park - Field C Ball Mix (SH)	636.00	1,908.00	2,544.00	To set up new Spring Self Help project
9735 Community Self Help	9999 Christmas Tree Park - Field D Ball Mix (SH)	954.00	-	954.00	To set up new Spring Self Help project
Community Support	9999 Christmas Tree Park - Field D Ball Mix (SH)	318.00	954.00	1,272.00	To set up new Spring Self Help project
6412 Ultraviolet System Renovation	6394 Poly Aluminum Chloride Facility	16,217.62	825,000.00	841,217.62	Funding to complete project
6412 Ultraviolet System Renovation	6404 Sludge Dewatering Facility	30,000.00	927,000.00	957,000.00	Funding to complete project
8293 Patapsco Road Watershed Project	9007 Agricultural Land Preservation	130,000.00	8,237,000.00	8,367,000.00	To fund rural legacy easement
8216 Memorial Park Ball Field Dugouts (SH)	9808 Ball Diamond Manchester Elementary	310.50	-	310.50	To close project
8216 Memorial Park Ball Field Dugouts (SH)	9814 Ball Diamond Hampstead Elementary	108.30	-	108.30	To close project
9957 General Government Unallocated	8227 Farm Museum HVAC	13,373.87	88,000.00	101,373.87	To close project
8238 Overlays 07	9686 Cleaning and Painting of Bridge Steel	55,000.00	563,350.00	618,350.00	Increase funding to award contract
6404 Sludge Dewatering Facility	6411 Hampstead Office Renovation	761.44	100,000.00	100,761.44	To complete project

**Capital Budget FOR FISCAL YEAR 2009  
Adopted**

	Total 2009	Source of Funding			
		Local		State	Federal & Other
		Other	Bonds		
<b>PUBLIC SCHOOLS</b>					
Manchester Valley High School	\$10,969,000	\$0	\$10,969,000	\$0	\$0
South Carroll High School Fine Arts Addition	27,720,000	2,500,000	14,920,000	10,300,000	0
William Winchester Elementary Kindergarten Addition	205,000	0	205,000	0	0
Winfield Elementary Kindergarten Addition	156,000	0	156,000	0	0
Barrier Free Modifications	30,000	30,000	0	0	0
HVAC Replacement Westminster High School	24,924,000	0	9,840,000	15,084,000	0
Paving	276,000	276,000	0	0	0
Relocatable Classrooms	400,000	400,000	0	0	0
Roof Replacement-Mount Airy Elementary School	200,000	200,000	0	0	0
Roofing Improvements	120,000	120,000	0	0	0
Technology Improvements	652,000	652,000	0	0	0
Transfer to Operating Budget for BOE Debt Service	7,500,000	7,500,000	0	0	0
<b>PUBLIC SCHOOLS TOTAL</b>	<b>\$73,152,000</b>	<b>\$11,678,000</b>	<b>\$36,090,000</b>	<b>\$25,384,000</b>	<b>\$0</b>
<b>CONSERVATION AND OPEN SPACE</b>					
Agricultural Land Preservation	\$8,350,000	\$2,000,000	\$4,500,000	\$1,850,000	\$0
Environmental Compliance	355,000	\$0	355,000	0	0
Hydes Quarry	1,251,000	0	1,251,000	0	0
Land Bank	3,000,000	0	3,000,000	0	0
Patapsco Road Watershed Project	1,598,000	1,500,000	98,000	0	0
Roadway Evaluation Studies	36,000	36,000	0	0	0
Rural Legacy	750,000	0	0	750,000	0
Storm Water Facility Maintenance	500,000	0	500,000	0	0
Water Development	9,207,009	1,007,009	8,200,000	0	0
Watershed Assessment & Improvement (NPDES)	702,000	0	702,000	0	0
<b>CONSERVATION AND OPEN SPACE TOTAL</b>	<b>\$25,749,009</b>	<b>\$4,543,009</b>	<b>\$18,606,000</b>	<b>\$2,600,000</b>	<b>\$0</b>
<b>PUBLIC WORKS</b>					
<b>- ROADS -</b>					
Dickenson Road	\$35,000	\$0	\$35,000	\$0	\$0
Englar Road Roundabout	944,000	0	944,000	0	0
Falls Road Improvements	110,000	0	110,000	0	0
Low Volume Road Improvements	1,095,000	0	1,095,000	0	0
Market Street Extended	995,000	575,000	420,000	0	0
Neighborhood Overlays	1,728,000	0	1,728,000	0	0
Overlays	4,925,000	1,860,000	2,389,000	676,000	0
Ridge Road Improvements	250,000	0	250,000	0	0
Small Drainage Structures	62,000	0	62,000	0	0
Traffic Calming	27,000	0	27,000	0	0
Traffic Signal Installation	37,000	37,000	0	0	0
Turkeyfoot Road Improvements	90,000	0	90,000	0	0
<b>ROADS TOTAL</b>	<b>\$10,298,000</b>	<b>\$2,472,000</b>	<b>\$7,150,000</b>	<b>\$676,000</b>	<b>\$0</b>
<b>- BRIDGES -</b>					
Babylon Road over Silver Run	\$182,000	\$0	\$36,400	\$0	\$145,600
Bollinger Road over Beaver Run	150,000	30,000	0	0	120,000
Bridge Inspection and Inventory	42,000	42,000	0	0	0
Bridge Maintenance and Structural Repairs	37,000	37,000	0	0	0
Cleaning and Painting of Existing Bridge Structural Steel	37,000	37,000	0	0	0
Keysville - Frederick County Road Bridge	281,407	73,089	208,318	0	0
McKinstry's Mill Road over Sam's Creek	182,000	0	36,400	0	145,600
Sullivan Road over West Branch Patapsco River	155,000	0	155,000	0	0
<b>BRIDGES TOTAL</b>	<b>\$1,066,407</b>	<b>\$219,089</b>	<b>\$436,118</b>	<b>\$0</b>	<b>\$411,200</b>
<b>PUBLIC WORKS TOTAL</b>	<b>\$11,364,407</b>	<b>\$2,691,089</b>	<b>\$7,586,118</b>	<b>\$676,000</b>	<b>\$411,200</b>

**Capital Budget FOR FISCAL YEAR 2009  
Adopted**

	Total 2009	Source of Funding			Federal & Other
		Local Other	Bonds	State	
<b><u>CULTURE AND RECREATION</u></b>					
Bennett Cerf Park Revitalization	\$64,850	\$0	\$0	\$64,850	\$0
Community Self-Help Projects	68,471	68,471	0	0	0
Krimgold Park	185,000	185,000	0	0	0
Leister Park	242,534	173,504	0	69,030	0
Park Restoration Fund	102,300	102,300	0	0	0
Piney Run Tennis Court Resurfacing	65,000	6,500	0	58,500	0
Program Open Space Unallocated	365,000	0	0	365,000	0
Town Fund	7,000	7,000	0	0	0
<b>CULTURE AND RECREATION TOTAL</b>	<b>\$1,100,155</b>	<b>\$542,775</b>	<b>\$0</b>	<b>\$557,380</b>	<b>\$0</b>
<b><u>GENERAL GOVERNMENT</u></b>					
ADA - Facility Improvements	\$10,000	\$10,000	\$0	\$0	\$0
Carroll Community College - Technology Improvements	354,600	354,600	0	0	0
Carroll County 800MHz & 911 System	475,000	0	475,000	0	0
Carroll County Public Network	1,500,000	1,500,000	0	0	0
County Building Systemic Renovations	245,000	122,500	122,500	0	0
County Technology Improvements	372,000	372,000	0	0	0
Department of Economic Development-BERC	200,000	0	200,000	0	0
Farm Museum - Stormwater Drainage	24,000	24,000	0	0	0
Government Complex	7,000,000	0	7,000,000	0	0
Government Office Building	4,500,000	4,500,000	0	0	0
GIS Digital Orthophotography	162,000	162,000	0	0	0
Humane Society Generator	44,700	44,700	0	0	0
Library - Technology Replacement	218,600	218,600	0	0	0
Library - Westminster Branch Renovation	587,000	150,000	0	437,000	0
Public Works Vehicle Storage Shed	148,000	0	148,000	0	0
Taneytown Library Expansion	164,500	164,500	0	0	0
Taneytown Senior and Community Center - Additional Parking	93,200	0	93,200	0	0
Water Tanks and Dry Hydrants	183,800	0	183,800	0	0
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$23,932,400</b>	<b>\$9,762,900</b>	<b>\$13,732,500</b>	<b>\$437,000</b>	<b>\$0</b>
<b>GRAND TOTAL USES</b>	<b>\$135,297,971</b>	<b>\$29,217,773</b>	<b>\$76,014,618</b>	<b>\$29,654,380</b>	<b>\$411,200</b>

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**

**Adopted**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>PUBLIC SCHOOLS:</b>									
<u>New Construction, Additions, Modernizations</u>									
Full Day Kindergarten Additions	\$0	\$150,000	\$2,700,000	\$125,000	\$2,050,000	\$150,000	\$0	\$13,050,000	\$18,225,000
Manchester Valley High School	10,969,000	0	0	0	0	0	68,071,300	0	79,040,300
South Carroll Middle School	0	5,135,600	42,122,000	7,325,000	0	0	30,000	0	54,612,600
South Carroll Area Elementary School	0	0	0	2,948,000	24,030,000	4,100,000	0	0	31,078,000
South Carroll High School Fine Arts Addition	27,720,000	0	0	0	0	0	2,324,500	0	30,044,500
William Winchester Elementary Kindergarten Addition	205,000	5,343,936	0	0	0	0	0	0	5,548,936
Winfield Elementary Kindergarten Addition	156,000	2,442,942	0	0	0	0	0	0	2,598,942
<b>Construction Total</b>	<b>\$39,050,000</b>	<b>\$13,072,478</b>	<b>\$44,822,000</b>	<b>\$10,398,000</b>	<b>\$26,080,000</b>	<b>\$4,250,000</b>	<b>\$70,425,800</b>	<b>\$13,050,000</b>	<b>\$221,148,278</b>
<u>Other Projects</u>									
Barrier Free Modifications	\$30,000	\$32,000	\$34,000	\$36,000	\$38,000	\$40,000	\$0	\$0	\$210,000
HVAC - Improvements and Replacements	0	2,315,000	2,315,000	2,375,000	2,375,000	2,450,000	0	0	11,830,000
HVAC Replacement Westminster High School	24,924,000	0	0	0	0	0	1,583,000	0	26,507,000
Paving	276,000	290,000	298,000	307,000	315,000	330,000	0	0	1,816,000
Relocatable Classrooms	400,000	420,000	440,000	460,000	480,000	500,000	0	0	2,700,000
Roof Replacement - Mount Airy Elementary School	200,000	707,000	0	0	0	0	0	0	907,000
Roofing Improvements	120,000	126,000	132,000	139,000	145,000	152,000	0	0	814,000
Systemic Renovation - Re-Roofing Projects	0	1,268,728	2,365,114	2,076,569	1,744,051	843,307	0	0	8,297,769
Technology Improvements	652,000	260,000	268,000	276,000	285,000	294,000	0	0	2,035,000
Transfer to Operating Budget for BOE Debt Service	7,500,000	10,945,295	14,037,530	14,800,175	16,393,859	16,155,642	0	0	79,832,501
<b>Other Projects Total</b>	<b>\$34,102,000</b>	<b>\$16,364,023</b>	<b>\$19,889,644</b>	<b>\$20,469,744</b>	<b>\$21,775,910</b>	<b>\$20,764,949</b>	<b>\$1,583,000</b>	<b>\$0</b>	<b>\$134,949,270</b>
<b>PUBLIC SCHOOLS TOTAL</b>	<b>\$73,152,000</b>	<b>\$29,436,501</b>	<b>\$64,711,644</b>	<b>\$30,867,744</b>	<b>\$47,855,910</b>	<b>\$25,014,949</b>	<b>\$72,008,800</b>	<b>\$13,050,000</b>	<b>\$356,097,548</b>
<u>SOURCES OF FUNDING:</u>									
Transfer from General Fund	\$1,372,000	\$996,000	\$840,000	\$875,000	\$910,000	\$946,000	\$500,000	\$0	\$6,439,000
Local Income Tax	7,806,000	11,846,409	15,511,701	16,203,867	17,670,922	16,993,561	1,583,000	0	87,615,460
Property Tax	0	0	0	0	0	0	3,963,000	0	3,963,000
Bonds	36,090,000	6,685,675	39,737,000	9,825,000	14,905,000	6,700,000	52,865,000	6,750,000	173,557,675
Bond Interest	2,500,000	2,000,000	2,000,000	0	0	0	2,324,500	0	8,824,500
Impact Fee - Schools	0	3,135,600	4,000,000	2,948,000	0	0	10,773,300	0	20,856,900
State	25,384,000	4,772,817	2,622,943	1,015,877	14,369,988	375,388	0	6,300,000	54,841,013
<b>PUBLIC SCHOOLS TOTAL</b>	<b>\$73,152,000</b>	<b>\$29,436,501</b>	<b>\$64,711,644</b>	<b>\$30,867,744</b>	<b>\$47,855,910</b>	<b>\$25,014,949</b>	<b>\$72,008,800</b>	<b>\$13,050,000</b>	<b>\$356,097,548</b>



**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**

**Adopted**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>CONSERVATION AND OPEN SPACE:</b>									
Agricultural Land Preservation	\$8,350,000	\$8,450,000	\$8,950,000	\$9,450,000	\$9,950,000	\$10,450,000	\$0	\$0	\$55,600,000
Environmental Compliance	355,000	0	0	0	0	0	0	0	355,000
Hydes Quarry	1,251,000	0	0	0	0	0	0	0	1,251,000
Land Bank	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	0	0	18,000,000
Patapsco Road Watershed Project	1,598,000	386,000	625,000	6,000	0	0	649,400	0	3,264,400
Roadway Evaluation Studies	36,000	37,000	38,000	39,000	40,000	42,000	0	0	232,000
Rural Legacy	750,000	0	0	0	0	0	0	0	750,000
Storm Water Facility Maintenance	500,000	500,000	500,000	500,000	500,000	500,000	0	0	3,000,000
Water Development	9,207,009	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	4,000,000	127,000,000	180,207,009
Watershed Assessment & Improvement (NPDES)	702,000	730,000	759,000	790,000	1,020,000	1,072,000	0	0	5,073,000
<b>CONSERVATION AND OPEN SPACE TOTAL</b>	<b>\$25,749,009</b>	<b>\$21,103,000</b>	<b>\$21,872,000</b>	<b>\$21,785,000</b>	<b>\$22,510,000</b>	<b>\$23,064,000</b>	<b>\$4,649,400</b>	<b>\$127,000,000</b>	<b>\$267,732,409</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$36,000	\$37,000	\$38,000	\$39,000	\$40,000	\$42,000	\$2,000,000	\$2,000,000	\$4,232,000
Property Tax	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	0	0	12,000,000
Bonds	1,300,000	17,616,000	18,384,000	18,296,000	19,020,000	19,572,000	2,649,400	125,000,000	221,837,400
Reallocated Bonds	17,236,000	0	0	0	0	0	0	0	17,236,000
Reallocated GF Transfer	2,322,685	0	0	0	0	0	0	0	2,322,685
Reallocated Property Tax	254,324	0	0	0	0	0	0	0	254,324
Ag Transfer Tax	600,000	200,000	200,000	200,000	200,000	200,000	0	0	1,600,000
State Ag. Preservation (MALPF)	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	0	0	7,500,000
Rural Legacy Grant	750,000	0	0	0	0	0	0	0	750,000
<b>CONSERVATION AND OPEN SPACE TOTAL</b>	<b>\$25,749,009</b>	<b>\$21,103,000</b>	<b>\$21,872,000</b>	<b>\$21,785,000</b>	<b>\$22,510,000</b>	<b>\$23,064,000</b>	<b>\$4,649,400</b>	<b>\$127,000,000</b>	<b>\$267,732,409</b>

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**  
**Adopted**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>ROADS:</b>									
Dickenson Road	\$35,000	\$71,000	\$0	\$0	\$0	\$0	\$0	\$0	\$106,000
Englar Road Roundabout	944,000	0	0	0	0	0	100,000	0	1,044,000
Falls Road Improvements	110,000	0	0	0	0	0	687,990	0	797,990
Highway Safety Improvements	0	185,000	190,000	195,000	200,000	205,000	0	0	975,000
Low Volume Road Improvements	1,095,000	1,073,000	1,192,000	1,336,000	1,345,000	1,343,000	0	0	7,384,000
Market Street Extended	995,000	884,000	0	0	0	0	0	0	1,879,000
Neighborhood Overlays	1,728,000	1,402,000	1,467,000	1,651,000	1,954,000	1,877,000	0	0	10,079,000
Overlays	4,925,000	5,159,000	5,021,000	5,194,000	5,113,000	5,328,000	0	0	30,740,000
Patapsco Road Drainage Improvements	0	0	0	0	0	250,000	0	1,000,000	1,250,000
Pleasant Valley Road Relocation	0	0	0	0	0	261,000	0	1,539,000	1,800,000
Ridenour Way	0	0	0	0	50,000	40,000	80,000	0	170,000
Ridge Road Improvements	250,000	2,310,000	0	0	0	0	0	0	2,560,000
Small Drainage Structures	62,000	65,000	67,000	70,000	73,000	76,000	0	0	413,000
South Carroll Area Elementary School Road Improvements	0	0	0	110,000	350,000	0	0	0	460,000
South Carroll Middle School Road Improvements	0	94,000	271,000	0	0	0	0	0	365,000
Traffic Calming	27,000	28,000	29,000	31,000	32,000	33,000	0	0	180,000
Traffic Signal Installation	37,000	39,000	41,000	43,000	45,000	47,000	0	0	252,000
Turkeyfoot Road Improvements	90,000	0	0	0	0	0	1,798,790	0	1,888,790
Westminster Area Alternative Road Plan	0	200,000	2,200,000	2,200,000	2,200,000	2,200,000	4,000,000	0	13,000,000
<b>ROADS TOTAL</b>	<b>\$10,298,000</b>	<b>\$11,510,000</b>	<b>\$10,478,000</b>	<b>\$10,830,000</b>	<b>\$11,362,000</b>	<b>\$11,660,000</b>	<b>\$6,666,780</b>	<b>\$2,539,000</b>	<b>\$75,343,780</b>

**SOURCES OF FUNDING:**

Transfer from General Fund	\$37,000	\$39,000	\$41,000	\$43,000	\$45,000	\$47,000	\$0	\$0	\$252,000
Property Tax	1,860,000	2,293,000	2,769,000	3,246,000	3,718,000	4,000,000	2,486,780	0	20,372,780
Bonds	5,615,000	8,331,000	6,792,000	6,565,000	6,523,000	6,437,000	4,000,000	2,539,000	46,802,000
Reallocated Bonds	1,535,000	71,000	0	0	0	0	0	0	1,606,000
Reallocated Property Tax	575,000	0	0	0	0	0	0	0	575,000
Highway Administration	176,000	176,000	176,000	176,000	176,000	176,000	0	0	1,056,000
Highway User Revenue	500,000	600,000	700,000	800,000	900,000	1,000,000	0	0	4,500,000
Developer Funded	0	0	0	0	0	0	180,000	0	180,000
<b>ROADS TOTAL</b>	<b>\$10,298,000</b>	<b>\$11,510,000</b>	<b>\$10,478,000</b>	<b>\$10,830,000</b>	<b>\$11,362,000</b>	<b>\$11,660,000</b>	<b>\$6,666,780</b>	<b>\$2,539,000</b>	<b>\$75,343,780</b>

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**

**Adopted**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>BRIDGES:</b>									
Babylon Road over Silver Run	\$182,000	\$0	\$741,300	\$0	\$0	\$0	\$0	\$0	\$923,300
Bollinger Road over Beaver Run	150,000	0	0	0			546,000	0	696,000
Bridge Inspection and Inventory	42,000	0	44,000	0	46,000	0	0	0	132,000
Bridge Maintenance and Structural Repairs	37,000	38,000	40,000	42,000	44,000	46,000	0	0	247,000
Cleaning and Painting of Existing Bridge Structural Steel	37,000	38,000	40,000	42,000	44,000	46,000	0	0	247,000
Grand Valley Road over Unnamed Stream	0	403,000	0	0	0	0	90,000	0	493,000
Hughes Shop Road over Bear Branch	0	182,000	0	1,323,000	0	0	0	0	1,505,000
Keysville - Frederick County Road Bridge	281,407	0	0	0			312,000	0	593,407
McKinstry's Mill Road over Sam's Creek	182,000	0	788,000	0	0	0	0	0	970,000
Stone Chapel Road over Little Pipe Creek	0	0	0	0	0	157,000	0	551,000	708,000
Sullivan Road over West Branch Patapsco River	155,000	0	0	0	0	0	0	0	155,000
<b>BRIDGES TOTAL</b>	<b>\$1,066,407</b>	<b>\$661,000</b>	<b>\$1,653,300</b>	<b>\$1,407,000</b>	<b>\$134,000</b>	<b>\$249,000</b>	<b>\$948,000</b>	<b>\$551,000</b>	<b>\$6,669,707</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$116,000	\$76,000	\$124,000	\$84,000	\$134,000	\$92,000	\$312,000	\$0	\$938,000
Bonds	227,800	439,400	285,900	265,000	0	157,000	199,200	551,000	2,125,300
Reallocated Bonds	208,318	0	0	0	0	0	0	0	208,318
Reallocated GF Transfer	100,660	0	0	0	0	0	0	0	100,660
Reallocated Property Tax	2,429	0	0	0	0	0	0	0	2,429
Federal Highway/Bridge	411,200	145,600	1,243,400	1,058,000	0	0	436,800	0	3,295,000
<b>BRIDGES TOTAL</b>	<b>\$1,066,407</b>	<b>\$661,000</b>	<b>\$1,653,300</b>	<b>\$1,407,000</b>	<b>\$134,000</b>	<b>\$249,000</b>	<b>\$948,000</b>	<b>\$551,000</b>	<b>\$6,669,707</b>

**Public Works Summary**

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>PUBLIC WORKS</b>									
Roads	\$10,298,000	\$11,510,000	\$10,478,000	\$10,830,000	\$11,362,000	\$11,660,000	\$6,666,780	\$2,539,000	\$75,343,780
Bridges	1,066,407	661,000	1,653,300	1,407,000	134,000	249,000	948,000	551,000	6,669,707
<b>PUBLIC WORKS TOTAL</b>	<b>\$11,364,407</b>	<b>\$12,171,000</b>	<b>\$12,131,300</b>	<b>\$12,237,000</b>	<b>\$11,496,000</b>	<b>\$11,909,000</b>	<b>\$7,614,780</b>	<b>\$3,090,000</b>	<b>\$82,013,487</b>
<b>SOURCES OF FUNDING</b>									
Transfer from General Fund	\$153,000	\$115,000	\$165,000	\$127,000	\$179,000	\$139,000	\$312,000	\$0	\$1,190,000
Property Tax	1,860,000	2,293,000	2,769,000	3,246,000	3,718,000	4,000,000	2,486,780	0	20,372,780
Bonds	5,842,800	8,770,400	7,077,900	6,830,000	6,523,000	6,594,000	4,199,200	3,090,000	48,927,300
Reallocated Bonds	1,743,318	71,000	0	0	0	0	0	0	1,814,318
Reallocated GF Transfer	100,660	0	0	0	0	0	0	0	100,660
Reallocated Property Tax	577,429	0	0	0	0	0	0	0	577,429
Highway Administration	176,000	176,000	176,000	176,000	176,000	176,000	0	0	1,056,000
Highway User Revenue	500,000	600,000	700,000	800,000	900,000	1,000,000	0	0	4,500,000
Federal Highway/Bridge	411,200	145,600	1,243,400	1,058,000	0	0	436,800	0	3,295,000
Developer Funded	0	0	0	0	0	0	180,000	0	180,000
<b>PUBLIC WORKS TOTAL</b>	<b>\$11,364,407</b>	<b>\$12,171,000</b>	<b>\$12,131,300</b>	<b>\$12,237,000</b>	<b>\$11,496,000</b>	<b>\$11,909,000</b>	<b>\$7,614,780</b>	<b>\$3,090,000</b>	<b>\$82,013,487</b>

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**

Adopted

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>CULTURE AND RECREATION:</b>									
Bennett Cerf Park Revitalization	\$64,850	\$0	\$214,050	\$0	\$0	\$0	\$0	\$0	\$278,900
Community Self-Help Projects	68,471	60,000	60,000	60,000	60,000	60,000	0	0	368,471
Krimgold Park	185,000	0	0	0	0	0	4,635,551	0	4,820,551
Leister Park	242,534	0	0	0	0	0	2,738,931	0	2,981,465
Park Restoration Fund	102,300	79,600	82,000	84,500	87,000	89,600	0	0	525,000
Parking Lot Construction	0	69,500	0	0	0	0	0	0	69,500
Piney Run Park Pavement Overlay	0	0	287,000	0	0	0	0	0	287,000
Piney Run Tennis Court Resurfacing	65,000	0	0	0	0	0	0	0	65,000
Program Open Space Unallocated	365,000	340,000	300,000	300,000	280,000	280,000	0	0	1,865,000
Tot Lot Replacement	0	0	0	172,500	0	0	184,238	0	356,738
Town Fund	7,000	6,100	5,600	5,600	5,300	5,300	0	0	34,900
<b>CULTURE AND RECREATION TOTAL</b>	<b>\$1,100,155</b>	<b>\$555,200</b>	<b>\$948,650</b>	<b>\$622,600</b>	<b>\$432,300</b>	<b>\$434,900</b>	<b>\$7,558,720</b>	<b>\$0</b>	<b>\$11,652,525</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$175,800	\$145,700	\$434,600	\$167,350	\$152,300	\$154,900	\$184,238	\$0	\$1,414,888
Property Tax	0	0	0	0	0	0	700,000	0	700,000
Reallocated GF Transfer	185,000	0	0	0	0	0	0	0	185,000
Impact Fee - Parks	0	69,500	27,900	0	0	0	1,632,313	0	1,729,713
Reallocated Impact Fee - Parks	181,975	0	0	0	0	0	0	0	181,975
Reallocated Program Open Space	127,530	0	186,150	155,250	0	0	0	0	468,930
Program Open Space	429,850	340,000	300,000	300,000	280,000	280,000	5,042,169	0	6,972,019
<b>CULTURE AND RECREATION TOTAL</b>	<b>\$1,100,155</b>	<b>\$555,200</b>	<b>\$948,650</b>	<b>\$622,600</b>	<b>\$432,300</b>	<b>\$434,900</b>	<b>\$7,558,720</b>	<b>\$0</b>	<b>\$11,652,525</b>

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**

**Adopted**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>GENERAL GOVERNMENT:</b>									
ADA - Facility Improvements	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$0	\$0	\$60,000
Carroll Community College - Emergency Generator	0	0	0	122,000	0	0	0	0	122,000
Carroll Community College - Technology Improvements	354,600	365,200	376,200	387,500	399,000	411,000	0	0	2,293,500
Carroll County 800MHz & 911 System	475,000	600,000	725,000	725,000	25,000,000	0	1,375,000	0	28,900,000
Carroll County Public Network	1,500,000	0	0	0	0	0	7,369,500	0	8,869,500
County Building Systemic Renovations	245,000	350,000	410,000	286,000	445,000	375,000	0	0	2,111,000
County Phone System Replacement	0	0	850,000	0	0	0	0	0	850,000
County Technology Improvements	372,000	498,200	394,700	406,500	418,700	431,300	0	0	2,521,400
Department of Economic Development-BERC	200,000	0	0	0	0	0	46,083	0	246,083
Detention Center Renovation	0	0	250,000	0	0	0	0	0	250,000
Direct Recording Electronic Voting Machines	0	185,600	0	0	0	0	937,045	0	1,122,645
Farm Museum - Stormwater Drainage	24,000	0	0	0	0	0	0	0	24,000
Fleet Management - Lift Replacements	0	110,300	0	121,600	0	134,000	0	0	365,900
Government Complex	7,000,000	0	0	0	0	0	0	0	7,000,000
Government Office Building	4,500,000	0	0	0	0	0	0	0	4,500,000
GIS Digital Orthophotography	162,000	0	168,000	0	174,000	0	0	0	504,000
GIS - Parcel Layer	715,000	0	0	0	0	0	0	0	715,000
Humane Society - Kennel Expansion	0	0	329,500	0	0	0	0	0	329,500
Humane Society Generator	44,700	0	0	0	0	0	0	0	44,700
Library - Technology Replacement	218,600	225,100	231,900	238,900	246,000	253,400	0	0	1,413,900
Library - Westminster Branch Renovation	587,000	0	0	0	0	0	300,000	0	887,000
Minimum Security Facility	6,810,000	0	0	0	0	0	110,000	0	6,920,000
Parking Lot Overlays	50,000	52,500	55,000	58,000	61,000	64,000	0	0	340,500
Public Works Vehicle Storage Shed	148,000	0	0	0	0	0	77,700	0	225,700
Records Management	75,000	133,000	56,000	57,000	40,000	0	78,000	0	439,000
State's Attorney Case File System Replacement	0	0	250,000	0	0	0	0	0	250,000
Taneytown Library Expansion	164,500	0	0	0	0	0	1,741,777	0	1,906,277
Taneytown Senior and Community Center - Additional Parking	93,200	0	0	0	0	0	0	0	93,200
Water Tanks and Dry Hydrants	183,800	193,000	202,600	212,700	223,300	234,500	0	0	1,249,900
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$23,932,400</b>	<b>\$2,722,900</b>	<b>\$4,308,900</b>	<b>\$2,625,200</b>	<b>\$27,017,000</b>	<b>\$1,913,200</b>	<b>\$12,035,105</b>	<b>\$0</b>	<b>\$74,554,705</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$3,802,900	\$1,644,600	\$2,596,800	\$1,422,900	\$1,571,200	\$1,357,200	\$8,197,528	\$0	\$20,593,128
Property Tax	0	0	0	0	0	0	383,100	0	383,100
Bonds	1,310,942	1,078,300	1,712,100	1,202,300	25,445,800	556,000	3,304,477	0	34,609,919
Reallocated Bonds	12,421,558	0	0	0	0	0	0	0	12,421,558
Reallocated GF Transfer	10,000	0	0	0	0	0	0	0	10,000
Reallocated Property Tax	5,800,000	0	0	0	0	0	0	0	5,800,000
MD Library Development	437,000	0	0	0	0	0	150,000	0	587,000
Private	150,000	0	0	0	0	0	0	0	150,000
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$23,932,400</b>	<b>\$2,722,900</b>	<b>\$4,308,900</b>	<b>\$2,625,200</b>	<b>\$27,017,000</b>	<b>\$1,913,200</b>	<b>\$12,035,105</b>	<b>\$0</b>	<b>\$74,554,705</b>

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**  
**Adopted**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>GRAND TOTAL-USES</b>	<b>\$135,297,971</b>	<b>\$65,988,601</b>	<b>\$103,972,494</b>	<b>\$68,137,544</b>	<b>\$109,311,210</b>	<b>\$62,336,049</b>	<b>\$103,866,805</b>	<b>\$143,140,000</b>	<b>\$792,050,674</b>
<b>SOURCE OF FUNDING</b>									
<b>-LOCAL-</b>									
Transfer from General Fund	\$5,539,700	\$2,938,300	\$4,074,400	\$2,631,250	\$2,852,500	\$2,639,100	\$11,193,766	\$2,000,000	\$33,869,016
Local Income Tax	7,806,000	11,846,409	15,511,701	16,203,867	17,670,922	16,993,561	1,583,000	0	87,615,460
Property Tax	3,860,000	4,293,000	4,769,000	5,246,000	5,718,000	6,000,000	7,532,880	0	37,418,880
Bonds	44,543,742	34,150,375	66,911,000	36,153,300	65,893,800	33,422,000	63,018,077	134,840,000	478,932,294
Bond Interest	2,500,000	2,000,000	2,000,000	0	0	0	2,324,500	0	8,824,500
Reallocated Bonds	31,400,876	71,000	0	0	0	0	0	0	31,471,876
Reallocated GF Transfer	2,618,345	0	0	0	0	0	0	0	2,618,345
Reallocated Property Tax	6,631,753	0	0	0	0	0	0	0	6,631,753
Impact Fee - Parks	0	69,500	27,900	0	0	0	1,632,313	0	1,729,713
Impact Fee - Schools	0	3,135,600	4,000,000	2,948,000	0	0	10,773,300	0	20,856,900
Reallocated Impact Fee - Parks	181,975	0	0	0	0	0	0	0	181,975
Ag Transfer Tax	600,000	200,000	200,000	200,000	200,000	200,000	0	0	1,600,000
<b>LOCAL TOTAL</b>	<b>\$105,682,391</b>	<b>\$58,704,184</b>	<b>\$97,494,001</b>	<b>\$63,382,417</b>	<b>\$92,335,222</b>	<b>\$59,254,661</b>	<b>\$98,057,836</b>	<b>\$136,840,000</b>	<b>\$711,750,712</b>
<b>-STATE-</b>									
Highway Administration	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000	\$0	\$0	\$1,056,000
MD Library Development	437,000	0	0	0	0	0	150,000	0	587,000
State Interagency Committee	25,384,000	4,772,817	2,622,943	1,015,877	14,369,988	375,388	0	6,300,000	54,841,013
Agricultural Preservation	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	0	0	7,500,000
Rural Legacy Grant	750,000	0	0	0	0	0	0	0	750,000
Highway User Revenue	500,000	600,000	700,000	800,000	900,000	1,000,000	0	0	4,500,000
Reallocated Program Open Space	127,530	0	186,150	155,250	0	0	0	0	468,930
Program Open Space	429,850	340,000	300,000	300,000	280,000	280,000	5,042,169	0	6,972,019
<b>STATE TOTAL</b>	<b>\$29,054,380</b>	<b>\$7,138,817</b>	<b>\$5,235,093</b>	<b>\$3,697,127</b>	<b>\$16,975,988</b>	<b>\$3,081,388</b>	<b>\$5,192,169</b>	<b>\$6,300,000</b>	<b>\$76,674,962</b>
<b>-FEDERAL-</b>									
Federal Highway/Bridge	\$411,200	\$145,600	\$1,243,400	\$1,058,000	\$0	\$0	\$436,800	\$0	\$3,295,000
<b>FEDERAL TOTAL</b>	<b>\$411,200</b>	<b>\$145,600</b>	<b>\$1,243,400</b>	<b>\$1,058,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$436,800</b>	<b>\$0</b>	<b>\$3,295,000</b>
<b>-OTHER-</b>									
Private	\$150,000	\$0	\$0	\$0	\$0	\$0	\$180,000	\$0	\$330,000
<b>OTHER TOTAL</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$180,000</b>	<b>\$0</b>	<b>\$330,000</b>
<b>GRAND TOTAL SOURCES</b>	<b>\$135,297,971</b>	<b>\$65,988,601</b>	<b>\$103,972,494</b>	<b>\$68,137,544</b>	<b>\$109,311,210</b>	<b>\$62,336,049</b>	<b>\$103,866,805</b>	<b>\$143,140,000</b>	<b>\$792,050,674</b>

# Quick Guide to the Enterprise Funds

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The Carroll County Enterprise 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 to the general public on a continuing basis be financed or recovered primarily through user charges. The County currently has five enterprise funds: Solid Waste; Utilities; Airport; Firearms; and Septage.

## Solid Waste Enterprise Fund

- Solid Waste Enterprise Fund Operations increases \$1.4 million or 13.7% primarily due to an expected increase in transfer fees of \$17 per ton. Approximately 91% of the municipal waste received at Northern Landfill is transferred to a landfill in Virginia for disposal by Waste Management, Inc. The new contract will be effective December 1, 2008. In order to cover the increased cost of transfer, the tipping fee charge was raised from \$61/ton to \$76/per ton effective July 1, 2008. To view the notice, please click on the following link: <http://ccgovernment.carr.org/ccg/pubworks/070108-fee-adj.pdf>
- Entrance – Northern Landfill – \$3.1 million is planned in FY 09–11 for a new entrance to the landfill from Route 140 to improve safety for all in-bound and out-bound vehicles. The project also includes an improved internal road system, additional scales and the replacement of landfill office/crew space and recycling facilities. The improved internal road system and new scales would further enhance the safe operation of the landfill by separating large commercial truck traffic from residential drop-off operations.
- Replacement Scales at Northern Landfill - This project provides \$0.3 million in planned funding in FY 12 to replace the scales at Northern Landfill. The original scales were put into operation in 1996. Scales are needed to accurately record the weight of waste for billing and to track the amount and types of waste for planning purposes.
- Site New Landfill – This project provides \$1.4 million in FY 11–14. The planned funding includes an analysis process for selecting properties for feasibility such as soil borings, test wells, and monitoring. After a site is selected, general overall design of the property would include placement of cells, depth and grading. This project does not include funding for land acquisition or the development of a new landfill.
- The ten-year Solid Waste Management Plan can be viewed at the following link: <http://ccgovernment.carr.org/ccg/pubworks/swmp/default.asp>

## Water and Sewer Enterprise Fund

- Water and Sewer Enterprise Fund increases \$0.5 million or 5.9% primarily due to a 9% increase in the price of water purchased from the City of Baltimore, and an increase in operating costs related to the new Freedom Water Treatment Plant that opens in the

Spring of 2009. Adopted utility rates for FY 09 can be viewed at the following link:  
<http://ccgovernment.carr.org/ccg/util/rate-info.pdf>

- Gaither Road 8” Sewer Line - This project provides \$3.0 million in funding for approximately 3.6 miles of eight-inch sewer line along Obrecht Road and down Gaither Road to the County line then to the existing pumping station. Approximately 275 parcels will be connected to this sewer line along Obrecht and Gaither Roads, and connecting side streets, including Gaither Manor Apartments.
- Gaither Road 8” Water Main - This project provides \$4.2 million in planned funding for approximately 3.6 miles of eight-inch water line to serve existing and planned development along Gaither Road and all side streets. This line would extend from Obrecht Road to the ends of Gaither Road and Patapsco Drive. Approximately 275 parcels will be connected to this water line, including Gaither Manor Apartments.
- Hampstead Waste Activated Sludge Tank Renovation - This project provides \$0.8 million in funding to renovate tank components for sludge storage and thickening units last upgraded in 1984. The existing concrete tank structures are suitable for continued service but the majority of the tank sludge piping and valves require replacement. Upgrading this process will reduce wear on other process components.
- Replace Force and Gravity Sewer Mains at North Station - This project provides \$0.8 million in funding for a replacement force main (built in 1970) and construction of a new gravity main to meet existing demand and allow for future development near the North Station facility located close to the intersection of Maryland Routes 30 and 482. This project replaces the existing six-inch force main installed in 1969 with a new eight-inch force main. The new gravity main will be designed to meet the existing main near Panther Drive.
- Sykesville Interceptor–Upgrade/Repair Sewer Main - This project provides \$4.7 million in planned funding for the upgrade and repair of the twelve-inch sewer main that runs parallel to the railroad tracks and the South Branch Patapsco River, from the Schoolhouse Road area to Main Street in the Town of Sykesville. This project will be coordinated with the Gaither Road sewer line project. Included in the funding in FY 13 is a new pumping station.
- The Water and Sewer Master Plan can be viewed at the following link:  
<http://ccgovernment.carr.org/ccg/plan/w-splan/2006%20update/default.asp>.

### **Airport Enterprise Fund**

- The 20.02% increase in Airport Operations, or \$0.5 million, is primarily due to an increase in the price of fuel. This is offset by an increase in fuel sales.



- Corporate Hangars – Funding of \$8.0 million, solely from private funding, is planned in FY 09 to build additional corporate hangars. A decision to proceed with this project will be tied to decisions on the Airport Master Plan.
- Fuel Farm – Additional Jet A Fuel Storage – This project provides \$0.6 million in planned funding in FY 12 for the addition of 24,000 gallons of additional storage of Jet A fuel at the airport fuel site. The project includes the integration of piping, metering, and electrical controls into the existing fuel farm. If constructed, the project would be 97.5% funded by the FAA and MAA. A decision to proceed with this project will be tied to decisions on the Airport Master Plan.
- Runway Expansion – Approximately \$69.0 million is included in FY 09-FY 14 for moving the runway and extending it to 6,500 feet. If constructed, the project would be 97.5% funded by the FAA and MAA. A decision to proceed with this project will be tied to decisions on the Airport Master Plan.
- The Airport Master Plan document can be viewed at the following link:  
<http://ccgovernment.carr.org/ccg/airport/default.asp>.

### **Firearms Enterprise Fund**

- The 87.75% increase in the Firearms Facility is primarily due to the reopening of the rifle range after closing following a fire at the facility. The FY 08 budget included only the pistol range.
- To view information on the Hap Baker Firearms Facility, please click on the following link: <http://ccgovernment.carr.org/ccg/recpark/hapbaker.pdf>

### **Septage Enterprise Fund**

- The 10.38% increase in Septage Facility is primarily due to a decrease in sludge removal due to a FY 07 capital project improving the Septage Facility, an increase in depreciation for those improvements to the facility, and an increase in the contingency (generally the contingency is estimated revenues less estimated expenditures).

# Solid Waste Enterprise Fund Summary

Sources of Funding	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Tipping Fees	\$5,763,566	\$6,496,000	\$6,473,380	\$7,769,950	19.61%	20.03%
County Hauling	332,617	309,210	309,210	326,180	5.49%	5.49%
Interest Income	447,530	125,000	125,000	227,500	82.00%	82.00%
Rents and Royalties	177,457	177,450	177,450	175,180	-1.28%	-1.28%
Recycling	227,025	225,000	225,000	278,400	23.73%	23.73%
Miscellaneous	35,753	10,000	10,000	28,500	185.00%	185.00%
Transfers in from the General Fund	2,645,000	2,645,000	2,645,000	2,545,000	-3.78%	-3.78%
Transfer to Capital Projects	257,000	113,000	113,000	100,000	-11.50%	-11.50%
Bonds	0	774,000	774,000	665,000	-14.08%	-14.08%
<b>Total Sources of Funding</b>	<b>\$9,885,948</b>	<b>\$10,874,660</b>	<b>\$10,852,040</b>	<b>\$12,115,710</b>	<b>11.41%</b>	<b>11.64%</b>

Uses of Funding	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Solid Waste Management	\$418,289	\$1,077,330	\$1,077,330	\$1,458,730	35.40%	35.40%
Closed Landfills	109,019	136,590	136,590	154,900	13.41%	13.41%
County Waste Removal	176,675	373,140	373,130	200,720	-46.21%	-46.21%
Northern Landfill	1,627,122	2,237,800	2,215,870	2,660,060	18.87%	20.05%
Recycling Operations	188,632	214,020	214,020	372,920	74.25%	74.25%
Solid Waste Accounting	625,913	616,580	615,900	605,830	-1.74%	-1.64%
Solid Waste Transfer Station	5,000,377	5,332,200	5,332,200	5,897,550	10.60%	10.60%
Capital Projects	4,816,939	887,000	887,000	765,000	-13.75%	-13.75%
<b>Total Uses of Funding</b>	<b>\$12,962,966</b>	<b>\$10,874,660</b>	<b>\$10,852,040</b>	<b>\$12,115,710</b>	<b>11.41%</b>	<b>11.64%</b>

The Carroll County solid waste facility provides solid waste disposal facilities for residential and commercial use. The principal operating revenues of the Fund are charges to customers for services. Sources of Funding are described below:

**Tipping Fee** – Fees charged to commercial and residential customers for tonnage received at the Northern Landfill and the Hoods Mill convenience center. Revenues are estimated based on in-bound tonnage trends and projected tipping fee rates.

**County Hauling** – The fee charged for collection and disposal services to all county-owned buildings and the board of education facilities. Services include trash hauling and recycling collection.

**Interest Income** – Interest earned on cash investments made from the solid waste enterprise fund. The department of the Comptroller invests the cash according to the Carroll County Government investment policy.

**Rents and Royalties** – Rents are received on parcels of property that are leased to outside companies. Rents are received from Baltimore Gas & Electric for equipment located at Northern Landfill and from Green Cycle that rents land at the Hoods Mill Landfill for composting operations.

**Recycling** – Recycling revenue is received when materials, such as papers, plastics and metals, are sold to recycling processors.

**Transfer from the General Fund** – A transfer from the general fund is provided to help offset general fund obligations that were passed onto the enterprise fund. This includes debt service and closure and post-closure of old, closed landfills.

**Bonds** – Bonds are used as another source of funding.

# Solid Waste Operating Summary

	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
<b>Solid Waste Management</b>	\$418,289	\$1,077,330	\$1,077,330	\$1,458,730	35.40%	35.40%
<b>Closed Landfills</b>	109,019	136,590	136,590	154,900	13.41%	13.41%
<b>County Waste Removal</b>	176,675	373,140	373,130	200,720	-85.90%	-85.90%
<b>Northern Landfill</b>	1,627,122	2,237,800	2,215,870	2,660,060	18.87%	20.05%
<b>Recycling Operations</b>	188,632	214,020	214,020	372,920	74.25%	74.25%
<b>Solid Waste Accounting</b>	625,913	616,580	615,900	605,830	-1.64%	-1.64%
<b>Solid Waste Transfer Station</b>	5,000,377	5,332,200	5,332,200	5,897,550	10.60%	10.60%
<b>Total Solid Waste</b>	<b>\$8,146,027</b>	<b>\$9,987,660</b>	<b>\$9,965,040</b>	<b>\$11,350,710</b>	<b>13.65%</b>	<b>13.91%</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 and County owned properties and school facilities.
- Educate the public on the effects of waste management and recycling.
- Monitor landfills for any environmental impact.

## Operating Budget Changes

- The 35.40% increase in Solid Waste Management in FY 09 is primarily due to an increase in the reserve for contingency. Included in the reserve for contingency budget are principal payments, cash to fund capital projects, and to fund unforeseen expenses throughout the fiscal year.
- The 13.41% increase in Closed Landfills in FY 09 is primarily due to a one-time expense for pavement of the residential drop-off center at Hoods Mill landfill, and increased costs for ground water and methane gas monitoring.
- The 85.90% decrease in County Waste Removal in FY 09 is due to the one-time FY 08 cost for replacing a front-end load garbage truck.
- The 20.05% increase in Northern Landfill in FY 09 is primarily due to large one-time capital purchases of heavy equipment and for the re-pavement of the existing residential drop-off area for yard trimmings.
- The 74.25% increase in Recycling Operations is primarily due to the addition of a recycling manager and increased costs associated with educational outreach programs.
- The 1.64% decrease in Solid Waste Accounting in FY 09 is primarily due to a decrease in the post-closure expense for the fiscal year.
- The 10.60% increase in Solid Waste Transfer Station in FY 09 is primarily due to an increase in the transfer fee by Waste Management, Inc. to haul waste to a Virginia landfill. Our current contract expires November 30, 2008. A \$17 per ton increase is expected with the new contract effective December 1, 2008.

## Highlights, Changes and Useful Information

Northern Landfill is the only operational landfill in the County. The landfill received approximately 105,000 tons of waste in calendar year 2007. Approximately 91% of that waste was transferred to a landfill in Virginia for disposal.

# Solid Waste Management

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$198,862	\$187,720	\$187,720	\$208,290	10.96%	10.96%
Operating	219,427	39,790	39,790	44,790	12.57%	12.57%
Capital Outlay	0	0	0	0	0.00%	0.00%
Depreciation	0	0	0	0	0.00%	0.00%
Retained Earnings	0	849,820	849,820	1,205,650	41.87%	41.87%
<b>Total</b>	<b>\$418,289</b>	<b>\$1,077,330</b>	<b>\$1,077,330</b>	<b>\$1,458,730</b>	<b>35.40%</b>	<b>35.40%</b>
Employees FTE	2.05	2.05	2.05	2.05	-----	-----

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

## Contact

**J. Michael Evans, Director of Public Works (410) 386-2076**  
**Deborah Effingham, Management and Budget Project**  
**Coordinator (410) 386-2082**

## 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 and County owned properties and school facilities.
- Educate the public on the effects of waste management and recycling.
- Keep the County staff informed of operations.
- Monitor landfills for any environmental impacts.

## Description

Solid Waste Management Supervision is responsible for:

- Carroll County's only full-time operational landfill (Northern)
- Hoods Mill Landfill's drop off site
- Monitoring of the five closed landfills; Bark Hill, Hodges, John Owings, Kate Wagner, and Hoods Mill
- Recycling Operations
- Waste removal services for the public schools and County-owned facilities
- Mulch/compost program
- Maintaining and updating the Ten Year Solid Waste Management Plan
- Contracting for waste transfer to a landfill in Virginia

## Program Highlights

- The Department of Public Works with the assistance of the Northeast Maryland Waste Disposal Authority is developing a solid waste management plan to meet the long-term disposal needs of the County. Areas of focus include:
  - Enhancing recycling efforts

- Cost estimation and site locations for a waste-to-energy facility
- Economic impacts of a solid waste program and equitable cost sharing
- Exploring joint disposal efforts with surrounding jurisdictions
- Site selection for future landfills
- In 2007, the landfill received approximately 105,000 tons of waste. 95,800 tons, or approximately 91%, were transferred to Virginia for disposal.
- In calendar year 2006, the County achieved a 28% recycling rate and a 2% source reduction credit.

## Budget Changes

- The 10.96% increase in personnel from FY 08 to FY 09 is primarily due to the planned 5% growth in salaries and an increase in employee fringe benefits costs.
- Retained earnings are based on all revenues less all expenditures in the Fund. The 41.87% increase in retained earnings from FY 08 to FY 09 is primarily due to an increase in the reserve for contingency to cover principal payments, cash to the capital programs, and for unforeseen expenses throughout the fiscal year.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	0.20
<i>Bureau Chief, Solid Waste</i>	Full-time	1.00
<i>Deputy Director, Enterprise Funds</i>	Full-time	0.45
<b>Management</b>		
<i>Financial Manager</i>	Full-time	.40
<b>Total</b>		<b>2.05</b>

10% of the Deputy Director position is charged to the General Fund, 45% to Solid Waste and 45% to the Utilities Enterprise Fund. 20% of the Financial Manager position is charged to the General Fund, 40% to Solid Waste and 40% to the Utilities Enterprise Fund. 80% of the Administrative Office Associate position is charged to the General Fund, and 20% to the Solid Waste Enterprise Fund.

# Closed Landfills

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	103,054	129,620	129,620	148,940	14.91%	14.91%
Capital Outlay	0	1,000	1,000	0	-100.00%	-100.00%
Depreciation	5,965	5,970	5,970	5,960	-0.17%	-0.17%
<b>Grand Total</b>	<b>\$109,019</b>	<b>\$136,590</b>	<b>\$136,590</b>	<b>\$154,900</b>	<b>13.41%</b>	<b>13.41%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Clifford Engle, Chief, Bureau of Solid Waste (410) 386-2035**  
**Deborah Effingham, Management and Budget Project**  
**Coordinator (410) 386-2082**

## Budget Changes

The 14.91% increase in operating expenses in FY 09 are primarily due to a one-time expense for pavement of the residential drop-off center at Hoods Mill landfill, and increased costs for ground water and methane gas monitoring.

## 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 five closed landfills in the County:

- Hoods Mill Landfill
- Bark Hill Landfill
- Hodges Landfill
- John Owings Landfill
- Kate Wagner Landfill

Federal law requires the County to perform ground water monitoring sampling for thirty years after closure. Ground water 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 waste water facility for treatment. Leachate is a liquid produced when rain water and other moisture travels through the waste.

Hoods Mill Landfill continues to serve as a drop-off site for residents on Saturdays only. Waste is transferred to the Northern Landfill where it is consolidated and hauled to a landfill in Virginia for disposal. Recyclables and yard trim are hauled to Northern Landfill and handled on site.

## Program Highlights

- Hoods Mills residential drop-off site serves between 100 and 200 residents each Saturday. Approximately \$60,000 in tipping fee revenue is generated annually.
- A work plan has been developed for John Owings landfill and includes groundwater monitoring and testing, as well as landfill gas monitoring.

# County Waste Removal

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$96,316	\$99,900	\$99,890	\$103,880	3.98%	3.99%
Operating	41,111	54,940	54,940	54,940	0.00%	0.00%
Capital Outlay	24,350	203,400	203,400	27,000	-86.73%	-86.73%
Depreciation	14,897	14,900	14,900	14,900	0.00%	0.00%
<b>Total</b>	<b>\$176,675</b>	<b>\$373,140</b>	<b>\$373,130</b>	<b>\$200,720</b>	<b>-85.90%</b>	<b>-85.90%</b>
Employees FTE	2.00	2.00	2.00	2.00	-----	-----

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

## Contact

Clifford Engle, Chief, Bureau of Solid Waste (410) 386-2035  
 Deborah Effingham, Management and Budget Project  
 Coordinator (410) 386-2082

## Mission

To provide the most efficient and lowest cost trash and recyclable removal services at approximately eighty public locations.

## Description

The Bureau of Solid Waste collects approximately 4,000 tons of solid waste annually from County-owned and public school facilities. The bureau operates and maintains two front loader trucks, using them to service 150 eight cubic yard waste and recycling containers throughout the county. The waste is taken to Northern Landfill's transfer station then hauled to a landfill in Virginia for disposal. The recyclable materials are sent to our material recovery facility.

## Program Highlights

- In 2007, approximately 3,000 tons of solid waste was collected from the Board of Education and County facilities. In addition, 420 tons of cardboard and mixed paper was collected for recycling.
- Revenues and expenses, such as labor, fuel, and equipment repairs and maintenance, are monitored to ensure this effort is self-supporting. FY 09 revenues are estimated at approximately \$326,000.

## Budget Changes

The 86.73% decrease in capital outlay in FY 09 is due to the FY 08 replacement of a front-end load garbage truck.

## Positions

Title	Type	FTE
Landfill Equipment Operator	Full-time	2.00
<b>Total</b>		<b>2.00</b>

# Northern Landfill

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$782,326	\$822,570	\$800,640	\$844,670	2.69%	5.50%
Operating	504,784	1,002,300	1,002,300	915,870	-8.62%	-8.62%
Capital Outlay	228,482	252,700	252,700	651,330	157.75%	157.75%
Depreciation	111,529	160,230	160,230	248,190	54.90%	54.90%
<b>Total</b>	<b>\$1,627,122</b>	<b>\$2,237,800</b>	<b>\$2,215,870</b>	<b>\$2,660,060</b>	<b>18.87%</b>	<b>20.05%</b>
Employees FTE	13.00	13.00	13.00	13.00	-----	-----

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

## Contact

**Clifford Engle, Chief, Bureau of Solid Waste (410) 386-2035**  
**Deborah Effingham, Management and Budget Project**  
**Coordinator (410) 386-2082**

## 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 is the County's only operational landfill. It provides facilities for:

- Waste disposal
- Recycling
- Mulch/Composting
- Oil and antifreeze drop-off
- Tire collection
- Swap shop
- Scrap metal/White goods

To save space and prolong the life of the Northern Landfill, approximately 90% to 92% of the waste materials collected are transferred to a landfill in Virginia.

## Program Highlights

In FY 07:

- 9,000 tons of rubble and sludge were landfilled
- 11,000 tons of yard trim were processed
- 449 tons of tires were collected
- 2,800,000 gallons of leachate were collected and shipped to a wastewater treatment facility.

## Budget Changes

- The difference between the FY 08 Original Budget and the FY 08 Adjusted Budget in personnel is due to salary adjustments.
- Generally, salary expenses were planned to grow 5% between FY 08 and FY 09. Most budgets, including this one, were held at or near that level.

- The 8.62% decrease in operating expenses in FY 09 is primarily due to planned heavy equipment repairs in FY 08 with no like expenses in FY 09.
- The 157.75% increase in capital outlay is primarily due to planned heavy equipment purchases in FY 09 that includes a Wide Track Dozer and Loader, and the re-pavement of the existing residential drop-off area for yard trimmings.
- The 54.90% increase in depreciation is due to additions of large equipment.

## Positions

Title	Type	FTE
<i>Foreman</i>	Full-time	2.00
<i>Heavy Equipment Mechanic</i>	Full-time	1.00
<i>Landfill Equipment Operator</i>	Full-time	7.00
<i>Landfill Superintendent</i>	Full-time	1.00
<i>Maintenance Technician</i>	Full-time	1.00
<i>Office Associate IV</i>	Full-time	1.00
<b>Total</b>		<b>13.00</b>

# Recycling Operations

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	(\$9,715)	\$0	\$0	\$81,760	100.00%	100.00%
Operating	160,386	171,710	171,710	264,600	54.10%	54.10%
Capital Outlay	4,575	9,000	9,000	11,750	30.56%	30.56%
Depreciation	33,386	33,310	33,310	14,810	-55.54%	-55.54%
<b>Total</b>	<b>\$188,632</b>	<b>\$214,020</b>	<b>\$214,020</b>	<b>\$372,920</b>	<b>74.25%</b>	<b>74.25%</b>
Employees FTE	0.00	0.00	0.00	1.00	-----	-----

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

## Contact

**Clifford Engle, Chief, Bureau of Solid Waste (410) 386-2035**  
**Deborah Effingham, Management and Budget Project**  
**Coordinator (410) 386-2082**

## 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, landfill space, and prevent pollution.

### Goals Include:

- Exceed the State of Maryland's recycling mandate of 20%
- 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. Licensed haulers are required to offer all of their customers a curbside recycling service. A full-service recycling center at the Northern Landfill and a drop-off site at Hoods Mill Landfill are provided for residents who wish to haul their own waste to the landfill. The items the County accepts for recycling include:

- Paper and cardboard
- Plastics
- Textiles
- Car and truck batteries
- Aluminum
- White goods/scrap metal
- Yard trimmings
- Glass
- Electronics

Some staff members at the recycling center are hired through the Association for Retarded Citizens (The Arc) and the Volunteer Community Service Program supplies additional help. The

collected scrap metal is sold through an agreement with Yowell Equipment Demo, Inc. Scrap batteries are managed through an agreement with P&H Auto-Electric Inc and electronics through a contract with Subtraction. Yard trim is mulched or composted and made available to County residents at no charge.

## Program Highlights

- Through all recycling efforts, Carroll County achieved a 28% recycling rate and a 2% source reduction credit in 2006. The mandated recycling rate by the State of Maryland is 20%.
- Northern Landfill accepted and processed approximately 13,888 tons of recyclable materials generated from curbside collection and drop-off sites in FY 07.
- In FY 07, the Recycling Center accepted and marketed 35 tons of aluminum cans marketed to Anheuser Busch, 300 tons of newspapers marketed to Applegate, and 2,600 tons of scrap metal to Yowell equipment.
- 10,900 tons of yard trimmings were accepted and processed in FY 07.
- Approximately 4,000 residents visit the Northern Landfill Swap Shop monthly.
- In FY 07, the recycling program generated \$226,400 from the sale of aluminum cans, car batteries, white goods/scrap metal, newspapers, mixed paper, and cardboard.

## Budget Changes

- The Board of Commissioners directed efforts to increase recycling. The increase in personnel, operating and capital in FY 09 is due to the addition of a recycling manager, educational outreach programs, and one-time costs for the addition of a recycling manager.
- The 55.54% decrease in depreciation is due to equipment that has been fully depreciated in FY 08.

## Positions

Title	Type	FTE
Recycling Manager	Full-time	1.00
<b>Total</b>		<b>1.00</b>



# Solid Waste Accounting Administration

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$267,381	\$300,880	\$300,200	\$302,330	0.48%	0.71%
Operating	46,059	59,660	59,660	41,685	-30.13%	-30.13%
Capital Outlay	304,244	250,300	250,300	256,075	2.26%	2.26%
Depreciation	8,230	5,740	5,740	5,740	0.00%	0.00%
<b>Total</b>	<b>\$625,913</b>	<b>\$616,580</b>	<b>\$615,900</b>	<b>\$605,830</b>	<b>-1.64%</b>	<b>-1.64%</b>
Employees FTE	5.75	5.75	5.75	5.75	-----	-----

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

## Contact

Michael Ensor, Accounting Supervisor (410) 386-2008  
Deborah Effingham, Management and Budget Project  
Coordinator (410) 386-2082

## Mission

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 what type of waste is brought in by haulers
- Forecasting revenues and expenditures
- Billing
- Calculating bond interest
- Calculating depreciation

## Budget Changes

The 30.13% decrease in operating expenses is the result of a decrease in landfill post-closure expense for FY 09.

## Positions

Title	Type	FTE
Accounting Associate	Full-time	0.50
Accounting Supervisor	Full-time	0.50
Weighmaster	Full-time	4.75
<b>Total</b>		<b>5.75</b>

50% of the Accounting Associate and Accounting Supervisor's positions are charged to the Utilities Enterprise fund.

# Solid Waste Transfer Station

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	4,994,537	5,332,200	5,332,200	5,897,550	10.60%	10.60%
Capital Outlay	5,840	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$5,000,377</b>	<b>\$5,332,200</b>	<b>\$5,332,200</b>	<b>\$5,897,550</b>	<b>10.60%</b>	<b>10.60%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Clifford Engle, Chief, Bureau of Solid Waste (410) 386-2035  
Deborah Effingham, Management and Budget Project  
Coordinator (410) 386-2082

## Mission

To ensure the station is maintained in accordance with the Maryland Department of the Environment's requirements.

## Description

The transfer station became operational on December 1, 1998. It allows the County to accept solid waste from residents and businesses and then transport the waste to a landfill in Virginia for disposal. Approximately twenty trailers are loaded daily for the trip to the landfill in Virginia.

Transferring solid waste instead of burying it in the landfill saves County landfill space, which is expensive to create and maintain. Since operations began, the percentage of waste transferred has increased from 86% to 92.5%.

## Budget Changes

The 10.60% increase in Solid Waste Transfer Station in FY 09 is primarily due to an increase in the transfer fee by Waste Management, Inc. to haul waste to a Virginia landfill. Our current contract expires November 30, 2008. A \$17 per ton base increase is expected, with the new contract effective December 1, 2008.

## Solid Waste Capital Budget for FY 09

	Total 2009	Source of Funding			
		Other	Local Bonds	State	Federal & Other
<u>Solid Waste</u>					
Closed Landfill Remediation	\$100,000	\$100,000	\$0	\$0	\$0
Entrance - Northern Landfill	665,000	0	665,000	0	0
<b>SOLID WASTE TOTAL</b>	\$765,000	\$100,000	\$665,000	\$0	\$0

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**

**Adopted**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>SOLID WASTE ENTERPRISE:</b>									
Closed Landfill Remediation	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
Entrance - Northern Landfill	665,000	218,000	2,226,000	0	0	0	0	0	3,109,000
Equipment Run-In Shed Northern Landfill	0	0	0	104,000	0	0	0	0	104,000
Northern Landfill Remediation	0	0	0	0	150,000	0	400,000	0	550,000
Replacement Scales at Northern Landfill	0	0	0	0	250,000	0	0	0	250,000
Site New Landfill	0	0	200,000	250,000	250,000	700,000	0	0	1,400,000
Transfer Station and MRF Building Replacement	0	0	0	0	0	913,000	0	10,043,000	10,956,000
<b>SOLID WASTE ENTERPRISE TOTAL</b>	<b>\$765,000</b>	<b>\$218,000</b>	<b>\$2,426,000</b>	<b>\$354,000</b>	<b>\$650,000</b>	<b>\$1,613,000</b>	<b>\$400,000</b>	<b>\$10,043,000</b>	<b>\$16,469,000</b>

**SOURCES OF FUNDING:**

Transfer from General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$0	\$150,000
Bonds	665,000	218,000	2,426,000	250,000	650,000	1,613,000	147,679	10,043,000	16,012,679
Enterprise Fund - Solid Waste	100,000	0	0	104,000	0	0	102,321	0	306,321
<b>SOLID WASTE ENTERPRISE TOTAL</b>	<b>\$765,000</b>	<b>\$218,000</b>	<b>\$2,426,000</b>	<b>\$354,000</b>	<b>\$650,000</b>	<b>\$1,613,000</b>	<b>\$400,000</b>	<b>\$10,043,000</b>	<b>\$16,469,000</b>

# Utilities Enterprise Fund Summary

Sources of Funding	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
MES Reimbursement	\$12,270	\$12,000	\$12,000	\$13,000	8.33%	8.33%
Water Usage	2,873,815	2,934,300	2,934,300	3,067,650	4.54%	4.54%
Sewer Usage	3,979,786	4,363,295	4,438,230	4,579,330	4.95%	3.18%
Lateral/Meter Service	64,592	42,000	42,000	42,000	0.00%	0.00%
Interest	1,508,424	1,085,000	1,085,000	1,200,000	10.60%	10.60%
Rents	91,637	93,750	93,750	106,990	14.12%	14.12%
Miscellaneous	87,481	37,750	37,750	42,700	13.11%	13.11%
Transfers in from the General Fund	140,000	172,850	172,850	206,980	19.75%	19.75%
Transfer from General Fund for Capital Projects	72,000	457,000	457,000	0	-100.00%	-100.00%
Bonds *	0	1,577,770	1,334,988	0	-100.00%	-100.00%
Enterprise Fund - Utilities	265,400	317,000	491,337	1,307,820	312.56%	166.18%
Maintenance Fees W/S	1,417,690	3,561,361	3,561,361	205,288	-94.24%	-94.24%
Area Connection Charges	237,096	5,391,820	5,391,820	326,192	-93.95%	-93.95%
<b>Total Sources of Funding</b>	<b>\$10,750,191</b>	<b>\$20,045,896</b>	<b>\$20,052,386</b>	<b>\$11,097,950</b>	<b>-44.64%</b>	<b>-44.66%</b>

\* In FY 07 \$200,000 in actual bonds were sold. However, they are not considered a source of funding for this chart.

Uses of Funding						
Utilities Administration	\$1,082,666	\$1,840,265	\$1,855,447	\$1,925,640	4.64%	3.78%
Board of Education Facilities	145,258	174,330	174,015	206,980	18.73%	18.94%
Freedom Area Sewer	2,698,696	3,018,295	3,043,494	3,062,710	1.47%	0.63%
Freedom Area Water	2,387,537	2,479,535	2,504,352	2,780,310	12.13%	11.02%
Hampstead Area Sewer	975,842	1,006,610	1,016,818	1,063,900	5.69%	4.63%
Other Water and Sewer	216,606	221,910	221,754	219,110	-1.26%	-1.19%
Capital Projects	4,657,466	11,304,951	11,236,506	1,839,300	-83.73%	-83.63%
<b>Total Uses of Funding</b>	<b>\$12,164,071</b>	<b>\$20,045,896</b>	<b>\$20,052,386</b>	<b>\$11,097,950</b>	<b>-44.64%</b>	<b>-44.66%</b>

The Carroll County Bureau of Utilities provides water and sewer services to various areas within the County. The principal operating revenues are charges to customers for sales and services. The Utilities Fund also recognizes as operating revenue the portion of hookup fees and lateral fees intended to recover the cost of connecting new customers to the system. Sources of Funding are described below:

**Water/Sewer Usage Fees** – Fees charged to commercial and residential customers consisting of a minimum or “ready to serve charge” for each size meter and a charge based on the actual gallons used.

**Interest Income** – Interest earned on cash investments made from the utilities enterprise fund. The department of the Comptroller invests the cash according to the Carroll County Government investment policy.

**Rents** – Rents are received for cell towers placed on water tanks owned by the utilities enterprise fund.

**Transfer from the General Fund** – A transfer from the general fund is provided to offset general fund obligations passed on to the utilities enterprise fund. This includes the cost to operate and maintain facilities serving Carroll County Public Schools.

**Lateral/Meter Service** – Fees charged to hook up to sewer (lateral) and water (meter) lines.

**MES Reimbursement** – Revenue received from the Maryland Environmental Service (MES) based on sewage flows generated from State of Maryland owned properties and treated at utilities enterprise fund facilities.

**Area Connection Charges (ACC)** – A one-time fee levied when a new water/sewer line is made available to a property within the designated public utility service area. The proceeds are used to fund new capital projects, system wide upgrades, or debt service for growth related projects.

**Maintenance Fees** – A fee based on the front footage of each assessed property, the proceeds of which cover the capital project costs of replacing components of the water/sewer system.

**Bonds** - Bonds are used as another source of funding.

# Utilities Operating Summary

Function	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
BOU Administration	\$1,082,666	\$1,840,265	\$1,855,447	\$1,925,640	4.64%	3.78%
Board of Education Facilities	145,258	174,330	174,015	206,980	18.73%	18.94%
Freedom Sewer	2,698,696	3,018,295	3,043,494	3,062,710	1.47%	0.63%
Freedom Water	2,387,537	2,479,535	2,504,352	2,780,310	12.13%	11.02%
Hampstead Sewer	975,842	1,006,610	1,016,818	1,063,900	5.69%	4.63%
Other Water and Sewer	216,606	221,910	221,754	219,110	-1.26%	-1.19%
<b>Total Bureau of Utilities</b>	<b>\$7,506,605</b>	<b>\$8,740,945</b>	<b>\$8,815,880</b>	<b>\$9,258,650</b>	<b>5.92%</b>	<b>5.02%</b>

## Mission and Goals

The Utilities mission is to keep all water and sewer systems at peak performance without interruptions in service while protecting the environment.

### Goals Include:

- Protect the environment while continuing to comply with State and Federal regulations.
- Monitor areas of growth to be proactive in determining future needs for facilities.

## Budget Changes

- The difference between the FY 08 Original Budgets and the FY 08 Adjusted Budgets is primarily due to salary adjustments.
- The 18.94% increase in Board of Education Facilities in FY 09 is primarily due to the purchase of a van, for chemicals, and new sewer charges to the Town of Union Bridge for the Francis Scott Key High School.
- The 11.02% increase in Freedom Water in FY 09 is due to the addition of two Water Treatment Plant Operators at the new WTP, increases in electric and chemical supplies for the new WTP, price increase for water purchases from the City of Baltimore, increase in sludge removal for adding Raincliff Well, and a decrease for one-time cost for replacement of pick-up truck in FY 08.
- The 4.63% increase in Hampstead Sewer in FY 09 is primarily due to increases in chemicals, electric, and emergency services, combined with a decrease in capital outlay for one-time purchase of three variable frequency drives (VFD's) in FY 08.

## Highlights, Changes and Useful Information

- In the General Fund fringe benefit costs are centralized in one budget, which is located in the Human Resources section of General Government. Since Enterprise Funds are self-supporting services provided by the County, fringe costs are included in the personnel section of the individual budgets, where applicable.
- There are five County operated wastewater treatment systems. The Freedom Sewer System serves 6,493 sewer customers. The plant is owned by Carroll County and operated by Maryland Environmental Services. The system has one hundred miles of collection lines and eleven pumping stations. The Hampstead Sewer System serves 2,237 customers. The system includes Hampstead Wastewater Treatment Plant, thirty-five miles of collection lines and six pumping stations. Other sewer systems include South Carroll Wastewater Treatment Plant, Runnymede Wastewater Treatment Plant and Pleasant Valley Community Sewer.
- There are four water treatment facilities operated by the County. The Bark Hill Community Water System is a ground water system that includes a 100,000 gallon water tank and serves sixty-two customers. Bramble Hills is a ground water system that serves twelve customers. The Pleasant Valley Community Water System is a groundwater system that serves fifty-three customers. The Freedom Water System includes a water treatment plant to treat water that is drawn from Liberty Reservoir, 120 miles of water distribution lines and five water tanks that serve 8,103 water customers.
- Construction of a new Freedom Water Treatment Plant is underway with an estimated completion date of February 2009. When complete the new plant could provide an additional 4.0 million gallons of water a day.

# Bureau of Utilities Administration

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$519,451	\$622,706	\$637,888	\$659,971	5.98%	3.46%
Operating	563,214	288,089	288,089	300,235	4.22%	4.22%
Capital Outlay	0	0	0	0	0.00%	0.00%
Depreciation	0	0	0	0	0.00%	0.00%
Contingency	\$0	\$929,470	\$929,470	\$965,434	3.87%	3.87%
<b>Total</b>	<b>\$1,082,666</b>	<b>\$1,840,265</b>	<b>\$1,855,447</b>	<b>\$1,925,640</b>	<b>4.64%</b>	<b>3.78%</b>
Employees FTE	7.45	7.45	8.10	8.10	-----	-----

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

## Contact

**J. Michael Evans, Director, Department of Public Works  
(410) 386-2035**

**Larry Brown, Senior Budget Analyst (410) 386-2082**

## Mission

To keep all facilities including water booster stations, sewer pumping stations, water and wastewater treatment plants, distribution lines and collection systems at peak performance with no interruptions in service.

### Goals include:

- Maintain all equipment to keep facilities operational at all times.
- Continue to protect the environment while complying with all State and Federal regulations.
- Initiate procedures to reduce overall expenses.

## Description

The funds in this budget support the administration and accounting of water and wastewater facilities including:

- Eleven sewer pumping stations and one hundred miles of collection lines in the Freedom District
- Six sewer pumping stations and thirty-five miles of collection lines in the Hampstead area
- Five wastewater treatment plants
- Four water booster pumping stations and 120 miles of water distribution lines
- Seven water tanks
- Four ground water facility
- Four water treatment facilities

Total number of users:

2004	2005	2006	2007
10,284	10,362	10,402	10,487

## Budget Changes

The 3.87% increase in contingency is due to estimated revenues being 5.92% higher than FY 08 and estimated expenditures being 6.17% higher than FY 08 (generally contingency is determined by revenues less expenditures).

## Positions

The organizational structure for the administration of the Bureau of Utilities is split between two County departments. The Comptroller oversees the accounting function and the following employees:

Title	Type	FTE
<i>Accounting Associate</i>	Full-time	0.50
<i>Accounting Supervisor</i>	Full-time	0.50
<i>Accounting Technician</i>	Full-time	1.00
<b>Total</b>		<b>2.00</b>

50% of the Accounting Associate and Accounting Supervisor's positions are charged to the Solid Waste Enterprise Fund.

The Director of Public Works oversees the remainder of the administrative function and the following employees:

Title	Type	FTE
<i>Admin Office Associate</i>	Full-time	1.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Deputy Dir. of Public Works</i>	Full-time	0.45
<i>Financial Manager</i>	Full-time	0.40
<i>Office Associates</i>	Full-time	2.00
<i>Water and Sewer Engineer</i>	Full-time	1.00
<i>Water/Sewer Engineer/Inspector</i>	Full-time	0.25
<b>Total</b>		<b>6.10</b>

10% of the Deputy Director's and 20% of the Financial Manager's salaries are charged to the General Fund. 45% of the Deputy Director's and 40% of the Financial Manager's salaries are charged to Solid Waste Enterprise Fund. 75% of Water & Sewer Engineer/Inspector's salary is charged to Capital.



# Board of Education Facilities

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$98,710	\$108,584	\$108,269	\$108,310	-0.25%	0.04%
Operating	23,583	38,780	38,780	50,104	29.20%	29.20%
Capital Outlay	0	4,000	4,000	25,600	540.00%	540.00%
Depreciation	22,966	22,966	22,966	22,966	0.00%	0.00%
<b>Total</b>	<b>\$145,258</b>	<b>\$174,330</b>	<b>\$174,015</b>	<b>\$206,980</b>	<b>18.73%</b>	<b>18.94%</b>
Employees FTE	1.59	1.59	1.59	1.59	-----	-----

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

## Contact

**J. Michael Evans, Director, Department of Public Works  
(410) 386-2035**  
**Larry Brown, 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:

- South Carroll Wastewater Treatment Plant
- Winfield Sewer Pumping Station
- Runnymede Wastewater Treatment Plant
- Barkhill Water System
- Francis Scott Key Pumping Station

## Budget Changes

- The 0.04% increase in personnel reflects a 5.00% increase in salaries and a decrease in fringe benefits expense.
- The 29.20% increase in operating in FY 09 is primarily due to expenses related to the Francis Scott Key pumping station, sewer charges to Union Bridge and chemicals.
- The 540.00% increase in capital outlay in FY 09 is due to a one-time purchase of a replacement cargo van.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Laboratory Technician</i>	Full-time	0.25
<i>Maintenance Mechanic II</i>	Full-time	0.67
<i>Plant Superintendent</i>	Full-time	0.67
<b>Total</b>		<b>1.59</b>

50% of the Laboratory Technician position is charged to Hampstead Sewer and 25% is charged to Other Water/Sewer projects. 33% of the Maintenance Mechanic II and the Plant Superintendent are charged to Other Water/Sewer projects.

# Freedom Sewer

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$296,431	\$333,858	\$359,057	\$420,425	25.93%	17.09%
Operating	1,593,200	1,863,332	1,863,332	1,853,695	-0.52%	-0.52%
Capital Outlay	59,195	68,187	68,187	39,800	-41.63%	-41.63%
Depreciation	749,870	752,918	752,918	748,790	-0.55%	-0.55%
<b>Total</b>	<b>\$2,698,696</b>	<b>\$3,018,295</b>	<b>\$3,043,494</b>	<b>\$3,062,710</b>	<b>1.47%</b>	<b>0.63%</b>
Employees FTE	6.00	6.00	6.50	7.50	-----	-----

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

## Contact

J. Michael Evans, Director, Department of Public Works  
(410) 386-2035  
Larry Brown, Senior Budget Analyst (410) 386-2082

## Mission

To maintain and operate the Freedom Sewer system at peak performance with no interruptions in service, while protecting the environment.

## Description

The Freedom Sewer system consists of:

- One hundred miles of collection lines
- Eleven pumping stations
- A wastewater treatment plant

The service area covers a population of approximately 22,000 citizens and water and/or sewer services are provided to 6,493 customers.

The wastewater treatment plant can process 3.5 million gallons per day. The County generates 87% of the flows and the State generates 13%. The County owns the facility and contracts with Maryland Environmental Services (MES) to operate the plant.

## Budget Changes

- The 17.09% increase in FY 09 in personnel is due to a 5.00% salary increase and the addition of a Maintenance Mechanic II position for six months.
- The 0.52% overall decrease in operating in FY 09 is due to an increase in electric, decreases in repair parts/supplies, electrical supplies and one-time expense for road repairs done in FY 08.
- The 41.63% decrease in capital in FY 09 is primarily due to one-time purchases of replacement pumps valves/controls in FY 08 and one-time purchase of a replacement truck in FY 08.

## Positions

Title	Type	FTE
Collection Superintendent	Full-time	1.00
Equipment Operator III	Full-time	1.00
Maintenance Mechanic I	Full-time	3.00
Maintenance Mechanic II	Full-time	2.00
Utilities Operations Superintendent	Full-time	0.50
<b>Total</b>		<b>7.50</b>

50% of Utilities Operations Superintendent charged to Freedom Water.

# Freedom Water

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$787,405	\$882,615	\$907,432	\$975,094	10.48%	7.46%
Operating	1,027,270	1,093,538	1,093,538	1,326,175	21.27%	21.27%
Capital Outlay	128,238	62,138	62,138	29,093	-53.18%	-53.18%
Depreciation	444,623	441,244	441,244	449,948	1.97%	1.97%
<b>Total</b>	<b>\$2,387,537</b>	<b>\$2,479,535</b>	<b>\$2,504,352</b>	<b>\$2,780,310</b>	<b>12.13%</b>	<b>11.02%</b>
Employees FTE	13.00	14.00	14.50	16.50	-----	-----

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

## Contact

**J. Michael Evans, Director, Department of Public Works  
(410) 386-2035**  
**Larry Brown, 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.

## Description

The Freedom area water system includes:

- 120 miles of water distribution lines
- Four pumping stations
- Five water tanks
- Two ground wells

The service area covers a population of approximately 22,000 citizens and water and/or sewer services are provided to 8,103 customers.

The water treatment plant was built in 1969 and has been expanded and upgraded numerous times. All water treated is purchased from Baltimore City and is taken from Liberty Reservoir.

The four pumping stations are:

- #1 Johnsville
- #2 Flohrville
- #3 Marvin Avenue
- #4 Martz Road

The pumping stations are needed to move the water through the distribution lines in areas where the force of gravity is not sufficient to do so.

The five water tanks are located at:

- Bartholow Road
- Martz Road
- Linton Road
- Liberty High School
- Kabik Court

The total holding capacity of the tanks is greater than 3.5 million gallons. The tanks are necessary to maintain the pressure in the system during times of heavy usage and for fire suppression efforts. The new Freedom Water Treatment Plant is currently under construction. The estimated completion date is February 2009 and when complete could provide an additional 4.0 million gallons of water a day.

## Budget Changes

- The difference between the FY 08 Original Budget and the FY 08 Adjusted Budget is primarily due to salary adjustments.
- The 7.46% increase in personnel in FY 09 is due to a 5.00% increase in salaries and the addition of two Water Treatment Plant Operators for six months at the new WTP.
- The 21.27% increase in operating in FY 09 is primarily due to increases in electric and chemical supplies for the new Water Treatment Plant, water purchases from the City of Baltimore, and an increase for sludge removal for the new Raincliff Well.
- The 53.18% decrease in capital outlay in FY 09 is primarily due to one-time replacements of a truck, water pump, and overhead garage doors in FY 08. Included for purchase in FY 09 are a portable crane hoist and a deck over trailer.

## Positions

Title	Type	FTE
<i>Apprentice Operator I</i>	Full-time	1.00
<i>Apprentice Operator II</i>	Full-time	2.00
<i>Distributions Superintendent</i>	Full-time	1.00
<i>Maintenance Mechanic I</i>	Full-time	1.00
<i>Maintenance Mechanic II</i>	Full-time	1.00
<i>Maintenance Mechanic III</i>	Full-time	1.00
<i>Maintenance Workers</i>	Full-time	2.00
<i>Plant Assistant Superintendent</i>	Full-time	2.00
<i>Treatment Plant Operator</i>	Full-time	4.00
<i>Utilities Operations Superintendent</i>	Full-time	0.50
<i>Treatment Plant Superintendent</i>	Full-time	1.00
<b>Total</b>		<b>16.50</b>

50% of Utilities Operations Superintendent charged to Freedom Sewer.

# Hampstead Sewer

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$272,154	\$298,253	\$308,461	\$311,694	4.51%	1.05%
Operating	423,770	410,355	410,355	471,335	14.86%	14.86%
Capital Outlay	62,487	79,320	79,320	68,113	-14.13%	-14.13%
Depreciation	217,430	218,682	218,682	212,758	-2.71%	-2.71%
<b>Total</b>	<b>\$975,842</b>	<b>\$1,006,610</b>	<b>\$1,016,818</b>	<b>\$1,063,900</b>	<b>5.69%</b>	<b>4.63%</b>
Employees FTE	3.50	4.50	4.50	4.50	-----	-----

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

## Contact

J. Michael Evans, Director, Department of Public Works  
(410) 386-2035  
Larry Brown, Senior Budget Analyst (410) 386-2082

## Mission and Goals

To maintain and operate the Hampstead sewer system at peak performance with no interruptions in service, while protecting the environment.

## Description

The Hampstead sewer system serves approximately 2,237 customers and consists of:

- Thirty-five miles of collection lines
- Six pumping stations
- A wastewater treatment plant

The six pumping stations include:

- #8 North
- #9 Small Crossings
- #11 Shiloh
- #14 Robert's Field
- #20 North Carroll Farms
- #19 Eagle Ridge

The pumping stations are needed to move the wastewater through the collection lines in areas where the force of gravity is not sufficient to do so.

## Budget Changes

- The 1.05% increase in personnel in FY 09 is primarily due to a 5.00% salary increase and a decrease to fringe benefits.
- The 14.86% increase in operating in FY 09 is primarily due to increases in electric, chemicals, and emergency services.
- The 14.13% decrease in capital outlay in FY 09 is due to one-time purchase of three variable frequency drives (VFD's) in FY 08 combined with the purchase of a replacement ten inch electro-magnetic flow meter for return activated sludge, and a pressure tank.

## Positions

title	Type	FTE
Laboratory Technician	Full-time	0.50
Maintenance Mechanic III	Full-time	1.00
Plant Assistant Superintendent	Full-time	1.00
Treatment Plant Operator	Full-time	1.00
Treatment Plant Superintendent	Full-time	1.00
<b>Total</b>		<b>4.50</b>

25% of the Laboratory Technician position is charged to the Board of Education Facilities and 25% is charged to Other Water/Sewer projects.

# Other Water/Sewer

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$53,828	\$61,136	\$60,980	\$63,169	3.33%	3.59%
Operating	75,012	67,655	67,655	72,762	7.55%	7.55%
Capital Outlay	6,613	11,965	11,965	2,025	-83.08%	-83.08%
Depreciation	81,153	81,154	81,154	81,154	0.00%	0.00%
<b>Total</b>	<b>\$216,606</b>	<b>\$221,910</b>	<b>\$221,754</b>	<b>\$219,110</b>	<b>-1.26%</b>	<b>-1.19%</b>
Employees FTE	0.91	0.91	0.91	0.91	-----	-----

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

## Contact

J. Michael Evans, Director, Department of Public Works  
(410) 386-2035  
Larry Brown, Senior Budget Analyst (410) 386-2082

## Mission and Goals

To maintain and operate the small sewer/water systems at peak performance without interruptions in service while protecting the environment.

## Description

The funds in this budget support the following systems:

- Bark Hill Water
- Bramble Hills Water
- Pleasant Valley Water
- Pleasant Valley Sewer

Bark Hill serves approximately sixty-two customers using two wells, a treatment plant, a 100,000 gallon water tank and distribution lines.

Pleasant Valley water and sewer systems serve fifty-three customers. The wastewater is gravity fed into the wastewater treatment plant and the water system includes one well and a 50,000 gallon water tank.

In May 2004, the Circuit Court ordered the County to take over operations of the Bramble Hills Water supply. This system supplies water to twelve residences. Prior to the County taking over responsibility for this system, the property owner had maintained and operated the system.

## Budget Changes

- The 7.55% increase in operating in FY 09 is primarily due to increases in electric, sludge removal, and for purchase of ultra-violet tubes for Pleasant Valley Sewer.
- The 83.08% decrease in capital in FY 09 is due to one-time purchases of a well pump and electric heater for Bramble Hills, shed and ultrasonic flow monitoring system for Pleasant Valley, and for replacing the driveway in FY 08.

## Positions

Title	Type	FTE
Laboratory Technician	Full-time	0.25
Maintenance Mechanic II	Full-time	0.33
Plant Superintendent	Full-time	0.33
<b>Total</b>		<b>0.91</b>

50% of the Laboratory Technician position is charged to Hampstead Sewer and 25% is charged to Board of Education Facilities. 67% of the Maintenance Mechanic's II and the Plant Superintendent's salaries are charged to Board of Education Facilities.

## Utilities Capital Budget for FY 09

	Total 2009	Source of Funding			
		Local Other	Bonds	State	Federal & Other
<u>Utilities - Water and Sewer</u>					
Carroll Highlands Pumping Station Renovation	\$165,000	\$165,000	\$0	\$0	\$0
Freedom District Hydrant Replacement	96,000	96,000	0	0	0
Freedom District Hydraulic Looping-Dickenson Road	5,000	5,000	0	0	0
Freedom District Looping-Monroe (Oklahoma to Bennett)	62,300	62,300	0	0	0
Freedom/Hampstead - Water Meters	150,000	150,000	0	0	0
Gaither Road 8" Sewer Line	97,000	97,000	0	0	0
Hampstead Waste Activated Sludge Tank Renovation	670,000	670,000	0	0	0
Meter Vault Replacement	40,000	40,000	0	0	0
Replace Force & Gravity Sewer Mains at North Station	111,000	111,000	0	0	0
Sanitary Sewer Manhole Rehabilitation	150,000	150,000	0	0	0
Snowden's Run Wastewater Pumping Station Rehabilitation	246,000	246,000	0	0	0
Tank Painting	47,000	47,000	0	0	0
<b>UTILITIES TOTAL</b>	<b>\$1,839,300</b>	<b>\$1,839,300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**

**Adopted**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>UTILITIES ENTERPRISE:</b>									
Carroll Highlands Pumping Station Renovation	\$165,000	\$55,000	\$110,000	\$0	\$0	\$0	\$71,280	\$0	\$401,280
Freedom Area Groundwater System - Well House	0	0	25,000	188,500	0	0	0	0	213,500
Freedom District Hydrant Replacement	96,000	100,800	105,800	111,100	116,700	122,500	0	0	652,900
Freedom District Hydraulic Looping-Brangles Road	0	0	0	511,100	0	0	0	0	511,100
Freedom District Hydraulic Looping-Dickenson Road	5,000	22,200	0	0	0	0	0	0	27,200
Freedom District Looping-Monroe (Oklahoma to Bennett)	62,300	0	0	0	0	0	12,500	0	74,800
Freedom District-Relief Sewer No. 2	0	110,700	1,200,500	0	0	0	0	0	1,311,200
Freedom Wastewater Treatment Plant Expansion	0	0	0	0	0	165,000	0	6,000,000	6,165,000
Freedom/Hampstead - Water Meters	150,000	157,500	165,400	173,600	182,300	191,400	0	0	1,020,200
Gaither Road 8" Sewer Line	97,000	0	225,000	0	2,678,500	0	0	0	3,000,500
Gaither Road 8" Water Main	0	0	261,200	0	3,989,700	0	0	0	4,250,900
Gravity Sewer Main-Houcksville Rd to Treatment Plant	0	0	0	0	0	135,000	0	1,073,000	1,208,000
Hampstead Facility Paving	0	0	0	0	376,000	0	0	0	376,000
Hampstead Grit Removal System	0	0	0	0	0	49,000	0	324,500	373,500
Hampstead Sludge Dewatering Facility Replacement	0	0	0	165,000	451,000	0	927,000	0	1,543,000
Hampstead Waste Activated Sludge Tank Renovation	670,000	0	0	0	0	0	158,200	0	828,200
Meter Vault Replacement	40,000	42,000	44,100	46,300	48,600	51,000	0	200,000	472,000
North Carroll Farms Pump Station Rehabilitation	0	0	0	0	0	410,000	0	0	410,000
North Pump Station Wet Well & Pump Rehabilitation	0	0	0	0	0	680,000	0	0	680,000
Replace Force & Gravity Sewer Mains at North Station	111,000	26,900	497,400	0	0	0	147,025	0	782,325
Sanitary Sewer Manhole Rehabilitation	150,000	157,500	165,400	173,600	182,300	191,400	0	0	1,020,200
Sanitary Sewer Studies	0	0	0	89,300	0	0	275,000	0	364,300
Snowden's Run Wastewater Pumping Station Rehabilitation	246,000	0	0	0	0	0	352,850	0	598,850
Sykesville Interceptor-Upgrade/Repair Sewer Main	0	0	75,000	0	4,625,000	0	0	0	4,700,000
Tank Painting	47,000	47,000	47,000	47,000	47,000	47,000	0	0	282,000
Water Main Blow-off Replacements	0	0	0	0	0	125,000	0	1,300,000	1,425,000
West Hampstead Collector Sewer Main Upgrade/Repair	0	0	0	0	0	90,000	0	799,000	889,000
<b>UTILITIES ENTERPRISE TOTAL</b>	<b>\$1,839,300</b>	<b>\$719,600</b>	<b>\$2,921,800</b>	<b>\$1,505,500</b>	<b>\$12,697,100</b>	<b>\$2,257,300</b>	<b>\$1,943,855</b>	<b>\$9,696,500</b>	<b>\$33,580,955</b>

**SOURCES OF FUNDING:**

Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$1,378,093	\$0	\$1,378,093
Enterprise Fund - Utilities	1,307,820	392,640	746,860	925,979	5,981,900	955,300	209,957	3,696,500	14,216,956
Maintenance Fee	205,288	255,846	255,394	68,421	47,000	797,000	9,983	788,436	2,427,368
Area Connection Charges	326,192	71,114	1,919,546	30,000	6,668,200	505,000	345,822	5,211,564	15,077,438
Developer Funded	0	0	0	481,100	0	0	0	0	481,100
<b>UTILITIES ENTERPRISE TOTAL</b>	<b>\$1,839,300</b>	<b>\$719,600</b>	<b>\$2,921,800</b>	<b>\$1,505,500</b>	<b>\$12,697,100</b>	<b>\$2,257,300</b>	<b>\$1,943,855</b>	<b>\$9,696,500</b>	<b>\$33,580,955</b>

# Airport Enterprise Fund Summary

Sources of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 07	Budget FY 08	Budget FY 08		FY 09	From Orig. FY 08
Fuel Sales	\$1,377,261	\$1,720,000	\$1,782,810	\$2,220,000	29.07%	24.52%
Rents	99,267	90,170	90,170	208,990	131.77%	131.77%
Corporate Hangar Rental	362,332	441,850	441,850	412,670	-6.60%	-6.60%
Pass-Through Utilities/Taxes	94,141	166,500	166,500	144,500	-13.21%	-13.21%
Land Sales	787,530	0	0	0	0.00%	0.00%
Transfers in from the General Fund	40,000	40,000	40,000	40,000	0.00%	0.00%
Transfers to Capital Projects	1,589	18,000	18,000	18,000	0.00%	0.00%
Bonds	0	2,045,516	2,045,516	0	-100.00%	-100.00%
Private	0	1,451,000	1,451,000	8,012,000	452.17%	452.17%
State Funding (MAA)	4,912	5,199,670	5,199,670	0	-100.00%	-100.00%
Federal Funding (FAA)	186,660	118,516	118,516	0	-100.00%	-100.00%
Federal Funding (MEMA)	175,000	0	0	0	0.00%	0.00%
<b>Total Sources of Funding</b>	<b>\$3,128,692</b>	<b>\$11,291,222</b>	<b>\$11,354,032</b>	<b>\$11,056,160</b>	<b>-2.08%</b>	<b>-2.62%</b>

Uses of Funding						
Airport Operations	\$2,268,048	\$2,458,520	\$2,521,330	\$3,026,160	23.09%	20.02%
Capital Projects	460,851	8,832,702	8,832,702	8,030,000	-9.09%	-9.09%
<b>Total Uses of Funding</b>	<b>\$2,728,899</b>	<b>\$11,291,222</b>	<b>\$11,354,032</b>	<b>\$11,056,160</b>	<b>-2.08%</b>	<b>-2.62%</b>

The Carroll County Airport Facility accounts for the Airport operations and the corporate hangar facilities. The principal operating revenues are charges to customers for sales and services. Sources of Funding are described below:

**Fuel Sales** – Revenues collected from the sale of aviation fuel, such as avgas and jet fuel.

**Rents** – Revenue collected from rental contract of county-owned t-hangars.

**Corporate Hangar Rental** – Revenue collected from rental contracts of county-owned corporate hangars.

**Pass-Through Utilities** – Revenue collected from Corporate Hangar tenants for reimbursement of natural gas, electricity and water usage.

**Bonds** – Bonds are used as another source of funding.

**Private** – Private funding comes from outside companies and/or individuals for development on airport property.

**State Funding – Maryland Aviation Administration (MAA)** – State funding grants may be received for airport improvement projects. The MAA will participate 2.5% of total eligible project costs.

**Federal Funding – Federal Aviation Administration (FAA)** – Federal funding grants may be received for airport improvement projects. The FAA will participate 95.0% of total eligible project costs.



# Airport Operations

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$184,513	\$206,650	\$269,460	\$289,360	40.02%	7.39%
Operating	2,042,089	2,103,640	2,103,640	2,516,000	19.60%	19.60%
Capital Outlay	41,446	148,230	148,230	220,800	48.96%	48.96%
<b>Total</b>	<b>\$2,268,048</b>	<b>\$2,458,520</b>	<b>\$2,521,330</b>	<b>\$3,026,160</b>	<b>23.09%</b>	<b>20.02%</b>
Employees FTE	3.00	3.00	4.50	4.50	-----	-----

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

## Contact

**Joe McKelvey, Airport Manager (410) 876-9885**  
**Deborah Effingham, Management and Budget Project**  
**Coordinator (410) 386-2082**

## Mission and Goals

To maximize the safe operation of the Carroll County Regional Airport as part of the national transportation infrastructure while ensuring a minimum disruption to the quality of life for individuals living and working near the facility.

### Goals Include:

- Operate the airport in a safe manner
- Be a good neighbor
- Serve the county's overall economic development goals
- Generate revenue sufficient to cover operating expenses
- Attract based and transient aircraft for continued revenue sources

## Description

The funds in this budget provide for maintenance of the airport and include:

- General operations
- Mechanical maintenance
- Fuel
- 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 Administrations grants for capital projects.

The airport is an important component of the County's economic development plan because growing companies need quick and convenient access to the markets they serve. To attract new business to the area and to better serve the existing corporate clientele, corporate hangars and a fuel farm were constructed. 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

- The Environmental Assessment for the Runway Extension project was awarded to Delta in FY 08. This process should take approximately eighteen months to complete.
- A security system was installed in FY 08 that includes camera surveillance with desktop monitoring capabilities.
- The development of the County's second twenty year Master Plan continued in FY 08.

## Budget Changes

- The difference between the FY 08 Original Budget and the FY 08 Adjusted Budget is due to a 1.50 increase in personnel and salary adjustments.
- Generally, salary expenses were planned to grow 5% between FY 08 and FY 09. Most budgets, including this one, were held at or near that level.
- The 19.60% increase in operating is primarily due to an increase in the price of fuel purchases. This increase in expense is offset by an increase in fuel revenue.
- The 48.96% increase in capital is due to depreciation. Planned depreciation includes the addition of a security system, precision approach path indicators, perimeter fence, and fuel farm.

## Positions

Title	Type	FTE
<i>Administrator</i>	Full-time	1.00
<i>Airport Coordinator</i>	Full-time	1.00
<i>Airport Coordinator</i>	Contractual	1.00
<i>Airport Technician</i>	Full-time	1.00
<i>Service/Maintenance</i>	Contractual	0.50
<b>Total</b>		<b>4.50</b>

## Airport Capital Budget for FY 09

	Total 2009	Source of Funding			
		Local Other	Bonds	State	Federal & Other
<u>Airport</u>					
Corporate Hangars	\$8,012,000	\$0	\$0	\$0	\$8,012,000
Grounds Maintenance Equipment	18,000	18,000	0	0	0
<b>AIRPORT TOTAL</b>	<b>\$8,030,000</b>	<b>\$18,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,012,000</b>

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**

**Adopted**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>AIRPORT ENTERPRISE:</b>									
Corporate Hangars	\$8,012,000	\$0	\$0	\$0	\$0	\$0	\$1,451,000	\$0	\$9,463,000
Fuel Farm - Additional Jet A Fuel Storage	0	0	0	565,000	0	0	0	0	565,000
Grounds Maintenance Equipment	18,000	18,000	18,000	18,000	18,000	18,000	0	0	108,000
Runway Extension	0	68,596,000	0	0	0	0	5,479,000	0	74,075,000
<b>AIRPORT ENTERPRISE TOTAL</b>	<b>\$8,030,000</b>	<b>\$68,614,000</b>	<b>\$18,000</b>	<b>\$583,000</b>	<b>\$18,000</b>	<b>\$18,000</b>	<b>\$6,930,000</b>	<b>\$0</b>	<b>\$84,211,000</b>
<b>SOURCES OF FUNDING:</b>									
Bonds	\$0	\$1,715,000	\$0	\$0	\$0	\$0	\$136,976	\$0	\$1,851,976
Enterprise Fund - Airport	18,000	18,000	18,000	32,125	18,000	18,000	0	0	122,125
MD Aviation Admin.	0	1,715,000	0	14,125	0	0	136,976	0	1,866,101
Fed. Aviation Admin.	0	65,166,000	0	536,750	0	0	5,205,048	0	70,907,798
Private	8,012,000	0	0	0	0	0	1,451,000	0	9,463,000
<b>AIRPORT ENTERPRISE TOTAL</b>	<b>\$8,030,000</b>	<b>\$68,614,000</b>	<b>\$18,000</b>	<b>\$583,000</b>	<b>\$18,000</b>	<b>\$18,000</b>	<b>\$6,930,000</b>	<b>\$0</b>	<b>\$84,211,000</b>

# Septage Enterprise Fund Summary

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Sources of Funding:	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Septage Processing Fees	\$536,845	\$827,750	\$827,750	\$904,200	9.24%	9.24%
Interest	12,337	5,000	5,000	15,000	100.00%	100.00%
<b>Total Sources of Funding:</b>	<b>\$549,182</b>	<b>\$832,750</b>	<b>\$832,750</b>	<b>\$919,200</b>	<b>10.38%</b>	<b>10.38%</b>

Uses of Funding:						
Septage Facility Operations	\$403,315	\$832,750	\$832,750	\$919,200	10.38%	10.38%
Septage Capital Projects	182,234	0	0	0	0.00%	0.00%
<b>Total Uses of Funding:</b>	<b>\$585,549</b>	<b>\$832,750</b>	<b>\$832,750</b>	<b>\$919,200</b>	<b>10.38%</b>	<b>10.38%</b>

The Carroll County Septage Enterprise Facility provides septage waste disposal services. The fund accounts for the operations of the treatment facilities. The principal operating revenues are charges to customers for services. Sources of Funding are described below:

**Septage Processing Fees** – Fees charged to commercial haulers to support the operations and maintenance costs for the Septage Treatment Facility at the City of Westminster Wastewater Treatment Plant. Fees are based on actual gallons received from haulers at \$.055 per gallon.

**Interest** – Interest earned on cash investments made from the septage facility enterprise fund. The Department of the Comptroller invests the cash according to the Carroll County investment policy.

# Septage Facility

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	369,865	736,330	736,330	638,205	-13.33%	-13.33%
Capital Outlay	27,450	0	0	0	0.00%	0.00%
Contingency	0	88,687	88,687	244,360	175.53%	175.53%
Depreciation	0	0	0	28,900	100.00%	100.00%
Debt Service	6,000	7,733	7,733	7,735	0.03%	0.03%
<b>Total</b>	<b>\$403,315</b>	<b>\$832,750</b>	<b>\$832,750</b>	<b>\$919,200</b>	<b>10.38%</b>	<b>10.38%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**J. Michael Evans, Director, Department of Public Works  
(410) 386-2035**  
**Larry Brown, Senior Budget Analyst (410) 386-2082**

- The increase in depreciation is due to capital improvements to the facility in FY 07 being depreciated in FY 09.

## Mission

To assure this 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 the operations and maintenance costs for the Septage Treatment Facility at the Westminster Wastewater Treatment Plant. The City of Westminster operates the facility.

The City documents costs incurred and usage by the various haulers and reports this information to the County. The County reimburses the City and then bills the individual haulers. Since 2003 the haulers' cost per gallon remains \$.055.

The facility is available five and one half 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.

## Program Highlights

- Installed new concrete unloading pad for septage haulers
- Reconditioned & painted three holding tanks-by doing all three at once thousands of dollars were saved

## Budget Changes

- The 13.33% decrease in operating in FY 09 is primarily due to a decrease in sludge removal.
- The 175.53% increase in contingency is due to 10.38% increase in revenues and 9.30% decrease in appropriations (generally, contingency is revenues less appropriations).

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
SEPTAGE ENTERPRISE:									
Westminster Septage Facility Grit Removal System	\$0	\$0	\$192,500	\$0	\$0	\$0	\$0	\$0	\$192,500
<b>SEPTAGE ENTERPRISE TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$192,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$192,500</b>
SOURCES OF FUNDING:									
Bonds	\$0	\$0	\$192,500	\$0	\$0	\$0	\$0	\$0	\$192,500
<b>SEPTAGE ENTERPRISE TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$192,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$192,500</b>

# Firearms Enterprise Fund Summary

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Sources of Funding	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
User Fees	\$57,024	\$34,500	\$34,500	\$70,000	102.90%	102.90%
Concession Fees	2,376	2,500	2,500	3,100	24.00%	24.00%
Interest Income	4,536	3,000	3,000	2,000	-33.33%	-33.33%
<b>Total Sources of Funding</b>	<b>\$63,936</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$75,100</b>	<b>87.75%</b>	<b>87.75%</b>

Uses of Funding	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Firearms Operations	\$58,238	\$40,000	\$40,000	\$75,100	87.75%	87.75%
<b>Total Uses of Funding</b>	<b>\$58,238</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$75,100</b>	<b>87.75%</b>	<b>87.75%</b>

The principal operating revenues for the Firearms Enterprise facility are charges to customers for services. Sources of Funding are described below:

**User Fees** – Fees charged to customers for the use of the Firearms facility.

**Concession Fees** – Revenue on the sale of shooting range supplies offered at the Firearms facility.

**Interest Income** – Interest earned on cash investments made from the firearms enterprise fund. The department of the Comptroller invests the cash according to the Carroll County Government investment policy.

# Firearms Facility

Description	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Personnel	\$44,436	\$29,620	\$29,620	\$53,630	81.06%	81.06%
Operating	8,735	8,580	8,580	13,695	59.62%	59.62%
Capital Outlay	5,064	1,800	1,800	7,775	331.94%	331.94%
<b>Total</b>	<b>\$58,235</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$75,100</b>	<b>87.75%</b>	<b>87.75%</b>
Employees FTE	3.13	3.13	3.13	3.13	-----	-----

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

## Contact

Jeff Degitz, Director of Recreation and Parks  
(410) 386-2103  
Robin Hooper, Budget Analyst (410) 386-2082

## Budget Changes

The 87.75% increase in the Firearms Facility is primarily due the reopening of the rifle range after a fire. The FY 08 budget represented the pistol range only.

## 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.

## Positions

Title	Type	FTE
Ranger	Contractual	3.13
<b>Total</b>		<b>3.13</b>

## Description

The Hap Baker Firearms Facility was built in 1996 adjacent to the Northern Landfill. The facility includes ten firing lanes from 25 to 200 yards long and a nine-lane pistol range from 5 to 17 yards. It is used by the general public as well as by police personnel.

Range Officers supervise the facility. A fee is charged for daily use or a yearly pass may be purchased.

The facility is open to the general public from January through March on weekends and April through December, Wednesday through Sunday. The hours of operation are 10:00 a.m. until an hour before sunset.

## Program Highlights

In FY 07, 800 yearly memberships were sold and approximately 2,700 individuals used the facility.



# Grant Fund Summary

Sources of Funding	Actual FY 07	Original Budget FY 08	Adjusted Budget FY 08 *	Budget FY 09	% Change From Orig. FY 08	% Change From Adj. FY 08
Federal	\$4,368,353	\$3,942,965	\$4,347,058	\$4,453,176	12.94%	2.44%
Federal / Pass thru State	1,404,544	2,179,545	2,307,905	3,020,456	38.58%	30.87%
State	3,082,366	4,192,853	4,349,113	4,155,958	-0.88%	-4.44%
Housing Fraud	27,660	0	0	0	0.00%	0.00%
Interest Income	26,217	0	0	0	0.00%	0.00%
Farm Museum Endowment & Patron	14,384	30,025	30,025	32,025	6.66%	6.66%
Alternative Program Fees	372,312	135,000	207,000	207,000	53.33%	0.00%
Community Support	4,137	3,000	3,000	3,000	0.00%	0.00%
Donations	103,719	0	74,750	80,750	0.00%	8.03%
County Match	989,922	1,315,339	1,315,339	1,316,723	0.11%	0.11%
<b>Total Sources of Funding</b>	<b>\$10,393,614</b>	<b>\$11,798,727</b>	<b>\$12,634,190</b>	<b>\$13,269,088</b>	<b>12.46%</b>	<b>5.03%</b>

Uses of Funding						
Aging	\$1,128,309	\$1,224,321	\$1,303,023	\$1,329,631	8.60%	2.04%
BERC	517,880	565,423	565,423	452,476	-19.98%	-19.98%
Carroll Community College	0	300,000	300,000	300,000	0.00%	100.00%
CCAIC	3,386	10,000	10,000	10,000	0.00%	0.00%
Circuit Court	442,676	781,383	781,383	672,609	-13.92%	-13.92%
Citizen Services Other	93,530	113,800	113,800	4,000	-96.49%	-96.49%
Emergency Services	33,896	399,017	500,000	525,000	31.57%	5.00%
Farm Museum Endowment	10,703	30,025	30,025	32,025	6.66%	6.66%
Housing and Community Development	4,608,853	4,326,958	4,635,162	4,733,559	9.40%	2.12%
Local Management Board	1,440,431	1,593,567	1,869,141	1,822,441	14.36%	-2.50%
Planning	789,298	1,072,755	1,072,755	1,856,120	73.02%	73.02%
Recreation	330,960	143,100	215,100	215,100	50.31%	0.00%
Sheriff's Services	280,392	362,950	362,950	386,360	6.45%	6.45%
State's Attorney	605,790	850,428	850,428	894,767	5.21%	5.21%
Tourism	23,823	25,000	25,000	35,000	40.00%	40.00%
<b>Total Uses of Funding</b>	<b>\$10,309,928</b>	<b>\$11,798,727</b>	<b>\$12,634,190</b>	<b>\$13,269,088</b>	<b>12.46%</b>	<b>5.03%</b>
Fund Balance	\$83,686	\$0	\$0	\$0	0.00%	0.00%

\* At the time the FY 08 Budget is adopted, it is still uncertain if the County will continue to receive certain grants [or get new grants] and the amount of those grants. Because of this uncertainty the Adjusted Budget column is a more accurate figure.

Grant funds are revenues that are formally designated for a particular purpose or have specific requirements associated with eligible program costs. Budgets for grant programs are not finalized until state or federal funds have actually been awarded. Almost seventy-five percent of the grant fund consists of revenue to support the following programs/agencies:

Various **Aging** grants support senior housing assistance, health programs, guardianship, referral services, Medicaid Waiver, and meal programs for the elderly. The major revenues supporting these programs are established with the Federal and State grant awards, matched with County funding and are supported with limited program revenue.

**Housing and Community Development** administers the largest single grant awarded to the County, Section 8 Housing Choice Voucher Program. Section 8 is a federal program under Housing and Urban Development (HUD) that provides tenants with a rent subsidy. This program assists the elderly, handicapped, disabled and families of low income.

**Local Management Board** (LMB) programs are funded at the State level, primarily from the Governor's Office for Children and the Maryland Department of Human Resources. The (LMB) is comprised of public and private organizations and individuals appointed by the Board of County Commissioners to develop community based services and supports which promote positive outcomes for children, youth and families.

**Planning** grants consist of both federal and state dollars for the operating assistance of a rural area public transportation system for the general public, senior citizens, and persons with disabilities. This system is also supported with matching funds from the County.

# FY 09 Program Summary by Function

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Function	County Match/Contribution	Grant Funding	Total Program
Aging <sup>1</sup>	\$64,600	\$1,265,031	\$1,329,631
Business and Employment Resource Center	23,870	428,606	452,476
Carroll Community College	300,000	0	300,000
CC Advocacy and Investigation Center	0	10,000	10,000
Circuit Court	39,880	632,729	672,609
Citizen Services Other	4,000	0	4,000
Emergency Services	0	525,000	525,000
Farm Museum Endowment	0	32,025	32,025
Housing and Community Development	0	4,733,559	4,733,559
Local Management Board	70,635	1,751,806	1,822,441
Planning	457,028	1,399,092	1,856,120
Recreation	8,100	207,000	215,100
Sheriff's Services	56,890	329,470	386,360
State's Attorney's Office	291,720	603,047	894,767
Tourism	0	35,000	35,000
<b>Total Grants</b>	<b>\$1,316,723</b>	<b>\$11,952,365</b>	<b>\$13,269,088</b>

<sup>1</sup> 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 \$15,000 beyond the required match for these grants and supports an operating budget for Aging of \$915,760

# Aging – Grants

Grant Title	FY 07 Budget	FY 08 Budget	FY 09 Budget	Percent Change	County Match
Title III C1 (Congregate Meals)	\$244,497	\$259,723	\$256,514	(1.25%)	\$50,940
Title III C2 (Home Delivered Meals)	76,768	74,301	74,143	0.00%	0
Title III B (Supportive Services)	117,090	115,309	127,658	10.71%	5,000
Title III D (Health Promotion)	9,000	9,000	9,000	0.00%	0
Senior Inclusion Program	132,572	141,404	153,030	8.22%	0
Senior Guardianship Program	43,044	43,044	49,044	13.94%	0
Senior Information and Assistance	26,022	26,022	26,022	0.00%	8,660
Senior Health Insurance Counseling	15,049	17,175	17,175	0.00%	0
Senior Coordinated Community Care	230,268	230,268	230,268	0.00%	0
Senior Assisted Housing	106,973	105,235	105,235	0.00%	0
Senior Assisted Housing Admin	11,885	11,532	11,532	0.00%	0
Senior Medicare Patrol Program	6,799	6,799	6,799	0.00%	0
Information and Technology	4,296	4,296	4,296	0.00%	0
Medicaid Waiver	170,012	126,948	126,948	0.00%	0
National Caregiver	47,394	47,805	47,805	0.00%	0
Seniors in Action	3,000	3,000	3,000	0.00%	0
Ombudsman Elder Abuse	18,270	19,050	19,050	0.00%	0
Ombudsman Initiative	51,509	51,509	51,509	0.00%	0
Vulnerable Elder Abuse	10,603	10,603	10,603	0.00%	0
<b>Total Aging Grants</b>	<b>\$1,325,051</b>	<b>\$1,303,023</b>	<b>\$1,329,631</b>	<b>2.04%</b>	<b>\$64,600</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 \$15,000 beyond the required match for these grants and supports an operating budget for Aging of \$915,760

## Title III C1 Congregate Meals

These funds support various health and nutritional programs offered at five senior centers located throughout Carroll County. This program provides for a balanced nutrition program at each of the centers for adults sixty years of age and older.

## Title III C2 Home Delivered Meals

These 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 B

Programs supported by these 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 D Health Promotion

These 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 well and frail seniors.

## Senior Inclusion Program

This program is designed to offer both structured and non-structured activities to older adults with disabilities within a mainstreamed setting.

## Senior Guardianship

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 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.

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# Aging – Grants

## Senior Health Insurance Counseling

The Senior Health Insurance Counseling program is a confidential counseling service for older citizens, sixty and over, to assist with health insurance problems and concerns. Trained volunteers file claims, counsel clients on health insurance options and make referrals for legal assistance. Public education seminars are held regarding Medicare Medigap, long-term care insurance, HMO's, and qualified Medicare beneficiary programs.

## Senior Coordinated Community Care

This program helps older adults, remain in their homes. Senior Care serves moderately to severely impaired persons sixty-five or older who are at risk of entering nursing homes.

## Senior Assisted Housing and Senior Assisted Housing Administration

Senior Assisted Housing funds provide housing and supportive services, personalized assistance, health-related services, or a combination of these services to meet the needs of residents who are unable to perform, or who need assistance in performing the activities of daily living, in a way that promotes optimum dignity and independence for residents.

## Senior Medicare Patrol Program

The purpose of this 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.

## Information and Technology

The Carroll County Bureau of Aging uses the Advanced Information Manager (AIM) computerized client database and tracking system. This software allows for the detailed entry of client information, referral, service activity, assessment information, demographics and tracking of care plans.

## Medicaid Waiver

This program helps low-income adults over the age of fifty to receive long-term care services in community-based settings or in their homes, rather than in a nursing facility. Services include personal care, respite care, home delivered meals, assisted living services, and home healthcare.

## National Caregiver Support Program

This 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.

## Seniors in Action

This is a volunteer recreation council under the Bureau of Recreation. The Bureau of Recreation provides a grant to the Bureau of Aging annually to help support and supplement the cost of classes for older adults at the senior centers.

## Ombudsman Elder Abuse

The 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 Initiative

Programs funds, when combined with other funds, pay the salary of a second Ombudsman to uphold resident's rights, monitor nursing homes and respond to complaints registered against nursing homes.

## Vulnerable Elder Abuse

These funds are used to support the Long Term Care Ombudsman Program. The Ombudsman program upholds resident's rights, monitors nursing homes and responds to complaints registered against nursing homes.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Accounts Technician</i>	Full-time	1.43
<i>Coordinator</i>	Part-time	0.80
<i>Manager/Senior Center</i>	Full-time	1.40
<i>Program Coordinator I</i>	Full-time	1.25
<i>Program Coordinator II</i>	Full-time	1.75
<i>Program Specialist</i>	Full-time	4.74
<i>Program Specialist</i>	Part-time	0.56
<i>Program Aide</i>	Full-time	1.50
<i>Program Assistant.</i>	Full-time	0.25
<i>Site Manager</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	0.63
<i>Total</i>		15.31

# Business and Employment Resource Center – Grants

Grant Title	FY 07 Budget	FY 08 Budget	FY 09 Budget	Percent Change	County Contribution
WIA Title I-Adult	\$39,935	\$37,735	\$36,387	(3.00%)	\$0
WIA Title I-Dislocated Worker	275,739	308,080	315,102	2.00%	0
WIA Title I-Youth	37,476	37,415	34,256	(8.00%)	0
WIA Admin	39,239	38,323	42,861	11.00%	0
Food Stamp Employment & Training	17,000	13,000	0	(100.00%)	0
Independence Through Employment	107,000	107,000	0	(100.00%)	0
Local Youth Program	23,870	23,870	23,870	0.00%	23,870
<b>Total BERC Grants</b>	<b>\$540,259</b>	<b>\$565,423</b>	<b>\$452,476</b>	<b>(20.00%)</b>	<b>\$23,870</b>

## WIA Title I-Adult

These funds, provided under the Workforce Investment Act, are used to provide the following services to adults on two levels:

### Core Level

- Outreach
- Initial orientation
- Initial 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 receive welfare or other low income individuals, lack high school diplomas/GED, have deficiency in basic reading and math skills, are ex-offenders, are disabled, or homeless are given priority in using these funds.

## WIA Title I-Dislocated Worker

These funds, provided under the Workforce Investment Act, are used to provide services to adults who have been laid-off, as a result of permanent closure or who have received notice of impending termination of layoff, as a result of permanent closure or 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
- Initial 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

## WIA 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 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 14-21 years of age who are economically disadvantaged and meet at least one of the following six specific barriers to employment:

- Basic skills deficient
- Dropping-out
- Homeless
- Runaway or foster child
- Pregnant or parenting
- Offender

In an effort to focus resources on those most in need, 30% of the funds must be expended on out-of-school youth.

## WIA Title I-Admin

These funds assist in paying associated administrative costs for the other WIA programs listed in this section.

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# Business and Employment Resource Center – Grants

## Independence Through Employment and Food Stamp Employment and Training

The Carroll County Department of Social Services has contracted with the Business & Employment Resource Center to provide services to certain individuals who have applied for Temporary Cash Assistance (TCA), Food Stamps or are receiving TCA. Those referred to BERC are offered the following services:

- Skills identification
- Reading/math assessment
- Work interest surveys
- Instruction in basic workplace expectations and behaviors
- Barrier removal
- Job applications
- Job references
- Practice interviews
- Active work search

Follow-up services will continue during the transition to independence and self-sufficiency.

## Local Youth Program

This program accommodates those youth that are not eligible under the Youth WIA guidelines to receive counseling and mentoring assistance. County funds were made available by the waiver of WIA Administrative fees that the County would have been paying to Howard County to administer all of the WIA grants.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Administrative Support</i>	Contractual	1.00
<i>Business Consultant</i>	Full-time	0.85
<i>Employment Consultant</i>	Full-time	3.00
<i>Employment Supervisor</i>	Full-time	1.00
<i>Professional</i>	Contractual	1.50
<i>Fiscal Specialist</i>	Full-time	1.00
<b>Total</b>		<b>8.35</b>

85% of the Business Consultant position is grant funded and 15% County funded.

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# Carroll Community College - Grant

Grant Title	FY 07 Budget	FY 08 Budget	FY 09 Budget	Percent Change	County Match
Adult Basic Education	\$0	\$300,000	\$300,000	0.00%	\$300,000
<b>Total Community College Grants</b>	\$0	\$300,000	\$300,000	0.00%	\$300,000

## Adult Basic Education

This grant from the Maryland Department of Education, which requires a local match, funds educational services to adults who want to increase their basic skills, obtain a high school diploma, improve their English language and literacy skills, or engage in family literacy activities. For thirty years this grant was administered by the Board of Education. In addition to the County match, the State is projected to provide a \$300,000 grant to the College.

# Carroll County Advocacy and Investigation Center - Grants

Grant Title	FY 07 Budget	FY 08 Budget	FY 09 Budget	Percent Change	County Match
<b>Carroll County Advocacy and Investigation Center</b>	\$10,000	\$10,000	\$10,000	0.00%	\$0
<b>Total Carroll County Advocacy and Investigation Center Grant</b>	\$10,000	\$10,000	\$10,000	0.00%	\$0

## Child Abuse and Sexual Assault

This grant helps to fund training for the Carroll County Advocacy and Investigation Center (CCAIC). The division is made up of County staff along with staff from:

- The State's Attorney's Office
- The Sheriff's Office
- The Department of Social Services
- Family and Children's Services
- The Maryland State Police
- The Westminster City Police

The division 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.



# Circuit Court – Grants

Grant Title	FY 07 Budget	FY 08 Budget	FY 09 Budget	Percent Change	County Match
Family Law Administration	\$304,959	\$419,888	\$427,895	1.91%	\$0
Child Support Enforcement	29,226	24,834	28,872	16.25%	10,910
Drug Treatment Court	149,173	336,661	215,842	-35.89%	28,970
<b>Total Circuit Court Grants</b>	<b>\$483,358</b>	<b>\$781,383</b>	<b>\$672,609</b>	<b>-13.92%</b>	<b>\$39,880</b>

## Family Law Administration

This grant funds services such as providing referrals and court assistance in court family cases. This includes the following functions:

### Settlement Conference Officers

Family cases are funded under the Family Law Admin grant. The Settlement Officers (outside attorneys) preside over settlement conferences to facilitate family law case settlements to reduce the number of trials.

### Custody Evaluator

The Custody Evaluator (funded by Family Law Admin grant) makes a family study that includes, when requested, a recommendation as to custody and/or visitation to the court under a court order. The evaluator also conducts a home study for other jurisdictions when requested for a resident of Carroll County.

### Mediation Coordinator

The Mediation Coordinator (funded by Family Law Admin grant) 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, mediates cases for same day hearings at the request of the Master or judge when available.

### Access and Visitation Grant

This grant is to enhance and expand supervised visitation and monitored exchanges of children in certain domestic and domestic violence cases at the Carroll County Visitation Center.

## Child Support Enforcement

The Circuit Court Child Support program facilitates the recovery of child support payments resulting from all legal actions. State reimbursement for these services is 65% of total costs.

## Drug Treatment Court Grant

The Drug Treatment Court Grant provides funds for treatment of adults convicted of drug and alcohol related offenses who have committed non violent crimes.

## Positions

Title	Type	FTE
<i>Administrative Assistant</i>	Full time	1.00
<i>Bailiff</i>	Contractual	0.33
<i>Custody Evaluator</i>	Full time	1.00
<i>Drug Court Case Manager</i>	Full time	1.00
<i>Drug Court Coordinator</i>	Full time	1.00
<i>Family Law Administrator</i>	Full time	1.00
<i>Mediation Coordinator</i>	Full time	1.00
<i>Visitation Observers</i>	Full time	1.33
<i>Visitation Services Coordinator</i>	Full time	1.00
<b>Total</b>		<b>8.66</b>

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# Citizen Services Other – Grants

<b>Grant Title</b>	<b>FY 07 Budget</b>	<b>FY 08 Budget</b>	<b>FY 09 Budget</b>	<b>Percent Change</b>	<b>County Match</b>
<b>Byrne Justice Assistance Grant</b>	\$109,800	\$109,800	\$0	0.00%	\$0
<b>Health Department- Emergency Funds</b>	4,000	4,000	4,000	0.00%	4,000
<b>Total Junction Grants</b>	\$113,800	\$113,800	\$4,000	0.00%	\$4,000

## **Byrne Justice Assistance Grant**

The funds from this grant are used for the integrated treatment for chemically involved adolescents and young adults with co-occurring disorders. Funding will support psychiatric and program evaluation services. FY 08 was the third and final year for receiving this grant.

## **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 will be based on the Federal Income Guidelines (185% of Federal poverty level). These funds will only be used for direct diagnostic and treatment services for specified medical conditions.

# Emergency Services – Grants

Grant Title	FY 07 Budget	FY 08 Budget	FY 09 Budget	Percent Change	County Match
Hazardous Material Emergency Planning	\$73,011	\$75,000	\$75,000	0.00%	\$0
Homeland Security Grants	325,283	425,000	450,000	5.88%	0
<b>Total Emergency Services Grants</b>	\$398,294	\$500,000	\$525,000	5.00%	\$0

## Hazardous Material Emergency Planning

The Hazardous Material Emergency Preparedness program is a Federal pass-through program providing planning and training funds. Under the Hazardous Material Transportation Uniform Safety Act, the grant provides for hazardous materials training and emergency planning training under Section 117A of the Hazard Materials Transportation Act. The State Emergency Response Commission awards these funds to the Local Emergency Planning Committee. This is an 80/20 soft match program renewable annually.

The grant provides funds for:

- Services to maintain the Carroll County Hazardous Materials Plan
- Yearly renewal of the Right-to-Know Planning Guide for the Local Emergency Planning Committees
- Yearly renewal of the computer based hazardous materials emergency response program for hazardous materials incidents

## Homeland Security Grants

Various Federal pass through Homeland Security Grants have been awarded to Carroll County over the last three years. Funding from these grants has provided equipment used in the County's Public Safety Department, the Sheriff's Office, Volunteer Emergency Services Association and the Carroll County Health Department. In general, equipment has been purchased for detection of biological, air-borne or other types of contaminants. In addition, protective masks and suits along with decontamination equipment have also been purchased.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Planner</i>	Full-time	1.00
<i>Total</i>		1.00

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# Farm Museum Endowment – Grant

<b>Grant Title</b>	<b>FY 07 Budget</b>	<b>FY 08 Budget</b>	<b>FY 09 Budget</b>	<b>Percent Change</b>	<b>County Match</b>
<b>Farm Museum Endowment</b>	\$30,225	\$30,025	\$32,025	6.66%	\$0
<b>Total Farm Museum Endowment Grant</b>	\$30,225	\$30,025	\$32,025	6.66%	\$0

## **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 used for operating costs for the Farm Museum such as store supplies, restoration projects, and small machinery and equipment.

# Housing and Community Development – Grants

Grant Title	FY 07 Budget	FY 08 Budget	FY 09 Budget	Percent Change	County Match
<b>HUD Housing Choice-Voucher</b>	\$4,125,383	\$4,210,200	\$4,315,458	2.50%	\$0
<b>Family Self Sufficiency</b>	86,969	86,969	90,118	3.62%	0
<b>Rental Allowance</b>	43,010	43,010	22,000	(48.85%)	0
<b>Department of Energy-Weatherization</b>	108,918	108,918	108,918	0.00%	0
<b>Emergency and Transitional Housing Services</b>	55,730	55,730	55,730	0.00%	0
<b>Homeless Prevention Program</b>	12,500	12,500	12,500	0.00%	0
<b>The Emergency Food Assistance Program</b>	18,966	18,966	18,966	0.00%	0
<b>Women’s Shelter</b>	109,869	109,869	109,869	0.00%	0
<b>Total Housing and Community Development Grants</b>	\$4,561,345	\$4,646,162	\$4,733,559	2.12%	\$0

## 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.

## Family Self Sufficiency

HUD and the Maryland Department of Human Resources with the goal of increasing participants’ economic independence within five years jointly fund this program. Qualified families can contract to establish escrow accounts proportionate to their increased incomes, targeting the funds toward achieving major life goals such as higher education or home ownership.

## Rental Allowance

The purpose of this program is 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 assist twenty to twenty-five families in a twelve-month period.

## Department of Energy-Weatherization

This seasonal program provides energy-related repairs to owner-occupied homes in Carroll County. The purpose of the program is to reduce the rate of utility consumption for eligible, low-income families.

## The Emergency Food Assistance Program

These funds are used to provide, store and distribute food commodities to eligible low-income families and individuals. The Department of Citizen Services serves as the sponsoring agency.

## Women’s Shelter

Funds received are used to assist with the operation of the women’s shelter, which include shelter, food, laundry, case management and counseling. The Human Services Programs of

Carroll County manages the Women’s Shelter with oversight provided by the Department of Citizen Services.

## Emergency and Transitional Housing Services Program

These funds provide emergency transitional housing to clients that find themselves without a permanent residence. The services include:

- Bed space
- Food
- Clothing
- 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 the Human Services Program of Carroll County.

## Homeless Prevention Program

These funds are usually used to supplement other programs adding \$150 of assistance to clients that find themselves in danger of being evicted from their homes. Clients can request these funds once a year and must qualify for the assistance. The situation is evaluated and funds are not awarded unless they contribute to a complete solution. This program is administered through the Human Services Programs of Carroll County.

Title	Type	FTE
<i>Accountant</i>	Full-time	1.00
<i>Accounts Technician</i>	Full-time	1.00
<i>Family Sufficiency Case Worker</i>	Full-time	1.00
<i>Family Sufficiency Coordinator</i>	Full-time	1.00
<i>Housing Inspector</i>	Full-time	1.00
<i>Housing Specialist</i>	Full-time	3.00
<i>Program Manager</i>	Full-time	1.00
<i>Office Associate III</i>	Full-time	0.20
<b>Total</b>		<b>9.20</b>

# Local Management Board – Grants

Grant Title	FY 07 Budget	FY 08 Budget	FY 09 Budget	Percent Change	County Match
Safe and Stable Families	\$151,500	\$151,500	\$143,925	(0.05%)	\$0
Interagency Family Preservation	395,832	395,832	395,832	0.00%	0
MOU Administration	200,000	272,640	270,635	(0.73%)	70,635
After School Grant	118,000	118,288	118,288	0.00%	0
Youth Strategies Consolidated Grant	180,000	180,000	180,000	0.00%	0
Community Service Initiative	378,400	170,950	170,950	0.00%	0
Interactive Group Therapy	0	75,000	56,250	(25.00%)	0
Cultural Navigator	0	25,000	25,000	0.00%	0
Adventure Diversion Program	80,860	96,645	78,275	(18.60%)	0
Get Connected Family Resource Center	93,902	118,286	118,286	0.00%	0
Parents as Teachers	0	175,000	175,000	0.00%	0
Local Coordinating Council	90,000	90,000	90,000	0.00%	0
<b>Total Local Management Board Grants</b>	<b>\$1,688,494</b>	<b>\$1,869,141</b>	<b>\$1,822,441</b>	<b>(2.50%)</b>	<b>\$70,635</b>

## Safe and Stable Families

This state grant through the Maryland Department of Human Resources is used to promote family preservation and support initiatives. Youth Services Bureau of Carroll County is awarded \$82,037 for the Under Five Family Preservation Program. The Under Five Family Preservation Program provides services to families with children from birth to five years of age that are in need of intensive home based treatment and counseling. The length of this program will be up to sixteen weeks per family, with step-down services to continue meeting any additional family needs.

Human Services Programs of Carroll County is awarded \$61,888 for the Family Center. The Family Center, a family support program, seeks to strengthen the family unit and promote self-sufficiency in young families with children from birth to forty-seven months. The Family Center provides adult basic education/GED, job readiness and employability, health education, parenting skills, child development, life skills and peer support.

## Interagency Family Preservation Program

This state grant funding supports the Interagency Family Preservation Program. This program provides intensive interagency crisis intervention and stabilization services for thirty-eight families whose children are in 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.

## 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 the planning, development, evaluation and fiscal management of community based services for children and families in Carroll County.

## After School Grants

The funds from this grant support after school programs at New Windsor Middle School. This program is under the direction of the Community Learning Center Programs of Carroll County Public Schools. The goal of the program is to ensure children are safe in their families and communities, are successful in school and complete their education requirements. Components of the program are academic enrichment, recreation, youth development and family and community involvement.

## Local Coordinating Council

This State grant funding provides administrative support to the interagency council that reviews, considers and approves residential placement for children.

## Youth Strategies Consolidated Grant

This state grant provides assessments for youth who make threats of violence or commit acts of violence. It also provides Brief Strategic Family Therapy. Carroll County Public Schools, Department of Juvenile Services, and Family Law Administration work in collaboration with the Local Management Board.

## Community Service Initiative

This grant provides funding for wraparound service, case management, and treatment to prevent out-of-home placement for youth with intense emotional and behavioral needs.

## Interactive Group Therapy

This grant provides interactive group therapy and psychiatric services for approximately 48 Department of Juvenile Services adolescents.

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# Local Management Board – Grants

## Adventure Diversion Program

The funds from this grant support an alternative intervention program for juveniles who have violated Court orders and are at risk for out-of-home placement. It is a multi-faceted program including an evening reporting center, recreation, experiential learning, pro-social skill development and conflict resolution.

## Get Connected Family Resource Center

The funds from this grant support a single point of contact for information and referral and for Family Navigators to work with families of children with intensive needs to locate resources and secure services.

## Cultural Navigator

This grant provides information and referral for community resources to the Hispanic Community. The cultural navigator works closely with the family navigators of the Get Connected Resource Center.

## Parents as Teachers Initiative

This grant provides parent education and support for families with children from birth to 5 years with home visits, developmental screenings, and group meetings in order to adequately prepare the children before entering kindergarten.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Administrator</i>	Full-time	1.00
<i>Contract Coordinator</i>	Full-time	1.00
<i>Evaluation Specialist</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
<i>Total</i>		4.00

# Planning – Grants

Grant Title	FY 07 Budget	FY 08 Budget	FY 09 Budget	Percent Change	County Match
Section 5311-Capital Outlay	\$358,600	\$190,850	\$626,739	228.39%	\$61,638
Section 5311-Operating	236,493	191,371	200,239	4.63%	68,203
SSTAP Operating	276,371	218,951	218,951	0.00%	67,922
Section 5307-Operating	187,136	417,583	810,191	94.01%	259,265
Chesapeake Bay Trust	90,000	25,000	0	(100.00%)	0
<b>Total Planning Grants</b>	<b>\$1,148,600</b>	<b>\$1,043,755</b>	<b>\$1,856,120</b>	<b>73.02%</b>	<b>\$457,028</b>

The County is required to contribute a matching contribution to the operating and capital grant funds. The required match percentage varies from grant to grant.

## Section 5311

This grant includes Federal and State funds, which are 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.

## SSTAP Operating

The Statewide Special Transportation Assistance Program (SSTAP) is a grant obtained through the Mass Transit Administration. These funds are issued to provide transportation services for the elderly and/or persons with disabilities.

Carroll Transit 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.

## Section 5307 – Operating

The Section 5307 funding is a program that provides funds for transportation management areas. A transportation management area is an urbanized area with a populations between 50,000 and 200,000.



# Recreation – Grant

Grant Title	FY 07 Budget	FY 08 Budget	FY 09 Budget	Percent Change	County Contribution
Community Recreation Programs	\$95,100	\$95,100	\$95,100	N/A	\$8,100
Community Recreation Trips	100,000	120,000	120,000	N/A	0
<b>Total Recreation Grants</b>	<b>\$195,100</b>	<b>\$215,100</b>	<b>\$215,100</b>	<b>N/A</b>	<b>\$8,100</b>

## Community Recreation Programs

The Bureau of Recreation offers a wide variety of activities through its Community Recreation Programs. These programs are designed to supplement the many fine programs that are 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 will help offset operating costs associated with the therapeutic recreation programs that the County provides for individuals with developmental and physical disabilities. This is due to the low teacher/student ratios required for these types of programs. The remainder of this budget is funded through student registration fees.

## Position Summary

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Recreation Program Specialist</i>	Contractual	0.75
<i>Total</i>		0.75

## Community Recreation Trips

The Bureau of Recreation offers a number of trips through its Community Recreation Programs. Program guides feature one-day sightseeing tours, Broadway shows and other attractions available for adults, youth and families at a variety of destinations.

# Sheriff's Services – Grants

Grant Title	FY 07 Budget	FY 08 Budget	FY 09 Budget	Percent Change	County Match
Child Support	\$166,003	\$166,050	\$159,400	(4.00%)	\$8,660
Drug Treatment Diversion Program	110,000	154,000	92,150	(40.10%)	45,930
VAWA	100,308	42,900	52,210	21.70%	2,300
Comprehensive Anti-Gang Strategy	0	0	82,600	100.00%	0
<b>Total Sheriff's Services Grants</b>	<b>\$376,311</b>	<b>\$362,950</b>	<b>\$386,360</b>	<b>6.45%</b>	<b>\$56,890</b>

## Child Support Unit

The Sheriff's Services 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, writs, body attachments and criminal bench warrants. The exchange of monies collected by the Circuit Court to the Bureau of Support Enforcement is handled through this Unit. State reimbursement for these services is 66% of total costs.

## Drug Treatment Diversion Program

This is the third year and final year for the Byrne Justice Assistance Grant (BJAG) Program. The Substance Abuse Treatment Jail Diversion Program was developed in response to an increasing number of offenders who are substance abusers. The project purchases inpatient treatment for non-violent drug offenders as an alternative to secure incarceration. Thirty inmates, evaluated by licensed staff of the Carroll County Health Department, will be sent to inpatient treatment and upon completion are sent to a halfway house to begin employment. The halfway house phase includes individual counseling, family education, twelve step groups, life skills training plus frequent drug and alcohol screening.

## Violence Against Women's Act (VAWA)

The Violence Against Women grant funds a full-time secretary whose responsibilities include coordinating activities within the unit, inputting and verifying information specific to criminal justice programs, and interviewing victims.

## Comprehensive Anti-Gang Strategy

Funded by the U.S. Attorney for the District of Maryland, the Comprehensive Anti-Gang Strategy Grant, is established to formalize the Gang Task Force and create a Gang Strike Force. The grant funds a contractual Gang Resistance Coordinator who facilitates implementation of a strategic plan to increase prevention efforts, organize the effort to gather intelligence, educate the community, and suppress existing gang activities.

## Positions

Title	Type	FTE
Administrative Secretary	Full-time	1.50
Corporal	Full-time	1.00
Coordinator	Contractual	1.00
<b>Total</b>		<b>3.50</b>

# State's Attorney's Office – Grants

Grant Title	FY 07 Budget	FY 08 Budget	FY 09 Budget	Percent Change	County Match
Violence Against Women	\$99,676	\$103,625	\$109,955	6.11%	\$16,330
Maryland Victims of Crime	35,000	37,517	39,475	5.22%	21,975
Child Support Unit	698,855	709,286	745,337	5.08%	253,415
<b>Total State's Attorney's Grants</b>	<b>\$833,531</b>	<b>\$850,428</b>	<b>\$894,767</b>	<b>5.21%</b>	<b>\$291,720</b>

## Violence Against Women

The Violence Against Women grant funds a full-time attorney who deals solely in the area of Domestic Violence. This grant also provides essential training for the Domestic Violence unit.

## Maryland Victims of Crime

The Maryland Victims of Crime grant funds 50% of a full time administrative assistance position for the Victim Witness Assistance Unit. This position aids the Victim Witness Coordinators with preparing correspondence and documentation as well as mailing victim notifications.

## Child Support Unit

The Child Support unit of the State's Attorney's Office comprises eleven employees. The unit provides legal representation for child support services. Legal assistance is provided in the areas of paternity, child support, health insurance, and enforcement of court ordered child support. State reimbursement is provided for 66% of total costs.

## Positions

Title	Type	FTE
Case Technician	Full-time	1.00
Investigator I	Full-time	2.00
Prosecution Aide	Full-time	2.00
Prosecution Assistant	Full-time	5.00
Senior Assistant State's Attorney	Full-time	1.00
Specialty Unit Supervisor	Full-time	2.00
<b>Total</b>		<b>13.00</b>

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# Tourism – Grant

<b>Grant Title</b>	<b>FY 07 Budget</b>	<b>FY 08 Budget</b>	<b>FY 09 Budget</b>	<b>Percent Change</b>	<b>County Match</b>
<b>Maryland Tourism Development Board</b>	\$18,000	\$25,000	\$35,000	40.0%	\$0
<b>Total Tourism Grants</b>	\$18,000	\$25,000	\$35,000	40.0%	\$0

## **Maryland Tourism Development**

The funds from this 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*
- *Washington Post Magazine*
- *AAA World Magazine*

The funding from this grant has also allowed Carroll County to participate in some cooperative advertising with the State of Maryland such as advertising in:

- *Better Homes and Gardens*
- *Southern Living*

# Other Post Employment Benefits Trust Fund

Postemployment benefits are compensation to employees for the services they provide. Payment of those benefits is deferred until after retirement begins. Other Post Employment Benefits (OPEB) include such items as medical, dental, vision, and life insurance coverage. What is changing is how governments report OPEB. Instead of reporting only the amount paid out for benefits each year, governments must now also recognize and report the cost of benefits being earned by employees, which won't be paid until after they retire. While the new OPEB standards do not require governments to set aside assets in advance to pay for future benefits, Carroll County is setting aside funds in its operating plan to meet this future liability.

Sources of Funding	FY 07 Actual	FY 08 Budget	FY 09 Budget	Increase (Decrease)
Transfer from General Fund	\$113,338	\$3,000,000	\$3,500,000	\$500,000
Transfer from Internal Service Fund	1,963,100	1,966,200	2,115,800	149,600
<b>Total Sources of Funding</b>	<b>\$2,076,438</b>	<b>\$4,966,200</b>	<b>\$5,615,800</b>	<b>\$649,600</b>

Uses of Funding	FY 07 Actual	FY 08 Budget	FY 09 Budget	Increase (Decrease)
Post Employment Benefit Payments-County	\$0	\$3,000,000	\$3,500,000	\$500,000
Retiree Health Benefit Payments	1,752,346	1,966,200	2,115,800	149,600
<b>Total Uses of Funding</b>	<b>\$1,752,346</b>	<b>\$4,966,200</b>	<b>\$5,615,800</b>	<b>\$649,600</b>

# Pension Trust Fund

The Carroll County Pension Trust Fund, a defined benefit pension plan, was implemented July 1, 2003. The Plan covers all 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 in cases where age plus years of County service equals or exceeds 75. Administrative and oversight functions of the Plan are the responsibility of the Retirement Plan Committee, consisting of four individuals set forth in the Plan document and two Plan participants selected by the County Commissioners. Additional funding beyond the Actuarial Recommendation is not included in FY 09.

Sources of Funding	FY 07	FY 08	FY 09	Increase
	Actual	Budget	Budget	(Decrease)
Transfer from General Fund	\$1,175,000	\$985,423	\$958,230	(\$27,193)
Pension recovery - Enterprise & Grant Funds	117,361	0	0	0
Unrealized Gain/Loss	2,984,417	0	0	0
Pension Contribution	641,327	0	0	0
Interest	13,680	0	0	0
<b>Total Sources of Funding</b>	<b>\$4,931,785</b>	<b>\$985,423</b>	<b>\$958,230</b>	<b>(\$27,193)</b>

*FY 08 & FY 09 Enterprise & Grant Funds are making payments through the General Fund*

Uses of Funding				
Employee Pension Fund Payments	\$216,403	\$985,423	\$958,230	(\$27,193)
<b>Total Uses of Funding</b>	<b>\$216,403</b>	<b>\$985,423</b>	<b>\$958,230</b>	<b>(\$27,193)</b>

# Length of Service Award Program (LOSAP) Trust

The 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 62.

Sources of Funding	FY 07 Actual	FY 08 Budget	FY 09 Budget	Increase (Decrease)
Unrealized Gain/Loss	\$1,232,740	\$0	\$0	\$0
Interest	\$9,663	\$0	\$0	\$0
Transfer from General Fund	\$0	\$1,000,000	\$0	(\$1,000,000)
<b>Total Sources of Funding</b>	<b>\$1,242,403</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>(\$1,000,000)</b>

Uses of Funding	FY 07 Actual	FY 08 Budget	FY 09 Budget	Increase (Decrease)
Death Benefits	36,000	0	0	0
Audit fees	2,000	0	0	0
Actuarial fees	8,500	0	0	0
Consulting fees	19,648	0	0	0
LOSAP Pension Fund Payments	\$388,155	\$1,000,000	\$0	(\$1,000,000)
<b>Total Uses of Funding</b>	<b>\$454,303</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>(\$1,000,000)</b>

# Special Revenue Fund

A Special Revenue fund is a fund that captures dedicated revenues until they are appropriated for use in other funds in a given year. Agriculture Transfer Tax is collected on the sale of agricultural property that it is being re-zoned from ag to another classification. The proceeds are used to help fund the Agricultural Land Preservation Program. Cable Franchise Fee is a 5% fee of gross cable television revenue. Proceeds of the fee are used for expenses related to public interest programming on cable TV. Hotel Rental Tax is a 5% tax 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. Impact fees are collected at the time a permit is issued for the construction of a new home. There are two types of fees, schools and parks. The fiscal year appropriation is based on capital projects that are eligible and planned in the capital improvement program. A project is eligible for impact fee funding if the project is being created to alleviate pressures related to growth as described in the impact fee ordinance.

Sources of Funding	FY 07	FY 08	FY 09	Increase
	Actual	Budget	Budget	(Decrease)
Ag Transfer Tax	\$390,420	\$1,000,000	\$600,000	(\$400,000)
Cable Franchise Fee	701,491	702,800	801,000	\$98,200
Hotel Rental Tax	321,676	282,700	311,350	\$28,650
Impact Fees	1,669,793	9,000,000	0	(\$9,000,000)
Interest and Gain/Loss	528,998	0	0	\$0
<b>Total Sources of Funding</b>	<b>\$3,612,378</b>	<b>\$10,985,500</b>	<b>\$1,712,350</b>	<b>(\$9,273,150)</b>

Uses of Funding	FY 07	FY 08	FY 09	Increase
Transfer to Capital	\$2,774,500	\$10,000,000	\$600,000	(\$9,400,000)
Transfer to Operating	259,595	985,500	1,112,350	\$126,850
<b>Total Uses of Funding</b>	<b>\$3,034,095</b>	<b>\$10,985,500</b>	<b>\$1,712,350</b>	<b>(\$9,273,150)</b>



# Fringe Benefits ISF

The Fringe Benefits Internal Service Fund is a fund that 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 and life insurance coverage.

Sources of Funding	FY 07 Actual	FY 08 Budget	FY 09 Budget	Increase (Decrease)
Transfer from General Fund	\$11,216,900	\$12,345,690	\$13,358,835	\$1,013,145
Transfer from Grant Fund	448,228	296,460	481,400	184,940
Transfer from Enterprise Fund	617,561	666,360	752,200	85,840
Interest and Gain/Loss	285,125	0	0	0
<b>Total Sources of Funding</b>	<b>\$12,567,814</b>	<b>\$13,308,510</b>	<b>\$14,592,435</b>	<b>\$1,283,925</b>

Uses of Funding	FY 07 Actual	FY 08 Budget	FY 09 Budget	Increase (Decrease)
Employee Fringe Benefits	\$10,388,545	\$11,342,310	\$12,476,635	\$1,134,325
Transfer to Other Post Employment Benefits	1,963,100	1,966,200	2,115,800	149,600
<b>Total Uses of Funding</b>	<b>\$12,351,645</b>	<b>\$13,308,510</b>	<b>\$14,592,435</b>	<b>\$1,283,925</b>

# Risk Management Safety ISF

This Internal Service Fund is used to account for and finance the County's uninsured risk. This fund accounts for small losses relating to property and liability claims filed against the County.

Sources of Funding	FY 07 Actual	FY 08 Budget	FY 09 Budget	Increase (Decrease)
Transfer from General Fund	\$52,500	\$92,500	\$115,000	\$22,500
Insurance	23,783	0	0	0
<b>Total Sources of Funding</b>	<b>\$76,283</b>	<b>\$92,500</b>	<b>\$115,000</b>	<b>\$22,500</b>

Uses of Funding	FY 07 Actual	FY 08 Budget	FY 09 Budget	Increase (Decrease)
Accidents/Repairs	\$34,139	\$92,500	\$115,000	\$22,500
<b>Total Uses of Funding</b>	<b>\$34,139</b>	<b>\$92,500</b>	<b>\$115,000</b>	<b>\$22,500</b>

# Risk Management Auto Damage ISF

This Internal Service Fund is used to account for the cost of repairing county owned vehicles after they have been damaged as the result of an accident.

Sources of Funding	FY 07 Actual	FY 08 Budget	FY 09 Budget	Increase (Decrease)
Insurance	\$36,957	\$0	\$0	
Transfer from General Fund	80,000	110,000	115,000	5,000
<b>Total Sources of Funding</b>	<b>\$116,957</b>	<b>\$110,000</b>	<b>\$115,000</b>	<b>\$5,000</b>

Uses of Funding	FY 07 Actual	FY 08 Budget	FY 09 Budget	Increase (Decrease)
Vehicle Repairs	\$134,642	\$110,000	\$115,000	\$5,000
<b>Total Uses of Funding</b>	<b>\$134,642</b>	<b>\$110,000</b>	<b>\$115,000</b>	<b>\$5,000</b>

# Risk Management Insurance Deductible ISF

This Insurance Deductible Internal Service Fund is used to account for deductibles paid by the County from property and liability claims.

Sources of Funding	FY 07 Actual	FY 08 Budget	FY 09 Budget	Increase (Decrease)
Transfer from General Fund	\$35,000	\$35,000	\$40,000	\$5,000
<b>Total Sources of Funding</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$40,000</b>	<b>\$5,000</b>

Uses of Funding	FY 07 Actual	FY 08 Budget	FY 09 Budget	Increase (Decrease)
Public Official, Police and General Comp Liability	\$15,231	\$35,000	\$40,000	\$5,000
<b>Total Uses of Funding</b>	<b>\$15,231</b>	<b>\$35,000</b>	<b>\$40,000</b>	<b>\$5,000</b>

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# Position Summary

The following pages are a summary of positions in Carroll County government. All positions are General Fund positions unless specified as a Grant Fund or Enterprise Fund position.

- General Fund positions – those positions supported by taxes, fees and other general fund revenues.
- Enterprise Fund positions – those positions supported apart from the General Fund by charges generated by and restricted to use for a specific service, for example water and sewer charges.
- Grant Fund positions – those positions are supported primarily by State and Federal grants.

The categories are arranged by Department and/or Bureau. The summary lists Full Time Equivalent (FTE), totals of full-time, part-time, or other number of 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) – These are regular full-time positions with full benefits.
- Part-Time (PT) – These are positions scheduled for fewer than thirty hours per week with limited or no benefits.
- Other (O) – These 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 (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 the Sheriff, Detention Center, Circuit Court, Juvenile Master, Volunteer Community Service Program, State's Attorney, Victim Witness, Child Support and Soil Conservation.

The overall authorized positions for all departments in FY 09 are 1,043.55 positions. The workforce grows by 19.42 positions from FY 08. Of the new positions, 11 were added to the Public Safety/Courts Departments in response to the Commissioners goal of making safety a priority for the citizens of Carroll County. Addressing operating impacts of new facilities increases our personnel by six and includes a Recreation position for a new gymnasium at the South Carroll Senior Center, a Fleet mechanic, Technology Services position and three new positions for Utilities. Two additional positions are in the Citizen Services department in lieu of contracted custodial services at two Senior/Community Centers. One recycling manager is planned in the Solid Waste budget to boost county recycling efforts in order to lessen transfer costs and increase environmental awareness.

# Authorized Position History

General Fund	Adjusted FY 07 FTE				Adjusted FY 08 FTE				FY 09 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Accounting	13.00	---	---	13.00	13.00	---	---	13.00	13.00	---	---	13.00
Collections Office	11.00	---	0.63	11.63	11.00	---	0.63	11.63	11.00	---	0.63	11.63
Comptroller Administration	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
Purchasing	6.00	---	---	6.00	6.00	---	---	6.00	6.00	---	---	6.00
<b>Comptroller TOTAL</b>	<b>34.00</b>	<b>0.00</b>	<b>0.63</b>	<b>34.63</b>	<b>34.00</b>	<b>0.00</b>	<b>0.63</b>	<b>34.63</b>	<b>34.00</b>	<b>0.00</b>	<b>0.63</b>	<b>34.63</b>
County Attorney	13.00	---	0.63	13.63	14.00	---	0.63	14.63	14.00	---	0.63	14.63
Board of License Comm.	2.00	0.63	---	2.63	2.00	0.63	---	2.63	2.00	0.63	---	2.63
Board of Zoning Appeals	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
<b>County Attorney TOTAL</b>	<b>16.00</b>	<b>0.63</b>	<b>0.63</b>	<b>17.26</b>	<b>17.00</b>	<b>0.63</b>	<b>0.63</b>	<b>18.26</b>	<b>17.00</b>	<b>0.63</b>	<b>0.63</b>	<b>18.26</b>
BERC	3.15	---	---	3.15	3.15	---	---	3.15	3.15	---	---	3.15
Economic Dev. Admin.	7.00	---	---	7.00	7.00	---	---	7.00	7.00	---	---	7.00
Tourism	2.00	---	2.38	4.38	2.00	---	2.38	4.38	2.00	---	2.38	4.38
<b>Economic Dev. TOTAL</b>	<b>12.15</b>	<b>0.00</b>	<b>2.38</b>	<b>14.53</b>	<b>12.15</b>	<b>0.00</b>	<b>2.38</b>	<b>14.53</b>	<b>12.15</b>	<b>0.00</b>	<b>2.38</b>	<b>14.53</b>
General Services Administration	2.00	---	2.00	4.00	2.00	---	2.00	4.00	2.00	---	2.00	4.00
Building Construction	6.00	---	---	6.00	7.00	---	---	7.00	7.00	---	---	7.00
Central Warehouse	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00
Facilities	61.00	---	0.50	61.50	60.00	---	1.10	61.10	60.00	---	1.10	61.10
Fleet Management	22.00	---	---	22.00	22.00	---	---	22.00	23.00	---	---	23.00
Permits and Inspection	26.00	0.56	---	26.56	27.00	---	---	27.00	27.00	---	---	27.00
<b>General Services TOTAL</b>	<b>122.00</b>	<b>0.56</b>	<b>2.50</b>	<b>125.06</b>	<b>123.00</b>	<b>0.00</b>	<b>3.10</b>	<b>126.10</b>	<b>124.00</b>	<b>0.00</b>	<b>3.10</b>	<b>127.10</b>
Human Resources Admin	13.00	0.47	---	13.47	13.00	0.47	---	13.47	13.00	0.47	---	13.47
Personnel Services	4.57	---	---	4.57	5.00	---	0.57	5.57	5.00	---	0.57	5.57
<b>Human Resources TOTAL</b>	<b>17.57</b>	<b>0.47</b>	<b>0.00</b>	<b>18.04</b>	<b>18.00</b>	<b>0.47</b>	<b>0.57</b>	<b>19.04</b>	<b>18.00</b>	<b>0.47</b>	<b>0.57</b>	<b>19.04</b>
Department of Technology Services	25.75	---	---	25.75	26.75	---	---	26.75	27.75	---	---	27.75
Production & Distribution	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
<b>Department of Tech. Serv. TOTAL</b>	<b>28.75</b>	<b>0.00</b>	<b>0.00</b>	<b>28.75</b>	<b>29.75</b>	<b>0.00</b>	<b>0.00</b>	<b>29.75</b>	<b>30.75</b>	<b>0.00</b>	<b>0.00</b>	<b>30.75</b>
Budget	7.00	---	---	7.00	8.00	---	---	8.00	8.00	---	---	8.00
Grants	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Mgmt. & Budget Admin	4.00	---	---	4.00	3.00	---	---	3.00	3.00	---	---	3.00
Risk Management	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00
<b>Mgmt. &amp; Budget TOTAL</b>	<b>18.00</b>	<b>0.00</b>	<b>0.00</b>	<b>18.00</b>	<b>18.00</b>	<b>0.00</b>	<b>0.00</b>	<b>18.00</b>	<b>18.00</b>	<b>0.00</b>	<b>0.00</b>	<b>18.00</b>
Planning	13.00	---	0.40	13.40	13.00	---	0.40	13.40	13.00	---	0.40	13.40
Planning Administration	7.00	---	---	7.00	8.00	---	---	8.00	8.00	---	---	8.00
Environmental Compliance	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
Resource Management	16.00	---	---	16.00	18.00	---	---	18.00	18.00	---	---	18.00
Development Review	9.00	---	---	9.00	8.00	---	---	8.00	8.00	---	---	8.00
<b>Planning TOTAL</b>	<b>48.00</b>	<b>0.00</b>	<b>0.40</b>	<b>48.40</b>	<b>50.00</b>	<b>0.00</b>	<b>0.40</b>	<b>50.40</b>	<b>50.00</b>	<b>0.00</b>	<b>0.40</b>	<b>50.40</b>
County Commissioners	11.60	---	0.40	12.00	11.60	---	0.40	12.00	11.60	---	0.40	12.00
Legislative Services	1.00	---	---	1.00	---	---	---	0.00	---	---	---	0.00
Office of Public Information	3.50	---	---	3.50	2.00	---	---	2.00	2.00	---	---	2.00
TV Production	1.40	---	---	1.40	1.40	---	0.50	1.90	1.40	---	0.50	1.90
Management Analysis	2.60	---	0.60	3.20	2.00	---	0.25	2.25	2.00	---	0.25	2.25
Zoning Administration	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
<b>Gen Govt. Other TOTAL</b>	<b>24.10</b>	<b>0.00</b>	<b>1.00</b>	<b>25.10</b>	<b>21.00</b>	<b>0.00</b>	<b>1.15</b>	<b>22.15</b>	<b>21.00</b>	<b>0.00</b>	<b>1.15</b>	<b>22.15</b>

# Authorized Position History

General Fund (cont'd)	Adjusted FY 07 FTE				Adjusted FY 08 FTE				FY 09 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Circuit Court	14.75	---	13.89	28.64	15.00	---	14.89	29.89	15.00	---	15.50	30.50
Circuit Court Masters	5.00	---	0.00	5.00	6.00	---	---	6.00	8.00	---	---	8.00
Vol. Community Services	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
<b>Courts TOTAL</b>	<b>22.75</b>	<b>0.00</b>	<b>13.89</b>	<b>36.64</b>	<b>24.00</b>	<b>0.00</b>	<b>14.89</b>	<b>38.89</b>	<b>26.00</b>	<b>0.00</b>	<b>15.50</b>	<b>41.50</b>
Office of Public Safety	35.00	---	5.63	40.63	35.00	---	5.63	40.63	35.00	---	5.63	40.63
<b>Public Safety TOTAL</b>	<b>35.00</b>	<b>0.00</b>	<b>5.63</b>	<b>40.63</b>	<b>35.00</b>	<b>0.00</b>	<b>5.63</b>	<b>40.63</b>	<b>35.00</b>	<b>0.00</b>	<b>5.63</b>	<b>40.63</b>
Detention Center	107.00	---	0.50	107.50	109.00	---	0.50	109.50	109.00	---	0.50	109.50
Sheriff's Services	89.00	---	2.00	91.00	93.00	---	2.00	95.00	97.00	---	2.00	99.00
<b>Sheriff's Svcs. TOTAL</b>	<b>196.00</b>	<b>0.00</b>	<b>2.50</b>	<b>198.50</b>	<b>202.00</b>	<b>0.00</b>	<b>2.50</b>	<b>204.50</b>	<b>206.00</b>	<b>0.00</b>	<b>2.50</b>	<b>208.50</b>
State's Attorney's Office	32.00	0.50	1.00	33.50	33.00	0.50	1.00	34.50	34.00	0.50	1.00	35.50
Victim Witness Assistance	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
<b>State's Att'y TOTAL</b>	<b>36.00</b>	<b>0.50</b>	<b>1.00</b>	<b>37.50</b>	<b>37.00</b>	<b>0.50</b>	<b>1.00</b>	<b>38.50</b>	<b>38.00</b>	<b>0.50</b>	<b>1.00</b>	<b>39.50</b>
Law Enforcement	---	---	---	---	---	---	---	0.00	3.00	---	---	3.00
<b>Public Safety Other TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3.00</b>
Engineering Admin.	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00
Eng. Constr. Inspection	7.00	---	---	7.00	7.00	---	---	7.00	7.00	---	---	7.00
Engineering Design	6.00	---	---	6.00	6.00	---	---	6.00	6.00	---	---	6.00
Engineering Survey	4.00	0.70	---	4.70	4.00	0.70	---	4.70	5.00	---	---	5.00
Public Works Admin.	4.10	---	---	4.10	4.10	---	---	4.10	4.10	---	---	4.10
Roads Operations	116.00	0.50	1.60	118.10	117.00	0.50	1.60	119.10	117.00	0.50	1.60	119.10
<b>Public Works TOTAL</b>	<b>142.10</b>	<b>1.20</b>	<b>1.60</b>	<b>144.90</b>	<b>143.10</b>	<b>1.20</b>	<b>1.60</b>	<b>145.90</b>	<b>144.10</b>	<b>0.50</b>	<b>1.60</b>	<b>146.20</b>
Citizen Services Admin.	3.80	---	0.75	4.55	3.80	---	0.75	4.55	3.80	---	0.75	4.55
Aging	16.39	---	---	16.39	20.39	---	---	20.39	22.39	---	---	22.39
CC Advocacy and Investigation Center	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
<b>Citizen Services TOTAL</b>	<b>23.19</b>	<b>0.00</b>	<b>0.75</b>	<b>23.94</b>	<b>27.19</b>	<b>0.00</b>	<b>0.75</b>	<b>27.94</b>	<b>29.19</b>	<b>0.00</b>	<b>0.75</b>	<b>29.94</b>
Rec and Parks Admin.	3.00	---	0.30	3.30	4.00	---	0.30	4.30	4.00	---	0.30	4.30
Hashawha	11.00	2.38	1.06	14.44	11.00	2.38	1.06	14.44	11.00	2.38	1.06	14.44
Piney Run	6.00	0.50	7.27	13.77	6.00	0.50	7.27	13.77	6.00	0.50	7.27	13.77
Recreation	5.00	---	3.38	8.38	4.00	---	3.38	7.38	5.00	---	3.38	8.38
Sports Complex	2.00	---	1.62	3.62	2.00	---	1.62	3.62	2.00	---	1.62	3.62
<b>Rec and Parks TOTAL</b>	<b>27.00</b>	<b>2.88</b>	<b>13.63</b>	<b>43.51</b>	<b>27.00</b>	<b>2.88</b>	<b>13.63</b>	<b>43.51</b>	<b>28.00</b>	<b>2.88</b>	<b>13.63</b>	<b>44.51</b>
<b>Farm Museum</b>	<b>10.00</b>	<b>1.23</b>	<b>2.38</b>	<b>13.61</b>	<b>10.00</b>	<b>1.23</b>	<b>2.38</b>	<b>13.61</b>	<b>10.00</b>	<b>1.23</b>	<b>2.38</b>	<b>13.61</b>
Soil Conservation	6.00	---	---	6.00	6.00	---	---	6.00	6.00	---	---	6.00
<b>Cons. &amp; Natural Res. TOTAL</b>	<b>6.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6.00</b>
<b>TOTAL General Fund</b>	<b>818.61</b>	<b>7.47</b>	<b>48.92</b>	<b>875.00</b>	<b>834.19</b>	<b>6.91</b>	<b>51.24</b>	<b>892.34</b>	<b>850.19</b>	<b>6.21</b>	<b>51.85</b>	<b>908.25</b>

# Authorized Position History

Enterprise Funds	Adjusted FY 07 FTE				Adjusted FY 08 FTE				FY 09 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Solid Waste Management	2.05	---	---	2.05	2.05	---	---	2.05	2.05	---	---	2.05
County Waste Removal	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Northern Landfill	13.00	---	---	13.00	13.00	---	---	13.00	13.00	---	---	13.00
Recycling	---	---	---	0.00	---	---	---	0.00	1.00	---	---	1.00
Solid Waste Accounting	5.75	---	---	5.75	5.75	---	---	5.75	5.75	---	---	5.75
<b>Solid Waste TOTAL</b>	<b>22.80</b>	<b>0.00</b>	<b>0.00</b>	<b>22.80</b>	<b>22.80</b>	<b>0.00</b>	<b>0.00</b>	<b>22.80</b>	<b>23.80</b>	<b>0.00</b>	<b>0.00</b>	<b>23.80</b>
BOU Accounting Admin.	7.45	---	---	7.45	8.10	---	---	8.10	8.10	---	---	8.10
BOE Facilities	1.59	---	---	1.59	1.59	---	---	1.59	1.59	---	---	1.59
Freedom Sewer	6.00	---	---	6.00	6.50	---	---	6.50	7.50	---	---	7.50
Freedom Water	13.00	---	---	13.00	14.50	---	---	14.50	16.50	---	---	16.50
Hampstead Sewer	3.50	---	---	3.50	4.50	---	---	4.50	4.50	---	---	4.50
Other Water/Sewer	0.91	---	---	0.91	0.91	---	---	0.91	0.91	---	---	0.91
<b>BOU TOTAL</b>	<b>32.45</b>	<b>0.00</b>	<b>0.00</b>	<b>32.45</b>	<b>36.10</b>	<b>0.00</b>	<b>0.00</b>	<b>36.10</b>	<b>39.10</b>	<b>0.00</b>	<b>0.00</b>	<b>39.10</b>
Airport	2.40	---	0.60	3.00	3.00	---	1.50	4.50	3.00	---	1.50	4.50
Firearms Facility	---	---	3.13	3.13	---	---	3.13	3.13	---	---	3.13	3.13
Septage Facilities	---	---	---	0.00	---	---	---	0.00	---	---	---	0.00
<b>Enterprise Funds SUBTOTAL</b>	<b>2.40</b>	<b>0.00</b>	<b>3.73</b>	<b>6.13</b>	<b>3.00</b>	<b>0.00</b>	<b>4.63</b>	<b>7.63</b>	<b>3.00</b>	<b>0.00</b>	<b>4.63</b>	<b>7.63</b>
<b>TOTAL Enterprise Funds</b>	<b>57.65</b>	<b>0.00</b>	<b>3.73</b>	<b>61.38</b>	<b>61.90</b>	<b>0.00</b>	<b>4.63</b>	<b>66.53</b>	<b>65.90</b>	<b>0.00</b>	<b>4.63</b>	<b>70.53</b>

Grant Funds	Adjusted FY 07 FTE				Adjusted FY 08 FTE				FY 09 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Aging	14.76	0.56	---	15.32	14.75	0.56	---	15.31	14.75	0.56	---	15.31
BERC	6.85	---	2.50	9.35	6.85	---	2.50	9.35	6.85	---	2.50	9.35
Circuit Court	---	---	6.36	6.36	7.00	---	1.66	8.66	7.00	---	1.66	8.66
Emergency Services	1.00	---	---	1.00	1.00	---	0.00	1.00	1.00	---	---	1.00
Housing and Comm. Dev.	9.20	---	---	9.20	9.20	---	0.00	9.20	9.20	---	---	9.20
Local Management Board	3.00	---	1.00	4.00	3.00	---	1.00	4.00	3.00	---	1.00	4.00
Recreation	---	---	0.75	0.75	0.00	---	0.75	0.75	---	---	0.75	0.75
Sheriff's Services	4.00	---	---	4.00	4.00	---	---	4.00	3.50	---	---	3.50
State's Attorney's Office	13.00	---	---	13.00	13.00	---	---	13.00	13.00	---	---	13.00
<b>TOTAL Grant-Funded</b>	<b>51.81</b>	<b>0.56</b>	<b>10.61</b>	<b>62.98</b>	<b>58.80</b>	<b>0.56</b>	<b>5.91</b>	<b>65.27</b>	<b>58.30</b>	<b>0.56</b>	<b>5.91</b>	<b>64.77</b>

TOTAL Government	Adjusted FY 07 FTE				Adjusted FY 08 FTE				FY 09 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
TOTAL General Fund	818.61	7.47	48.92	875.00	834.19	6.91	51.24	892.34	850.19	6.21	51.85	908.25
TOTAL Enterprise Funds	57.65	0.00	3.73	61.38	61.90	0.00	4.63	66.53	65.90	0.00	4.63	70.53
TOTAL Grant Funds	51.81	0.56	10.61	62.98	58.80	0.56	5.91	65.27	58.30	0.56	5.91	64.77
<b>TOTAL FTE</b>	<b>928.07</b>	<b>8.03</b>	<b>63.26</b>	<b>999.36</b>	<b>954.89</b>	<b>7.47</b>	<b>61.78</b>	<b>1024.14</b>	<b>974.39</b>	<b>6.77</b>	<b>62.39</b>	<b>1043.55</b>



# Grant-Funded Position History

Grant Funds	Adjusted FY 07 FTE				Adjusted FY 08 FTE				FY 09 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Accounts Technician	1.31	---	---	1.31	1.43	---	---	1.43	1.43	---	---	1.43
Client Services Supervisor	---	---	---	0.00	---	---	---	0.00	---	---	---	0.00
Manager/Senior Center	1.40	---	---	1.40	1.40	---	---	1.40	1.40	---	---	1.40
Office Associate	0.63	---	---	0.63	0.63	---	---	0.63	0.63	---	---	0.63
Program Aide	1.50	---	---	1.50	1.50	---	---	1.50	1.50	---	---	1.50
Program Assistant	0.25	---	---	0.25	0.25	---	---	0.25	0.25	---	---	0.25
Program Coordinator	0.80	---	---	0.80	0.80	---	---	0.80	0.80	---	---	0.80
Program Coordinator I	1.00	---	---	1.00	1.25	---	---	1.25	1.25	---	---	1.25
Program Coordinator II	1.75	---	---	1.75	1.75	---	---	1.75	1.75	---	---	1.75
Program Specialist	5.12	0.56	---	5.68	4.74	0.56	---	5.30	4.74	0.56	---	5.30
Site Manager	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
<b>Aging</b>	<b>14.76</b>	<b>0.56</b>	<b>0.00</b>	<b>15.32</b>	<b>14.75</b>	<b>0.56</b>	<b>0.00</b>	<b>15.31</b>	<b>14.75</b>	<b>0.56</b>	<b>0.00</b>	<b>15.31</b>
Administrative Support	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00
Business Consultant	0.85	---	---	0.85	0.85	---	---	0.85	0.85	---	---	0.85
Employment Consultant	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
Employment Supervisor	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Professional	---	---	1.50	1.50	---	---	1.50	1.50	---	---	1.50	1.50
Fiscal Specialist	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Trainer	1.00	---	---	1.00	1.00	---	---	1.00	---	---	---	0.00
<b>BERC</b>	<b>6.85</b>	<b>0.00</b>	<b>2.50</b>	<b>9.35</b>	<b>6.85</b>	<b>0.00</b>	<b>2.50</b>	<b>9.35</b>	<b>5.85</b>	<b>0.00</b>	<b>2.50</b>	<b>8.35</b>
Administrative Assistant	---	---	1.00	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Custody Evaluator	---	---	0.70	0.70	1.00	---	---	1.00	1.00	---	---	1.00
Family Law Administrator	---	---	1.00	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Mediation Coordinator	---	---	1.00	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Visitation Services Coordinator	---	---	1.00	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Visitation Services Observer	---	---	1.33	1.33	---	---	1.33	1.33	---	---	1.33	1.33
Bailiff	---	---	0.33	0.33	---	---	0.33	0.33	---	---	0.33	0.33
Drug Court Coordinator	---	---	---	0.00	1.00	---	---	1.00	1.00	---	---	1.00
Drug Court Case Manager	---	---	---	0.00	1.00	---	---	1.00	1.00	---	---	1.00
<b>Circuit Court</b>	<b>0.00</b>	<b>0.00</b>	<b>6.36</b>	<b>6.36</b>	<b>7.00</b>	<b>0.00</b>	<b>1.66</b>	<b>8.66</b>	<b>7.00</b>	<b>0.00</b>	<b>1.66</b>	<b>8.66</b>
Planner	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
<b>Emergency Services</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>
Accountant	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Accounts Technician	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Family Self-Sufficiency Case Work.	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Family Self-Sufficiency Coord.	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Housing Inspector	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Housing Specialist	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
Office Associate	0.20	---	---	0.20	0.20	---	---	0.20	0.20	---	---	0.20
Program Manager	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
<b>Housing and Comm. Dev.</b>	<b>9.20</b>	<b>0.00</b>	<b>0.00</b>	<b>9.20</b>	<b>9.20</b>	<b>0.00</b>	<b>0.00</b>	<b>9.20</b>	<b>9.20</b>	<b>0.00</b>	<b>0.00</b>	<b>9.20</b>

# Grant-Funded Position History

Grant Funds (cont'd)	Adjusted FY 07 FTE				Adjusted FY 08 FTE				FY 09 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Administrator	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Contract Coordinator	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00
Evaluation Specialist	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Office Associate	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
<b>Local Management Board</b>	<b>3.00</b>	<b>0.00</b>	<b>1.00</b>	<b>4.00</b>	<b>3.00</b>	<b>0.00</b>	<b>1.00</b>	<b>4.00</b>	<b>3.00</b>	<b>0.00</b>	<b>1.00</b>	<b>4.00</b>
Recreation Program Specialist	---	---	0.75	0.75	---	---	0.75	0.75	---	---	0.75	0.75
<b>Recreation</b>	<b>0.00</b>	<b>0.00</b>	<b>0.75</b>	<b>0.75</b>	<b>0.00</b>	<b>0.00</b>	<b>0.75</b>	<b>0.75</b>	<b>0.00</b>	<b>0.00</b>	<b>0.75</b>	<b>0.75</b>
Anti-Gang Strategy Coordinator	---	---	---	---	1.00	---	---	1.00	1.00	---	---	1.00
Corporal	2.00	---	---	2.00	1.00	---	---	1.00	1.00	---	---	1.00
Executive Secretary	2.00	---	---	2.00	2.00	---	---	2.00	1.50	---	---	1.50
<b>Sheriff's Services</b>	<b>4.00</b>	<b>0.00</b>	<b>0.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>	<b>0.00</b>	<b>4.00</b>	<b>3.50</b>	<b>0.00</b>	<b>0.00</b>	<b>3.50</b>
Administrative Assistant	1.00	---	---	1.00	---	---	---	0.00	---	---	---	0.00
Assistant State's Attorney II	1.00	---	---	1.00	---	---	---	0.00	---	---	---	0.00
Case Technician	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Chief Investigator	1.00	---	---	1.00	---	---	---	0.00	---	---	---	0.00
Domestic Violence Prosecutor	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Investigator I	---	---	---	---	1.00	---	---	1.00	1.00	---	---	1.00
Investigator II	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Prosecution Aide	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Prosecution Assistant	4.00	---	---	4.00	5.00	---	---	5.00	5.00	---	---	5.00
Senior Asst. State's Atty.	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Specialty Unit Supervisor (Child Spt)	---	---	---	---	1.00	---	---	1.00	1.00	---	---	1.00
State's Attorney's Office	13.00	0.00	0.00	13.00	13.00	0.00	0.00	13.00	13.00	0.00	0.00	13.00
<b>TOTAL Grant Funds</b>	<b>51.81</b>	<b>0.56</b>	<b>10.61</b>	<b>62.98</b>	<b>58.80</b>	<b>0.56</b>	<b>5.91</b>	<b>65.27</b>	<b>57.30</b>	<b>0.56</b>	<b>5.91</b>	<b>63.77</b>

All Grant Funds	Adjusted FY 07 FTE				Adjusted FY 08 FTE				FY 09 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Aging	14.76	0.56	0.00	15.32	14.75	0.56	0.00	15.31	14.75	0.56	0.00	15.31
BERC	6.85	0.00	2.50	9.35	6.85	0.00	2.50	9.35	5.85	0.00	2.50	8.35
Circuit Court	0.00	0.00	6.36	6.36	7.00	0.00	1.66	8.66	7.00	0.00	1.66	8.66
Emergency Services	1.00	0.00	0.00	1.00	1.00	0.00	0.00	1.00	1.00	0.00	0.00	1.00
Housing and Comm. Dev.	9.20	0.00	0.00	9.20	9.20	0.00	0.00	9.20	9.20	0.00	0.00	9.20
Local Management Board	3.00	0.00	1.00	4.00	3.00	0.00	1.00	4.00	3.00	0.00	1.00	4.00
Recreation	0.00	0.00	0.75	0.75	0.00	0.00	0.75	0.75	0.00	0.00	0.75	0.75
Sheriff's Services	4.00	0.00	0.00	4.00	4.00	0.00	0.00	4.00	3.50	0.00	0.00	3.50
State's Attorney's Office	13.00	0.00	0.00	13.00	13.00	0.00	0.00	13.00	13.00	0.00	0.00	13.00
<b>TOTAL Grant Funds</b>	<b>51.81</b>	<b>0.56</b>	<b>10.61</b>	<b>62.98</b>	<b>58.80</b>	<b>0.56</b>	<b>5.91</b>	<b>65.27</b>	<b>57.30</b>	<b>0.56</b>	<b>5.91</b>	<b>63.77</b>

## GLOSSARY OF TERMS

**ADJUSTED BUDGET** The annual operating budget with up-to-date modifications resulting from operations of County agencies since the budget adoption.

**AGRICULTURE TRANSFER TAX** Tax on the sale of property located within an area zoned for agriculture; proceeds are used to help fund the Agricultural Land preservation Program.

**ALLIED AGENCIES** These are agencies, such as Sheriff's Services and State's Attorney, that are funded by the County, but not under the direct control of the Board of County Commissioners. Many of these agencies also receive State and other sources of funding.

**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 TAX BASE** The total valuation placed upon real and personal property, less 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. **The assessment for real property is currently established at 100% of market value.**

**AUTHORIZED POSITION** An employee position, which is approved in the adopted budget, to be filled during the fiscal year.

**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.

**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. The Bureau of Accounting is a bureau within the Department of the Comptroller.

**CAPITAL BUDGET** The budget, which funds major construction and improvement projects such as schools, bridges and roads.

**DEBT SERVICE** The annual payment of principal and interest on the County's bonded debt.

**DEPARTMENT** A County agency or office consisting of one or more bureaus. Examples are the Department of Human Resources and the Department of Public Works.

**ENTERPRISE FUND** A fund established to account for the financing of certain self-supporting services provided by the County government. The services generate their own revenues from fees, charges and other receipts. Carroll County presently has five enterprise funds: one to operate sewer and/or water facilities, one to manage the septage facility, one that manages solid waste and recycling efforts, one for the operations of the Airport, and one for the Firearms Facility.

**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. Positions in the Circuit Court are considered full time at 35 hours per week. For example, a part-time employee working 20 hours per week would be equivalent to .5 of a full-time position and a person working 40 hours a week would be equivalent to 1.0 full-time position.

**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 34** Governmental Accounting Standards Board Statement 34. Financial reporting requirements for state and local governments related to capital assets and depreciation accounting.

**GENERAL GOVERNMENT** The function of government comprised of the central administrative offices such as: Comptroller, Economic Development, Human Resources, Budget, Planning and County Commissioners.

**GOALS** A broad statement of purpose. A goal represents a framework of outcomes to be achieved on behalf of the customers and reflects realistic constraints upon the unit providing the service.

**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.

**IMPACT FEES** One-time charges assessed against new development that attempts to recover from the developer the capital cost of the additional public facilities 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. **The current local income tax rate is 3.05% of taxable income.**

**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 which a government purchases and holds.

**LEACHATE** A liquid produced when rain water and other moisture travels through the 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.

**MUNICIPALITY** City or town incorporated for local self-government.

**OPERATING BUDGET** The annual budget that supports the day-to-day operations of County agencies.

**ORDINANCE** Regulation enacted by the government.

**OVERLAY (roads)** Consists of deep milling and patching of failed areas then applying 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, enterprise funds, bond interest and impact fees. Current sources of Paygo represent approximately 57% of the total capital budget revenues.

**PAYROLL ACCRUAL** Due to changes in governmental accounting procedures, all days worked in the fiscal year must be accounted for in the same year. When the pay period ends prior to June 30, all days worked between the last day of the pay period and June 30 need to be accrued to match expenditures to the fiscal year in which they occurred.

**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.

**PRIDE** Academic tutoring and intensive counseling services.

**PROJECT** An identified cost center within the County's accounting system. Costs are summarized as follows:

**PERSONNEL** Within a project's budget these are the costs associated with the payment of County personnel. Included are labor costs for salaries and wages, hourly, part-time, overtime and seasonal employee expenses.

**OPERATING** Within a project's budget these are the non-labor, non-capital related costs associated with the day-to-day operations of County agencies. Included are expenses such as travel-business conferences, contractual services, rents and utilities, and supplies and materials.

**CAPITAL** Within a project's budget these are 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 and 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 to be applied to the property assessments to generate revenues in support of the local budget. The property tax is the major revenue source in Maryland County governments. **The current local property tax rate in Carroll County is \$1.048 per \$100 of assessed value.**

**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.

**RETAINED EARNINGS** Net earnings retained by the enterprise fund to be reinvested in its core business or to pay debt.

**REVENUES** Monies received by the County to support its budget and enable the employees to provide service 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.

**SEMI-AUTONOMOUS AGENCIES** Agencies of the County which are not subject to full County appropriation authority due to State Law, such as Carroll Community College, Carroll County Public Library, Health Departments, the Board of Education and the Carroll County Volunteer Emergency Services Association.

**STATE AGENCIES/INDEPENDENT BOARDS** Certain organizational entities are either State agencies or legally independent boards and not directly responsible to the Board of County Commissioners. However, the County is responsible for providing partial or full funding support. Examples include the Board of Elections and the Board of Education.

**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

<b>ARC</b>	Association of Retarded Citizens
<b>BERC</b>	Business Employment Resource Center
<b>BGE</b>	Baltimore Gas & Electric
<b>BOU</b>	Board of Utilities
<b>CCAIC</b>	Carroll County Advocacy and Investigation Center
<b>CCYSB</b>	Carroll County Youth Services Bureau
<b>CIP</b>	Community Investment Plan
<b>CMC</b>	Community Media Center
<b>CRC</b>	Cable Regulatory Commission
<b>DMB</b>	Department of Management & Budget
<b>DS</b>	Debt Service
<b>DSS</b>	Department of Social Services
<b>DTS</b>	Department of Technology Services
<b>ED</b>	Economic Development
<b>EMS</b>	Emergency Medical Services
<b>FTE</b>	Full-Time Equivalent
<b>FY</b>	Fiscal Year
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information System
<b>HUD</b>	U.S. Department of Housing and Urban Development
<b>HWWTP</b>	Hampstead Waste Water Treatment Plant
<b>IDA</b>	Industrial Development Authority
<b>ICE</b>	Immigration and Customs Enforcement
<b>IPA</b>	Installment Purchase Agreements
<b>ISF</b>	Internal Service Fund
<b>LGIT</b>	Local Government Insurance Trust
<b>LTCOP</b>	Long Term Care Ombudsman Program
<b>MSDE</b>	Maryland State Department of Education
<b>O/T</b>	Overtime

<b>OPEB</b>	Other Post Employment Benefits
<b>PDS</b>	Production Distribution Services
<b>POS</b>	Project Open Space
<b>RCIS</b>	Rape Crisis Intervention Service
<b>RR &amp; PU</b>	Railroad & Public Utilities
<b>SHOUT</b>	Students Helping Others Understand Themselves
<b>VCSP</b>	Volunteer Community Service Program
<b>WIA</b>	Workforce Investment Act



## FY 2009 CAPITAL IMPROVEMENT PROGRAM BUDGET REQUEST

(\$ ,000 omitted)

Priority		Grades	Capacity	Project Title	Occupy	Prior Authorization/Allocation			Fiscal Year 2009 Funding Request				Total Request
State	Local					State	County	Total	State	Request For	County	Request For	
	1	9-12	1,250	New Northeast Area High School	Aug. 2009		\$ 68,071	\$ 68,071	\$ -		\$ 10,969	(C)&(E)	\$ 10,969
1	2	9-12	1,233	S. Carroll High School Fine Arts Addition	Aug. 2010		\$ 2,325	\$ 2,325	\$ 9,418	(C)	\$ 17,104	(C)	\$ 26,522
2	3	K-5	571	New South Carroll Area Elementary School	Aug. 2011		\$ -	\$ -	\$ -	(P)	\$ 2,282	(P)	\$ 2,282
3	4	9-12	1,879	Westminster High School HVAC Replacement	TBD		\$ 1,583	\$ 1,583	\$ 15,084	(SR)	\$ 9,840	(SR)	\$ 24,924
4	5	3-5	618	Mt. Airy Elementary School Roof Replacement	Aug. 2009		\$ -	\$ -	\$ 517	(SR)	\$ 390	(SR)	\$ 907
5		K-5	598	Carrolltowne ES Open Space Enclosures	TBD		\$ 8,000	\$ 8,000	\$ 2,120	(C)	\$ -		\$ 2,120
6	6	PreK-5	524	William Winchester ES Full Day K Addition	Aug. 2011		\$ -	\$ -	\$ -	(P)	\$ 293	(P)	\$ 293
7	7	K-5	705	Winfield ES Full Day K Addition	Aug. 2011		\$ -	\$ -	\$ -	(P)	\$ 134	(P)	\$ 134
	8			Relocatable Classroom Movement			\$ 360	\$ 360			\$ 400	(P)&(C)	\$ 400
	9			Paving			\$ 268	\$ 268			\$ 2,000	(C)	\$ 2,000
	10			Technology Improvements			\$ 245	\$ 245			\$ 1,487	(C)&(E)	\$ 1,487
	11			Roofing Improvements			\$ 114	\$ 114			\$ 120	(C)	\$ 120
	12			Barrier Free Modifications			\$ 29	\$ 29			\$ 30	(P)&(C)	\$ 30
							\$ 80,995		\$ 27,139		\$ 45,049		\$ 72,188

NOTE: All dollar figures are shown in thousands

(S) = Scope Determination

(P) = Planning Approval [State] or Planning Funds [County]

(SR) = Systemic Renovation

(C) = Construction Funding

(E) = Furniture & Equipment Funds

**FY 2010-2014 CAPITAL IMPROVEMENT PROGRAM PLAN**

(\$ ,000 omitted)

Grades	Capacity	Project Title	Occupy	Fiscal Year 10	Request For	Fiscal Year 11	Request For	Fiscal Year 12	Request For	Fiscal Year 13	Request For	Fiscal Year 14	Request For	Total
K-5	571	New S. Carroll Area Elementary	2011	\$ 21,598	(C)									\$ 21,598
K	524	William Winchester K Addition	2011	\$ 5,344	(C)									\$ 5,344
K	705	Winfield ES K Addition	2011	\$ 2,443	(C)									\$ 2,443
10-12	380	Long Range Career & Technology Plan	2012	\$ 6,242	(P)	\$ 72,978	(C)							\$ 79,220
6-8	591	New S. Carroll Area Middle	2013			\$ 5,136	(P)	\$ 49,452	(C)					\$ 54,588
K	588	Robert Moton K Addition	2013			\$ 143	(P)	\$ 2,518	(C)					\$ 2,661
K	527	Sandymount K Addition	2013			\$ 99	(P)	\$ 1,731	(C)					\$ 1,830
6-8	1045	West Middle Modernization	TBD	\$ 50	(FA)			\$ 5,372	(P)	52,671	(C)			\$ 58,093
6-8	510	Mt. Airy Middle Modernization	TBD			\$ 50	(FA)			\$ 3,171	(P)	\$ 31,076	(C)	\$ 34,297
K	570	Cranberry Station K Addition	2015							\$ 109	(P)	\$ 1,980	(C)	\$ 2,089
K	544	Elmer Wolfe K Addition	2015							\$ 54	(P)	\$ 990	(C)	\$ 1,044
6-8	775	East Middle Modernization	TBD					\$ 55	(FA)			\$ 5,259	(P)	\$ 5,314
9-12	1233	South Carroll High Modernization	TBD							\$ 55	(FA)			\$ 55
PreK-5	570	Eldersburg Elementary Modernization	TBD									\$ 55	(FA)	\$ 55
		<b>Annual Requests</b>												\$ -
		Relocatable Classroom Movement		\$ 420		\$ 440		\$ 460		\$ 480		\$ 500		\$ 2,300
		Paving		\$ 750		\$ 750		\$ 750		\$ 750		\$ 750		\$ 3,750
		Technology Improvements		\$ 629		\$ 562		\$ 545		\$ 538		\$ 538		\$ 2,812
		Roofing Improvements		\$ 126		\$ 132		\$ 139		\$ 145		\$ 152		\$ 694
		Barrier Free Modifications		\$ 32		\$ 34		\$ 36		\$ 38		\$ 40		\$ 180
														\$ -
		<b>HVAC-Replacements</b>		\$ 2,315	(SR)	\$ 2,315	(SR)	\$ 2,375	(SR)	\$ 2,375	(SR)	\$ 2,450	(SR)	\$ 11,830
					(C)		(C)		(C)		(C)		(C)	\$ -
		<b>Roof Replacements</b>												\$ -
		Roof Replacement - Hampstead Elem.		\$ 1,269	(SR)									\$ 1,269
		Roof Replacement - West Middle				\$ 2,365	(SR)							\$ 2,365
		Roof Replacement - CC C&T Center						\$ 2,077	(SR)					\$ 2,077
		Roof Replacement - Freedom Elem								\$ 1,109	(SR)			\$ 1,109
		Roof Replacement - Carroll Springs								\$ 635	(SR)			\$ 635
		Roof Replacement- Wm. Winchester										\$ 843	(SR)	\$ 843
														\$ -
		<b>Open Space Classroom Enclosure</b>												\$ -
		Northwest Middle (State Only)		\$ 2,258	(C)									\$ 2,258
		Eldersburg Elementary		\$ 2,617	(P)&(C)									\$ 2,617
		Westminster Elementary				\$ 4,465	(P)&(C)							\$ 4,465
														\$ -
		<b>Electrical Service Upgrades</b>												\$ -
		Sykesville Middle				\$ 200	(C)							\$ 200
														\$ -
		<b>Fire Alarm Replacement</b>												\$ -
		West Middle						\$ 250	(C)					\$ 250
		Mt. Airy Elementary								\$ 250	(C)			\$ 250
														\$ -
		<b>Science Room Renovation</b>												\$ -
		Westminster High		\$ 3,493	(P)&(C)									\$ 3,493
		North Carroll High				\$ 4,048	(P)&(C)							\$ 4,048
		South Carroll High						\$ 1,946	(P)&(C)					\$ 1,946
		Liberty High								\$ 2,282	(P)&(C)			\$ 2,282
				\$ 49,586		\$ 93,717		\$ 67,706		\$ 64,662		\$ 44,633		\$ 320,304

**HVAC-Replacements/Air-conditioning Improvements**

FY	Project Title
10	Carrolltowne - Boiler Replacement
10	Hampstead Elementary - Replacement
10	Manchester ES - Scope Study
11	East Middle - Chiller Replacement
12	Manchester Elementary - Replacement
12	Northwest Middle - Boiler Replacement
13	William Winchester Elem. - Boiler Replmt.
13	S. Carroll High - Chiller Replacement
14	Freedom Elementary - Boiler Replacement

(S) = Scope Determination  
(P) = Planning Approval [State] or Planning Funds [County]  
(SR) = Systemic Renovation  
(C) = Construction Funding  
(E) = Furniture & Equipment Funds  
(FA) = Facility Assessment

<b>Project</b>		<b>08</b>	<b>09</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>Comments</b>
New South Carroll Area Middle School	Aug. 2013				<b>P</b>	<b>C</b>	<b>C</b>	<b>O</b>				Project was included in County Adopted FY08-13 CIP with planning funds in FY10. <b>This project was moved out based on declining enrollment in the Southern Middle School Cluster until 2012. The projections indicate that the cluster would be 375 students over capacity in 2013.</b>
Full Day Kindergarten Additions (Robert Moton & Sandymount)	Aug. 2013				<b>P</b>	<b>C</b>	<b>C</b>	<b>O</b>				<b>New Project based on increased Kindergarten enrollments, and a reduction of the State Rated Capacity at Robert Moton.</b>
Westminster West Middle School Modernization	Aug. 2014			<b>FA</b>		<b>P</b>	<b>C</b>	<b>C</b>	<b>O</b>			Project was not included in the County Adopted FY08-13 CIP. Initial identification in 2002-2011 EFMP <b>Project was moved out 1 year from last year's EFMP.</b>
Mt. Airy Middle School Modernization	Aug. 2015				<b>FA</b>		<b>P</b>	<b>C</b>	<b>C</b>	<b>O</b>		Project was not included in the County Adopted FY08-13 CIP. Initial identification in 2003-2012 EFMP
Full Day Kindergarten Additions (Elmer Wolfe & Cranberry Station)	Aug. 2015						<b>P</b>	<b>C</b>	<b>C</b>	<b>O</b>		<b>New Project based on increased Kindergarten enrollments and residential growth in the Union Bridge &amp; Westminster Areas.</b>
Westminster East Middle School Modernization	Aug. 2016					<b>FA</b>		<b>P</b>	<b>C</b>	<b>C</b>	<b>O</b>	Initial identification in 2004-2013 EFMP
South Carroll High School Modernization	Aug. 2017						<b>FA</b>		<b>P</b>	<b>C</b>	<b>C</b>	Initial identification in 2004-2013 EFMP
Full Day Kindergarten Additions (Taneytown & Friendship Valley)	Aug. 2017								<b>P</b>	<b>C</b>	<b>C</b>	<b>New Project based on increased Kindergarten enrollments and residential growth in the Taneytown &amp; Westminster Areas.</b>
Eldersburg Elementary School Modernization	Aug. 2018							<b>FA</b>		<b>P</b>	<b>C</b>	Initial identification in 2005-2014 EFMP
Westminster Area Elementary Capacity Relief												<b>Future project could be additions or new school. Continue to monitor enrollment projections and Westminster Area development.</b>

<i>Project</i>		08	09	10	11	12	13	14	15	16	17	Comments
Union Bridge & Taneytown Elementary Capacity Relief												Future project could be additions or new school. Continue to monitor enrollment projections and Union Bridge & Taneytown Area development.

**P = Planning Recommendations**

**CF = Construction Funding Received**

**C = Construction**

**FA = Facility Assessment**

**S = Scope Study**

**O = Occupancy**

## CAPITAL RENEWAL AND IMPROVEMENT PROJECTS

<i>Project</i>	Completion Date	Fiscal Year										Comments
		08	09	10	11	12	13	14	15	16	17	
Relocatable Classroom Movement		C	C	C	C	C	C	C	C	C	C	Necessary to address capacity needs due to student enrollment growth. Project is included in the County Adopted FY08-13 CIP.
<b>ROOF REPLACEMENTS</b>												
Mt. Airy Middle	Aug 2008	CF	C									Initiate Design July 2007.
Mt. Airy Elementary	Aug 2009		CF	C								Replacement of roofing system expected due to age and condition. Eligible for State systemic renovation funding.  Projects are included in the County Adopted FY08-2013 CIP
Hampstead Elementary	Aug 2010			CF	C							
Westminster West Middle	Aug 2011				CF	C						
Career & Technology Center	Aug 2012					CF	C					
Freedom Elementary	Aug 2013						CF	C				
Carroll Springs School	Aug 2013						CF	C				
Wm. Winchester Elementary	Aug 2014							CF	C			
Manchester Elementary	Aug 2015								CF	C		
Mechanicsville Elementary	Aug 2016									CF	C	
Westminster High	Aug 2016									CF	C	
Charles Carroll Elementary	Aug. 2017										CF	
<b>HVAC REPLACEMENTS/AIR-CONDITIONING IMPROVEMENTS</b>												
Westminster High (System Replacement/Improvements)	Aug 2011	P	C	C								State Funding deferred until Scope is more defined by Design. Initiate Design July 2007.
Carrolltowne Elementary {Boiler Replacement}	TBD after Coordination of schedule and sequence of work with school's administration			CF	C							Present rate of deterioration requires replacement within this time frame. Scope studies are utilized to determine scope of work and budget estimates. Continued development of plan to assign date of replacement based on continued County funding over multiple years and eligibility for State systemic renovation funding.
Hampstead Elementary {System Replacement}				CF	C							
Westminster East Middle {Chiller/Boiler Replmt}					CF	C						
Manchester Elementary {System Replacement}				S		CF	C					
Northwest Middle {Boiler Replacement}						CF	C					
Wm. Winchester Elem. {Boiler Replacement}							CF	C				
South Carroll High {Chiller Replacement}							CF	C				
Freedom Elementary {Boiler Replacement}								CF	C			

## CAPITAL RENEWAL AND IMPROVEMENT PROJECTS (Cont.)

Project	Completion Date	Fiscal Year										Comments	
		08	09	10	11	12	13	14	15	16	17		
Spring Garden Elementary {Boiler Replacement}										CF	C		Projects are included in the County Adopted FY08-2013 CIP.
Carroll Springs School {Boiler Replacement}											CF	C	
Sykesville Middle {Boiler Replacement}												CF	
Runnymede Elementary (Boiler Replacement)												CF	
ELECTRICAL SERVICE UPGRADE													
Freedom Elementary			C										Due to the continued emphasis on the utilization of technology as part of the educational program interior improvements to the school buildings electrical distribution systems are required. Projects are not included in the County Adopted FY08-13 CIP.
Sykesville Middle				C									
South Carroll High								C					
Westminster High									C				
Westminster West Middle										C			
FIRE ALARM REPLACEMENT													
South Carroll High					C								Replacement of Fire Alarm systems is required due to unavailability of parts for obsolete systems, and consolidation of multiple systems due to additions. Projects are not included in the County Adopted FY08-13 CIP.
Westminster West Middle						C							
Mt. Airy Elementary							C						
Barrier Free Modifications		C	C	C	C	C	C	C	C	C	C	C	Addresses program accommodations. Project is included in the County Adopted FY08-2013 CIP.
Roofing Improvements		C	C	C	C	C	C	C	C	C	C	C	Critical to meeting annual emergency roofing repairs. Project is included in the County Adopted FY08-2013 CIP.
Paving		C	C	C	C	C	C	C	C	C	C	C	Replaces deteriorated paved surfaces due to the effects of weather and traffic. Project is included in the County Adopted FY08-2013 CIP.

<i>Project</i>	Completion Date	Fiscal Year										Comments	
		08	09	10	11	12	13	14	15	16	17		
INSTRUCTIONAL PROGRAM IMPROVEMENTS													
Technology Improvements		C	C	C	C	C	C	C	C	C	C	C	Technology Services Dept. developing annual plan to address wiring upgrades and maintenance of technology hardware infrastructure. Project is included in the County Adopted FY08-2013 CIP.
Open Space Classroom Enclosure													
Carrolltowne Elementary		C											Scope Studies have identified viable options and budgets. Order of Projects determined by consultation with central and individual schools administration. Funding (\$8,00,000) was included in the Adopted FY08-2013 CIP for these projects.
Northwest Middle			C										
Eldersburg Elementary				C									
Westminster Elementary					C								
Science Room Renovations													
Westminster High School	Aug 2010			C									Requires review and development of educational specifications to determine scope of work. Initial identification in 2005-2015 EFMP. Projects are not included in the County Adopted FY08-2013 CIP.
North Carroll High School	Aug 2011				C								
South Carroll High School	Aug 2012					C							
Liberty High School	Aug 2013						C						

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**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**

**Adopted**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>PUBLIC SCHOOLS:</b>									
<u>New Construction, Additions, Modernizations</u>									
Full Day Kindergarten Additions	\$0	\$150,000	\$2,700,000	\$125,000	\$2,050,000	\$150,000	\$0	\$13,050,000	\$18,225,000
Manchester Valley High School	10,969,000	0	0	0	0	0	68,071,300	0	79,040,300
South Carroll Middle School	0	5,135,600	42,122,000	7,325,000	0	0	30,000	0	54,612,600
South Carroll Area Elementary School	0	0	0	2,948,000	24,030,000	4,100,000	0	0	31,078,000
South Carroll High School Fine Arts Addition	27,720,000	0	0	0	0	0	2,324,500	0	30,044,500
William Winchester Elementary Kindergarten Addition	205,000	5,343,936	0	0	0	0	0	0	5,548,936
Winfield Elementary Kindergarten Addition	156,000	2,442,942	0	0	0	0	0	0	2,598,942
<b>Construction Total</b>	<b>\$39,050,000</b>	<b>\$13,072,478</b>	<b>\$44,822,000</b>	<b>\$10,398,000</b>	<b>\$26,080,000</b>	<b>\$4,250,000</b>	<b>\$70,425,800</b>	<b>\$13,050,000</b>	<b>\$221,148,278</b>
<u>Other Projects</u>									
Barrier Free Modifications	\$30,000	\$32,000	\$34,000	\$36,000	\$38,000	\$40,000	\$0	\$0	\$210,000
HVAC - Improvements and Replacements	0	2,315,000	2,315,000	2,375,000	2,375,000	2,450,000	0	0	11,830,000
HVAC Replacement Westminster High School	24,924,000	0	0	0	0	0	1,583,000	0	26,507,000
Paving	276,000	290,000	298,000	307,000	315,000	330,000	0	0	1,816,000
Relocatable Classrooms	400,000	420,000	440,000	460,000	480,000	500,000	0	0	2,700,000
Roof Replacement - Mount Airy Elementary School	200,000	707,000	0	0	0	0	0	0	907,000
Roofing Improvements	120,000	126,000	132,000	139,000	145,000	152,000	0	0	814,000
Systemic Renovation - Re-Roofing Projects	0	1,268,728	2,365,114	2,076,569	1,744,051	843,307	0	0	8,297,769
Technology Improvements	652,000	260,000	268,000	276,000	285,000	294,000	0	0	2,035,000
Transfer to Operating Budget for BOE Debt Service	7,500,000	10,945,295	14,037,530	14,800,175	16,393,859	16,155,642	0	0	79,832,501
<b>Other Projects Total</b>	<b>\$34,102,000</b>	<b>\$16,364,023</b>	<b>\$19,889,644</b>	<b>\$20,469,744</b>	<b>\$21,775,910</b>	<b>\$20,764,949</b>	<b>\$1,583,000</b>	<b>\$0</b>	<b>\$134,949,270</b>
<b>PUBLIC SCHOOLS TOTAL</b>	<b>\$73,152,000</b>	<b>\$29,436,501</b>	<b>\$64,711,644</b>	<b>\$30,867,744</b>	<b>\$47,855,910</b>	<b>\$25,014,949</b>	<b>\$72,008,800</b>	<b>\$13,050,000</b>	<b>\$356,097,548</b>
<u>SOURCES OF FUNDING:</u>									
Transfer from General Fund	\$1,372,000	\$996,000	\$840,000	\$875,000	\$910,000	\$946,000	\$500,000	\$0	\$6,439,000
Local Income Tax	7,806,000	11,846,409	15,511,701	16,203,867	17,670,922	16,993,561	1,583,000	0	87,615,460
Property Tax	0	0	0	0	0	0	3,963,000	0	3,963,000
Bonds	36,090,000	6,685,675	39,737,000	9,825,000	14,905,000	6,700,000	52,865,000	6,750,000	173,557,675
Bond Interest	2,500,000	2,000,000	2,000,000	0	0	0	2,324,500	0	8,824,500
Impact Fee - Schools	0	3,135,600	4,000,000	2,948,000	0	0	10,773,300	0	20,856,900
State	25,384,000	4,772,817	2,622,943	1,015,877	14,369,988	375,388	0	6,300,000	54,841,013
<b>PUBLIC SCHOOLS TOTAL</b>	<b>\$73,152,000</b>	<b>\$29,436,501</b>	<b>\$64,711,644</b>	<b>\$30,867,744</b>	<b>\$47,855,910</b>	<b>\$25,014,949</b>	<b>\$72,008,800</b>	<b>\$13,050,000</b>	<b>\$356,097,548</b>



# Full Day Kindergarten Additions

Terry Cannon, Management & Budget Project Coordinator (410) 386-2082

Proj. #

This project provides planned funding for additions at existing elementary schools. The State mandated full-day kindergarten for all students by FY 08; however, only eleven schools were expanded to accommodate this doubling of the kindergarten population. The other eight existing schools accommodated the need for additional kindergarten space by using media, resource, special education and other rooms. For FY 09 Winfield and William Winchester Elementary Schools were identified for expansion and received state planning approval. Additions for the remaining schools are in this project until state planning approval is granted. *All projects related to full day kindergarten are contingent upon receiving state funding.*

Projected operating impacts include: contractual services, maintenance, utilities, and insurance.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design		150,000		125,000		150,000		750,000	<b>1,175,000</b>
Land Acquisition									<b>0</b>
Site Work			300,000		250,000			1,500,000	<b>2,050,000</b>
Construction			2,000,000		1,500,000			9,000,000	<b>12,500,000</b>
Equipment/Furnishings			200,000		150,000			900,000	<b>1,250,000</b>
Other			200,000		150,000			900,000	<b>1,250,000</b>
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>150,000</b>	<b>2,700,000</b>	<b>125,000</b>	<b>2,050,000</b>	<b>150,000</b>	<b>0</b>	<b>13,050,000</b>	<b>18,225,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									<b>0</b>
Local Income Tax									<b>0</b>
Bonds		150,000	1,300,000	125,000	1,000,000	150,000		6,750,000	<b>9,475,000</b>
Impact Fee - Schools									<b>0</b>
State Interagency Committee			1,400,000		1,050,000			6,300,000	<b>8,750,000</b>
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,000</b>	<b>38,000</b>	<b>80,000</b>			

# Manchester Valley High School

Terry Cannon, Management & Budget Project Coordinator (410) 386-2082

8133

This project provides funding for the design, construction and furnishing of a new 215,780 square foot high school to be located at the intersection of Route 30 and Maple Grove Road in Manchester. The state rated capacity will be 1,200 plus 50 special education students. This additional capacity could be used to relieve overcrowding in the following high schools: North Carroll, Francis Scott Key, Winters Mill, and Westminster.

Projected operating impacts include: Principal, teachers, custodial and other core staff, contractual services, maintenance, utilities, and insurance.

This project also has an associated road project. It was budgeted in FY 08. The total cost is expected to be \$2 million dollars.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							3,227,300		3,227,300
Land Acquisition									0
Site Work							9,720,000		9,720,000
Construction							55,124,000		55,124,000
Equipment/Furnishings	6,119,000								6,119,000
Other	4,850,000								4,850,000

**EXPENDITURES**

<b>TOTAL</b>	<b>10,969,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>68,071,300</b>	<b>0</b>	<b>79,040,300</b>
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**SOURCES OF FUNDS**

Transfer from General Fund							500,000		500,000
Local Income Tax									0
Property Tax							3,963,000		3,963,000
Bonds	10,969,000						52,865,000		63,834,000
Impact Fee - Schools							10,743,300		10,743,300

<b>PROJECTED OPERATING IMPACTS</b>						
	285,000	5,432,460	4,918,300	4,989,460	5,263,880	5,527,074

# South Carroll Middle School

Terry Cannon, Management & Budget Project Coordinator (410) 386-2082

8072

This project provides planned funding for the scope study, design, construction, and furnishing of a new 122,100 square foot middle school to be located in the south central region of Carroll County. The facility is planned for 750 regular and 50 special education students based on functional capacity. The additional capacity would be used to relieve overcrowding at the following middle schools: Oklahoma, Sykesville, and Mt. Airy. A location for this facility has not been determined.

Projected operating impacts include: Principal, teachers, custodial, and other core staff, contractual services, instructional supplies and materials, utilities, and insurance.

This project also has an associated road project. To see full detail, click on the following link:

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design		2,670,500					30,000		<b>2,700,500</b>
Land Acquisition									<b>0</b>
Site Work			5,522,000						<b>5,522,000</b>
Construction		2,465,100	36,600,000						<b>39,065,100</b>
Equipment/Furnishings				4,155,000					<b>4,155,000</b>
Other				3,170,000					<b>3,170,000</b>

**EXPENDITURES**

<b>TOTAL</b>	<b>0</b>	<b>5,135,600</b>	<b>42,122,000</b>	<b>7,325,000</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	<b>0</b>	<b>54,612,600</b>
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**SOURCES OF FUNDS**

Transfer from General Fund									<b>0</b>
Bonds			36,122,000	7,325,000					<b>43,447,000</b>
Bond Interest		2,000,000	2,000,000						<b>4,000,000</b>
Impact Fee - Schools		3,135,600	4,000,000				30,000		<b>7,165,600</b>
State Interagency Committee									<b>0</b>

<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>232,141</b>	<b>4,760,846</b>	<b>3,894,640</b>
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# South Carroll Area Elementary School

Terry Cannon, Management & Budget Project Coordinator (410) 386-2082

Proj #

This project provides planned funding for the design, construction, and furnishing of a 61,668 square foot elementary school to be located in the southeast region of Carroll County. The state-rated capacity is expected to be 571 and this additional capacity could be used to relieve overcrowding in the following elementary schools: Eldersburg, Carrolltowne, Piney Ridge, Linton Springs and Freedom. A site has yet to be determined. At this time the scope includes 21 regular, 4 kindergarten, 4 special area classrooms, gymnasium, and support areas. Discussion with County Bureau of Recreation and Parks is needed to determine if participation in an enlarged gymnasium is to be a consideration.

Projected operating impacts include: Principal, teachers, custodial, and other core staff, contractual services, instructional supplies and materials, utilities, and insurance.

This project also has an associated road project. To see full detail, click on the following link:

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design				1,533,000					1,533,000
Land Acquisition									0
Site Work					3,341,000				3,341,000
Construction				1,415,000	20,689,000				22,104,000
Equipment/Furnishings						2,000,000			2,000,000
Other						2,100,000			2,100,000

**EXPENDITURES**

<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,948,000</b>	<b>24,030,000</b>	<b>4,100,000</b>	<b>0</b>	<b>0</b>	<b>31,078,000</b>
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**SOURCES OF FUNDS**

Local Income Tax									0
Property Tax									0
Bonds					11,530,000	4,100,000			15,630,000
Impact Fee - Schools				2,948,000					2,948,000
State Interagency Committee					12,500,000				12,500,000

<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>262,095</b>
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# South Carroll High School Fine Arts Addition

Terry Cannon, Management & Budget Project Coordinator (410) 386-2082

8289

This project provides funding for the planning and construction of a Fine Arts Addition to South Carroll High School. The project will consolidate art, music, and performance support space in one area of the building and provide an auditorium of comparable size and quality to the other high schools in Carroll County. This project includes a 39,000 square foot addition to be placed at the front of the school, and 26,500 square feet of renovations to include the G-Wing and the existing music classrooms.

Projected operating impacts include: contractual services, maintenance, utilities, and insurance.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							1,208,700		1,208,700
Land Acquisition									0
Site Work	3,620,000								3,620,000
Construction	20,000,000						1,115,800		21,115,800
Equipment/Furnishings	2,025,000								2,025,000
Other	2,075,000								2,075,000
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>27,720,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,324,500</b>	<b>0</b>	<b>30,044,500</b>
<b>SOURCES OF FUNDS</b>									
Local Income Tax									0
Bonds	14,920,000								14,920,000
Bond Interest	2,500,000						2,324,500		4,824,500
Impact Fee - Schools									0
State Interagency Committee	10,300,000								10,300,000
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>153,190</b>	<b>157,790</b>	<b>162,520</b>	<b>167,400</b>			

# William Winchester Elementary Kindergarten Addition

Terry Cannon, Management & Budget Project Coordinator (410) 386-2082

8325

This project provides funding for the construction of four new kindergarten classrooms, and one new pre-kindergarten classroom at William Winchester Elementary. It also includes an elevator to make the new classrooms accessible to the existing school, and the renovation of the existing kindergarten classrooms into resource rooms.

Projected operating impacts include: Teachers, custodial and other core staff, contractual services, maintenance, utilities, and insurance.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	205,000								205,000
Land Acquisition									0
Site Work		578,120							578,120
Construction		4,044,404							4,044,404
Equipment/Furnishings		371,394							371,394
Other		350,018							350,018
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>205,000</b>	<b>5,343,936</b>	<b>0</b>	<b>0</b>			<b>0</b>	<b>0</b>	<b>5,548,936</b>
<b>SOURCES OF FUNDS</b>									
Local Income Tax									0
Bonds	205,000	2,893,408							3,098,408
Bond Interest									0
Impact Fee - Schools									0
State Interagency Committee		2,450,528							2,450,528
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>47,190</b>	<b>48,610</b>	<b>50,070</b>	<b>51,570</b>			

# Winfield Elementary Kindergarten Addition

Terry Cannon, Management & Budget Project Coordinator (410) 386-2082

8326

This project provides funding for three new kindergarten classrooms at Winfield Elementary School.

Projected operating impacts include: Contractual services, maintenance, utilities, and insurance.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	156,000								<b>156,000</b>
Land Acquisition									<b>0</b>
Site Work		264,283							<b>264,283</b>
Construction		1,848,647							<b>1,848,647</b>
Equipment/Furnishings		169,780							<b>169,780</b>
Other		160,232							<b>160,232</b>
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>156,000</b>	<b>2,442,942</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,598,942</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									<b>0</b>
Local Income Tax									<b>0</b>
Bonds	156,000	1,327,267							<b>1,483,267</b>
Impact Fee - Schools									<b>0</b>
State Interagency Committee		1,115,675							<b>1,115,675</b>
<b>PROJECTED OPERATING IMPACTS</b>									
	0	0	28,840	29,700	30,600	31,510			

# Barrier Free Modifications

Terry Cannon, Management and Budget Project Coordinator (410) 386-2082

9554

This on-going project provides funding to accommodate individual and group program needs and particular accommodations for special education students as they are integrated into the student population. Funds may also be utilized to address building issues involving staff and public accessibility concerns as they may arise. Additional funding for inflation is included annually.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	30,000	32,000	34,000	36,000	38,000	40,000			210,000
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>30,000</b>	<b>32,000</b>	<b>34,000</b>	<b>36,000</b>	<b>38,000</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>210,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax	30,000	32,000	34,000	36,000	38,000	40,000			210,000
Bonds									0
Impact Fee - Schools									0
State Interagency Committee									0
<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			



# HVAC - Improvements and Replacements

Terry Cannon, Management & Budget Project Coordinator (410) 386-2082

9974

This on-going project includes funding for scope studies and the replacement of aging heating, ventilation and air conditioning (HVAC) systems in schools. A scope study will be performed a year prior to the budget request to examine the options available and determine the actual budget. Some projects may qualify for State funding. The planned schedule of improvements and replacements may be delayed or changed if State funding is not approved.

Future planned projects include:

FY 10 - Carrolltowne Elementary-boiler replacement; Hampstead Elementary HVAC replacement; Manchester Elementary-scope study

FY 11 - Westminster East Middle School-chiller replacement.

FY 12 - Manchester Elementary School-HVAC replacement; Northwest Middle School-boiler replacement.

FY 13 - William Winchester Elementary School-boiler replacement; South Carroll High School-chiller replacement.

FY 14 - Freedom Elementary School-boiler replacement

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction		2,315,000	2,315,000	2,375,000	2,375,000	2,450,000			11,830,000
Equipment/Furnishings									0
Other									0

## EXPENDITURES

<b>TOTAL</b>	<b>0</b>	<b>2,315,000</b>	<b>2,315,000</b>	<b>2,375,000</b>	<b>2,375,000</b>	<b>2,450,000</b>	<b>0</b>	<b>0</b>	<b>11,830,000</b>
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## SOURCES OF FUNDS

Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds		2,315,000	2,315,000	2,375,000	2,375,000	2,450,000			11,830,000
Impact Fee - Schools									0

## PROJECTED OPERATING IMPACTS

	0	0	0	0	0	0
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# HVAC Replacement Westminster High School

Terry Cannon, Management & Budget Project Coordinator (410) 386-2082

8290

The project provides funding for the replacement of the heating, ventilating and air conditioning (HVAC) systems at Westminster High School. This project replaces all of the components of the HVAC systems that have significantly exceeded their projected design service lives and have deteriorated to a point where they require continual maintenance to keep them operating. This project also involves the installation of a central heating and cooling plant which will be more efficient than the current system. The use of geo-thermal technology will be explored and utilized, if feasible.

The mechanical equipment was installed when the school was originally constructed in 1970. This equipment will be 39 years old in 2009. The estimated median service life for HVAC systems is 20 years. Replacement is required to protect the building systems' contents and improve ventilation and provide a controlled interior environment to support the learning environment.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							1,583,000		<b>1,583,000</b>
Land Acquisition									<b>0</b>
Site Work									<b>0</b>
Construction	23,206,000								<b>23,206,000</b>
Equipment/Furnishings									<b>0</b>
Other	1,718,000								<b>1,718,000</b>

**EXPENDITURES**

<b>TOTAL</b>	<b>24,924,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,583,000</b>	<b>0</b>	<b>26,507,000</b>
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**SOURCES OF FUNDS**

Local Income Tax							1,583,000		<b>1,583,000</b>
Property Tax									<b>0</b>
Bonds	9,840,000								<b>9,840,000</b>
Impact Fee - Schools									<b>0</b>
State Interagency Committee	15,084,000								<b>15,084,000</b>

<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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# Paving

Terry Cannon, Management & Budget Project Coordinator (410) 386-2082

9748

This on-going project provides funding for maintenance of the school system's aging parking areas and driveways. The following is a list of the planned projects:

FY 09 - Westminster High, Career and Technology Center, West Middle, William Winchester Elementary, Hampstead Elementary

FY 10 - Mt. Airy Middle, Francis Scott Key High

FY 11 - Charles Carroll Elementary, Freedom Elementary, North Carroll High

FY 12 - Robert Moton Elementary, New Windsor Middle

FY 13 - Sykesville Middle, Liberty High, Westminster Elementary

FY 14 - Manchester Elementary, Eldersburg Elementary, Northwest Middle

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	276,000	290,000	298,000	307,000	315,000	330,000			1,816,000
Equipment/Furnishings									0
Other									0

## EXPENDITURES

<b>TOTAL</b>	<b>276,000</b>	<b>290,000</b>	<b>298,000</b>	<b>307,000</b>	<b>315,000</b>	<b>330,000</b>	<b>0</b>	<b>0</b>	<b>1,816,000</b>
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## SOURCES OF FUNDS

Local Income Tax	276,000	290,000	298,000	307,000	315,000	330,000			1,816,000
Property Tax									0
Bonds									0
Impact Fee - Schools									0
State Interagency Committee									0

## PROJECTED OPERATING IMPACTS

0	0	0	0	0	0	0
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# Relocatable Classrooms

Terry Cannon, Management & Budget Project Coordinator (410) 386-2082

9745

This on-going project provides funding for relocating portable classrooms to various school sites based on enrollment projections and programming. The relocation of these classrooms will permit the school system to manage student population growth in individual attendance areas, address facility needs for educational and student support programs, and house students during modernization and construction projects.

Projected operating impacts include: additional utility costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	400,000	420,000	440,000	460,000	480,000	500,000			2,700,000
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>400,000</b>	<b>420,000</b>	<b>440,000</b>	<b>460,000</b>	<b>480,000</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>2,700,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund	400,000	420,000	440,000	460,000	480,000	500,000			2,700,000
Local Income Tax									0
Bonds									0
Impact Fee - Schools									0
State Interagency Committee									0
<b>PROJECTED OPERATING IMPACTS</b>	1,120	1,160	1,190	1,230	1,260	1,290			

# Roof Replacement - Mount Airy Elementary School

Terry Cannon, Management & Budget Project Coordinator (410) 386-2082

8327

This project provides funding for the replacement of 32,129 square feet of roofing, associated tapered insulation system, and roof drains and flashings at Mount Airy Elementary School.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	100,000								100,000
Land Acquisition									0
Site Work									0
Construction	100,000	707,000							807,000
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									

<b>TOTAL</b>	<b>200,000</b>	<b>707,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>907,000</b>
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<b>SOURCES OF FUNDS</b>									
Transfer from General Fund	200,000	190,000							390,000
Local Income Tax									0
Bonds									0
Impact Fee - Schools									0
State Interagency Committee		517,000							517,000

<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			
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# Roofing Improvements

Terry Cannon, Management & Budget Project Coordinator (410) 386-2082

9746

This project provides on-going funding for general roofing repairs at various facilities, which do not require total tear off and replacement or partial replacement of specific damaged areas. Annual inspections by the Plant Maintenance Department and work order requests identify roof sections requiring immediate attention and those where repairs can extend the life of the roof without total replacement. These repairs are to restore the roof system that has been damaged through normal wear and tear and weather or are partial replacement of specific damaged areas. This preventative maintenance maintains the integrity of the roof system and warranties obtained at time of original installation. Additional funding for inflation is included annually.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	120,000	126,000	132,000	139,000	145,000	152,000			814,000
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>120,000</b>	<b>126,000</b>	<b>132,000</b>	<b>139,000</b>	<b>145,000</b>	<b>152,000</b>	<b>0</b>	<b>0</b>	<b>814,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund	120,000	126,000	132,000	139,000	145,000	152,000			814,000
Local Income Tax									0
Bonds									0
Impact Fee - Schools									0
State Interagency Committee									0
<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			0

# Systemic Renovation - Re-Roofing Projects

Terry Cannon, Management & Budget Project Coordinator (410) 386-2082

Proj #

This project provides planned funding to replace deteriorating roofs in order to protect the building components and contents. The following projects are scheduled:

- FY 10 - Hampstead Elementary School - full roof replacement
- FY 11 - Westminster West Middle School - full roof replacement
- FY 12 - Carroll County Career & Technology Center - full roof replacement
- FY 13 - Freedom Elementary School - full roof replacement
- FY 13 - Carroll Springs - full roof replacement
- FY 14 - William Winchester - full roof replacement

County funding for these projects is contingent on receiving State funding.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design		66,840	124,458	108,554	92,003	44,225			<b>436,080</b>
Land Acquisition									<b>0</b>
Site Work									<b>0</b>
Construction		1,118,035	2,084,331	1,830,712	1,536,789	743,332			<b>7,313,199</b>
Equipment/Furnishings									<b>0</b>
Other		83,853	156,325	137,303	115,259	55,750			<b>548,490</b>

**EXPENDITURES**

<b>TOTAL</b>	<b>0</b>	<b>1,268,728</b>	<b>2,365,114</b>	<b>2,076,569</b>	<b>1,744,051</b>	<b>843,307</b>	<b>0</b>	<b>0</b>	<b>8,297,769</b>
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**SOURCES OF FUNDS**

Local Income Tax		579,114	1,142,171	1,060,692	924,063	467,919			<b>4,173,959</b>
Property Tax									<b>0</b>
Bonds									<b>0</b>
Impact Fee - Schools									<b>0</b>
State Interagency Committee		689,614	1,222,943	1,015,877	819,988	375,388			<b>4,123,810</b>

<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>
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# Technology Improvements

Terry Cannon, Management & Budget Project Coordinator (410) 386-2082

9792

This project provides on-going funding for technology replacements and upgrades to core infrastructure hardware and software. It includes installation and replacement of hardware, such as servers, network infrastructure equipment (switches/routers/firewalls), and various computer equipment to provide students with opportunities for enrichment, additional practice, simulations and more concentrated studies of selected content areas. Cabling upgrades, wireless technologies, and other core telecommunications equipment is included in the expanding technology infrastructure of the school system. The technology infrastructure provides links to available software, databases, the wide area network, telecommunications networks, various private networks, and the Internet. Additional funding for inflation is included annually. In FY 09, an additional \$400,000 is being allocated in one-time funding to switch to a Microsoft platform.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings	652,000	260,000	268,000	276,000	285,000	294,000			2,035,000
Other									0

## EXPENDITURES

<b>TOTAL</b>	<b>652,000</b>	<b>260,000</b>	<b>268,000</b>	<b>276,000</b>	<b>285,000</b>	<b>294,000</b>	<b>0</b>	<b>0</b>	<b>2,035,000</b>
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## SOURCES OF FUNDS

Transfer from General Fund	652,000	260,000	268,000	276,000	285,000	294,000			2,035,000
Local Income Tax									0
Bonds									0
Impact Fee - Schools									0
State Interagency Committee									0

<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			
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# Transfer to Operating Budget for BOE Debt Service

Terry Cannon, Management & Budget Project Coordinator (410) 386-2082

9001

A portion of the local income tax revenue is dedicated to school construction and is appropriated directly into the capital fund. A portion of these dedicated funds are transferred to the general fund to pay debt service related to school construction projects.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings									0
Other	7,500,000	10,945,295	14,037,530	14,800,175	16,393,859	16,155,642			79,832,501
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>7,500,000</b>	<b>10,945,295</b>	<b>14,037,530</b>	<b>14,800,175</b>	<b>16,393,859</b>	<b>16,155,642</b>	<b>0</b>	<b>0</b>	<b>79,832,501</b>
<b>SOURCES OF FUNDS</b>									
Local Income Tax	7,500,000	10,945,295	14,037,530	14,800,175	16,393,859	16,155,642			79,832,501
Property Tax									0
Bonds									0
Impact Fee - Schools									0
State Interagency Committee									0
<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			0

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**

**Adopted**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>CONSERVATION AND OPEN SPACE:</b>									
Agricultural Land Preservation	\$8,350,000	\$8,450,000	\$8,950,000	\$9,450,000	\$9,950,000	\$10,450,000	\$0	\$0	\$55,600,000
Environmental Compliance	355,000	0	0	0	0	0	0	0	355,000
Hydes Quarry	1,251,000	0	0	0	0	0	0	0	1,251,000
Land Bank	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	0	0	18,000,000
Patapsco Road Watershed Project	1,598,000	386,000	625,000	6,000	0	0	649,400	0	3,264,400
Roadway Evaluation Studies	36,000	37,000	38,000	39,000	40,000	42,000	0	0	232,000
Rural Legacy	750,000	0	0	0	0	0	0	0	750,000
Storm Water Facility Maintenance	500,000	500,000	500,000	500,000	500,000	500,000	0	0	3,000,000
Water Development	9,207,009	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	4,000,000	127,000,000	180,207,009
Watershed Assessment & Improvement (NPDES)	702,000	730,000	759,000	790,000	1,020,000	1,072,000	0	0	5,073,000
<b>CONSERVATION AND OPEN SPACE TOTAL</b>	<b>\$25,749,009</b>	<b>\$21,103,000</b>	<b>\$21,872,000</b>	<b>\$21,785,000</b>	<b>\$22,510,000</b>	<b>\$23,064,000</b>	<b>\$4,649,400</b>	<b>\$127,000,000</b>	<b>\$267,732,409</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$36,000	\$37,000	\$38,000	\$39,000	\$40,000	\$42,000	\$2,000,000	\$2,000,000	\$4,232,000
Property Tax	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	0	0	12,000,000
Bonds	1,300,000	17,616,000	18,384,000	18,296,000	19,020,000	19,572,000	2,649,400	125,000,000	221,837,400
Reallocated Bonds	17,236,000	0	0	0	0	0	0	0	17,236,000
Reallocated GF Transfer	2,322,685	0	0	0	0	0	0	0	2,322,685
Reallocated Property Tax	254,324	0	0	0	0	0	0	0	254,324
Ag Transfer Tax	600,000	200,000	200,000	200,000	200,000	200,000	0	0	1,600,000
State Ag. Preservation (MALPF)	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	0	0	7,500,000
Rural Legacy Grant	750,000	0	0	0	0	0	0	0	750,000
<b>CONSERVATION AND OPEN SPACE TOTAL</b>	<b>\$25,749,009</b>	<b>\$21,103,000</b>	<b>\$21,872,000</b>	<b>\$21,785,000</b>	<b>\$22,510,000</b>	<b>\$23,064,000</b>	<b>\$4,649,400</b>	<b>\$127,000,000</b>	<b>\$267,732,409</b>

# Agricultural Land Preservation

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

9007

This project provides funding for the Carroll County Agricultural Land Preservation program by encouraging landowners to make a long-term commitment to agriculture by offering financial incentives in exchange for their right to develop their private property. Preserving farmland with permanent easements helps to maintain the rural character of Carroll County, enables agriculture to remain a viable industry and reduces the amount of residential development taking place outside of targeted growth areas. The Agricultural Land Preservation program reduces the strain that would be put on our existing infrastructure and helps to avoid major investments in new infrastructure, such as schools, roads, water and wastewater facilities. The program is funded by the County and the State, however, the level of funding the County has committed to this program far exceeds the amounts granted by the Maryland Agricultural Land Preservation Foundation (MALPF).

At the end of FY 07, a total of 50,711 acres have been preserved through all programs.

For more information on Agricultural Land Preservation programs and eligibility requirements, please visit our website at:

<http://ccgovernment.carr.org/ccg/agpres>

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition	8,350,000	8,450,000	8,950,000	9,450,000	9,950,000	10,450,000			55,600,000
Site Work									0
Construction									0
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>8,350,000</b>	<b>8,450,000</b>	<b>8,950,000</b>	<b>9,450,000</b>	<b>9,950,000</b>	<b>10,450,000</b>	<b>0</b>	<b>0</b>	<b>55,600,000</b>

<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Property Tax	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000			12,000,000
Bonds		5,000,000	5,500,000	6,000,000	6,500,000	7,000,000			30,000,000
Reallocated Bonds	4,500,000								4,500,000
Ag Transfer Tax	600,000	200,000	200,000	200,000	200,000	200,000			1,600,000
State Ag. Preservation (MALPF)	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000			7,500,000

<b>PROJECTED OPERATING IMPACTS</b>									
	0	0	0	0	0	0			0

# Environmental Compliance

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8328

This project provides funding to address remediation efforts upstream of the Hampstead Wastewater Treatment Plant. Funding for this project was appropriated in the FY 08 Adopted Budget under the Watershed Assessment and Improvement (NPDES) project.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	355,000								355,000
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>355,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>355,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds									0
Reallocated Bonds	355,000								355,000
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>

# Hydes Quarry

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8329

This project provides funding for the 2007 purchase of Hydes Quarry. The quarry is to be used as a back-up water source by the City of Westminster as an aid towards compliance of a consent agreement between the Maryland Department of the Environment and the City.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition	1,251,000								1,251,000
Site Work									0
Construction									0
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>1,251,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,251,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Property Tax									0
Bonds									0
Reallocated Bonds	1,181,000								1,181,000
Reallocated Property Tax	70,000								70,000
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>

# Land Bank

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

9002

This on-going project provides funding for the purchase of right-of-way segments for roads planned as part of the County Comprehensive Plan and land to be used for future Community Investment Plan projects including school sites.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000			18,000,000
Site Work									0
Construction									0
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>0</b>	<b>0</b>	<b>18,000,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds		3,000,000	3,000,000	3,000,000	3,000,000	3,000,000			15,000,000
Reallocated Bonds	3,000,000								3,000,000
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			

# Patapsco Road Watershed Project

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8293

This project provides funding to address flooding and run-off issues in the watershed of the West Branch of the Patapsco River. Multiple individual projects, such as stream restorations, storm water management ponds, and stream crossing structures, will be designed and constructed in an effort to eliminate flooding conditions, roadway deterioration, and improve water quality in the watershed.

This work effort will be undertaken with assistance from multiple state and federal agencies as well as cooperation from property owners in the watershed. In addition to addressing flooding and water quality issues, the project will also provide watershed improvements as outlined in the 2005 Reservoir Watershed Management Agreement.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	70,000	33,000					78,750		<b>181,750</b>
Land Acquisition	1,500,000						250,000		<b>1,750,000</b>
Site Work									<b>0</b>
Construction	22,000	347,000	619,000				315,000		<b>1,303,000</b>
Equipment/Furnishings									<b>0</b>
Other	6,000	6,000	6,000	6,000			5,650		<b>29,650</b>
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>1,598,000</b>	<b>386,000</b>	<b>625,000</b>	<b>6,000</b>	<b>0</b>	<b>0</b>	<b>649,400</b>	<b>0</b>	<b>3,264,400</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									<b>0</b>
Property Tax									<b>0</b>
Bonds	98,000	386,000	625,000	6,000			649,400		<b>1,764,400</b>
Reallocated GF Transfer	1,315,676								<b>1,315,676</b>
Reallocated Property Tax	184,324								<b>184,324</b>
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			

# Roadway Evaluation Studies

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

9701

The implementation of the Carroll County Master Plan requires study of transportation issues relating to environmental impacts, roadway alignments, intersection geometrics and signalization, improved pedestrian facilities, and other analyses which may be required as a result of the on-going land development projects in Carroll County.

Funding available under this project would be used in the identification, analysis, and preparation of recommendations that will benefit the movement of goods, services, and citizens in a manner that is consistent with the County's transportation goals. Reports and recommendations generated in this project may also be used to satisfy permitting requirements of review agencies having a role in the approval process. Since projects vary in scope, the capital appropriations are intended to fund several projects throughout the six-year capital plan. Additional funding for inflation is included for every fiscal year through 2014.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	36,000	37,000	38,000	39,000	40,000	42,000			<b>232,000</b>
Land Acquisition									<b>0</b>
Site Work									<b>0</b>
Construction									<b>0</b>
Equipment/Furnishings									<b>0</b>
Other									<b>0</b>
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>36,000</b>	<b>37,000</b>	<b>38,000</b>	<b>39,000</b>	<b>40,000</b>	<b>42,000</b>	<b>0</b>	<b>0</b>	<b>232,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund	36,000	37,000	38,000	39,000	40,000	42,000			<b>232,000</b>
Local Income Tax									<b>0</b>
Property Tax									<b>0</b>
Bonds									<b>0</b>
Private									<b>0</b>
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			



# Rural Legacy

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

9851

Rural Legacy is a State of Maryland grant program designed to protect large blocks of farms and open spaces through the purchase of conservation easements from landowners. The conservation easements, held by the County and State, protect land from the adverse impacts of development which threaten the land's agricultural viability, natural resources and historic features. Rural Legacy is compatible with the County's goals for agricultural land use. Funding is anticipated for the two Rural Legacy areas in Carroll County: Upper Patapsco and Little Pipe Creek.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition	750,000								750,000
Site Work									0
Construction									0
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds									0
Rural Legacy Grant	750,000								750,000
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>

# Storm Water Facility Maintenance

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8295

This on-going project provides funding for existing county-owned storm water management ponds that have been identified as needing extensive rehabilitation or reconstruction. Storm water management ponds are placed in developments as a means to collect water during storm events. The ponds reduce potential flooding caused by developed and paved surfaces and help to clean the water through natural ground filtration. In order to function properly, all storm water facilities require regular maintenance and periodic reconstruction or rehabilitation.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	50,000	50,000	50,000	50,000	50,000	50,000			<b>300,000</b>
Land Acquisition									<b>0</b>
Site Work									<b>0</b>
Construction	450,000	450,000	450,000	450,000	450,000	450,000			<b>2,700,000</b>
Equipment/Furnishings									<b>0</b>
Other									<b>0</b>
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>3,000,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									<b>0</b>
Local Income Tax									<b>0</b>
Property Tax									<b>0</b>
Bonds	500,000	500,000	500,000	500,000	500,000	500,000			<b>3,000,000</b>
Private									<b>0</b>
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			

# Water Development

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8294

This existing project provides funding for infrastructure needs to transport water and for water source development in order to address water supply issues throughout Carroll County. The development of water sources includes the purchase of land and the construction of reservoirs in both the Gillis Falls and Union Mills watersheds. The original planning for these projects began in the 1970's and has been incorporated in the County Water and Sewer Master Plan. Planned funding includes land acquisition, engineering, permitting and construction of reservoirs and associated facilities. Projected costs are estimates only and will be adjusted as engineers estimates become available.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	2,000,000						2,000,000		<b>4,000,000</b>
Land Acquisition	7,207,009	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	2,000,000	2,000,000	<b>51,207,009</b>
Site Work									<b>0</b>
Construction								125,000,000	<b>125,000,000</b>
Equipment/Furnishings									<b>0</b>
Other									<b>0</b>

## EXPENDITURES

<b>TOTAL</b>	<b>9,207,009</b>	<b>8,000,000</b>	<b>8,000,000</b>	<b>8,000,000</b>	<b>8,000,000</b>	<b>8,000,000</b>	<b>4,000,000</b>	<b>127,000,000</b>	<b>180,207,009</b>
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## SOURCES OF FUNDS

Transfer from General Fund							2,000,000	2,000,000	<b>4,000,000</b>
Property Tax									<b>0</b>
Bonds		8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	2,000,000	125,000,000	<b>167,000,000</b>
Reallocated Bonds	8,200,000								<b>8,200,000</b>
Reallocated GF Transfer	1,007,009								<b>1,007,009</b>

## PROJECTED OPERATING IMPACTS

	0	0	0	0	0	0			
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# Watershed Assessment & Improvement (NPDES)

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

9920

This project provides funding for the requirements included in the Federal Clean Water Act. Section 402 of that legislation requires the County to secure a permit under the National Pollutant Discharge Elimination System (NPDES) for their storm sewer systems. The permit requires the County to map and assess the condition of the storm sewer systems and of the watersheds that discharge into it. The County is also required to implement regular watershed improvement projects and provide for restored management to an area equivalent to 10 percent, which equates to 1,134 acres, of the County's built impervious area.

The first of these projects will improve the function of the stormwater management system that controls the runoff from the Carroll County Airpark and the adjacent industrial park.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	52,000	54,000	56,000	59,000	72,000	76,000			369,000
Land Acquisition									0
Site Work									0
Construction	650,000	676,000	703,000	731,000	948,000	996,000			4,704,000
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>702,000</b>	<b>730,000</b>	<b>759,000</b>	<b>790,000</b>	<b>1,020,000</b>	<b>1,072,000</b>	<b>0</b>	<b>0</b>	<b>5,073,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	702,000	730,000	759,000	790,000	1,020,000	1,072,000			5,073,000
Private									0
<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**  
**Adopted**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>ROADS:</b>									
Dickenson Road	\$35,000	\$71,000	\$0	\$0	\$0	\$0	\$0	\$0	\$106,000
Englar Road Roundabout	944,000	0	0	0	0	0	100,000	0	1,044,000
Falls Road Improvements	110,000	0	0	0	0	0	687,990	0	797,990
Highway Safety Improvements	0	185,000	190,000	195,000	200,000	205,000	0	0	975,000
Low Volume Road Improvements	1,095,000	1,073,000	1,192,000	1,336,000	1,345,000	1,343,000	0	0	7,384,000
Market Street Extended	995,000	884,000	0	0	0	0	0	0	1,879,000
Neighborhood Overlays	1,728,000	1,402,000	1,467,000	1,651,000	1,954,000	1,877,000	0	0	10,079,000
Overlays	4,925,000	5,159,000	5,021,000	5,194,000	5,113,000	5,328,000	0	0	30,740,000
Patapsco Road Drainage Improvements	0	0	0	0	0	250,000	0	1,000,000	1,250,000
Pleasant Valley Road Relocation	0	0	0	0	0	261,000	0	1,539,000	1,800,000
Ridenour Way	0	0	0	0	50,000	40,000	80,000	0	170,000
Ridge Road Improvements	250,000	2,310,000	0	0	0	0	0	0	2,560,000
Small Drainage Structures	62,000	65,000	67,000	70,000	73,000	76,000	0	0	413,000
South Carroll Area Elementary School Road Improvements	0	0	0	110,000	350,000	0	0	0	460,000
South Carroll Middle School Road Improvements	0	94,000	271,000	0	0	0	0	0	365,000
Traffic Calming	27,000	28,000	29,000	31,000	32,000	33,000	0	0	180,000
Traffic Signal Installation	37,000	39,000	41,000	43,000	45,000	47,000	0	0	252,000
Turkeyfoot Road Improvements	90,000	0	0	0	0	0	1,798,790	0	1,888,790
Westminster Area Alternative Road Plan	0	200,000	2,200,000	2,200,000	2,200,000	2,200,000	4,000,000	0	13,000,000
<b>ROADS TOTAL</b>	<b>\$10,298,000</b>	<b>\$11,510,000</b>	<b>\$10,478,000</b>	<b>\$10,830,000</b>	<b>\$11,362,000</b>	<b>\$11,660,000</b>	<b>\$6,666,780</b>	<b>\$2,539,000</b>	<b>\$75,343,780</b>

**SOURCES OF FUNDING:**

Transfer from General Fund	\$37,000	\$39,000	\$41,000	\$43,000	\$45,000	\$47,000	\$0	\$0	\$252,000
Property Tax	1,860,000	2,293,000	2,769,000	3,246,000	3,718,000	4,000,000	2,486,780	0	20,372,780
Bonds	5,615,000	8,331,000	6,792,000	6,565,000	6,523,000	6,437,000	4,000,000	2,539,000	46,802,000
Reallocated Bonds	1,535,000	71,000	0	0	0	0	0	0	1,606,000
Reallocated Property Tax	575,000	0	0	0	0	0	0	0	575,000
Highway Administration	176,000	176,000	176,000	176,000	176,000	176,000	0	0	1,056,000
Highway User Revenue	500,000	600,000	700,000	800,000	900,000	1,000,000	0	0	4,500,000
Developer Funded	0	0	0	0	0	0	180,000	0	180,000
<b>ROADS TOTAL</b>	<b>\$10,298,000</b>	<b>\$11,510,000</b>	<b>\$10,478,000</b>	<b>\$10,830,000</b>	<b>\$11,362,000</b>	<b>\$11,660,000</b>	<b>\$6,666,780</b>	<b>\$2,539,000</b>	<b>\$75,343,780</b>

# Dickenson Road

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8316

Functional Classification: Minor Collector

Average Daily Traffic:

Length: 150 ft.

Limits: Hemlock Lane to Oklahoma Road

This project provides funding for the extension of Dickenson Road. The extension will provide parallel east-west service on the northern side of MD-26. The improvement is an access management strategy to improve traffic operation and capacity issues in the Eldersburg/Freedom Area.

	FY 09	FY 10	FY 11	FY 12	FY13	FY14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	10,000								<b>10,000</b>
Land Acquisition	25,000								<b>25,000</b>
Site Work		5,000							<b>5,000</b>
Construction		51,000							<b>51,000</b>
Equipment/Furnishings									<b>0</b>
Other		15,000							<b>15,000</b>

## EXPENDITURES

<b>TOTAL</b>	<b>35,000</b>	<b>71,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>106,000</b>
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## SOURCES OF FUNDS

Transfer from General Fund									<b>0</b>
Property Tax									<b>0</b>
Bonds									<b>0</b>
Reallocated Bonds	35,000	71,000							<b>106,000</b>
Developer Funded									<b>0</b>

<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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# Englar Road Roundabout

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8283

Functional Classification:

Average Daily Traffic: 6,668

Length:

Limits: Englar Road and Monroe Street in Westminster

This project provides funding to construct a traffic roundabout on Englar Road and Monroe Street. The concentration of commercial businesses in this area challenges access to Englar Road and MD 140. A study has been initiated to determine feasibility of this project. The cost for this study and other engineering work will be covered by a developer's required contribution to improve the County roadway.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							100,000		<b>100,000</b>
Land Acquisition									<b>0</b>
Site Work									<b>0</b>
Construction	944,000								<b>944,000</b>
Equipment/Furnishings									<b>0</b>
Other									<b>0</b>

## EXPENDITURES

<b>TOTAL</b>	<b>944,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>1,044,000</b>
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## SOURCES OF FUNDS

Transfer from General Fund									<b>0</b>
Local Income Tax									<b>0</b>
Property Tax									<b>0</b>
Bonds	944,000								<b>944,000</b>
Developer Funded							100,000		<b>100,000</b>

<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
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# Falls Road Improvements

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8178

Functional Classification: Local

Average Daily Traffic: 260

Length: 0.47

Limits: Hoffmanville Road to Roller Road

This project provides supplemental funding to an existing project for making improvements to this gravel section of Falls Road. The scope of work includes grading for a 20-foot wide road, installing appropriate storm drainage and paving the final roadway with hot mix asphalt. Construction is scheduled to begin in 2008.

	FY 09	FY 10	FY 11	FY 12	FY13	FY14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							85,000		<b>85,000</b>
Land Acquisition							15,000		<b>15,000</b>
Site Work							48,590		<b>48,590</b>
Construction	110,000						485,900		<b>595,900</b>
Equipment/Furnishings									<b>0</b>
Other							53,500		<b>53,500</b>
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>110,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>687,990</b>	<b>0</b>	<b>797,990</b>

<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									<b>0</b>
Local Income Tax									<b>0</b>
Property Tax							687,990		<b>687,990</b>
Bonds	110,000								<b>110,000</b>
Private									<b>0</b>

<b>PROJECTED OPERATING IMPACTS</b>	FY 09	FY 10	FY 11	FY 12	FY13	FY14
	0	0	0	0	0	0



# Highway Safety Improvements

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

9674

This project provides planned funding to address roads and road intersections with a history of frequent or severe accidents, significant potential for accidents, or sites with inadequate levels of service. Among the possible improvements are changes in intersection geometry, turn lanes, signing, and marking. A future project may be developed for the intersection of Buttercup Road and Raincliff Road.

Other sites will also be evaluated for future highway safety improvement projects.

	FY 09	FY 10	FY 11	FY 12	FY13	FY14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction		185,000	190,000	195,000	200,000	205,000			975,000
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>185,000</b>	<b>190,000</b>	<b>195,000</b>	<b>200,000</b>	<b>205,000</b>	<b>0</b>	<b>0</b>	<b>975,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds		185,000	190,000	195,000	200,000	205,000			975,000
Private									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			

# Low Volume Road Improvements

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8317

This on-going project provides funding for the repair or reconstruction of roads with average daily traffic of 500 or less. Low traffic counts tend to prevent low volume roads from receiving high priority ratings in the County's Road Surface Management System. Approximately 40% (or 390 miles) of the County's road network, including both subdivision and rural roads, are low volume. Subdivision road overlays are a separate project and include low volume roads within neighborhoods. The following low volume roads will be addressed in the FY 09 budget:

Arter's Mill Road - 4.92 miles - Estimated project cost of \$893,700  
 Benson Road West - 0.58 miles - Estimated project cost of \$101,700

Roads planned for FY 10, though priorities may change based on future evaluations of road conditions, include:

Brown Road - 1.21 miles - Estimated project cost of \$241,200  
 Fringer Road - 1.99 miles - Estimated project cost of \$381,300  
 Hyser Road - 1.87 miles - Estimated project cost of \$350,800

	FY 09	FY 10	FY 11	FY 12	FY13	FY14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	1,095,000	1,073,000	1,192,000	1,336,000	1,345,000	1,343,000			7,384,000
Equipment/Furnishings									0
Other									0

**EXPENDITURES**

<b>TOTAL</b>	<b>1,095,000</b>	<b>1,073,000</b>	<b>1,192,000</b>	<b>1,336,000</b>	<b>1,345,000</b>	<b>1,343,000</b>	<b>0</b>	<b>0</b>	<b>7,384,000</b>
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**SOURCES OF FUNDS**

Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	1,095,000	1,073,000	1,192,000	1,336,000	1,345,000	1,343,000			7,384,000
Bond Interest									0

<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			
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# Market Street Extended

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8318

Functional Classification: Collector  
 Average Daily Traffic: TBD  
 Length: approximately 1,400 ft  
 Limits: MD 140 to Old Westminster Pike

This project provides funding for the construction of a more direct connection to MD 140 from Old Westminster Pike. The connection to MD 140 will be located at the existing traffic signal at Market Street.

	FY 09	FY 10	FY 11	FY 12	FY13	FY14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition	995,000								995,000
Site Work		73,000							73,000
Construction		731,000							731,000
Equipment/Furnishings									0
Other		80,000							80,000
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>995,000</b>	<b>884,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,879,000</b>

<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	420,000	884,000							1,304,000
Reallocated Property Tax	575,000								575,000

<b>PROJECTED OPERATING IMPACTS</b>						
	0	0	0	0	0	0

# Neighborhood Overlays

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8319

This on-going project provides funding to correct structural deficiencies and overlay existing subdivision roads with hot mix asphalt. The following subdivisions will be addressed with FY 09 funds:

- Grand Valley Farms - 1.93 miles - Estimated project cost of \$459,000
- Sullivan Heights - 1.49 miles - Estimated project cost of \$431,000
- Mystic Kane - 0.82 mile - Estimated project cost of \$205,000
- Wedgewood Terrace/Carrollyn Manor - 1.29 miles - Estimated project cost of \$328,000
- Dorothy Avenue, Myersview Drive, Valen Drive - 0.35 mile - Estimated project cost of \$92,000

Pending funding approval, Glover Acres, Lakeland Heights, Christiana Estates as well as several additional roads in Finksburg are scheduled for FY 10.

	FY 09	FY 10	FY 11	FY 12	FY13	FY14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work	77,000								77,000
Construction	1,651,000	1,402,000	1,467,000	1,651,000	1,954,000	1,877,000			10,002,000
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>1,728,000</b>	<b>1,402,000</b>	<b>1,467,000</b>	<b>1,651,000</b>	<b>1,954,000</b>	<b>1,877,000</b>	<b>0</b>	<b>0</b>	<b>10,079,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	1,728,000	1,402,000	1,467,000	1,651,000	1,954,000	1,877,000			10,079,000
Private									0
<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			0

# Overlays

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8320

This project provides on-going funding for road overlays. Overlaying consists of deep milling and patching any failed areas and applying a hot mix asphalt over the existing road. Standard size drainage structures will be replaced or added where necessary and traffic barriers will be installed for necessary safety improvements. Maintaining the roads with a strong overlay program delays or eliminates the need for much more costly road reconstruction projects. The planned funding in each year addresses the roads to be overlaid in that year, and the deep milling and patching to prepare for overlaying the roads scheduled for the next year.

	FY 09	FY 10	FY 11	FY 12	FY13	FY14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	130,000	130,000	130,000	130,000	130,000	130,000			<b>780,000</b>
Land Acquisition									<b>0</b>
Site Work									<b>0</b>
Construction	4,795,000	5,029,000	4,891,000	5,064,000	4,983,000	5,198,000			<b>29,960,000</b>
Equipment/Furnishings									<b>0</b>
Other									<b>0</b>
<b>EXPENDITURES</b>									

<b>TOTAL</b>	<b>4,925,000</b>	<b>5,159,000</b>	<b>5,021,000</b>	<b>5,194,000</b>	<b>5,113,000</b>	<b>5,328,000</b>	<b>0</b>	<b>0</b>	<b>30,740,000</b>
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<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									<b>0</b>
Property Tax	1,860,000	2,293,000	2,769,000	3,246,000	3,718,000	4,000,000			<b>17,886,000</b>
Bonds	889,000	2,090,000	1,376,000	972,000	319,000	152,000			<b>5,798,000</b>
Reallocated Bonds	1,500,000								<b>1,500,000</b>
Highway Administration	176,000	176,000	176,000	176,000	176,000	176,000			<b>1,056,000</b>
Highway User Revenue	500,000	600,000	700,000	800,000	900,000	1,000,000			<b>4,500,000</b>

<b>PROJECTED OPERATING IMPACTS</b>									
	0	0	0	0	0	0			0

### FY 09-14 Overlay Schedule

	Miles	FY 09		FY 10		FY 11	
		Overlay	Patch	Overlay	Patch	Overlay	Patch
Albert Rill Road	1.90						
Antrim Blvd	0.71						
Baptist Road	3.60			801,800			
Bennett Road	1.29						
Bethel Road	1.16	125,000					
Bollinger Road	2.12						
Bond Street	0.60						
Buttercup Road	0.50						
Cape Horn Road	3.01						
Carrollton Road	5.30						531,500
Center Street	1.23				174,400	293,600	
Coon Club Road	3.34						335,000
Dave Rill Road	3.01						
Dede Road	0.34						
Falls Road	2.00						
Georgetown Blvd.	0.67	126,300					
Gillis Falls Road	4.36		412,200	531,800			
Gist Road	1.51	179,000					
Gorsuch Road	5.85				170,900	700,600	
Harney Road	4.60						
Hemlock Road West	0.76		71,900	84,300			
Henryton Road	1.92		181,500	244,900			
Hoffmanville Road	1.66	178,900					
Hook Rd	1.46						
Houck Road	1.27	136,800					
Houcksville Road	3.86						387,100
Hughes Shop Road	3.21				312,600	366,100	
Johnsville Road	2.03	366,300					
Kate Wagner Road	1.47				143,200	184,500	
Kays Mill Road	2.04						
Lawndale Road	2.92						
Londontowne Boulevard	0.39	159,700					
Lucabaugh Mill Road	0.71						
Maple Grove Road	4.03						404,200
Marriottsville Road No. 1	1.19	147,500					
Marriottsville Road No. 2	2.97		280,800	329,400			
Middleburg Road	6.75						

**FY 09-14 Overlay Schedule**

	Miles	FY 09		FY 10		FY 11	
		Overlay	Patch	Overlay	Patch	Overlay	Patch
Niner Road	1.40						
Old Bachmans Valley Rd.	1.16				113,000	132,300	
Old Fort Schoolhouse Rd	1.33						
Old Liberty Road 3	0.13					37,100	
Reese Road	1.54	171,700					
Ridge Road	2.01		190,000	234,100			
Saint Paul Road	2.09						
Salem Bottom Road	1.16				298,000	349,000	
Sandymount Road	1.85						
Slacks Road	1.45	156,200					
Syndersburg Road	3.50						
Streaker Road	2.18	234,900					
Sullivan Road	4.81						482,400
Traceys Mill Road	3.04						
Trenton Mill Road	0.48						
Uniontown Road	4.89						48,200
Warehime Road	1.47						
Water Tank Road	1.48						
Wentz Road	2.38						
Wesley Road	2.24	253,400					
Woodbine Road	6.29		594,600	887,293			
ENGINEERING			130,000		130,000		130,000
CONTINGENCY		214,300	164,000	154,100	99,300	89,400	100,000
ROADS - MicroSealing			450,000		450,000		450,000
<b>Total</b>		<b>\$2,450,000</b>	<b>\$2,475,000</b>	<b>\$3,267,693</b>	<b>\$1,891,400</b>	<b>\$2,152,600</b>	<b>\$2,868,400</b>

### FY 09-14 Overlay Schedule

	Miles	FY 12		FY 13		FY 14	
		Overlay	Patch	Overlay	Patch	Overlay	Patch
Albert Rill Road	1.90						208,194
Antrim Blvd	0.71		73,400	103,500			
Baptist Road	3.60						
Bennett Road	1.29		133,300	166,100			
Bethel Road	1.16						
Bollinger Road	2.12				225,534	290,600	
Bond Street	0.60			131,600			
Buttercup Road	0.50		51,700	66,800			
Cape Horn Road	3.01		310,900	365,600			
Carrollton Road	5.30	621,300					
Center Street	1.23						
Coon Club Road	3.34	391,600					
Dave Rill Road	3.01				151,065	168,100	
Dede Road	0.34					72,100	
Falls Road	2.00						219,152
Georgetown Road	0.67						
Gillis Falls Road	4.36						
Gist Road	1.51						
Gorsuch Road	5.85						
Harney Road	4.60						504,050
Hemlock Road West	0.76						
Henryton Road	1.92						
Hoffmanville Road	1.66						
Hook Rd	1.46				155,321	200,200	
Houck Road	1.27						
Houcksville Road	3.86	452,500					
Hughes Shop Road	3.21						
Johnsville Road	2.03						
Kate Wagner Road	1.47						
Kays Mill Road	2.04				217,023	256,800	
Lawndale Road	2.92				310,641	367,500	
Londontowne Boulevard	0.39						
Lucabaugh Mill Road	0.71				75,533	97,400	
Maple Grove Road	4.03	472,400					
Marriottsville Road No. 1	1.19						
Marriottsville Road No. 2	2.97						
Middleburg Road	6.75				718,092	883,200	



**FY 09-14 Overlay Schedule**

	Miles	FY 12		FY 13		FY 14	
		Overlay	Patch	Overlay	Patch	Overlay	Patch
Niner Road	1.40		144,700	148,800			
Old Bachmans Valley Rd.	1.16						
Old Fort Schoolhouse Rd	1.33		137,400	161,600			
Old Liberty Road 3	0.13						
Reese Road	1.54						
Ridge Road	2.01						
Saint Paul Road	2.09		215,900	253,900			
Salem Bottom Road	1.16						
Sandymount Road	1.85				196,810	242,100	
Slacks Road	1.45						
Syndersburg Road	3.50						383,516
Streaker Road	2.18						
Sullivan Road	4.81	563,900					
Traceys Mill Road	3.04						333,111
Trenton Mill Road	0.48	56,300					
Uniontown Road	4.89		505,100	623,600			
Warehime Road	1.47						161,077
Water Tank Road	1.48		152,900	188,800			
Wentz Road	2.38						260,791
Wesley Road	2.24						
Woodbine Road	6.29						
ENGINEERING			130,000		130,000		130,000
CONTINGENCY			330,700	172,500	100,181		100,109
ROADS - MicroSealing			450,000		450,000		450,000
<b>Total</b>		<b>\$2,558,000</b>	<b>\$2,636,000</b>	<b>\$2,382,800</b>	<b>\$2,730,200</b>	<b>\$2,578,000</b>	<b>\$2,750,000</b>

# Patapsco Road Drainage Improvements

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

Proj #

Functional Classification: local  
 Average Daily Traffic: 692  
 Length: 1,800 feet  
 Limits: Ridge Road to Wesley Road

This project provides planned funding for drainage improvements on the segment of Patapsco Road between Ridge Road and Wesley Road. The Bureau of Engineering will study the existing drainage conditions and design strategic controls and outfall improvements.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction						250,000		1,000,000	1,250,000
Equipment/Furnishings									0
Other									0

**EXPENDITURES**

<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>	<b>0</b>	<b>1,000,000</b>	<b>1,250,000</b>
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**SOURCES OF FUNDS**

Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds						250,000		1,000,000	1,250,000
Private									0

<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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# Pleasant Valley Road Relocation

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

Proj #

Functional Classification: Minor Collector  
 Average Daily Traffic: 1192  
 Length: Approximately 3,000 ft.  
 Limits: Chris Lane to Old Meadow Branch Road

This project includes the relocation of Pleasant Valley Road, from a point near Chris Lane to Old Meadow Branch Road. The road relocation is adjacent to the Carroll County Regional Airport and will increase safety by eliminating access points along MD 97/Littlestown Pike.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Project Cost
Engineering/Design						261,000			<b>261,000</b>
Land Acquisition								25,000	<b>25,000</b>
Site Work								300,000	<b>300,000</b>
Construction								1,034,000	<b>1,034,000</b>
Equipment/Furnishings									<b>0</b>
Contingency								180,000	<b>180,000</b>
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>261,000</b>	<b>0</b>	<b>1,539,000</b>	<b>1,800,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									<b>0</b>
Local Income Tax									<b>0</b>
Property Tax									<b>0</b>
Bonds						261,000		1,539,000	<b>1,800,000</b>
Bond Interest									<b>0</b>
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			

# Ridenour Way

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

Proj #

Functional Classification: Minor Collector

Average Daily Traffic:

Length: 905 ft.

Limits: Monroe Road to Carroll Highlands Road

This project provides funding for the extension of Ridenour Way. The extension will provide parallel east-west service on the southern side of MD-26. The improvement is an access management strategy to improve traffic operation and capacity issues in the Eldersburg/Freedom Area.

	FY 09	FY 10	FY 11	FY 12	FY13	FY14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design						40,000			40,000
Land Acquisition					50,000				50,000
Site Work									0
Construction							80,000		80,000
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>40,000</b>	<b>80,000</b>	<b>0</b>	<b>170,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds					50,000	40,000			90,000
Developer Funded							80,000		80,000
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			

# Ridge Road Improvements

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8321

This project provides funding to include improvements to various road segments and intersections in the Eldersburg area that will relieve traffic congestion and improve the levels of service; specifically, intersections surrounding the Carrolltowne Mall. The County will have a traffic impact study completed to identify deficiencies in the road network, and recommend improvements. Locations that may be improved include Kali Drive/Ridge Road, Ridge Road/MD 26 and Hemlock/MD 26 intersections.

	FY 09	FY 10	FY 11	FY 12	FY13	FY14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	250,000								<b>250,000</b>
Land Acquisition		110,000							<b>110,000</b>
Site Work									<b>0</b>
Construction		2,000,000							<b>2,000,000</b>
Equipment/Furnishings									<b>0</b>
Other		200,000							<b>200,000</b>
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>250,000</b>	<b>2,310,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,560,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									<b>0</b>
Local Income Tax									<b>0</b>
Property Tax									<b>0</b>
Bonds	250,000	2,310,000							<b>2,560,000</b>
Private									<b>0</b>
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			

# Small Drainage Structures

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

9847

This on-going project provides funding to repair or replace deteriorated drainage structures at locations throughout the County. This project targets the larger culvert pipes, headwalls and ancillary drainage features. Sites included in this project are Walnut Grove and Harney Road, Linton Road, Bartholow Road, Hapes Mill Road and Cherry Tree Lane.

	FY 09	FY 10	FY 11	FY 12	FY13	FY14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	62,000	65,000	67,000	70,000	73,000	76,000			413,000
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>62,000</b>	<b>65,000</b>	<b>67,000</b>	<b>70,000</b>	<b>73,000</b>	<b>76,000</b>	<b>0</b>	<b>0</b>	<b>413,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	62,000	65,000	67,000	70,000	73,000	76,000			413,000
Private									0
<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			0

# South Carroll Area Elementary School Road Improvements

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

Proj #

Functional Classification: TBD  
 Average Daily Traffic: TBD  
 Length: TBD  
 Limits: TBD

This project provides planned funding for potential road improvements for the future new South Carroll area elementary school, which is planned for construction in FY 13. As the site is unknown at this time, funding is included as an estimate for planning purposes only.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design				110,000					<b>110,000</b>
Land Acquisition									<b>0</b>
Site Work									<b>0</b>
Construction					350,000				<b>350,000</b>
Equipment/Furnishings									<b>0</b>
Other									<b>0</b>
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>110,000</b>	<b>350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>460,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									<b>0</b>
Local Income Tax									<b>0</b>
Property Tax									<b>0</b>
Bonds				110,000	350,000				<b>460,000</b>
Private									<b>0</b>
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			

# South Carroll Middle School Road Improvements

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

Proj #

Functional Classification: TBD

Average Daily Traffic: TBD

Length: TBD

Limits: TBD

This project provides funding for road improvements for the future new South Carroll middle school, which is planned for construction in FY 10. Funding is included as an estimate for planning purposes only.

	FY 09	FY 10	FY 11	FY 12	FY13	FY14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design		94,000							<b>94,000</b>
Land Acquisition									<b>0</b>
Site Work									<b>0</b>
Construction			271,000						<b>271,000</b>
Equipment/Furnishings									<b>0</b>
Other									<b>0</b>
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>94,000</b>	<b>271,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>365,000</b>

<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									<b>0</b>
Local Income Tax									<b>0</b>
Property Tax									<b>0</b>
Bonds		94,000	271,000						<b>365,000</b>
Private									<b>0</b>

<b>PROJECTED OPERATING IMPACTS</b>						
	0	0	0	0	0	0



# Traffic Calming

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

9881

Traffic calming is the use of various measures to alter driver behavior and improve safety conditions for street users. Traffic calming solutions may include the use of roundabouts, traffic circles, speed bumps, and median barriers. These projects are requested as part of the traffic calming citizen request process which involves extensive public involvement.

	FY 09	FY 10	FY 11	FY 12	FY13	FY14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	27,000	28,000	29,000	31,000	32,000	33,000			180,000
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>27,000</b>	<b>28,000</b>	<b>29,000</b>	<b>31,000</b>	<b>32,000</b>	<b>33,000</b>	<b>0</b>	<b>0</b>	<b>180,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	27,000	28,000	29,000	31,000	32,000	33,000			180,000
Private									0
<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			0

# Traffic Signal Installation

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

9051

This on-going project provides funding for the County's share of traffic signal installations at various State and County intersections. Sites are selected based on accident history, geometry and levels of service at the intersection.

Following is a list of potential sites for traffic signal installation:

MD 27 and Stone Chapel / Warfieldsburg Roads  
 MD 32 and Freedom Avenue

Projected operating impacts include utility costs.

	FY 09	FY 10	FY 11	FY 12	FY13	FY14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	37,000	39,000	41,000	43,000	45,000	47,000			<b>252,000</b>
Land Acquisition									<b>0</b>
Site Work									<b>0</b>
Construction									<b>0</b>
Equipment/Furnishings									<b>0</b>
Other									<b>0</b>
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>37,000</b>	<b>39,000</b>	<b>41,000</b>	<b>43,000</b>	<b>45,000</b>	<b>47,000</b>	<b>0</b>	<b>0</b>	<b>252,000</b>

<b>SOURCES OF FUNDS</b>									
Transfer from General Fund	37,000	39,000	41,000	43,000	45,000	47,000			<b>252,000</b>
Local Income Tax									<b>0</b>
Property Tax									<b>0</b>
Bonds									<b>0</b>
Private									<b>0</b>

<b>PROJECTED OPERATING IMPACTS</b>						
	1,270	1,310	1,350	1,390	1,430	1,480

# Turkeyfoot Road Improvements

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8184

Functional Classification: Local  
 Average Daily Traffic: 210  
 Length: 1.0 mile  
 Limits: MD 97 to Cherrytown Road

This project provides funding for making improvements to a gravel road. The scope of work includes grading for a 20-foot wide road, installing appropriate storm drainage ditches, inlets, etc., and paving the final roadway with hot mix asphalt. Construction is scheduled to begin in FY 09.

	FY 09	FY 10	FY 11	FY 12	FY13	FY14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	90,000						85,000		<b>175,000</b>
Land Acquisition							15,000		<b>15,000</b>
Site Work							140,390		<b>140,390</b>
Construction							1,403,900		<b>1,403,900</b>
Equipment/Furnishings									<b>0</b>
Other							154,500		<b>154,500</b>
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>90,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,798,790</b>	<b>0</b>	<b>1,888,790</b>

<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									<b>0</b>
Local Income Tax									<b>0</b>
Property Tax							1,798,790		<b>1,798,790</b>
Bonds	90,000								<b>90,000</b>
Private									<b>0</b>

<b>PROJECTED OPERATING IMPACTS</b>						
	0	0	0	0	0	0

# Westminster Area Alternative Road Plan

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

9878

Functional Classification: Urban Collector (planned)

Average Daily Traffic: N/A

Length: TBD

Limits: TBD

Based on a need to identify alternatives to travel on MD 140 in and around the Westminster area for local traffic, the Westminster Transportation Study identified specific improvements and alternative routes. Funding is provided in recognition of the need but no comprehensive plan or schedule for improvements has been approved. The County's twenty year Comprehensive Plan, called Pathways, is currently being developed. A transportation component of the Pathways Plan will identify and prioritize future transportation infrastructure needs. Additional funding may be appropriated in future years to address the needs that will be identified through the Pathway's Plan.

*Discussions of the timing and the scope of this project are continuing. Developer funding may be available which would reduce the total capital costs to the County.*

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design		200,000					250,000		450,000
Land Acquisition									0
Site Work									0
Construction			2,200,000	2,200,000	2,200,000	2,200,000	3,750,000		12,550,000
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									

<b>TOTAL</b>	<b>0</b>	<b>200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>4,000,000</b>	<b>0</b>	<b>13,000,000</b>
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<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds		200,000	2,200,000	2,200,000	2,200,000	2,200,000	4,000,000		13,000,000
Private									0

<b>PROJECTED OPERATING IMPACTS</b>									
	0	0	0	0	0	0			0

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**

**Adopted**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>BRIDGES:</b>									
Babylon Road over Silver Run	\$182,000	\$0	\$741,300	\$0	\$0	\$0	\$0	\$0	\$923,300
Bollinger Road over Beaver Run	150,000	0	0	0			546,000	0	696,000
Bridge Inspection and Inventory	42,000	0	44,000	0	46,000	0	0	0	132,000
Bridge Maintenance and Structural Repairs	37,000	38,000	40,000	42,000	44,000	46,000	0	0	247,000
Cleaning and Painting of Existing Bridge Structural Steel	37,000	38,000	40,000	42,000	44,000	46,000	0	0	247,000
Grand Valley Road over Unnamed Stream	0	403,000	0	0	0	0	90,000	0	493,000
Hughes Shop Road over Bear Branch	0	182,000	0	1,323,000	0	0	0	0	1,505,000
Keysville - Frederick County Road Bridge	281,407	0	0	0			312,000	0	593,407
McKinstry's Mill Road over Sam's Creek	182,000	0	788,000	0	0	0	0	0	970,000
Stone Chapel Road over Little Pipe Creek	0	0	0	0	0	157,000	0	551,000	708,000
Sullivan Road over West Branch Patapsco River	155,000	0	0	0	0	0	0	0	155,000
<b>BRIDGES TOTAL</b>	<b>\$1,066,407</b>	<b>\$661,000</b>	<b>\$1,653,300</b>	<b>\$1,407,000</b>	<b>\$134,000</b>	<b>\$249,000</b>	<b>\$948,000</b>	<b>\$551,000</b>	<b>\$6,669,707</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$116,000	\$76,000	\$124,000	\$84,000	\$134,000	\$92,000	\$312,000	\$0	\$938,000
Bonds	227,800	439,400	285,900	265,000	0	157,000	199,200	551,000	2,125,300
Reallocated Bonds	208,318	0	0	0	0	0	0	0	208,318
Reallocated GF Transfer	100,660	0	0	0	0	0	0	0	100,660
Reallocated Property Tax	2,429	0	0	0	0	0	0	0	2,429
Federal Highway/Bridge	411,200	145,600	1,243,400	1,058,000	0	0	436,800	0	3,295,000
<b>BRIDGES TOTAL</b>	<b>\$1,066,407</b>	<b>\$661,000</b>	<b>\$1,653,300</b>	<b>\$1,407,000</b>	<b>\$134,000</b>	<b>\$249,000</b>	<b>\$948,000</b>	<b>\$551,000</b>	<b>\$6,669,707</b>

**Public Works Summary**

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>PUBLIC WORKS</b>									
Roads	\$10,298,000	\$11,510,000	\$10,478,000	\$10,830,000	\$11,362,000	\$11,660,000	\$6,666,780	\$2,539,000	\$75,343,780
Bridges	1,066,407	661,000	1,653,300	1,407,000	134,000	249,000	948,000	551,000	6,669,707
<b>PUBLIC WORKS TOTAL</b>	<b>\$11,364,407</b>	<b>\$12,171,000</b>	<b>\$12,131,300</b>	<b>\$12,237,000</b>	<b>\$11,496,000</b>	<b>\$11,909,000</b>	<b>\$7,614,780</b>	<b>\$3,090,000</b>	<b>\$82,013,487</b>
<b>SOURCES OF FUNDING</b>									
Transfer from General Fund	\$153,000	\$115,000	\$165,000	\$127,000	\$179,000	\$139,000	\$312,000	\$0	\$1,190,000
Property Tax	1,860,000	2,293,000	2,769,000	3,246,000	3,718,000	4,000,000	2,486,780	0	20,372,780
Bonds	5,842,800	8,770,400	7,077,900	6,830,000	6,523,000	6,594,000	4,199,200	3,090,000	48,927,300
Reallocated Bonds	1,743,318	71,000	0	0	0	0	0	0	1,814,318
Reallocated GF Transfer	100,660	0	0	0	0	0	0	0	100,660
Reallocated Property Tax	577,429	0	0	0	0	0	0	0	577,429
Highway Administration	176,000	176,000	176,000	176,000	176,000	176,000	0	0	1,056,000
Highway User Revenue	500,000	600,000	700,000	800,000	900,000	1,000,000	0	0	4,500,000
Federal Highway/Bridge	411,200	145,600	1,243,400	1,058,000	0	0	436,800	0	3,295,000
Developer Funded	0	0	0	0	0	0	180,000	0	180,000
<b>PUBLIC WORKS TOTAL</b>	<b>\$11,364,407</b>	<b>\$12,171,000</b>	<b>\$12,131,300</b>	<b>\$12,237,000</b>	<b>\$11,496,000</b>	<b>\$11,909,000</b>	<b>\$7,614,780</b>	<b>\$3,090,000</b>	<b>\$82,013,487</b>

# Babylon Road over Silver Run

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8322

Functional Classification: Local

Average Daily Traffic: 111

Bridge No.: CL 269

This project, located in northern Carroll County, provides funding for the replacement of the temporary Acrow panel bridge with a new structure. The temporary Acrow panel structure is currently in fair condition. The new structure will be designed to carry the current legal loads of a two-lane structure. This project qualifies for Federal aid funds that will cover 80 percent of the engineering, inspection and construction costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	175,000								175,000
Land Acquisition	7,000								7,000
Site Work			61,300						61,300
Construction			612,600						612,600
Equipment/Furnishings									0
Other			67,400						67,400

## EXPENDITURES

<b>TOTAL</b>	<b>182,000</b>	<b>0</b>	<b>741,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>923,300</b>
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## SOURCES OF FUNDS

Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	36,400		128,300						164,700
Federal Highway/Bridge	145,600		613,000						758,600

<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			
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# Bollinger Road over Beaver Run

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8239

Functional Classification: Minor Collector

Average Daily Traffic: 1,624

Bridge No.: CL 407

This project, located near the Finksburg area, provides funding to replace the existing Acrow panel truss bridge with a new structure. Several of the bridge supports show deterioration, resulting in posted weight limits. Continued deterioration could result in further weight limit restrictions or closure. The new structure type will be determined during the preliminary engineering phase.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							85,000		<b>85,000</b>
Land Acquisition							5,000		<b>5,000</b>
Site Work							37,700		<b>37,700</b>
Construction	150,000						376,800		<b>526,800</b>
Equipment/Furnishings									<b>0</b>
Other							41,500		<b>41,500</b>

## EXPENDITURES

<b>TOTAL</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>546,000</b>	<b>0</b>	<b>696,000</b>
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## SOURCES OF FUNDS

Transfer from General Fund									<b>0</b>
Property Tax									<b>0</b>
Bonds							109,200		<b>109,200</b>
Reallocated GF Transfer	30,000								<b>30,000</b>
Federal Highway/Bridge	120,000						436,800		<b>556,800</b>

<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
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# Bridge Inspection and Inventory

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

9684

This on-going project provides funding for the inspection of eighteen small structures that do not qualify for Federal funds. The eighteen small structures are inspected on the same two-year cycle as the 132 major County-owned and maintained structures. This inspection program maintains our compliance with the Federal National Bridge Inspection Program. The inspection process includes biennial field inspections, as well as completion and submission of inspection reports to the County and State. The State Highway Administration is responsible for monitoring compliance with Federal guidelines and the inspections are performed by State Highway Administration Inspectors. Additional funding for inflation has been added to each planned allocation.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	42,000		44,000		46,000				<b>132,000</b>
Land Acquisition									<b>0</b>
Site Work									<b>0</b>
Construction									<b>0</b>
Equipment/Furnishings									<b>0</b>
Other									<b>0</b>
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>42,000</b>	<b>0</b>	<b>44,000</b>	<b>0</b>	<b>46,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>132,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund	42,000		44,000		46,000				<b>132,000</b>
Local Income Tax									<b>0</b>
Property Tax									<b>0</b>
Bonds									<b>0</b>
Federal Highway/Bridge									<b>0</b>
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			



# Bridge Maintenance and Structural Repairs

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

9882

This on-going project provides funding for preventive maintenance and small repairs to County maintained bridges including: deck joint replacements, structural steel repairs, concrete patching, sediment removal, channel stabilization, guardrail replacement, and roadway approach repairs.

Work at the following sites may be included in a future project:

- |   |  |
|---|--|
| Harney Road over Alloway Creek                      | John Hyde Road over Turkeyfoot Run             |
| Stone Road over Big Pipe Creek                      | Trevanion Road over Big Pipe Creek             |
| Traceys Mill Road over South Branch Gunpowder Falls | Hapes Mill Road over Big Pipe Creek            |
| Halter Road over Big Pipe Creek                     | Salem Bottom Road over Morgan Run              |
| Woodbine Road over South Branch Patapsco River      | Linton Road over Little Morgan Run             |
| Kays Mill Road over Beaver Run                      | Coon Club Road over East Branch Patapsco River |

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	37,000	38,000	40,000	42,000	44,000	46,000			247,000
Equipment/Furnishings									0
Other									0

**EXPENDITURES**

<b>TOTAL</b>	<b>37,000</b>	<b>38,000</b>	<b>40,000</b>	<b>42,000</b>	<b>44,000</b>	<b>46,000</b>	<b>0</b>	<b>0</b>	<b>247,000</b>
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**SOURCES OF FUNDS**

Transfer from General Fund	37,000	38,000	40,000	42,000	44,000	46,000			247,000
Local Income Tax									0
Property Tax									0
Bonds									0
Federal Highway/Bridge									0

<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			0
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# Cleaning and Painting of Existing Bridge Structural Steel

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

9686

This on-going project provides funding for cleaning and painting of existing structural steel. Cleaning and painting slows deterioration and extends the useful life of structural steel. Based on the 2005 bridge inspection reports, the following structures will be evaluated for painting needs.

- CL224 Harney Road over Piney Creek
- CL232 Crouse Mill Road over Big Pipe Creek
- CL236 McKinstry's Mill Road over Little Pipe Creek
- CL253 Winters Church Road over Little Pipe Creek
- CL 308 Grimville Road over Gillis Falls
- CL310 Woodbine Road over South Branch Patapsco River
- CL323 London Bridge Road over Morgan Run
- CL324 Klees Mill Road over Morgan Run
- CL340 Niner Road over Middle Run
- CL343 Kays Mill Road over Beaver Run
- CL359 Carrollton Road over East Branch Patapsco River

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	37,000	38,000	40,000	42,000	44,000	46,000			247,000
Equipment/Furnishings									0
Other									0

**EXPENDITURES**

<b>TOTAL</b>	<b>37,000</b>	<b>38,000</b>	<b>40,000</b>	<b>42,000</b>	<b>44,000</b>	<b>46,000</b>	<b>0</b>	<b>0</b>	<b>247,000</b>
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**SOURCES OF FUNDS**

Transfer from General Fund	37,000	38,000	40,000	42,000	44,000	46,000			247,000
Local Income Tax									0
Property Tax									0
Bonds									0
Federal Highway/Bridge									0

<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			
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# Grand Valley Road over Unnamed Stream

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8287

Functional Classification: Local  
 Average Daily Traffic: 430  
 Bridge No.: CL 394

This project, located in north central Carroll County near the Pennsylvania line, provides planned funding to replace the deteriorated small structure. The 2005 bridge inspection revealed a rapid deterioration of the existing structural steel, which is exhibiting extreme corrosion, resulting in weight limit restrictions. Continued deterioration could result in further weight limit restrictions or closure. Heavier cracking of the mortar and missing stones are evident in the stone abutments. The new structure type will be determined during the preliminary engineering phase.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							85,000		<b>85,000</b>
Land Acquisition							5,000		<b>5,000</b>
Site Work		33,000							<b>33,000</b>
Construction		333,000							<b>333,000</b>
Equipment/Furnishings									<b>0</b>
Other		37,000							<b>37,000</b>
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>403,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>90,000</b>	<b>0</b>	<b>493,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									<b>0</b>
Local Income Tax									<b>0</b>
Property Tax									<b>0</b>
Bonds		403,000					90,000		<b>493,000</b>
Federal Highway/Bridge									<b>0</b>
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			

# Hughes Shop Road over Bear Branch

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

Proj #

Functional Classification: Local  
 Average Daily Traffic: 176  
 Bridge No.: CL 264

This project, located near Pleasant Valley, provides planned funding to replace the existing bridge with a new structure. The 2005 bridge inspection report documents the deterioration resulting in weight limit postings. The new structure type will be determined during the preliminary engineering phase.

This project qualifies for federal aid funding, which will cover 80 percent of the engineering, inspection and construction costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design		175,000							175,000
Land Acquisition		7,000							7,000
Site Work				110,000					110,000
Construction				1,093,000					1,093,000
Equipment/Furnishings									0
Other				120,000					120,000
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>182,000</b>	<b>0</b>	<b>1,323,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,505,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds		36,400		265,000					301,400
Federal Highway/Bridge		145,600		1,058,000					1,203,600
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>

# Keyville - Frederick County Road Bridge

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8129

Functional Classification: Local

Average Daily Traffic: 198

Bridge No.: CL 201

This project, located on the Carroll and Frederick county line, replaces the existing structure. The original bridge was built circa 1900. The abutments and walls are constructed of stone masonry and the excessive moisture has accelerated the deterioration of the bridge. The new structure type will be determined during the preliminary engineering phase.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							65,000		65,000
Land Acquisition							7,000		7,000
Site Work									0
Construction	281,407						240,000		521,407
Equipment/Furnishings									0
Other									0

## EXPENDITURES

<b>TOTAL</b>	<b>281,407</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>312,000</b>	<b>0</b>	<b>593,407</b>
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## SOURCES OF FUNDS

Transfer from General Fund							312,000		312,000
Bonds									0
Reallocated Bonds	208,318								208,318
Reallocated GF Transfer	70,660								70,660
Reallocated Property Tax	2,429								2,429

<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
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# McKinstry's Mill Road over Sam's Creek

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8323

Functional Classification: Local

Average Daily Traffic: 109

Bridge No.: CL243

This project, located west of New Windsor on the Carroll and Frederick County line, provides funding to replace the existing bridge with a new structure. As indicated in the 2003 and 2005 bridge inspection reports, the structural members continue to show deterioration and advanced corrosion resulting in weight limit postings. The new structure type will be determined during the preliminary engineering phase.

This project qualifies for Federal aid funding, which will cover 80 percent of the engineering, inspection and construction costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	175,000								175,000
Land Acquisition	7,000								7,000
Site Work			65,100						65,100
Construction			651,200						651,200
Equipment/Furnishings									0
Other			71,700						71,700

**EXPENDITURES**

<b>TOTAL</b>	<b>182,000</b>	<b>0</b>	<b>788,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>970,000</b>
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**SOURCES OF FUNDS**

Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	36,400		157,600						194,000
Federal Highway/Bridge	145,600		630,400						776,000

<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			0
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# Stone Chapel Road over Little Pipe Creek

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

Proj. #

Functional Classification: Minor Collector  
 Average Daily Traffic: 4,100  
 Bridge No.: CL363

This project, located outside Westminster near state road MD 31, provides planned funding to rehabilitate the existing bridge. Current weight restrictions prevent truck traffic from making an efficient access to state road MD 31. The scope of the rehabilitation will be determined during the preliminary engineering phase.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design						150,000			<b>150,000</b>
Land Acquisition						7,000			<b>7,000</b>
Site Work									<b>0</b>
Construction								551,000	<b>551,000</b>
Equipment/Furnishings									<b>0</b>
Other									<b>0</b>

**EXPENDITURES**

<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>157,000</b>	<b>0</b>	<b>551,000</b>	<b>708,000</b>
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**SOURCES OF FUNDS**

Transfer from General Fund									<b>0</b>
Local Income Tax									<b>0</b>
Property Tax									<b>0</b>
Bonds						157,000		551,000	<b>708,000</b>
Federal Highway/Bridge									<b>0</b>

<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
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# Sullivan Road over West Branch Patapsco River

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8324

Functional Classification: Major Collector  
 Average Daily Traffic: 2800  
 Bridge No.: CL409

This project, located outside of Westminster, provides funding to rehabilitate the small bridge on Sullivan Road spanning the West Branch of Patapsco River. The October 2006 inspection report concluded that the structural members supporting the shoulders are deteriorating and is in need of replacement. The project will address this problem and make improvements to the bridge railing and approach traffic barrier.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	155,000								155,000
Equipment/Furnishings									0
Other									0

**EXPENDITURES**

<b>TOTAL</b>	<b>155,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>155,000</b>
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**SOURCES OF FUNDS**

Transfer from General Fund									
Local Income Tax									
Property Tax									
Bonds	155,000								155,000
Federal Highway/Bridge									

<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			
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**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**

Adopted

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>CULTURE AND RECREATION:</b>									
Bennett Cerf Park Revitalization	\$64,850	\$0	\$214,050	\$0	\$0	\$0	\$0	\$0	\$278,900
Community Self-Help Projects	68,471	60,000	60,000	60,000	60,000	60,000	0	0	368,471
Krimgold Park	185,000	0	0	0	0	0	4,635,551	0	4,820,551
Leister Park	242,534	0	0	0	0	0	2,738,931	0	2,981,465
Park Restoration Fund	102,300	79,600	82,000	84,500	87,000	89,600	0	0	525,000
Parking Lot Construction	0	69,500	0	0	0	0	0	0	69,500
Piney Run Park Pavement Overlay	0	0	287,000	0	0	0	0	0	287,000
Piney Run Tennis Court Resurfacing	65,000	0	0	0	0	0	0	0	65,000
Program Open Space Unallocated	365,000	340,000	300,000	300,000	280,000	280,000	0	0	1,865,000
Tot Lot Replacement	0	0	0	172,500	0	0	184,238	0	356,738
Town Fund	7,000	6,100	5,600	5,600	5,300	5,300	0	0	34,900
<b>CULTURE AND RECREATION TOTAL</b>	<b>\$1,100,155</b>	<b>\$555,200</b>	<b>\$948,650</b>	<b>\$622,600</b>	<b>\$432,300</b>	<b>\$434,900</b>	<b>\$7,558,720</b>	<b>\$0</b>	<b>\$11,652,525</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$175,800	\$145,700	\$434,600	\$167,350	\$152,300	\$154,900	\$184,238	\$0	\$1,414,888
Property Tax	0	0	0	0	0	0	700,000	0	700,000
Reallocated GF Transfer	185,000	0	0	0	0	0	0	0	185,000
Impact Fee - Parks	0	69,500	27,900	0	0	0	1,632,313	0	1,729,713
Reallocated Impact Fee - Parks	181,975	0	0	0	0	0	0	0	181,975
Reallocated Program Open Space	127,530	0	186,150	155,250	0	0	0	0	468,930
Program Open Space	429,850	340,000	300,000	300,000	280,000	280,000	5,042,169	0	6,972,019
<b>CULTURE AND RECREATION TOTAL</b>	<b>\$1,100,155</b>	<b>\$555,200</b>	<b>\$948,650</b>	<b>\$622,600</b>	<b>\$432,300</b>	<b>\$434,900</b>	<b>\$7,558,720</b>	<b>\$0</b>	<b>\$11,652,525</b>

# Bennett Cerf Park Revitalization

Robin Hooper, Budget Analyst (410) 386-2082

8330

This project provides planned funding for improvements to Bennett Cerf Park. This park is more than 35 years old and heavily used year-round. Improvements will include a 20'x40' pavilion to replace existing pavilion that has become unsafe due to its age, three 8'x8' mini-pavilions, play area with climbing rock, 20-car parking lot addition, new entrance sign, picnic tables, benches, and improvements to both of the existing bridges.

The Department of Recreation and Parks received notification in April 2008 for the approval of a \$64,850 grant through the Maryland Department of Natural Resources Community Parks and Playgrounds Program.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design			22,000						22,000
Land Acquisition									0
Site Work			26,300						26,300
Construction	64,850		143,650						208,500
Equipment/Furnishings			8,800						8,800
Other			13,300						13,300
<b>EXPENDITURES</b>									

<b>TOTAL</b>	<b>64,850</b>	<b>0</b>	<b>214,050</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>278,900</b>
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<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Property Tax									0
Impact Fee - Parks			27,900						27,900
Reallocated Program Open Space			186,150						186,150
Program Open Space	64,850								64,850

<b>PROJECTED OPERATING IMPACTS</b>									
	0	0	0	0	0	0			0

# Community Self-Help Projects

Robin Hooper, Budget Analyst (410) 386-2082

9735

The Self-Help program was developed by the Board of County Commissioners in an effort to create community interest and involvement in recreational facilities throughout Carroll County. This on-going program has enabled communities to help themselves with recreational programs they define and design. Typical projects include ballfield renovations, tot lots, and improvements to existing facilities. Individual projects may receive up to 75% of the project cost not to exceed \$20,000 of County support. The remaining cost of the project is provided by the community through donations of money, time, or materials. Each February and September the Recreation and Parks Advisory Board reviews the local recreation council requests and submits their recommendations for Commissioner approval.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	68,471	60,000	60,000	60,000	60,000	60,000			368,471
Equipment/Furnishings									0
Other									0

**EXPENDITURES**

<b>TOTAL</b>	<b>68,471</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>368,471</b>
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**SOURCES OF FUNDS**

Transfer from General Fund	60,000	60,000	60,000	60,000	60,000	60,000			360,000
Property Tax									0
Reallocated Impact Fee - Parks	8,471								8,471
Reallocated Program Open Space									0
Program Open Space									0

**PROJECTED OPERATING IMPACTS**

	0	0	0	0	0	0	0
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# Kringold Park

Robin Hooper, Budget Analyst (410) 386-2082

9926

This project provides funding to develop a 100-acre parcel in the South Carroll area into a new active regional park which will include ballfields, multi-purpose fields, pavilions, a playground, and a parking area with 200 spaces. The Kringold property, near Maryland Route 26 and Woodbine Road, will be the site for this new regional park. The Department of Recreation and Parks estimates that 30,000 people would use this park each year.

Projected operating impacts include mowing equipment and on-going maintenance costs of field maintenance supplies, trash removal, spot-a-pot rentals, and insurance.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							267,000		<b>267,000</b>
Land Acquisition							907,350		<b>907,350</b>
Site Work							1,442,000		<b>1,442,000</b>
Construction	185,000						1,953,201		<b>2,138,201</b>
Equipment/Furnishings									<b>0</b>
Other							66,000		<b>66,000</b>

## EXPENDITURES

<b>TOTAL</b>	<b>185,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,635,551</b>	<b>0</b>	<b>4,820,551</b>
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## SOURCES OF FUNDS

Transfer from General Fund									<b>0</b>
Property Tax							700,000		<b>700,000</b>
Reallocated GF Transfer	185,000								<b>185,000</b>
Reallocated Impact Fee - Parks									<b>0</b>
Program Open Space							2,758,696		<b>2,758,696</b>

PROJECTED OPERATING IMPACTS	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
	0	18,860	19,426	20,009	20,609	21,227

# Leister Park

Robin Hooper, Budget Analyst (410) 386-2082

8121

This project provides funding to develop the Leister property into a new 100-acre park to serve the Hampstead/Manchester communities. Although it will be a multi-purpose park, its primary purpose will be to provide passive recreation opportunities similar to Piney Run Park and Hashawha. The park will include pavilions, a playground, bike paths, and trail. It will also include baseball/softball fields and a multi-purpose field that will address the shortage of fields in this area.

Projected operating impacts include on-going maintenance costs including field maintenance, mowing, trash removal, spot-a-pot rentals, and insurance.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							220,000		220,000
Land Acquisition							1,106,931		1,106,931
Site Work							700,000		700,000
Construction	242,534						650,000		892,534
Equipment/Furnishings									0
Other							62,000		62,000

**EXPENDITURES**

<b>TOTAL</b>	<b>242,534</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,738,931</b>	<b>0</b>	<b>2,981,465</b>
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**SOURCES OF FUNDS**

Transfer from General Fund									0
Impact Fee - Parks							455,458		455,458
Reallocated Impact Fee - Parks	173,504								173,504
Reallocated Program Open Space	69,030								69,030
Program Open Space							2,283,473		2,283,473

<b>PROJECTED OPERATING IMPACTS</b>	0	18,860	19,426	20,009	20,609	21,227
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# Park Restoration Fund

Robin Hooper, Budget Analyst (410) 386-2082

8232

This project provides funding for the maintenance and renovation of County parks due to age and deterioration, such as general building repairs and parking lot patching, overlaying, or sealing.

Projects scheduled to be restored include:

- Hashawha Environmental Center - Pool Resurfacing
- Cape Horn Park- Field Repair
- Sports Complex - drainage and roofing repair on concession/restrooms
- Sandymount, Cape Horn and Freedom Parks - trail maintenance
- Sandymount and Mayeski Parks - roof repairs
- Bear Branch Nature Center - roof replacement and repairs
- Piney Run Nature Center - roof replacement and repairs

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work	102,300	79,600	82,000	84,500	87,000	89,600			525,000
Construction									0
Equipment/Furnishings									0
Other									0

**EXPENDITURES**

<b>TOTAL</b>	<b>102,300</b>	<b>79,600</b>	<b>82,000</b>	<b>84,500</b>	<b>87,000</b>	<b>89,600</b>	<b>0</b>	<b>0</b>	<b>525,000</b>
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**SOURCES OF FUNDS**

Transfer from General Fund	102,300	79,600	82,000	84,500	87,000	89,600			525,000
Property Tax									0
Impact Fee - Parks									0
Reallocated Program Open Space									0
Program Open Space									0

<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			
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# Parking Lot Construction

Robin Hooper, Budget Analyst (410) 386-2082

Proj #

This project includes planned funding for the construction of additional parking areas at the Hashawha/Bear Branch Nature Center. The existing parking areas cannot accommodate the increasing number of citizens using these facilities, forcing them to park in the grass areas and along the access roads. Hashawha and Bear Branch offer many special events, programs, and camps that continue to grow each year. This project will provide sixteen additional spaces at Hashawha/Bear Branch Nature Center.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design		5,500							5,500
Land Acquisition									0
Site Work									0
Construction		61,000							61,000
Equipment/Furnishings									0
Other		3,000							3,000

**EXPENDITURES**

<b>TOTAL</b>	<b>0</b>	<b>69,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>69,500</b>
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**SOURCES OF FUNDS**

Transfer from General Fund									0
Property Tax									0
Impact Fee - Parks		69,500							69,500
Reallocated Impact Fee - Parks									0
Program Open Space									0

**PROJECTED OPERATING IMPACTS**

	0	0	0	0	0	0
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# Piney Run Park Pavement Overlay

Robin Hooper, Budget Analyst (410) 386-2082

Proj #

This project provides planned funding to overlay existing paved roads and parking areas at Piney Run Park. The existing paved areas include the boat loop road and parking area, the boat trailer parking area, and the nature center loop road and parking areas. Since the park's opening approximately thirty years ago, there has been no resurfacing of existing roads and parking areas. Over 100,000 citizens visit Piney Run Park annually. This heavy use over time has created potholes and deterioration of the existing roads and parking lots.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work			287,000						287,000
Construction									0
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>287,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>287,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund			287,000						287,000
Property Tax									0
Impact Fee - Parks									0
Reallocated Impact Fee - Parks									0
Program Open Space									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>



# Piney Run Tennis Court Resurfacing

Robin Hooper, Budget Analyst (410) 386-2082

8314

This project provides funding to resurface and repair the two tennis courts at Piney Run Park. The courts are in need of resurfacing, sealing, new paint lines, and the replacement or repair of net posts and fencing.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	48,000								48,000
Equipment/Furnishings	12,000								12,000
Other	5,000								5,000

**EXPENDITURES**

<b>TOTAL</b>	<b>65,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>65,000</b>
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**SOURCES OF FUNDS**

Transfer from General Fund	6,500								6,500
Property Tax									0
Impact Fee - Parks									0
Reallocated Program Open Space	58,500								58,500
Program Open Space									0

**PROJECTED OPERATING IMPACTS**

	0	0	0	0	0	0
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# Program Open Space Unallocated

Robin Hooper, Budget Analyst (410) 386-2082

8315

This project provides funding anticipated from Program Open Space (POS) division of the State Department of Natural Resources (DNR). Since the acreage goal for Recreation planning has been met, the County is now eligible to use POS funding for either development or acquisition. The State also allows unspent annual contributions to accumulate for large parkland acquisition or parkland development opportunities in the future. The appropriation in each year listed below has not been identified for a specific project or is being reserved for either a larger property acquisition or for a larger property development project. The funds listed below do not include the 10% required matching funds for individual development projects.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition	365,000	340,000	300,000	300,000	280,000	280,000			1,865,000
Site Work									0
Construction									0
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>365,000</b>	<b>340,000</b>	<b>300,000</b>	<b>300,000</b>	<b>280,000</b>	<b>280,000</b>		<b>0</b>	<b>1,865,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Property Tax									0
Impact Fee - Parks									0
Reallocated Program Open Space									0
Program Open Space	365,000	340,000	300,000	300,000	280,000	280,000			1,865,000
<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			0

# Tot Lot Replacement

Robin Hooper, Budget Analyst (410) 386-2082

9925

This project provides planned funding to replace tot lots which have reached the life expectancy of fifteen to twenty years old. The cost includes installation of the tot lot structure, border, and mulch. In FY 01, FY 04 and FY 08, tot lots were replaced at Hashawha, Deer Park, Landon C. Burns Park, Piney Run Park and the Carroll County Sports Complex. The following tot lot structures are scheduled for replacement in the FY 09-14 Community Investment Plan:

FY 12 - Piney Run Park (lower unit) and Mayeski Park

Projected operating impacts include the replacement of mulch every two years.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction				172,500			184,238		356,738
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>172,500</b>	<b>0</b>	<b>0</b>	<b>184,238</b>	<b>0</b>	<b>356,738</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund				17,250			184,238		201,488
Reallocated GF Transfer									0
Impact Fee - Parks									0
Reallocated Program Open Space				155,250					155,250
Program Open Space									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,600</b>			

# Town Fund

Robin Hooper, Budget Analyst (410) 386-2082

9736

Every year since the early 1970's the State has made Program Open Space (POS) funds available to the towns through the County for 75% of the costs for development of municipal parks. Since the acreage goal for Recreation planning has been met, up to 90% of POS funding can be used for development projects. The County contribution, shown below, is now 5% of the total cost of the project to the approved municipal park. The remaining 5%, as well as any cost overruns, are the responsibility of the town. Recent projects include replacing playground equipment at King Park in Westminster, a new multi-purpose field and parking area at Taneytown Memorial Park, and lighting upgrades at Main Street Park in New Windsor.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	7,000	6,100	5,600	5,600	5,300	5,300			34,900
Equipment/Furnishings									0
Other									0

**EXPENDITURES**

<b>TOTAL</b>	<b>7,000</b>	<b>6,100</b>	<b>5,600</b>	<b>5,600</b>	<b>5,300</b>	<b>5,300</b>	<b>0</b>	<b>0</b>	<b>34,900</b>
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**SOURCES OF FUNDS**

Transfer from General Fund	7,000	6,100	5,600	5,600	5,300	5,300			34,900
Property Tax									0
Impact Fee - Parks									0
Reallocated Impact Fee - Parks									0
Program Open Space									0

<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			
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**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**

**Adopted**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>GENERAL GOVERNMENT:</b>									
ADA - Facility Improvements	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$0	\$0	\$60,000
Carroll Community College - Emergency Generator	0	0	0	122,000	0	0	0	0	122,000
Carroll Community College - Technology Improvements	354,600	365,200	376,200	387,500	399,000	411,000	0	0	2,293,500
Carroll County 800MHz & 911 System	475,000	600,000	725,000	725,000	25,000,000	0	1,375,000	0	28,900,000
Carroll County Public Network	1,500,000	0	0	0	0	0	7,369,500	0	8,869,500
County Building Systemic Renovations	245,000	350,000	410,000	286,000	445,000	375,000	0	0	2,111,000
County Phone System Replacement	0	0	850,000	0	0	0	0	0	850,000
County Technology Improvements	372,000	498,200	394,700	406,500	418,700	431,300	0	0	2,521,400
Department of Economic Development-BERC	200,000	0	0	0	0	0	46,083	0	246,083
Detention Center Renovation	0	0	250,000	0	0	0	0	0	250,000
Direct Recording Electronic Voting Machines	0	185,600	0	0	0	0	937,045	0	1,122,645
Farm Museum - Stormwater Drainage	24,000	0	0	0	0	0	0	0	24,000
Fleet Management - Lift Replacements	0	110,300	0	121,600	0	134,000	0	0	365,900
Government Complex	7,000,000	0	0	0	0	0	0	0	7,000,000
Government Office Building	4,500,000	0	0	0	0	0	0	0	4,500,000
GIS Digital Orthophotography	162,000	0	168,000	0	174,000	0	0	0	504,000
GIS - Parcel Layer	715,000	0	0	0	0	0	0	0	715,000
Humane Society - Kennel Expansion	0	0	329,500	0	0	0	0	0	329,500
Humane Society Generator	44,700	0	0	0	0	0	0	0	44,700
Library - Technology Replacement	218,600	225,100	231,900	238,900	246,000	253,400	0	0	1,413,900
Library - Westminster Branch Renovation	587,000	0	0	0	0	0	300,000	0	887,000
Minimum Security Facility	6,810,000	0	0	0	0	0	110,000	0	6,920,000
Parking Lot Overlays	50,000	52,500	55,000	58,000	61,000	64,000	0	0	340,500
Public Works Vehicle Storage Shed	148,000	0	0	0	0	0	77,700	0	225,700
Records Management	75,000	133,000	56,000	57,000	40,000	0	78,000	0	439,000
State's Attorney Case File System Replacement	0	0	250,000	0	0	0	0	0	250,000
Taneytown Library Expansion	164,500	0	0	0	0	0	1,741,777	0	1,906,277
Taneytown Senior and Community Center - Additional Parking	93,200	0	0	0	0	0	0	0	93,200
Water Tanks and Dry Hydrants	183,800	193,000	202,600	212,700	223,300	234,500	0	0	1,249,900
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$23,932,400</b>	<b>\$2,722,900</b>	<b>\$4,308,900</b>	<b>\$2,625,200</b>	<b>\$27,017,000</b>	<b>\$1,913,200</b>	<b>\$12,035,105</b>	<b>\$0</b>	<b>\$74,554,705</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$3,802,900	\$1,644,600	\$2,596,800	\$1,422,900	\$1,571,200	\$1,357,200	\$8,197,528	\$0	\$20,593,128
Property Tax	0	0	0	0	0	0	383,100	0	383,100
Bonds	1,310,942	1,078,300	1,712,100	1,202,300	25,445,800	556,000	3,304,477	0	34,609,919
Reallocated Bonds	12,421,558	0	0	0	0	0	0	0	12,421,558
Reallocated GF Transfer	10,000	0	0	0	0	0	0	0	10,000
Reallocated Property Tax	5,800,000	0	0	0	0	0	0	0	5,800,000
MD Library Development	437,000	0	0	0	0	0	150,000	0	587,000
Private	150,000	0	0	0	0	0	0	0	150,000
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$23,932,400</b>	<b>\$2,722,900</b>	<b>\$4,308,900</b>	<b>\$2,625,200</b>	<b>\$27,017,000</b>	<b>\$1,913,200</b>	<b>\$12,035,105</b>	<b>\$0</b>	<b>\$74,554,705</b>

# ADA - Facility Improvements

Robin Hooper, Budget Analyst (410) 386-2082

9418

The Americans with Disabilities Act (ADA) requires the County to provide handicapped accessibility to its buildings. The project provides on-going funding to allow the County to respond to specific problems as they are identified and to meet the requirements of changes in Federal law. Funding for this project began in FY 90.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	10,000	10,000	10,000	10,000	10,000	10,000			60,000
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>60,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund		10,000	10,000	10,000	10,000	10,000			50,000
Local Income Tax									0
Property Tax									0
Bonds									0
Reallocated GF Transfer	10,000								10,000
<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			0

# Carroll Community College - Emergency Generator

Cecilia Devilbiss, Budget Analyst (410) 386-2082

Proj #

This project provides planned funding to replace the current 150/kw generator supporting the main building with a 250/kw capacity generator. The current generator, which provides backup support for the college computer network, emergency HVAC, and emergency lighting, has reached full capacity and is unable to support the addition of any computer equipment or facility support items. The replacement generator will provide the ability to install additional computer equipment to the main building and allow the HVAC system supporting the Learning Resource Center to be supported by the emergency generator system.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings				116,000					116,000
Other				6,000					6,000
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>122,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>122,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund				122,000					122,000
Local Income Tax									0
Property Tax									0
Bonds									0
Bond Interest									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			

# Carroll Community College - Technology Improvements

Cecilia Devilbiss, Budget Analyst (410) 386-2082

9782

This on-going project provides funding for the systematic replacement of laboratory computers and classroom technology used at Carroll Community College. The college plans to replace technology on cycles of three, four, and five years. Equipment replaced on the three-year cycle includes computer hardware and Intel servers. The four-year cycle includes monitors, printers, and video projectors. The five-year cycle includes computer network equipment and projection screens for classrooms. The availability of current hardware is necessary to provide students with technical training expected by businesses and universities in the latest software applications. Additional funding for inflation is included at 3% annually.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings	354,600	365,200	376,200	387,500	399,000	411,000			2,293,500
Other									0

**EXPENDITURES**

<b>TOTAL</b>	<b>354,600</b>	<b>365,200</b>	<b>376,200</b>	<b>387,500</b>	<b>399,000</b>	<b>411,000</b>	<b>0</b>	<b>0</b>	<b>2,293,500</b>
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**SOURCES OF FUNDS**

Transfer from General Fund	354,600	365,200	376,200	387,500	399,000	411,000			2,293,500
Local Income Tax									0
Property Tax									0
Bonds									0
Bond Interest									0

<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			0
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# Carroll County 800MHz & 911 System

Larry R. Brown, Senior Budget Analyst (410) 386-2082

8264

This project provides funding for extending the life of the existing analog radio system until a transition to digital can be accomplished. Purchasing equipment and parts for the existing analog radio system will be the main focus of this project. This project will also partially provide the foundation for a transition to a digital radio system. To accomplish this the existing microwave links will be replaced with a high capacity digital system and replacing the existing communications equipment with digital equipment to enable fire and police personnel to communicate with outside jurisdictions who have already switched to digital radio systems. Conversion to a digital system is planned to begin in FY 13.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	475,000	600,000	725,000	725,000	25,000,000		1,375,000		28,900,000
Equipment/Furnishings									0
Other									0

**EXPENDITURES**

<b>TOTAL</b>	<b>475,000</b>	<b>600,000</b>	<b>725,000</b>	<b>725,000</b>	<b>25,000,000</b>	<b>0</b>	<b>1,375,000</b>	<b>0</b>	<b>28,900,000</b>
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**SOURCES OF FUNDS**

Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	475,000	600,000	725,000	725,000	25,000,000		1,375,000		28,900,000
Bond Interest									0

<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			0
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# Carroll County Public Network

Cecilia Devilbiss, Budget Analyst (410) 386-2082

8226

This project provides supplemental funding to the Carroll County Public Network plan. The additional funding will be used for a school security system.

Projected operating impacts include: computer maintenance, upgrades and license fees for the network.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction							7,369,500		7,369,500
Equipment/Furnishings	1,500,000								1,500,000
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>1,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,369,500</b>	<b>0</b>	<b>8,869,500</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund	1,500,000						7,369,500		8,869,500
Local Income Tax									0
Property Tax									0
Bonds									0
Bond Interest									0
<b>PROJECTED OPERATING IMPACTS</b>	172,000	354,320	364,950	375,900	387,180	398,790			

# County Building Systemic Renovations

Larry R. Brown, Senior Budget Analyst (410) 386-2082

9954

This on-going project provides funding for systemic improvements and renovations to County facilities including roofing, heating, ventilation, and air conditioning systems.

Planned for the FY 09 - 14 Community Investment Plan:

- FY 09 Community College Bldg "C" roof - \$245,000
- FY 10 Health Department roof - \$350,000
- FY 11 Westminster Senior Center roof - \$410,000
- FY 12 Community College Bldg "M" roof - \$286,000
- FY 13 Taneytown Senior Center roof - \$215,000  
Mt. Airy Library/Senior Center roof - \$230,000
- FY 14 Maintenance Center flat roof - \$375,000

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	245,000	350,000	410,000	286,000	445,000	375,000			2,111,000
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>245,000</b>	<b>350,000</b>	<b>410,000</b>	<b>286,000</b>	<b>445,000</b>	<b>375,000</b>	<b>0</b>	<b>0</b>	<b>2,111,000</b>

<b>SOURCES OF FUNDS</b>									
Transfer from General Fund	122,500	175,000	205,000	143,000	222,500	187,500			1,055,500
Local Income Tax									0
Property Tax									0
Bonds	122,500	175,000	205,000	143,000	222,500	187,500			1,055,500
Bond Interest									0

<b>PROJECTED OPERATING IMPACTS</b>									
	0	0	0	0	0	0			0

# County Phone System Replacement

Cecilia Devilbiss, Budget Analyst (410) 386-2082

Proj #

This project provides planned funding to replace the existing County Government phone system, originally installed in 1998, with a new Voice-over-Internet Protocol system. The phone system serves the County Office Building, Maintenance Center, Barrel House, Cooperative Extension Office, Detention Center, Courthouse Annex, and the Historic Courthouse. Emerging technologies and the County's changing needs will be evaluated before the selection of the new system. Included in this project is the replacement of telephones compatible with Voice-over-Internet Protocol technology.

Projected operating impacts include annual maintenance and telephone replacement costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings			850,000						850,000
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>850,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>850,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund			850,000						850,000
Local Income Tax									0
Property Tax									0
Bonds									0
Bond Interest									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>78,000</b>	<b>80,300</b>	<b>82,800</b>			

# County Technology Improvements

Cecilia Devilbiss, Budget Analyst (410) 386-2082

9648

This on-going project provides funding for systematic replacement of County government information and communication systems including personal computers, business software applications, servers, printers, and network infrastructure. The County plans to replace 20% to 25% of its personal computers and printers on an annual basis. Additional funding for inflation is included at 3% annually with the exception of FY 10. FY10 includes a Core Switch and new Storage Device replaced every six years.

Projected operating impacts include maintenance costs on the storage device.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings	372,000	498,200	394,700	406,500	418,700	431,300			2,521,400
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>372,000</b>	<b>498,200</b>	<b>394,700</b>	<b>406,500</b>	<b>418,700</b>	<b>431,300</b>	<b>0</b>	<b>0</b>	<b>2,521,400</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund	372,000	498,200	394,700	406,500	418,700	431,300			2,521,400
Local Income Tax									0
Property Tax									0
Bonds									0
Bond Interest									0
<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	8,000	8,300	8,500			

# Department of Economic Development-BERC

Larry R. Brown, Senior Budget Analyst (410) 386-2082

9952

This project provides additional funding for the renovation and creation of additional office space for the Business and Economic Resource Center (BERC) located at the Multi-purpose Center at 224 North Center Street. The Adult Education Program, as well as the Maryland Job Service staff have relocated their offices to the Multi-purpose Center creating a "One-stop" facility for employment services and job training for both Carroll County residents and employers. BERC now serves as the Carroll County "One-stop" Operator. The project will create additional offices, a self-directed services area, and expand existing training facilities.

Projected operating impacts include utilities and maintenance expense.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							46,083		<b>46,083</b>
Land Acquisition									<b>0</b>
Site Work									<b>0</b>
Construction	200,000								<b>200,000</b>
Equipment/Furnishings									<b>0</b>
Other									<b>0</b>
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>46,083</b>	<b>0</b>	<b>246,083</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund							46,083		<b>46,083</b>
Local Income Tax									<b>0</b>
Property Tax									<b>0</b>
Bonds	200,000								<b>200,000</b>
Bond Interest									<b>0</b>
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>13,570</b>	<b>13,980</b>	<b>14,400</b>	<b>14,830</b>	<b>15,280</b>			

# Detention Center Renovation

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

Proj #

This project provides planned funding for renovation of the existing detention center work release unit to house 50 medium security inmates. This project will occur after the completion of the Minimum Security Detention Center facility project planned for construction in FY 09.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction			250,000						250,000
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds			250,000						250,000
Bond Interest									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			

# Direct Recording Electronic Voting Machines

Robin Hooper, Budget Analyst (410) 386-2082

8060

This project provides planned funding for the County's portion of the mandated purchase and maintenance of the current Statewide election voting system. Actual payments to the State will be spread from FY 04 to FY 14 and will cost approximately \$1.1 million. The FY 10 allocation represents the difference between the prior allocation and the State's updated payment schedule for the hardware system. Payments through FY 14 will occur regardless if the State purchases a new voting machine.

	FY 09	FY 10	FY 11	FY12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings		185,600					937,045		1,122,645
Other									0

**EXPENDITURES**

<b>TOTAL</b>	<b>0</b>	<b>185,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>937,045</b>	<b>0</b>	<b>1,122,645</b>
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**SOURCES OF FUNDS**

Transfer from General Fund		185,600					553,945		739,545
Local Income Tax									0
Property Tax							383,100		383,100
Bonds									0
Bond Interest									0

<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
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# Farm Museum - Stormwater Drainage

Robin Hooper, Budget Analyst (410) 386-2082

8307

This project provides planned funding for the reconstruction of paved areas adjacent to the living history building. Rainwater runoff has been pooling near two buildings, causing damage to the buildings' foundations and erosion to surrounding pathways. A storm drainage project was completed to help redirect runoff. The paved area adjacent to the living history building will be corrected as the final step in addressing storm drainage issues.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	20,000								20,000
Equipment/Furnishings									0
Other	4,000								4,000

**EXPENDITURES**

<b>TOTAL</b>	<b>24,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,000</b>
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**SOURCES OF FUNDS**

Transfer from General Fund	24,000								24,000
Local Income Tax									0
Property Tax									0
Bonds									0
Bond Interest									0

<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			
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# Fleet Management - Lift Replacements

Larry R. Brown, Senior Budget Analyst (410) 386-2082

9956

This project provides planned funding to continue the replacement of aging vehicle lifts at the maintenance facility. There are nine lifts in total, four above ground and five below ground. To-date two lifts have been replaced and one will be replaced this Spring. These lifts will replace those installed twenty-four years ago when the maintenance facility was constructed. Currently, Fleet Management services over 1,000 vehicles and also provides maintenance services to the Board of Education, Carroll Transit, and City of Westminster Police Department.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings		105,000		115,800		127,600			348,400
Other		5,300		5,800		6,400			17,500

## EXPENDITURES

<b>TOTAL</b>	<b>0</b>	<b>110,300</b>	<b>0</b>	<b>121,600</b>	<b>0</b>	<b>134,000</b>	<b>0</b>	<b>0</b>	<b>365,900</b>
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## SOURCES OF FUNDS

Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds		110,300		121,600		134,000			365,900
Bond Interest									0

<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
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# Government Complex

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8199

This project provides funding for the future expansion of the Carroll County Government Complex for a minimum security detention center, parking and other potential government related facilities.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition	7,000,000								7,000,000
Site Work									0
Construction									0
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>7,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,000,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Property Tax									0
Bonds									0
Reallocated Bonds	7,000,000								7,000,000
State									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>

# Government Office Building

Larry R. Brown, Sr. Budget Analyst (410) 386-2082

8309

This project provides funding for the purchase and renovation of the Wheeler Building located on Railroad Avenue in Westminster, Maryland. This 24,000 square foot facility may be used for law enforcement and other government functions. The exact scope of the project has yet to be determined.

Projected operating impacts include: maintenance, insurance and utility costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition	2,000,000								2,000,000
Site Work									0
Construction	2,500,000								2,500,000
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>4,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,500,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Property Tax									0
Bonds									0
Reallocated Property Tax	4,500,000								4,500,000
State									0
<b>PROJECTED OPERATING IMPACTS</b>	0	150,000	154,500	159,140	163,910	168,830			

# GIS Digital Orthophotography

Cecilia Devilbiss, Budget Analyst (410) 386-2082

8310

This project provides funding on a two-year cycle for updating the County's Geographic Information System (GIS) database with current aerial imagery of all 452 square miles of the County. The County is using 1" = 100' scale photography instead of 1"= 200' photography which provides greater accuracy and detail for use in emergency response and other applications.

Orthophotography refers to aerial photography that is converted into digital data. Distortions due to hills, stream valleys and buildings can then be removed so that all ground features are shown in their correct ground positions. This makes a true image map with detailed portions of ground features and permits direct measurement of distances. In a digital format, orthophotography is used as a geographically accurate base map. The County began using orthophotography in the early 1990's. It provides a tool for tracking and planning development within the County.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings	162,000		168,000		174,000				504,000
Other									0

**EXPENDITURES**

<b>TOTAL</b>	<b>162,000</b>	<b>0</b>	<b>168,000</b>	<b>0</b>	<b>174,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>504,000</b>
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**SOURCES OF FUNDS**

Transfer from General Fund	162,000		168,000		174,000				504,000
Local Income Tax									0
Property Tax									0
Bonds									0
Bond Interest									0

<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			
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# GIS - Parcel Layer

Cecilia Devilbiss, Budget Analyst (410) 386-2082

8311

This project provides funding for an updated Parcel Layer that is currently being used for Geographic Information System (GIS) applications in County Government. The Parcel Layer is used for viewing owner, address, acreage and property boundaries for the 65,000 parcels in Carroll County.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	715,000								715,000
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>715,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>715,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund	715,000								715,000
Local Income Tax									0
Property Tax									0
Bonds									0
Bond Interest									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>

# Humane Society - Kennel Expansion

Larry R. Brown, Senior Budget Analyst (410) 386-2082

Proj #

This project provides planned funding to enclose an open area creating twelve additional pens and a walkway area. The 1,250 square foot enclosure will provide additional space for housing stray animals. The pens are primarily used to house dogs, however they can be used for any animal that requires indoor/outdoor care. The existing pens are often full. In calendar year 07, more than five thousand animals passed through the Humane Society.

Projected operating costs include: maintenance, utilities, and insurance costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work			63,090						63,090
Construction			236,730						236,730
Equipment/Furnishings									0
Other			29,680						29,680
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>329,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>329,500</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds			329,500						329,500
Bond Interest									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,370</b>	<b>4,500</b>	<b>4,640</b>			

# Humane Society Generator

Larry R. Brown, Senior Budget Analyst (410) 386-2082

8312

This project provides funding for the installation of a 50Kw single phase generator 225 Amp ATS at the Humane Society Facility. This will supply the stand-by power necessary for continued operations during power outages and during adverse weather conditions which typically see an influx of animals to the shelter. The generator will enable personnel to maintain sanitary conditions as well as keeping the animals from experiencing extreme temperature variances.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	42,510								42,510
Equipment/Furnishings									0
Other	2,190								2,190
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>44,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>44,700</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund	44,700								44,700
Local Income Tax									0
Property Tax									0
Bonds									0
Bond Interest									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>



# Library - Technology Replacement

Cecilia Devilbiss, Budget Analyst (410) 386-2082

9822

This on-going project provides funding for the systematic replacement of all computer equipment, networking devices, and printers used at the Carroll County Public Libraries. This replacement schedule is based on a four year useful equipment life. Additional funding for inflation is included at 3% annually.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings	218,600	225,100	231,900	238,900	246,000	253,400			1,413,900
Other									0

**EXPENDITURES**

<b>TOTAL</b>	<b>218,600</b>	<b>225,100</b>	<b>231,900</b>	<b>238,900</b>	<b>246,000</b>	<b>253,400</b>	<b>0</b>	<b>0</b>	<b>1,413,900</b>
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**SOURCES OF FUNDS**

Transfer from General Fund	218,600	225,100	231,900	238,900	246,000	253,400			1,413,900
Local Income Tax									0
Property Tax									0
Bonds									0
Bond Interest									0

<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			
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# Library - Westminster Branch Renovation

Cecilia Devilbiss, Budget Analyst (410) 386-2082

8271

This project provides funding to renovate the Westminster Branch of the Carroll County Public Library. The branch, at twenty-seven years old, is the oldest library branch in the County, and it has not undergone a major renovation since its opening. The renovation is to include a new layout that provides adequate space for computer service, a major library function added after the library was built; a combined service desk to allow more room for self-service, which is increasing in demand; better sight lines to improve customer service and crowd control; new shelving to replace worn and damaged shelving and offer better display of library materials in a wide range of formats; new carpet and floor tile; paint; new meeting room furniture and improvements; an inviting space for children that provides an area for story time programs; and removal of exterior window overhangs.

In the spring of 2006, the Governor signed into law a capital improvement grant which earmarks \$5 million for public library capital improvement projects. Public libraries were able to apply for this funding beginning in FY 07 for use beginning in FY 08. These funds require a matching commitment from local government. The match is comprised of \$150,000 in County funds, \$380,750 in County in-kind funds and \$150,000 in Library funds.

*Funding for this project is contingent on State funding.*

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings	587,000						300,000		887,000
Other									0

## EXPENDITURES

<b>TOTAL</b>	<b>587,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>	<b>0</b>	<b>887,000</b>
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## SOURCES OF FUNDS

Transfer from General Fund							150,000		150,000
Property Tax									0
Bonds									0
MD Library Development	437,000						150,000		587,000
Private	150,000								150,000

## PROJECTED OPERATING IMPACTS

	0	0	0	0	0	0
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# Minimum Security Facility

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8272

This project provides funding for a 21,000 square foot facility to house minimum security inmates due to overcrowding of the existing detention center and to delay the need for a major expansion of the existing detention center. The location of the facility has not been determined.

*There is a possibility that the State will participate in the funding of this project. This project and potential operating impacts will be evaluated as the scope of the project is more fully defined and developed.*

Operating impacts include the addition of twelve Correctional Officer positions, utilities, ITS and public safety equipment.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	400,000						110,000		510,000
Land Acquisition									0
Site Work	820,000								820,000
Construction	4,620,000								4,620,000
Equipment/Furnishings	660,000								660,000
Other	310,000								310,000
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>6,810,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>110,000</b>	<b>0</b>	<b>6,920,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Property Tax									0
Bonds	95,092						110,000		205,092
Reallocated Bonds	5,414,908								5,414,908
Reallocated Property Tax	1,300,000								1,300,000
<b>PROJECTED OPERATING IMPACTS</b>		933,500	930,000	976,500	1,025,000	1,076,000			

# Parking Lot Overlays

Larry R. Brown, Senior Budget Analyst (410) 386-2082

9921

This on-going project provides funding to overlay parking lots at County facilities.

Planned for the FY 09 - 14 Community Investment Plan:

- FY 09 - Carroll Community College-loop & main entrance - \$50,000
- FY 10 - Health Department & 300 S. Center St. - \$70,000
- FY 11 - Carroll Community College-repair large lots failed areas - \$57,000
- FY 12 - Mt. Airy Senior Center and Library - \$51,500
- FY 13 - Carroll Community College-main lot section "A" - \$82,000
- FY 14 - Sandymount Park and Maintenance Center Entrance - \$50,000

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	50,000	52,500	55,000	58,000	61,000	64,000			340,500
Equipment/Furnishings									0
Other									0

**EXPENDITURES**

<b>TOTAL</b>	<b>50,000</b>	<b>52,500</b>	<b>55,000</b>	<b>58,000</b>	<b>61,000</b>	<b>64,000</b>	<b>0</b>	<b>0</b>	<b>340,500</b>
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**SOURCES OF FUNDS**

Transfer from General Fund	50,000	52,500	55,000	58,000	61,000	64,000			340,500
Local Income Tax									0
Property Tax									0
Bonds									0
Bond Interest									0

<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			
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# Public Works Vehicle Storage Shed

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

9866

This project provides funding to connect two existing storage sheds and will result in additional storage capacity for small equipment used in the road maintenance operations. The storage sheds are located at the County Maintenance Facility located off Old Meadow Branch Road.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	137,000						77,700		214,700
Equipment/Furnishings									0
Other	11,000								11,000
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>148,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>77,700</b>	<b>0</b>	<b>225,700</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	148,000						77,700		225,700
Bond Interest									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>

# Records Management

Cecilia Devilbiss, Budget Analyst (410) 386-2082

8274

This project provides funding for a records management system to be implemented throughout Carroll County Government. The goal of this project is to reduce hard copy records through electronic compression and storage. The process consists of consultation, configuration, installation, and training. Newly created or received documents are scanned and retained in an electronic format only. Historical documents are reviewed for retention, then indexed and "back-scanned" to electronic storage.

Projected operating impact is the maintenance on the software package.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	70,000	105,000	50,000	50,000			75,000		350,000
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings	5,000	28,000	6,000	7,000	40,000		3,000		89,000
Other									0

**EXPENDITURES**

<b>TOTAL</b>	<b>75,000</b>	<b>133,000</b>	<b>56,000</b>	<b>57,000</b>	<b>40,000</b>	<b>0</b>	<b>78,000</b>	<b>0</b>	<b>439,000</b>
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**SOURCES OF FUNDS**

Transfer from General Fund	75,000	133,000	56,000	57,000	40,000		78,000		439,000
Local Income Tax									0
Property Tax									0
Bonds									0
Bond Interest									0

<b>PROJECTED OPERATING IMPACTS</b>	7,000	14,210	21,636	29,286	30,165	31,070			
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# State's Attorney Case File System Replacement

Cecilia Devilbiss, Budget Analyst (410) 386-2082

Proj #

This project provides planned funding to replace the State's Attorney's Office Case File System. The States Attorney's Office uses this database to manage their court cases. The original system was implemented in 1999 and will become outdated by the time of the scheduled replacement in FY 11. The system will be replaced with updated software on a Microsoft platform to conform with other County software applications.

Projected operating impacts include maintenance costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings			250,000						250,000
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund			250,000						250,000
Local Income Tax									0
Property Tax									0
Bonds									0
Bond Interest									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,500</b>	<b>38,630</b>	<b>39,780</b>			

# Taneytown Library Expansion

Cecilia Devilbiss, Budget Analyst (410) 386-2082

8059

This project provides supplemental funding for the construction of a 5,000 square foot Taneytown Library Expansion. The addition to the Taneytown Library is to be completed in early 2009. Additional funds are required for furnishings and equipment at the Library.

Projected operating impacts include one Library Associate position and additional utility, maintenance and insurance expenses.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							88,000		<b>88,000</b>
Land Acquisition									<b>0</b>
Site Work							50,120		<b>50,120</b>
Construction							1,320,000		<b>1,320,000</b>
Equipment/Furnishings	164,500						129,536		<b>294,036</b>
Other							154,121		<b>154,121</b>

## EXPENDITURES

<b>TOTAL</b>	<b>164,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,741,777</b>	<b>0</b>	<b>1,906,277</b>
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## SOURCES OF FUNDS

Transfer from General Fund	164,500								<b>164,500</b>
Local Income Tax									<b>0</b>
Property Tax									<b>0</b>
Bonds							1,741,777		<b>1,741,777</b>
Bond Interest									<b>0</b>

PROJECTED OPERATING IMPACTS	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
	63,640	66,410	69,300	72,320	75,490	78,790



# Taneytown Senior and Community Center - Additional Parking

Robin Hooper, Budget Analyst (410) 386-2082

8313

This project provides funding to expand the parking lot at the Taneytown Senior & Community Center. Currently the center has twenty-eight spaces with limited additional parking available on surrounding side streets. On a daily basis, seniors park in the grass area adjacent to the existing parking lot. This project will create twenty additional parking spaces.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	7,350								7,350
Land Acquisition									0
Site Work									0
Construction	81,750								81,750
Equipment/Furnishings									0
Other	4,100								4,100
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>93,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>93,200</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	86,550								86,550
Reallocated Bonds	6,650								6,650
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>

# Water Tanks and Dry Hydrants

Larry R. Brown, Senior Budget Analyst (410) 386-2082

9022

This on-going project provides funding for the construction of water tanks and dry hydrants throughout the County. As potential sites are found within the various fire districts, tanks are being installed. The tanks will provide a 30,000 gallon underground source of water for fire emergencies within existing communities that do not have direct access to a water source. To date three tanks have been installed one in the Keysville area, one in the Silver Run area and one in the Taylorsville area. Dry hydrants use streams and ponds to provide water sources for use in fire fighting activities in areas without a ready supply of water. Dry hydrant projects generally include the installation of PVC pipe on a bridge wall to pull water from the stream below.

Projected operating impacts include: maintenance costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	183,800	193,000	202,600	212,700	223,300	234,500			1,249,900
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>183,800</b>	<b>193,000</b>	<b>202,600</b>	<b>212,700</b>	<b>223,300</b>	<b>234,500</b>	<b>0</b>	<b>0</b>	<b>1,249,900</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	183,800	193,000	202,600	212,700	223,300	234,500			1,249,900
Bond Interest									0
<b>PROJECTED OPERATING IMPACTS</b>	100	100	100	100	100	100			

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**

**Adopted**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>SOLID WASTE ENTERPRISE:</b>									
Closed Landfill Remediation	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
Entrance - Northern Landfill	665,000	218,000	2,226,000	0	0	0	0	0	3,109,000
Equipment Run-In Shed Northern Landfill	0	0	0	104,000	0	0	0	0	104,000
Northern Landfill Remediation	0	0	0	0	150,000	0	400,000	0	550,000
Replacement Scales at Northern Landfill	0	0	0	0	250,000	0	0	0	250,000
Site New Landfill	0	0	200,000	250,000	250,000	700,000	0	0	1,400,000
Transfer Station and MRF Building Replacement	0	0	0	0	0	913,000	0	10,043,000	10,956,000
<b>SOLID WASTE ENTERPRISE TOTAL</b>	<b>\$765,000</b>	<b>\$218,000</b>	<b>\$2,426,000</b>	<b>\$354,000</b>	<b>\$650,000</b>	<b>\$1,613,000</b>	<b>\$400,000</b>	<b>\$10,043,000</b>	<b>\$16,469,000</b>

**SOURCES OF FUNDING:**

Transfer from General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$0	\$150,000
Bonds	665,000	218,000	2,426,000	250,000	650,000	1,613,000	147,679	10,043,000	16,012,679
Enterprise Fund - Solid Waste	100,000	0	0	104,000	0	0	102,321	0	306,321
<b>SOLID WASTE ENTERPRISE TOTAL</b>	<b>\$765,000</b>	<b>\$218,000</b>	<b>\$2,426,000</b>	<b>\$354,000</b>	<b>\$650,000</b>	<b>\$1,613,000</b>	<b>\$400,000</b>	<b>\$10,043,000</b>	<b>\$16,469,000</b>

# Closed Landfill Remediation

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

6532

This project provides funding for continued maintenance and remediation efforts required at Hodges, Kate Wagner and Bark Hill landfills. The County is responsible for keeping leachate removal and methane monitoring systems operational at all closed landfills for at least thirty years after closure. On-going testing and monitoring of these landfills is funded through the annual operating budget. On occasion, the results of the testing may indicate additional remediation efforts to be undertaken to ensure the landfill is functioning within regulatory limits.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings									0
Other	100,000								100,000

## EXPENDITURES

<b>TOTAL</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>
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## SOURCES OF FUNDS

Transfer from General Fund									0
Bonds									0
Bond Interest									0
Enterprise Fund - Solid Waste	100,000								100,000
Private									0

<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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# Entrance - Northern Landfill

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

6533

This project provides funding for a new entrance from Route 140 to improve safety for all in-bound and out-bound vehicles. The project also includes an improved internal road system, additional scales and the replacement of landfill office/crew space and recycling facilities. The improved internal road system and new scales would further enhance the safe operation of the landfill by separating large commercial truck traffic from residential drop-off operations.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design		198,000							198,000
Land Acquisition	605,000								605,000
Site Work									0
Construction			1,978,000						1,978,000
Equipment/Furnishings			50,000						50,000
Other	60,000	20,000	198,000						278,000
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>665,000</b>	<b>218,000</b>	<b>2,226,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,109,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	665,000	218,000	2,226,000						3,109,000
Enterprise Fund - Solid Waste									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>

# Equipment Run-In Shed Northern Landfill

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

Proj #

This project provides planned funding for the construction of a new 50 foot by 100 foot equipment run-in shed at Northern Landfill. The structure will be used for parking and storage for large equipment and trucks that are used in the operation of the landfill.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction				94,000					94,000
Equipment/Furnishings									0
Other				10,000					10,000
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>104,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>104,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds									0
Enterprise Fund - Solid Waste				104,000					104,000
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>

# Northern Landfill Remediation

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

6521

This existing project provides planned funding for the installation of equipment to help control the movement and collection of landfill gases, called methane, at Northern Landfill. Cell 2 equipment purchases are scheduled in FY 08 and Cell 3 in FY 13. Methane is a landfill emission that is regulated by the Clean Air Act of 1992.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction					150,000		400,000		550,000
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									

<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>400,000</b>	<b>0</b>	<b>550,000</b>
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<b>SOURCES OF FUNDS</b>									
Transfer from General Fund							150,000		150,000
Local Income Tax									0
Property Tax									0
Bonds					150,000		147,679		297,679
Enterprise Fund - Solid Waste							102,321		102,321

<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			
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# Replacement Scales at Northern Landfill

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

Proj #

This project provides planned funding to replace the scales at Northern Landfill. The original scales were put into operation in 1996. Scales are needed to accurately record the weight of waste for billing and to track the amount and types of waste for planning purposes.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction					250,000				250,000
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds					250,000				250,000
Enterprise Fund - Solid Waste									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			



# Site New Landfill

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

Proj #

This project provides planned funding to site a new landfill. Currently, Northern Landfill is the only operational landfill in the County. This landfill is being developed in a series of five cells. Cell 1 and 2 have reached capacity. The recently constructed Cell 3 is the active cell at the landfill. Approximately 92% of in-coming waste is diverted to a Waste Management landfill located in Virginia. The remaining useful life of the Northern Landfill is dependant upon the volumes placed in the landfill. The planned funding includes an analysis process for selecting properties for feasibility such as soil borings, test wells, and monitoring. After a site is selected, general overall design of the property would include placement of cells, depth and grading.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings									0
Other			200,000	250,000	250,000	700,000			1,400,000
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	<b>250,000</b>	<b>250,000</b>	<b>700,000</b>	<b>0</b>	<b>0</b>	<b>1,400,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds			200,000	250,000	250,000	700,000			1,400,000
Enterprise Fund - Solid Waste									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>

# Transfer Station and MRF Building Replacement

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

Proj. #

This project provides planned funding for the replacement of the transfer station and material recovery facility at Northern Landfill. Currently, approximately 92% of the waste brought to the Northern Landfill is sent to the transfer station where it is loaded on transfer trailers and hauled to a Waste Management, Inc. landfill located in Virginia. Transferring our waste extends the life of the County-owned Northern Landfill and postpones the development of a new landfill. Waste and recyclables are also collected at the transfer station facility where they are loaded on trucks and sent to other facilities to process for re-use. The County began transferring waste in 1997 when the original building was constructed. The new building will be approximately 125 feet wide and 250 feet long.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design						913,000			<b>913,000</b>
Land Acquisition									<b>0</b>
Site Work									<b>0</b>
Construction								9,130,000	<b>9,130,000</b>
Equipment/Furnishings									<b>0</b>
Other								913,000	<b>913,000</b>

## EXPENDITURES

<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>913,000</b>	<b>0</b>	<b>10,043,000</b>	<b>10,956,000</b>
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## SOURCES OF FUNDS

Transfer from General Fund									<b>0</b>
Local Income Tax									<b>0</b>
Property Tax									<b>0</b>
Bonds						913,000		10,043,000	<b>10,956,000</b>
Enterprise Fund - Solid Waste									<b>0</b>

## PROJECTED OPERATING IMPACTS

	0	0	0	0	0	0
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**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**

**Adopted**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>UTILITIES ENTERPRISE:</b>									
Carroll Highlands Pumping Station Renovation	\$165,000	\$55,000	\$110,000	\$0	\$0	\$0	\$71,280	\$0	\$401,280
Freedom Area Groundwater System - Well House	0	0	25,000	188,500	0	0	0	0	213,500
Freedom District Hydrant Replacement	96,000	100,800	105,800	111,100	116,700	122,500	0	0	652,900
Freedom District Hydraulic Looping-Brangles Road	0	0	0	511,100	0	0	0	0	511,100
Freedom District Hydraulic Looping-Dickenson Road	5,000	22,200	0	0	0	0	0	0	27,200
Freedom District Looping-Monroe (Oklahoma to Bennett)	62,300	0	0	0	0	0	12,500	0	74,800
Freedom District-Relief Sewer No. 2	0	110,700	1,200,500	0	0	0	0	0	1,311,200
Freedom Wastewater Treatment Plant Expansion	0	0	0	0	0	165,000	0	6,000,000	6,165,000
Freedom/Hampstead - Water Meters	150,000	157,500	165,400	173,600	182,300	191,400	0	0	1,020,200
Gaither Road 8" Sewer Line	97,000	0	225,000	0	2,678,500	0	0	0	3,000,500
Gaither Road 8" Water Main	0	0	261,200	0	3,989,700	0	0	0	4,250,900
Gravity Sewer Main-Houcksville Rd to Treatment Plant	0	0	0	0	0	135,000	0	1,073,000	1,208,000
Hampstead Facility Paving	0	0	0	0	376,000	0	0	0	376,000
Hampstead Grit Removal System	0	0	0	0	0	49,000	0	324,500	373,500
Hampstead Sludge Dewatering Facility Replacement	0	0	0	165,000	451,000	0	927,000	0	1,543,000
Hampstead Waste Activated Sludge Tank Renovation	670,000	0	0	0	0	0	158,200	0	828,200
Meter Vault Replacement	40,000	42,000	44,100	46,300	48,600	51,000	0	200,000	472,000
North Carroll Farms Pump Station Rehabilitation	0	0	0	0	0	410,000	0	0	410,000
North Pump Station Wet Well & Pump Rehabilitation	0	0	0	0	0	680,000	0	0	680,000
Replace Force & Gravity Sewer Mains at North Station	111,000	26,900	497,400	0	0	0	147,025	0	782,325
Sanitary Sewer Manhole Rehabilitation	150,000	157,500	165,400	173,600	182,300	191,400	0	0	1,020,200
Sanitary Sewer Studies	0	0	0	89,300	0	0	275,000	0	364,300
Snowden's Run Wastewater Pumping Station Rehabilitation	246,000	0	0	0	0	0	352,850	0	598,850
Sykesville Interceptor-Upgrade/Repair Sewer Main	0	0	75,000	0	4,625,000	0	0	0	4,700,000
Tank Painting	47,000	47,000	47,000	47,000	47,000	47,000	0	0	282,000
Water Main Blow-off Replacements	0	0	0	0	0	125,000	0	1,300,000	1,425,000
West Hampstead Collector Sewer Main Upgrade/Repair	0	0	0	0	0	90,000	0	799,000	889,000
<b>UTILITIES ENTERPRISE TOTAL</b>	<b>\$1,839,300</b>	<b>\$719,600</b>	<b>\$2,921,800</b>	<b>\$1,505,500</b>	<b>\$12,697,100</b>	<b>\$2,257,300</b>	<b>\$1,943,855</b>	<b>\$9,696,500</b>	<b>\$33,580,955</b>

**SOURCES OF FUNDING:**

Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$1,378,093	\$0	\$1,378,093
Enterprise Fund - Utilities	1,307,820	392,640	746,860	925,979	5,981,900	955,300	209,957	3,696,500	14,216,956
Maintenance Fee	205,288	255,846	255,394	68,421	47,000	797,000	9,983	788,436	2,427,368
Area Connection Charges	326,192	71,114	1,919,546	30,000	6,668,200	505,000	345,822	5,211,564	15,077,438
Developer Funded	0	0	0	481,100	0	0	0	0	481,100
<b>UTILITIES ENTERPRISE TOTAL</b>	<b>\$1,839,300</b>	<b>\$719,600</b>	<b>\$2,921,800</b>	<b>\$1,505,500</b>	<b>\$12,697,100</b>	<b>\$2,257,300</b>	<b>\$1,943,855</b>	<b>\$9,696,500</b>	<b>\$33,580,955</b>

# Carroll Highlands Pumping Station Renovation

Freedom Sewer

6407

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides funding for the renovation and modernization of the Carroll Highlands Pumping Station, which was built in 1979. Some of the renovations would consist of upgrading the grinder, existing pumps and motors, piping and valves, electrical systems and controls, replacing the generator, the HVAC, ladders and landings in the wet well, site fencing and gates.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	150,000	50,000	100,000				71,280		371,280
Equipment/Furnishings									0
Other	15,000	5,000	10,000						30,000

**EXPENDITURES**

<b>TOTAL</b>	<b>165,000</b>	<b>55,000</b>	<b>110,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>71,280</b>	<b>0</b>	<b>401,280</b>
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**SOURCES OF FUNDS**

Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities									0
Maintenance Fee	58,608	19,536	52,386				9,983		140,513
Area Connection Charges	106,392	35,464	57,614				61,297		260,767

<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			0
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# Freedom Area Groundwater System - Well House

Freedom Water

Proj #

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides funding to reconstruct the well house at the Fairhaven well site. The temporary well house was to be replaced and combined with treatment of groundwater from the Springfield wells. With the development of the Fairhaven and Raincliffe wells, and the ongoing expansion of the Freedom Water Treatment Plant, the need for Springfield well development has diminished, however, this project will move forward by constructing a permanent well house for the Fairhaven well.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design			25,000	10,000					35,000
Land Acquisition									0
Site Work									0
Construction				170,000					170,000
Equipment/Furnishings									0
Other				8,500					8,500

**EXPENDITURES**

<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>25,000</b>	<b>188,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>213,500</b>
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**SOURCES OF FUNDS**

Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities			25,000	188,500					213,500
Maintenance Fee									0
Area Connection Charges									0

<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
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# Freedom District Hydrant Replacement

Freedom Water

6359

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides on-going funding to replace the County's 600 hydrants. Some of these hydrants have surpassed the estimated useful life of thirty years. The annual allocation for this project funds the replacement of approximately thirty hydrants. The following list identifies the sites planned for FY 09.

- 4 hydrants - Snowdens Run Road
- 1 hydrants - Carroll Dale Road
- 2 hydrants - Oak View Drive
- 3 hydrants - Emerald Drive
- 3 hydrants - Locust Lane
- 2 hydrants - Hickory Lane
- 10 hydrants - Oak Hill Drive

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings	96,000	100,800	105,800	111,100	116,700	122,500			652,900
Other									0

**EXPENDITURES**

<b>TOTAL</b>	<b>96,000</b>	<b>100,800</b>	<b>105,800</b>	<b>111,100</b>	<b>116,700</b>	<b>122,500</b>	<b>0</b>	<b>0</b>	<b>652,900</b>
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**SOURCES OF FUNDS**

Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities	71,190	100,800	105,800	111,100	116,700	122,500			628,090
Maintenance Fee	24,810								24,810
Area Connection Charges									0

<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			0
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# Freedom District Hydraulic Looping-Brangles Road

Freedom Water

6417

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides funding to connect water mains along Brangles Road in the Freedom area to provide adequate looping in the Freedom water system. Looping mains connects dead ends in two water lines. By connecting these lines water flows more evenly throughout the system and maintains a constant water pressure.

Projected operating impacts include: maintenance costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design				64,000					64,000
Land Acquisition									0
Site Work									0
Construction				406,100					406,100
Equipment/Furnishings									0
Other				41,000					41,000
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>511,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>511,100</b>
<b>SOURCES OF FUNDS</b>									
Bonds									0
Enterprise Fund - Utilities									0
Maintenance Fee									0
Area Connection Charges				30,000					30,000
Developer Funded				481,100					481,100
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,850</b>	<b>4,050</b>			

# Freedom District Hydraulic Looping-Dickenson Road

Freedom Water

6416

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides funding to connect water mains along Dickenson Road in the Freedom area to provide adequate looping in the Freedom water system. Looping mains connects dead ends in two water lines. By connecting these lines water flows more evenly throughout the system and maintains a constant water pressure. The timing of this project coincides with the planned extension of Dickenson Road.

Projected operating impacts include: maintenance costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	5,000	3,000							8,000
Land Acquisition									0
Site Work									0
Construction		16,000							16,000
Equipment/Furnishings									0
Other		3,200							3,200
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>5,000</b>	<b>22,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,200</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities									0
Maintenance Fee									0
Area Connection Charges	5,000	22,200							27,200
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>260</b>	<b>270</b>	<b>280</b>			



# Freedom District Looping-Monroe (Oklahoma to Bennett)

Freedom Water

6409

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides funding to connect water mains along Monroe Avenue (Oklahoma to Bennett) in the Freedom area to provide adequate looping in the Freedom water system. Looping mains connects dead ends in two water lines. By connecting these lines water flows more evenly throughout the system and maintains a constant water pressure. New developments will partially cover the cost of this project.

Projected operating impacts include: maintenance costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	1,800						12,500		14,300
Land Acquisition									0
Site Work									0
Construction	55,000								55,000
Equipment/Furnishings									0
Other	5,500								5,500
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>62,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,500</b>	<b>0</b>	<b>74,800</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities									0
Maintenance Fee									0
Area Connection Charges	62,300						12,500		74,800
<b>PROJECTED OPERATING IMPACTS</b>	0	500	520	530	550	560			

# Freedom District-Relief Sewer No. 2

## Freedom Sewer

6374

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides planned funding to add a relief sewer by increasing the existing ten-inch main to a fifteen-inch main for 6,750-feet, from Johnsville Road at Bartholow Road south through Parrish Park at Piney Ridge Parkway. The project continues south to ultimately connect to an existing twelve-inch sewer main that parallels MD 32. Enlarging the main would allow for increased flows resulting from expected future development and/or major storm events.

Projected operating impacts include: maintenance costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design		110,700	40,000						150,700
Land Acquisition									0
Site Work									0
Construction			1,055,500						1,055,500
Equipment/Furnishings									0
Other			105,000						105,000

### EXPENDITURES

<b>TOTAL</b>	<b>0</b>	<b>110,700</b>	<b>1,200,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,311,200</b>
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### SOURCES OF FUNDS

Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities									0
Maintenance Fee		110,700	73,468						184,168
Area Connection Charges			1,127,032						1,127,032

<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,000</b>	<b>6,300</b>	<b>6,620</b>			
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# Freedom Wastewater Treatment Plant Expansion

Freedom Sewer

6386

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides planned funding to upgrade the Freedom Wastewater Treatment Plant. The plant is currently designed to treat an average daily flow of 3.5 MGD (million gallons per day) and will need to be increased to meet the Department of Planning's projection of average wastewater flows in the Freedom District of 4.2 MGD. The Maryland Environmental Service (MES) operates and manages this facility for the County. MES is currently designing upgrades to the plant that will address the MD Department of the Environment requirements for enhanced nutrient removal. The current daily flows average 2.1 MGD. The plant expansion will not be required to take place until flows are at 80% of the allocated flows. The 80% calculated flow is 2.7MGD.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design						165,000			165,000
Land Acquisition									0
Site Work									0
Construction								5,500,000	5,500,000
Equipment/Furnishings									0
Other								500,000	500,000
<b>EXPENDITURES</b>									6,165,000
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>165,000</b>	<b>0</b>	<b>6,000,000</b>	<b>6,165,000</b>

<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities									0
Maintenance Fee								788,436	788,436
Area Connection Charges						165,000		5,211,564	5,376,564

<b>PROJECTED OPERATING IMPACTS</b>									
	0	0	0	0	0	0			0

# Freedom/Hampstead - Water Meters

Larry R. Brown, Senior Budget Analyst (410) 386-2082

6311

This on-going project provides funding for the enhancement and replacement of approximately 9,000 existing meters on an average sixteen-year life cycle. The enhancements will include software and hardware equipment that will enable staff to collect meter readings while driving by homes. The following priority list addresses the oldest meters first.

1st group - 283 meters in Hampstead

2nd group, Route #55 - 340 meters (Hilltop, Melstone Valley, Flanders and Carpenters Mount subdivisions)

3rd group, Route #15 - 302 meters (Clipper Hill and Brimfield subdivisions)

4th group, Route #20 - 170 meters (Oakland Mills area)

5th group, Route #21 - 128 meters (Oakland Road area)

6th group, Route #22 - 160 meters (Mineral Hill Road area)

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings	150,000	157,500	165,400	173,600	182,300	191,400			1,020,200
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>150,000</b>	<b>157,500</b>	<b>165,400</b>	<b>173,600</b>	<b>182,300</b>	<b>191,400</b>	<b>0</b>	<b>0</b>	<b>1,020,200</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities	75,130	78,890	82,860	152,179	182,300	191,400			762,759
Maintenance Fee	74,870	78,610	82,540	21,421					257,441
Area Connection Charges									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>

# Gaither Road 8" Sewer Line

Freedom Sewer

6369

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides funding for approximately 3.6 miles of eight-inch sewer line along Obrecht Road and down Gaither Road to the County line, then to the existing pumping station of Patapsco Valley. Approximately 275 parcels will be connected to this sewer line along Obrecht and Gaither Roads, and connecting side streets, including Gaither Manor Apartments.

Projected operating impacts include: maintenance costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	97,000		200,000		77,000				374,000
Land Acquisition			25,000						25,000
Site Work									0
Construction					2,365,000				2,365,000
Equipment/Furnishings									0
Other					236,500				236,500
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>97,000</b>	<b>0</b>	<b>225,000</b>	<b>0</b>	<b>2,678,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000,500</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities									0
Maintenance Fee									0
Area Connection Charges	97,000		225,000		2,678,500				3,000,500
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,950</b>			

# Gaither Road 8" Water Main

Freedom Water

6365

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides planned funding for approximately 3.6 miles of eight-inch water line to serve existing and planned development along Gaither Road and all side streets. This line would extend from Obrecht Road to the ends of Gaither Road and Patapsco Drive. Approximately 275 parcels will be connected to this water line, including Gaither Manor Apartments.

Projected operating impacts include: maintenance costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design			261,200		77,000				338,200
Land Acquisition									0
Site Work									0
Construction					3,557,000				3,557,000
Equipment/Furnishings									0
Other					355,700				355,700
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>261,200</b>	<b>0</b>	<b>3,989,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,250,900</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities									0
Maintenance Fee									0
Area Connection Charges			261,200		3,989,700				4,250,900
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,950</b>			

# Gravity Sewer Main-Houcksville Rd to Treatment Plant

## Hampstead Sewer

Proj. #

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides planned funding to replace the existing 10-inch gravity sewer main that receives flows from an existing 10-inch force main near Houcksville Road and many house connections through the Roberts Fields subdivision. The gravity main carries flows to the Hampstead treatment plant. At least 50 percent of the main will need to be replaced with a larger sewer main or parallel sewer main. An alternative route along MD 88 and through farm property will also be evaluated. This project will be coordinated with the Hampstead Grit Removal system.

Projected operating impacts include: reduced maintenance costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design						100,000			<b>100,000</b>
Land Acquisition						35,000			<b>35,000</b>
Site Work									<b>0</b>
Construction								975,000	<b>975,000</b>
Equipment/Furnishings									<b>0</b>
Other								98,000	<b>98,000</b>
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>135,000</b>	<b>0</b>	<b>1,073,000</b>	<b>1,208,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									<b>0</b>
Bonds									<b>0</b>
Enterprise Fund - Utilities						135,000		1,073,000	<b>1,208,000</b>
Maintenance Fee									<b>0</b>
Area Connection Charges									<b>0</b>
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>

# Hampstead Facility Paving

Hampstead WWTP

Proj #

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides planned funding for repairing and paving the existing paved surfaces at the Hampstead Treatment Facility. Several major renovation projects have been completed and others are planned for this facility. Once these improvements are completed, this work will restore the paved surfaces.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction					342,000				342,000
Equipment/Furnishings									0
Other					34,000				34,000
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>376,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>376,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities					376,000				376,000
Maintenance Fee									0
Area Connection Charges									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>



# Hampstead Grit Removal System

Hampstead WWTP

Proj #

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides planned funding to replace the grit removal system that was built in 1984. Reducing the amount of grit in the process stream will decrease wear and tear on the equipment in the plant.

Projected operating impacts include: reduced maintenance costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design						49,000			49,000
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings								295,000	295,000
Other								29,500	29,500

**EXPENDITURES**

<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49,000</b>	<b>0</b>	<b>324,500</b>	<b>373,500</b>
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**SOURCES OF FUNDS**

Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities						49,000		324,500	373,500
Maintenance Fee									0
Area Connection Charges									0

<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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# Hampstead Sludge Dewatering Facility Replacement

Hampstead WWTP

6404

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides planned funding for Phase II replacement of the Sludge Dewatering Facility at Hampstead WWTP. Phase I, the design and replacement of the existing press, is funded and underway. Phase II consists of creating an additional sludge storage area and a complete re-evaluation of the existing facility. Currently, the County landfills dewatered sludge. Several alternatives are available to further process sludge to meet Class-B or Class-A biosolids regulations. This additional storage area will create opportunities to handle sludge without landfilling. This project will be evaluated with other landfill projects.

Projected operating impacts include: reduced maintenance costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design				165,000			137,900		302,900
Land Acquisition									0
Site Work									0
Construction					410,000		399,100		809,100
Equipment/Furnishings							300,000		300,000
Other					41,000		90,000		131,000
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>165,000</b>	<b>451,000</b>	<b>0</b>	<b>927,000</b>	<b>0</b>	<b>1,543,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Bonds							847,043		847,043
Enterprise Fund - Utilities				165,000	451,000		79,957		695,957
Maintenance Fee									0
Area Connection Charges									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			

# Hampstead Waste Activated Sludge Tank Renovation

Hampstead WWTP

6413

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides funding to renovate tank components for sludge storage and thickening units last upgraded in 1984. The existing concrete tank structures are suitable for continued service but the majority of the tank sludge piping and valves require replacement. Upgrading this process will reduce wear on other process components.

Projected operating impacts include: reduced maintenance costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							158,200		158,200
Land Acquisition									0
Site Work									0
Construction	609,000								609,000
Equipment/Furnishings									0
Other	61,000								61,000
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>670,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>158,200</b>	<b>0</b>	<b>828,200</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Bonds							158,200		158,200
Enterprise Fund - Utilities	670,000								670,000
Maintenance Fee									0
Area Connection Charges									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>

# Meter Vault Replacement

Freedom Water

6414

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides funding for the replacement of approximately 1,000 water meter vaults in the Freedom area that were installed in the late 1970s. The new vaults are made of PVC and will replace the old vaults made of bituminous coated cardboard, which are deteriorating.

Replacement areas:

Piney Ridge Village Sections 1 and 2 - 92 vaults

Oklahoma Estates - 201 vaults

Hilltop Estates - 71 vaults

Clipper Hill Estates - 145 vaults

Carrolltowne Estates - 185 vaults

Westchester Estates - 48 vaults

Carroll Dale - 26 vaults

Lexington Run Estates - 124 vaults

Hodges Road - 37 vaults

Norris Ave. - 92 vaults

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	40,000	42,000	44,100	46,300	48,600	51,000		200,000	472,000
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>40,000</b>	<b>42,000</b>	<b>44,100</b>	<b>46,300</b>	<b>48,600</b>	<b>51,000</b>	<b>0</b>	<b>200,000</b>	<b>472,000</b>

<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities	40,000	42,000	44,100	46,300	48,600	51,000		200,000	472,000
Maintenance Fee									0
Area Connection Charges									0

<b>PROJECTED OPERATING IMPACTS</b>									
	0	0	0	0	0	0			0

# North Carroll Farms Pump Station Rehabilitation

## Hampstead Sewer

Proj. #

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides planned funding to renovate the North Pumping Station with new pumps, upgrade the outdated controls, and increase the wet well size to decrease the number of times the pumps start and stop. Although this station is newer than some of the stations in the system it is in far worse shape than others. Low flow conditions causes production of hydrogen sulfide gas at the base of the pump and deteriorates the case impellored pump castings. Plans are for two new pumps and controls, replace the current generator and upgrade the electrical system. The diesel fuel containment system will be addressed as well. Currently there is no system in place.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings						410,000			410,000
Other									0

### EXPENDITURES

<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>410,000</b>	<b>0</b>	<b>0</b>	<b>410,000</b>
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### SOURCES OF FUNDS

Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities									0
Maintenance Fee						410,000			410,000
Area Connection Charges									0

<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>
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# North Pump Station Wet Well & Pump Rehabilitation

Hampstead Sewer

Proj. #

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides planned funding to renovate the North Pumping Station with new pumps, upgrade the outdated controls, and increase the wet well size to decrease the number of times the pumps start and stop. Increasing the wet well capacity will reduce pump wear and electrical operating costs.

Projected operating impacts include: reduced maintenance costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings						680,000			680,000
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>680,000</b>	<b>0</b>	<b>0</b>	<b>680,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities									0
Maintenance Fee						340,000			340,000
Area Connection Charges						340,000			340,000
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>

# Replace Force & Gravity Sewer Mains at North Station

## Hampstead Sewer

6398

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides funding for a replacement force main (built in 1970) and construction of a new gravity main to meet existing demand and allow for future development near the North Station facility located near the intersection of Maryland Routes 30 and 482. This project replaces the existing six-inch force main installed in 1969 with a new eight-inch force main. The new gravity main will be designed to meet the existing main near Panther Drive.

Projected operating impacts include: reduced maintenance costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	111,000		25,000						136,000
Land Acquisition		26,900							26,900
Site Work									0
Construction			429,400				147,025		576,425
Equipment/Furnishings									0
Other			43,000						43,000
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>111,000</b>	<b>26,900</b>	<b>497,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>147,025</b>	<b>0</b>	<b>782,325</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities	55,500	13,450	248,700						317,650
Maintenance Fee									0
Area Connection Charges	55,500	13,450	248,700				147,025		464,675
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>

# Sanitary Sewer Manhole Rehabilitation

Freedom/Hampstead Sewer

6403

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This on-going project provides funding to rehabilitate the Freedom Area's 3,000 sanitary sewer manholes and Hampstead's 1,000 sanitary sewer manholes. A comprehensive sewer evaluation is underway to assess the condition of the existing manholes and to determine the type of repair that is the most cost effective. The funding for this project will address 25 to 40 manholes annually. Repair strategies include foam injection rehabilitation, and structure rehabilitation. Currently 58 manholes and 7 lamp lines have been replaced or repaired. Of those, 43 were in the Freedom District and 15 were in Hampstead.

Projected operating impacts include: reduced maintenance costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	150,000	157,500	165,400	173,600	182,300	191,400			1,020,200
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>150,000</b>	<b>157,500</b>	<b>165,400</b>	<b>173,600</b>	<b>182,300</b>	<b>191,400</b>	<b>0</b>	<b>0</b>	<b>1,020,200</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities	150,000	157,500	165,400	173,600	182,300	191,400			1,020,200
Maintenance Fee									0
Area Connection Charges									0
<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			0



# Sanitary Sewer Studies

Freedom/Hampstead Sewer

6385

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides planned funding for a study of the Freedom and Hampstead sewer collection systems. The study includes suggestions for improvements in technology as well as inspecting and assessing the condition of the sewer mains and laterals.

Video camera inspection priorities are first to inspect as much of the system defined in our CIP's as we can access, then address any current problem areas, and finally perform spot inspections of the remaining lines.

Flow monitoring during the wet time of the year will provide information that can be used in modeling our system and pumping stations, as well as helping to determine needs for modifications to system capacity or efficiency. Information gathered from flow monitoring and temperature monitoring could determine how much of an Inflow & Infiltration (I & I) problem exists.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design				89,300			275,000		364,300
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>89,300</b>	<b>0</b>	<b>0</b>	<b>275,000</b>	<b>0</b>	<b>364,300</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Bonds							150,000		150,000
Enterprise Fund - Utilities				89,300					89,300
Maintenance Fee									0
Area Connection Charges							125,000		125,000
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>

# Snowden's Run Wastewater Pumping Station Rehabilitation

Freedom Sewer

6415

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides funding to replace the existing underground pumps currently housed in a metal structure that is badly deteriorated. The new building will be constructed over the existing wet well, and will house the new pumps, as well as associated piping, electrical wiring, and controls. Construction began in FY 08 and will be completed in FY 09. The pumping station is located off Snowden's Run Road, next to Liberty Reservoir.

Projected operating impacts include: reduced maintenance costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							110,000		<b>110,000</b>
Land Acquisition									<b>0</b>
Site Work									<b>0</b>
Construction	246,000						130,000		<b>376,000</b>
Equipment/Furnishings							112,850		<b>112,850</b>
Other									<b>0</b>

**EXPENDITURES**

<b>TOTAL</b>	<b>246,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>352,850</b>	<b>0</b>	<b>598,850</b>
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**SOURCES OF FUNDS**

Transfer from General Fund									<b>0</b>
Bonds							222,850		<b>222,850</b>
Enterprise Fund - Utilities	246,000						130,000		<b>376,000</b>
Maintenance Fee									<b>0</b>
Area Connection Charges									<b>0</b>

<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
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# Sykesville Interceptor-Upgrade/Repair Sewer Main

Freedom Sewer

Proj #

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides planned funding for the upgrade and repair of the 12-inch sewer main that runs parallel to the railroad tracks and the South Branch Patapsco River, from the Schoolhouse Road area to Main Street in the Town of Sykesville. This project will be coordinated with the Gaither Road sewer line project. Included in the funding in FY 13 is a new pumping station.

Projected operating impacts include: reduced maintenance costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design			75,000						75,000
Land Acquisition									0
Site Work									0
Construction					4,625,000				4,625,000
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>75,000</b>	<b>0</b>	<b>4,625,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,700,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities			75,000		4,625,000				4,700,000
Maintenance Fee									0
Area Connection Charges									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>

# Tank Painting

## Freedom Water

6332

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides on-going funding to paint water tanks in the Freedom district. The next tank scheduled for painting is the Bark Hill tank. The County currently has the following tanks in service:

Tank Site	Date Built	Date Repainted
Bartholow Road	1970	2005
Martz Road	1989	
Pleasant Valley	1991	
Bark Hill	1993	
Carroll Industrial Park	1993	
Linton Springs	1998	
Liberty	1999	

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	10,000	10,000	10,000	10,000	10,000	10,000			60,000
Land Acquisition									0
Site Work	34,000	34,000	34,000	34,000	34,000	34,000			204,000
Construction									0
Equipment/Furnishings									0
Other	3,000	3,000	3,000	3,000	3,000	3,000			18,000
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>47,000</b>	<b>47,000</b>	<b>47,000</b>	<b>47,000</b>	<b>47,000</b>	<b>47,000</b>	<b>0</b>	<b>0</b>	<b>282,000</b>

<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities	47,000	47,000	47,000	47,000	47,000	47,000			282,000
Maintenance Fee									0
Area Connection Charges									0

<b>PROJECTED OPERATING IMPACTS</b>						
	0	0	0	0	0	0

# Water Main Blow-off Replacements

## Freedom Water

Proj. #

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides planned funding to replace the County's 280 end of water main blow-offs. Blow-off valves allow for the flushing of the water lines. Flushing the lines reduces the buildup of sediment and stagnant water. Some of these blow-offs have surpassed the estimated useful life of thirty years. The annual allocation for this project funds approximately twenty blow-off replacements a year. A more in-depth evaluation will determine a priority list of locations planned for FY 14.

Projected operating impacts include: reduced maintenance costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction						125,000		1,300,000	1,425,000
Equipment/Furnishings									0
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125,000</b>	<b>0</b>	<b>1,300,000</b>	<b>1,425,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities						125,000		1,300,000	1,425,000
Maintenance Fee									0
Area Connection Charges									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>

# West Hampstead Collector Sewer Main Upgrade/Repair

## Hampstead Sewer

Proj. #

Larry R. Brown, Senior Budget Analyst (410) 386-2082

This project provides planned funding for the upgrade, repair, and/or replacement of the clay sewer main serving Carroll Street, Gill Avenue, and Sunset Drive on the west side of the Town of Hampstead. This sewer main, built in 1970, has recently been requiring more maintenance.

Projected operating impacts include: reduced maintenance costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design						90,000			90,000
Land Acquisition									0
Site Work									0
Construction								726,000	726,000
Equipment/Furnishings									0
Other								73,000	73,000
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>90,000</b>	<b>0</b>	<b>799,000</b>	<b>889,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities						90,000		799,000	889,000
Maintenance Fee									0
Area Connection Charges									0
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**

**Adopted**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>AIRPORT ENTERPRISE:</b>									
Corporate Hangars	\$8,012,000	\$0	\$0	\$0	\$0	\$0	\$1,451,000	\$0	\$9,463,000
Fuel Farm - Additional Jet A Fuel Storage	0	0	0	565,000	0	0	0	0	565,000
Grounds Maintenance Equipment	18,000	18,000	18,000	18,000	18,000	18,000	0	0	108,000
Runway Extension	0	68,596,000	0	0	0	0	5,479,000	0	74,075,000
<b>AIRPORT ENTERPRISE TOTAL</b>	<b>\$8,030,000</b>	<b>\$68,614,000</b>	<b>\$18,000</b>	<b>\$583,000</b>	<b>\$18,000</b>	<b>\$18,000</b>	<b>\$6,930,000</b>	<b>\$0</b>	<b>\$84,211,000</b>
<b>SOURCES OF FUNDING:</b>									
Bonds	\$0	\$1,715,000	\$0	\$0	\$0	\$0	\$136,976	\$0	\$1,851,976
Enterprise Fund - Airport	18,000	18,000	18,000	32,125	18,000	18,000	0	0	122,125
MD Aviation Admin.	0	1,715,000	0	14,125	0	0	136,976	0	1,866,101
Fed. Aviation Admin.	0	65,166,000	0	536,750	0	0	5,205,048	0	70,907,798
Private	8,012,000	0	0	0	0	0	1,451,000	0	9,463,000
<b>AIRPORT ENTERPRISE TOTAL</b>	<b>\$8,030,000</b>	<b>\$68,614,000</b>	<b>\$18,000</b>	<b>\$583,000</b>	<b>\$18,000</b>	<b>\$18,000</b>	<b>\$6,930,000</b>	<b>\$0</b>	<b>\$84,211,000</b>

# Corporate Hangars

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

6816

This project involves the design and construction of individual hangars that would be funded by private investors. Each corporate tenant will be required to reimburse the Airport Enterprise Fund an assessment for fronted cost of site development . The area designated for this development will be capable of accomodating five new corporate hangars of approximately 12,000 square feet.

*Decisions to move forward with this project have not been made by the Board of County Commissioners. This project is identified in the CIP for planning purposes only.*

As each tenant will be responsible for all utilities, maintenance, and taxes, no additional operating impacts are anticipated.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							318,000		<b>318,000</b>
Land Acquisition									<b>0</b>
Site Work							987,000		<b>987,000</b>
Construction	8,012,000								<b>8,012,000</b>
Equipment/Furnishings									<b>0</b>
Other							146,000		<b>146,000</b>
<b>EXPENDITURES</b>									

<b>TOTAL</b>	<b>8,012,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,451,000</b>	<b>0</b>	<b>9,463,000</b>
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<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									<b>0</b>
Enterprise Fund - Airport									<b>0</b>
MD Aviation Admin.									<b>0</b>
Fed. Aviation Admin.									<b>0</b>
Private	8,012,000						1,451,000		<b>9,463,000</b>

<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>
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# Fuel Farm - Additional Jet A Fuel Storage

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

Proj #

This project provides planned funding for the addition of 24,000 gallons of additional storage of Jet A fuel at the airport fuel site. The project includes the integration of piping, metering, and electrical controls into the existing fuel farm. The Airport Enterprise Fund's share of the cost is 2.5%, which is dependent upon the FAA funding 95% of the cost and the Maryland Aviation Administration 2.5%. *This project is contingent on demonstrating the need for increased fuel storage capacity.*

Projected operating impacts include: maintenance costs for fuel filters and utility costs.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work				167,000					167,000
Construction				371,000					371,000
Equipment/Furnishings									0
Other				27,000					27,000
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>565,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>565,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Airport				14,125					14,125
MD Aviation Admin.				14,125					14,125
Fed. Aviation Admin.				536,750					536,750
<b>PROJECTED OPERATING IMPACTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,351</b>	<b>1,391</b>			

# Grounds Maintenance Equipment

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

6818

This project provides funding for airport grounds maintenance equipment. The Federal Aviation Administration (FAA) has approved the use of rental revenues that are collected from the properties that were jointly purchased by the Airport and the FAA.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings	18,000	18,000	18,000	18,000	18,000	18,000			108,000
Other									0
<b>EXPENDITURES</b>									
<b>TOTAL</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>0</b>	<b>0</b>	<b>108,000</b>
<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Airport	18,000	18,000	18,000	18,000	18,000	18,000			108,000
MD Aviation Admin.									0
Fed. Aviation Admin.									0
<b>PROJECTED OPERATING IMPACTS</b>	0	0	0	0	0	0			0

# Runway Extension

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

6814

This project provides funding for the design and construction of a new 6,500 foot runway and taxiway system with an expanded apron area at Carroll County Regional Airport. Also addressed would be a complete environmental assessment and allocation for land and/or easement acquisition. The runway expansion is being considered due to the demand for use by corporate aircraft and for the potential for economic development in the County.

*Decisions to move forward with this project are contingent upon the results of the Environmental Assessment currently being performed and the approval by the Board of County Commissioners and Federal Aviation Administration.*

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							3,338,000		<b>3,338,000</b>
Land Acquisition							1,273,000		<b>1,273,000</b>
Site Work									<b>0</b>
Construction		66,092,000							<b>66,092,000</b>
Equipment/Furnishings									<b>0</b>
Other		2,504,000					868,000		<b>3,372,000</b>
<b>EXPENDITURES</b>									

<b>TOTAL</b>	<b>0</b>	<b>68,596,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,479,000</b>	<b>0</b>	<b>74,075,000</b>
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<b>SOURCES OF FUNDS</b>									
Transfer from General Fund									<b>0</b>
Bonds		1,715,000					136,976		<b>1,851,976</b>
Enterprise Fund - Airport									<b>0</b>
MD Aviation Admin.		1,715,000					136,976		<b>1,851,976</b>
Fed. Aviation Admin.		65,166,000					5,205,048		<b>70,371,048</b>

<b>PROJECTED OPERATING IMPACTS</b>									
	0	0	0	0	0	0			0

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2009 TO 2014**  
**Adopted**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2009	2010	2011	2012	2013	2014			
<b>SEPTAGE ENTERPRISE:</b>									
Westminster Septage Facility Grit Removal System	\$0	\$0	\$192,500	\$0	\$0	\$0	\$0	\$0	\$192,500
<b>SEPTAGE ENTERPRISE TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$192,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$192,500</b>
<b>SOURCES OF FUNDING:</b>									
Bonds	\$0	\$0	\$192,500	\$0	\$0	\$0	\$0	\$0	\$192,500
<b>SEPTAGE ENTERPRISE TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$192,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$192,500</b>

# Westminster Septage Facility Grit Removal System

Larry Brown, Senior Budget Analyst (410) 386-2082

Proj #

This project provides planned funding for the installation of a grit removal system and associated piping and electrical connections. Grit is the material in wastewater that is composed of small, inorganic solids, such as coffee grounds, sand, egg shells, and gravel. Processing this type of material through the system results in excessive wear. Installing a grit removal system will keep grit out of the process stream with less solids at the end process. There is less wear and tear on the process equipment in the plant, resulting in lower maintenance costs and extended equipment life.

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	Prior Allocation	Balance to Complete	Total Project Cost
									0
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings			175,000						175,000
Other			17,500						17,500

## EXPENDITURES

<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>192,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>192,500</b>
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## SOURCES OF FUNDS

Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds			192,500						192,500
Bond Interest									0

## PROJECTED OPERATING IMPACTS

	0	0	0	0	0	0
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