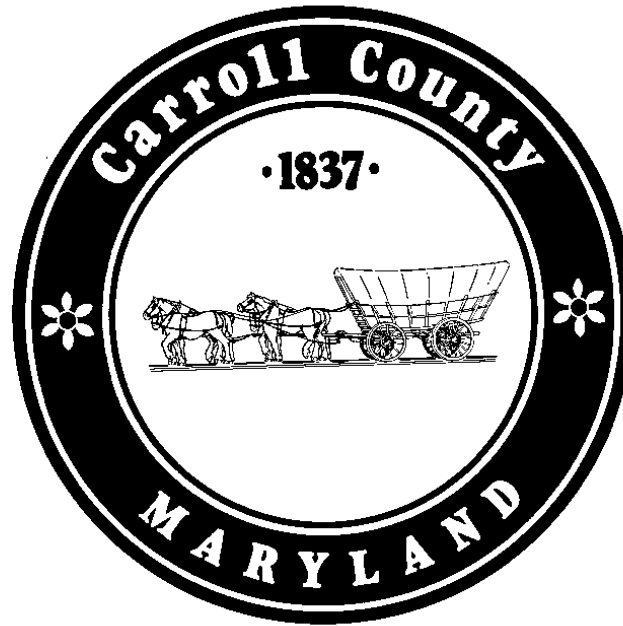


Carroll County Maryland

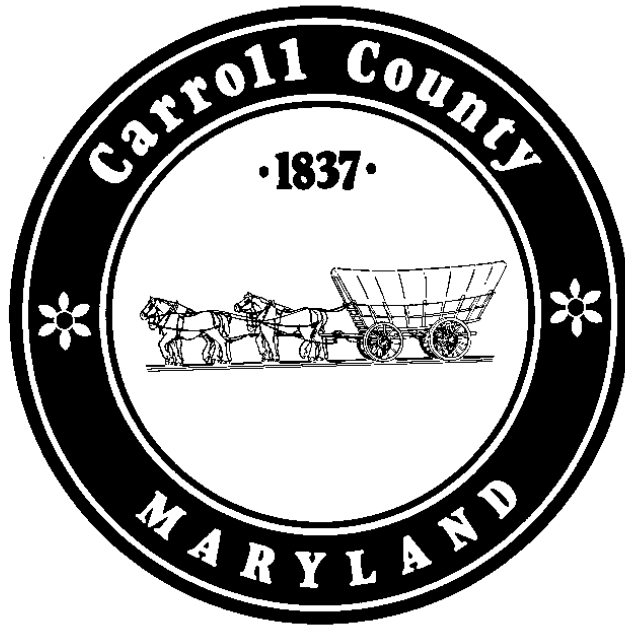


Department of Management & Budget

ADOPTED BUDGET

Operating Budget Fiscal Year 2012
Operating Plan Fiscal Years 2012-2017
And
Capital Budget Fiscal Years 2012-2017

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, 2010. 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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION



*Distinguished
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**Carroll County
Maryland**

For the Fiscal Year Beginning

July 1, 2010



President

Executive Director

Carroll County Government

FY 12 Adopted Budget

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Board of County Commissioners

Board of County Commissioners



***Doug Howard
President
District 5***



***Haven N. Shoemaker, Jr.
Vice President
District 2***



***Robin Bartlett Frazier
Secretary
District 1***



***Richard S. Rothschild
District 4***



***David H. Roush
District 3***

Appointed Officials

Steven D. Powell
Chief of Staff

Cynthia M. Parr
Director of Administrative Services

Robert M. Burk
Comptroller

Timothy C. Burke
Acting County Attorney

Jolene G. Sullivan
Director of Citizen Services

Tom Devilbiss
Acting Director of Land Use, Planning and Development

Ted Zaleski, III
Director of Management and Budget

Tom Rio
Director of Public Works

Lawrence F. Twele
Director of Economic Development

59th Board of Carroll County Commissioners

The 59th Board of Commissioners for Carroll County were sworn in on Monday, December 6, 2010 in the Carroll County Circuit Courthouse Annex. This is the first Board of Commissioners to represent Carroll County citizens by district.

Board Presents Ten Governing Principles:

The Board of Carroll County commissioners unveiled their Ten Governing Principles for their Administration. Board President Doug Howard said, “It is important for us to set a direction and we have worked collectively on this.” The principles are as follows:

1. **Smaller, Constitutional Government:** As a matter of principle, this Board of County Commissioners believes our citizens want smaller, less intrusive government; will restructure it accordingly; and encourage private sector solutions and/or partnerships to fulfill community needs whenever possible.
2. **Mandates:** This Board of County Commissioners will work with our State Delegation and the local cities and towns to resist unfunded mandates; excessive regulation; and the passing on of additional expenses from the federal or state government.
3. **Term Limits:** This Board of County Commissioners believes it is in the public interest to have fresh governance from time to time, and will petition the MD Delegation to limit County Commissioners, and appointed board and commission member to a maximum of two consecutive terms. Additionally, it is our intention to elect Board of Commissioners officers on an annual basis.
4. **Property Taxes:** This Board of County Commissioners believes property taxes are too high, and will make every effort to lower taxes by reducing spending, and making government operate in a more restrained and efficient manner.
5. **Economic Development:** This Board of County Commissioners will support small business development consistent with the rural and suburban fabric of our communities. This Board will streamline approval processes; eliminate unnecessary regulation; and promote a business friendly climate for small and locally owned businesses.

6. **Affirmation of Our Values:** This Board of County Commissioners will open its meetings with the Pledge of Allegiance followed by a prayer.
7. **Protection of Individual Property Rights:** This Board believes our citizens have an unalienable right to be secure in their homes, farms and businesses; and will oppose rezoning of privately owned property against the wishes of its owner(s). Protection of property rights will be a goal of this Board in County planning and lawmaking.
8. **Capital Expenditures:** This Board will require industrial strength financial reviews on all future capital expenditures, including close scrutiny of all assumptions; rigorous life cycle cost projections; and early evaluation of feasible alternatives.
9. **Straight Talk & Citizen Participation:** This Board of County Commissioners will avoid the use of acronyms, and will converse with our constituents in plain English. Additionally, this Board will promote better communication with citizens by scheduling key hearings on evenings or weekends, and provide increased opportunity for two-way dialogue at our public hearings.
10. **Servant Leadership:** This Board of County Commissioners will lead by example, and discontinue the practice of accepting per diem payments; cars; and other such perks. We will restructure the Commissioners office appropriately as well.

Board Presents Budget Goals:

The Board of County Commissioners shaped the FY 12 Budget based upon the following goals:

1. Reduce the property tax rate
2. Restrict growth of the Operating Budget
3. Reduce the number of capital projects
4. Reduce outstanding debt

Budget Message

Fiscal Year 2012 Budget Message

We, the 59th Board of Commissioners, offer you this Proposed Fiscal Year 2012 Budget, and, our Operating and Capital Plans for Fiscal Years 2012-2017. We entered office and this budget process facing significant challenges. The recession, though officially over, changed the world around us and will continue to affect our fiscal position for some years. The State has also been deeply affected by the recession and is struggling to deal with the impact to their budget. Their budget solutions often cause new problems for us at the local level. Previous Boards made spending decisions, especially on the capital side, with which we disagree and, where possible, wanted to reconsider.

Just months in to our term, we found ourselves confronted with these challenges and the on-going challenge of balancing the provision of services, facilities and infrastructure with an appropriate tax burden.

As a Board, we were committed to certain goals as we approached the Budget including:

- Reducing the property tax rate
- Restricting growth of the Operating Budget
- Reducing capital spending
- Reducing outstanding debt

These goals drove much of our deliberations and were at the front of our thinking as we considered how to build this Budget. Before the budget process even began we went through a time-consuming review of all existing capital appropriations and potential new debt looking for opportunities to reduce both debt and spending. This effort led to decisions to close or freeze \$50 million of capital projects. Another early action with significant budget implications was our decision to transition from the Maryland State Police Resident Trooper Program to the Sheriff as the County's primary law enforcement. At full implementation, after three years, we will have replaced forty-five Troopers with forty-two Deputies. First year costs will increase, but after the transition is fully implemented we will realize savings exceeding \$2 million annually.

We held a series of meetings with our internal departments and other organizations receiving County funding to help us understand the range of services being offered and the role the County plays in funding the services. The increased familiarity was important later as we debated where we could make spending cuts.

The Department of Management and Budget's Recommended Budget indicated that projected revenue could support an Operating Budget of \$354.3 million or an increase of 1.5% from FY 11. One of our first decisions was, not only to not take advantage of the projected revenue growth, but to target no growth in the Operating Budget.

With the Recommended Budget in hand, we held a second set of meetings with funded agencies to talk more specifically about budgets and the implications of changed levels of funding. We heard requests for more funding, possibilities for reduced funding, and concerns about how changes in funding would impact the provision of services.

One of our first actions as we began to deliberate on the Proposed Budget was to specifically incorporate an idea of a property tax decrease and the implied change in revenue. For several weeks, we discussed alternatives for a Budget that would be consistent with our goals. There was much debate and we didn't agree on everything, but over time, we came together on a Proposed Budget that accomplished much of what we hoped to do.

Some highlights of our Proposed Budget:

- Decrease in the property tax rate from \$1.048 to \$1.028, the first decrease since FY 87.
- Operating Budget grows just 0.36% and is smaller than it was in FY 09.
- County funding to the Capital Budget decreases by \$2.6 million. State funding for Mt. Airy Middle School and Federal bridge funding cover the increase in the size of the Budget.
- Total commitment of County funds to benefit Carroll County Public Schools remains level with FY 11.
- Eliminating positions reduced the size of the workforce reporting to the Commissioners back to the size of the 1990s.
- Projected outstanding bond debt will decline 10% by FY 17, the last year of the Plan.
- The new Mt. Airy Middle School is funded with a \$2.3 million decrease in the budget.

Even as we attempted to reduce spending, we recognized that we couldn't reduce support in some areas. A couple of notable examples:

- We increased funding to the Volunteer Emergency Services Association (VESA) for fire and ambulance services by \$162,670 to help with the rising cost of fuel, the cost of physicals for our volunteers and the general strain on operations.
- Recognizing that our eight municipalities are facing the same pressures as the County, we kept a long-standing revenue sharing plan with them in place. With the formula unchanged, they will see a total increase of \$64,000.

With this Proposed Budget we believe we have kept our promises to reduce the tax rate and to control spending. Detailed information on the Proposed Budget is available on the County website at <http://ccgovernments.org/ccg/default.asp>

Our deliberations were done in open sessions, broadcast on Cable Channel 24, and streamed live on the County website. All of the sessions are archived on the County website and available to be viewed.

We thank you for your interest and look forward to your comments.

Fiscal Year 2012 Budget Summary

The FY 12 Budget was in large part driven by two forces – the economy and the new Board of Commissioners’ goal to redefine the role of County government.

The Economy

The long deep recession is officially over, but the effects linger on. State budget problems, unemployment, and a troubled housing market have led to significant change in our revenue picture including an unprecedented decline in our assessable base. On-going revenue is more or less stagnant with little reason to expect a quick recovery. Greater detail on our revenues begins on page 90.

The Board of County Commissioners

The Board took office in December and entered the budget process with four primary goals that drove much of their decision-making:

- Reducing the property tax rate
- Restricting growth of the Operating Budget
- Reducing capital spending
- Reducing outstanding debt

A Short Budget History

In Millions	FY 09	FY 10	FY 11	FY 12
General Fund (Operating Budget)	\$353.0	\$354.5	\$349.0	\$350.3
Capital Fund	135.3	93.1	53.5	64.4
All Funds	\$545.1	\$562.3	\$451.6	\$467.9

The budget impact is easy to see in this short history. The General Fund, or what is commonly thought of as the Operating Budget, is slightly larger than it was in FY 11, but smaller than in FY 09. The Capital Fund is larger in FY 12 than in FY 11, because of an increase in State funding for agricultural land preservation and school construction, but less than half the size it was just three years ago. The budget for all funds has dropped nearly 20% since FY 09.

The changes necessary to balance budgets in FY 10 and FY 11 were focused on agencies reporting directly to the Commissioners, approximately one-quarter of the operating budget. The Commissioners’ direct workforce has been cut to the level of the 1990’s, even as the County’s population grew by 35%. County employees received no salary increases in FY 10-12 and cuts were widespread through County departments. Efforts were made in FY 10 and FY 11 to avoid impacts to direct service providers, but balancing FY 12 required wider action and included cuts to Carroll County Public Schools, Carroll County Public Library, the Health Department and some of our non-profit service providers.

Changes

In FY 11, the school system was funded at Maintenance of Effort, but was less than in FY 10 because of declining enrollments. FY 12 exceeds Maintenance of Effort, but declines from FY 11. Over a two-year period direct local funding to the school system dropped \$4.2 million. Even with these reductions the Commissioners have strived to limit the impact to the school system. While most budgets are at or below the same level as FY 09, direct FY 12 funding for schools is still \$2.8 million higher due to a funding increase in FY 10. The Commissioners' total operating commitment to schools remains level from FY 11 to FY 12 because of increased debt service for school construction projects. Debt service related to school projects has increased \$3.2 million since FY 09.

Other outside agencies were largely protected from cuts until FY 12. In FY 12, the Library and the Health Department received the largest dollar cuts. A few of the nonprofits also received cuts. Most of our governmental partners have been flat-funded since FY 09. There were few increases in FY 12. The Volunteer Emergency Services Association (VESA) increased approximately 2%. The Sheriff's budget increased in connection with the law enforcement transition from the State Police. The nearly 10% increase in the 911 budget is also tied to the law enforcement transition. The law enforcement transition, after full implementation, will save the County more than \$2 million per year.

The Commissioners made a commitment to tax relief and acted in the FY 12 Budget with a 2 cent cut in the property tax rate. A companion cut of 5 cents was made in the personal property tax rate. In addition to providing immediate tax relief, the Commissioners believe that lowering the tax rate will spur economic development in the County and generate more tax revenue.

Leading into the capital process, the Commissioners revisited every existing and planned capital project looking to reduce capital spending and outstanding debt. Some existing and planned projects were eliminated or frozen. Significant reductions were made to the new Mount Airy Middle School, Water Development, and Agricultural Land Preservation capital projects. Current projections, based on current and planned capital projects, anticipate an approximately 10% reduction in outstanding debt by FY 17. If year-end surpluses offer the opportunity, the Commissioners' intent is to replace planned bonds with cash to further reduce outstanding debt.

Quick Guides to the Operating and Capital Budgets begin on pages 83 and 323. These provide greater detail on the changes in the FY 12 Budget.

There Is Good News

In the difficult circumstances we are living through, it can be easy to get caught up in the bad news and lose sight of the good things that are still happening.

- Few jurisdictions build multi-year budget plans that are balanced for all years. Even in these very difficult times, the Commissioners made the necessary decisions to balance our Plan.
- Carroll County Public Schools continues to be among the most highly ranked systems in the highly ranked State of Maryland.
- Carroll County Public Library, after a long run with the highest circulation per capita in the State, was nudged out of first place.
- Carroll Community College is serving a growing number of students and seeing success with targeted efforts like the nursing program.
- With the construction of a new Mt. Airy Middle School, the County will, after years of effort, have eliminated all significant school capacity issues.
- Significant business and employment developments are progressing near Eldersburg and Hampstead creating high quality job opportunities.
- More than 61,000 acres are under permanent easement in our Agricultural Land Preservation programs supporting agribusiness, maintaining open space and our rural heritage, and avoiding the costs of services and infrastructure to serve residential development.
- The Commissioners reduced the Homestead Tax Credit rate from 107% to 105%. When the housing market heats up again, homeowners tax bills will be limited to 5% annual growth no matter how quickly assessments rise.
- Carroll continues to be highly rated by the credit rating agencies with an AAA and two AA+ ratings. We continue to see strong demand for our bond issues.

Stay Informed

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

- Cable Channel 24 broadcasts and rebroadcasts most meetings
- an video archive of public meetings on the website
- a monthly newsletter that lists every vote taken by the Commissioners
- a speaker's bureau available to meet with community groups to learn more about County government.
- a website with an abundance of information including the detail of the Budget
- automatic emails to provide updates on changes that appear on the website
- regular community meetings
- open community time with the Commissioners every other Thursday
- A Commissioner radio broadcast live on WTTR on Sunday mornings and available on the County website

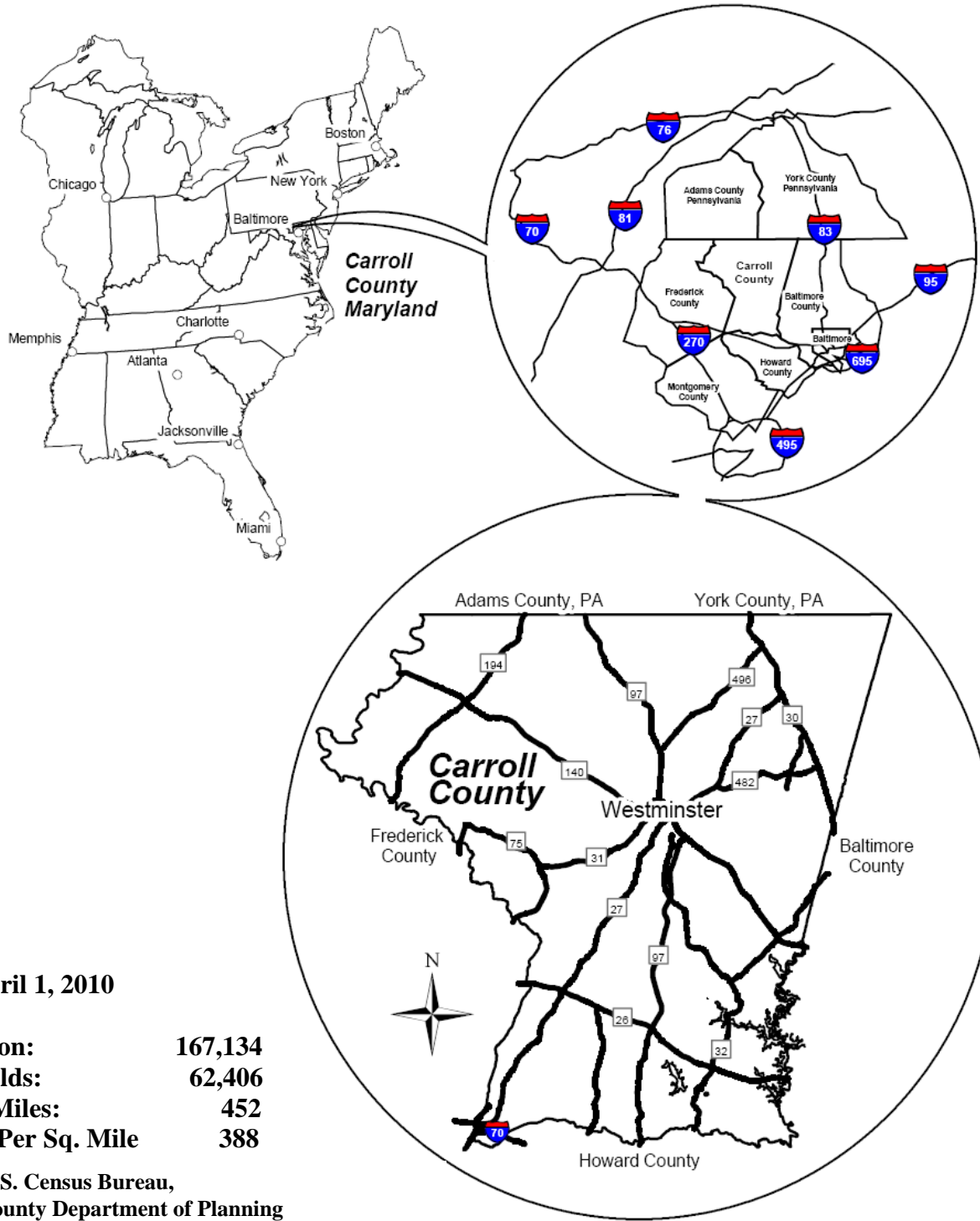
All of the FY 12 budget sessions, from the first Budget Overview to the Adopted Budget, were open to the public and appeared on the local government channel. These videos remain available on the County website.

Difficult decisions were made during the budget process. The Commissioners' goal is to listen carefully to the citizens of Carroll County, evaluate the information brought to them, consider their available resources, and make 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.

Ted Zaleski
Director, Management and Budget

General Information

Geography/Demographics of Carroll County, Maryland



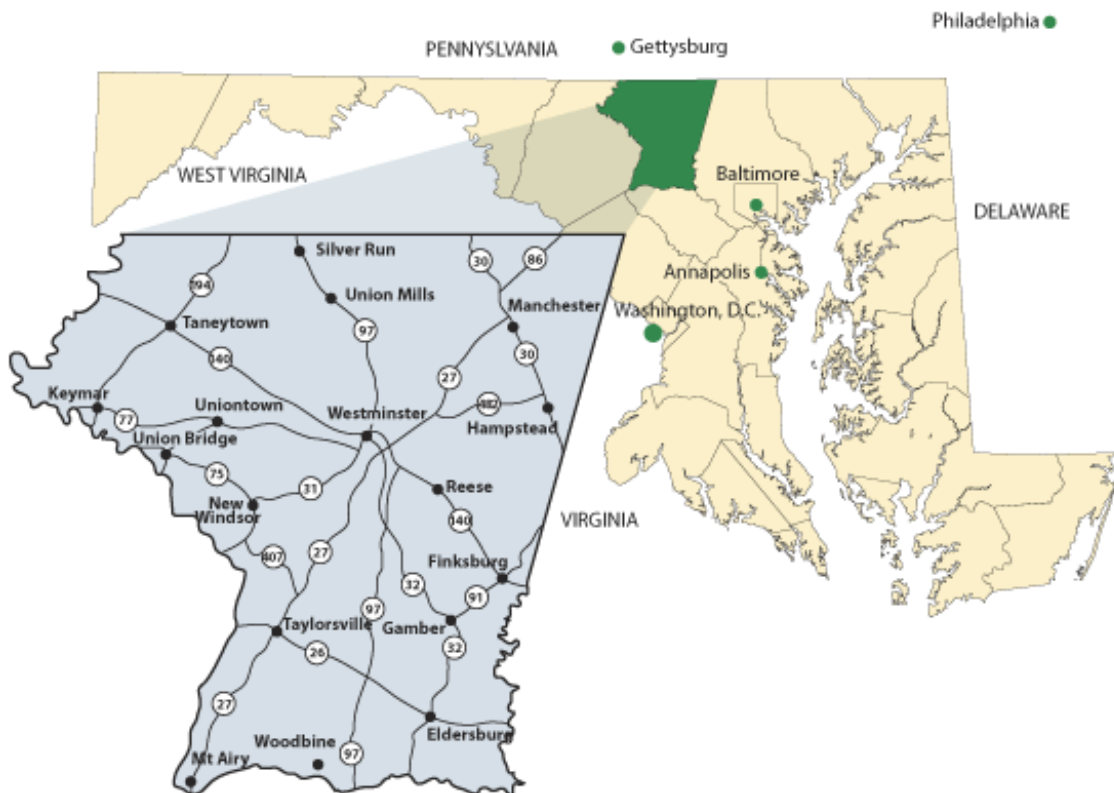
As of April 1, 2010

Population:	167,134
Households:	62,406
Square Miles:	452
Persons Per Sq. Mile	388

**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.



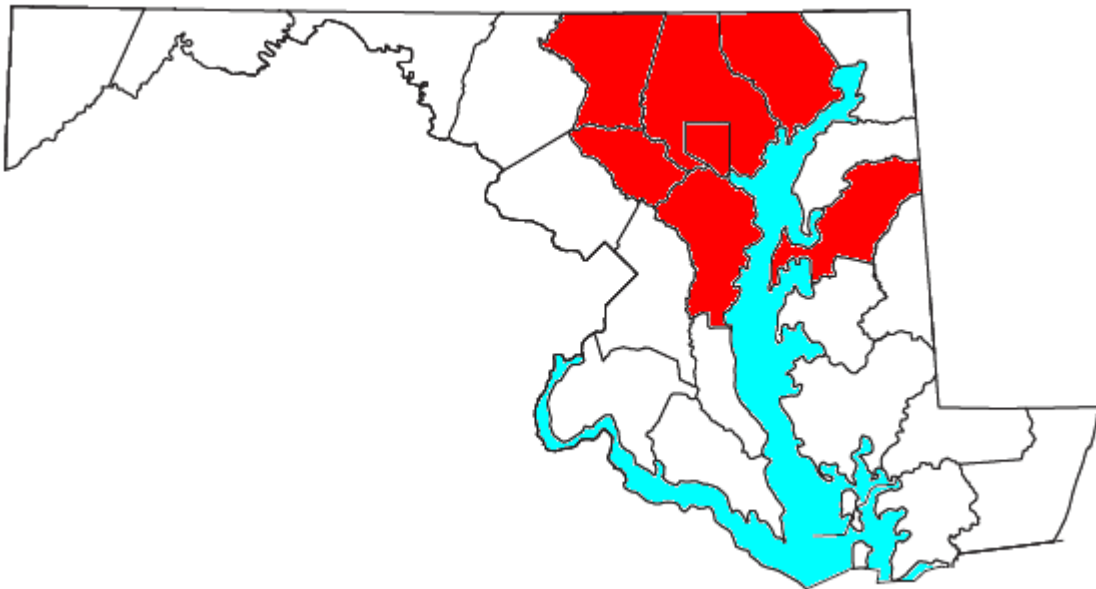
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Today

Carroll County is bordered on the north by the Mason-Dixon Line. The Patapsco River forms the southern border and Liberty Reservoir forms part of the eastern border. Carroll County is bordered on the west by the Monocacy River and 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 20th largest market, with over 2.6 million people. 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, Howard County, and Queen Anne's 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. Rental facilities are available for meetings, company picnics, family reunions, weddings, and receptions. 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. 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 provides an expanded museum shop, public programming space, and the tourist information center. For more information on the Historical Society of Carroll County, refer to: <http://hscc.carr.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 around 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.



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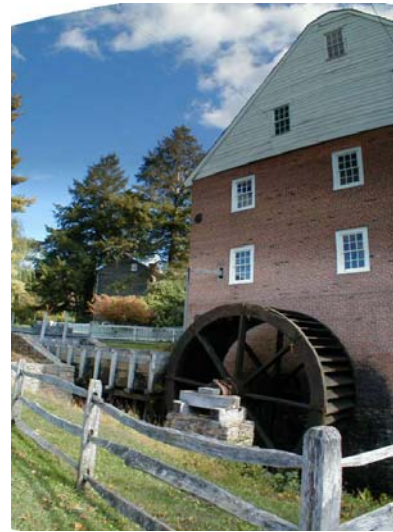
Sykesville Gate House Museum

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



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.



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Carroll Arts Center

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



Piney Run Park

Piney Run Park was opened in 1974 featuring a 300 acre lake as its centerpiece and provides multiple recreational activities such as fishing, boating, boat rentals, and park sponsored fishing tournaments. The lake is surrounded by 550 acres of fields, forest, and open spaces which contain over 5 miles of hiking trails, as well as tennis courts, playgrounds, climbing rock, picnic tables, and comfort stations. The Piney Run Nature Center, newly constructed Yurt, and six pavilions, which are available to rent during open season, are all located near the main entrance which is accessed off of White Rock Road. 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. For more information on the Hashawha Environmental Center, refer to: <http://ccgovernment.carr.org/ccg/recpark/hashawha/default.asp>.



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How Carroll County Government Operates

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 five-member Board of County Commissioners where each member is allowed one vote and they elect their own officers. The Board exercises the powers conferred upon it by the General Assembly of Maryland, including authorization to issue debt to finance capital projects.

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

Among the Commissioners' duties are: establishing policy, adopting 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 public hearing has been conducted. The budget ordinance must be adopted before June 1.

Federal and State funds contribute a percentage of the cost of education, social services, health-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), and fees for miscellaneous permits and assessments.

The Budget Process

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

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

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

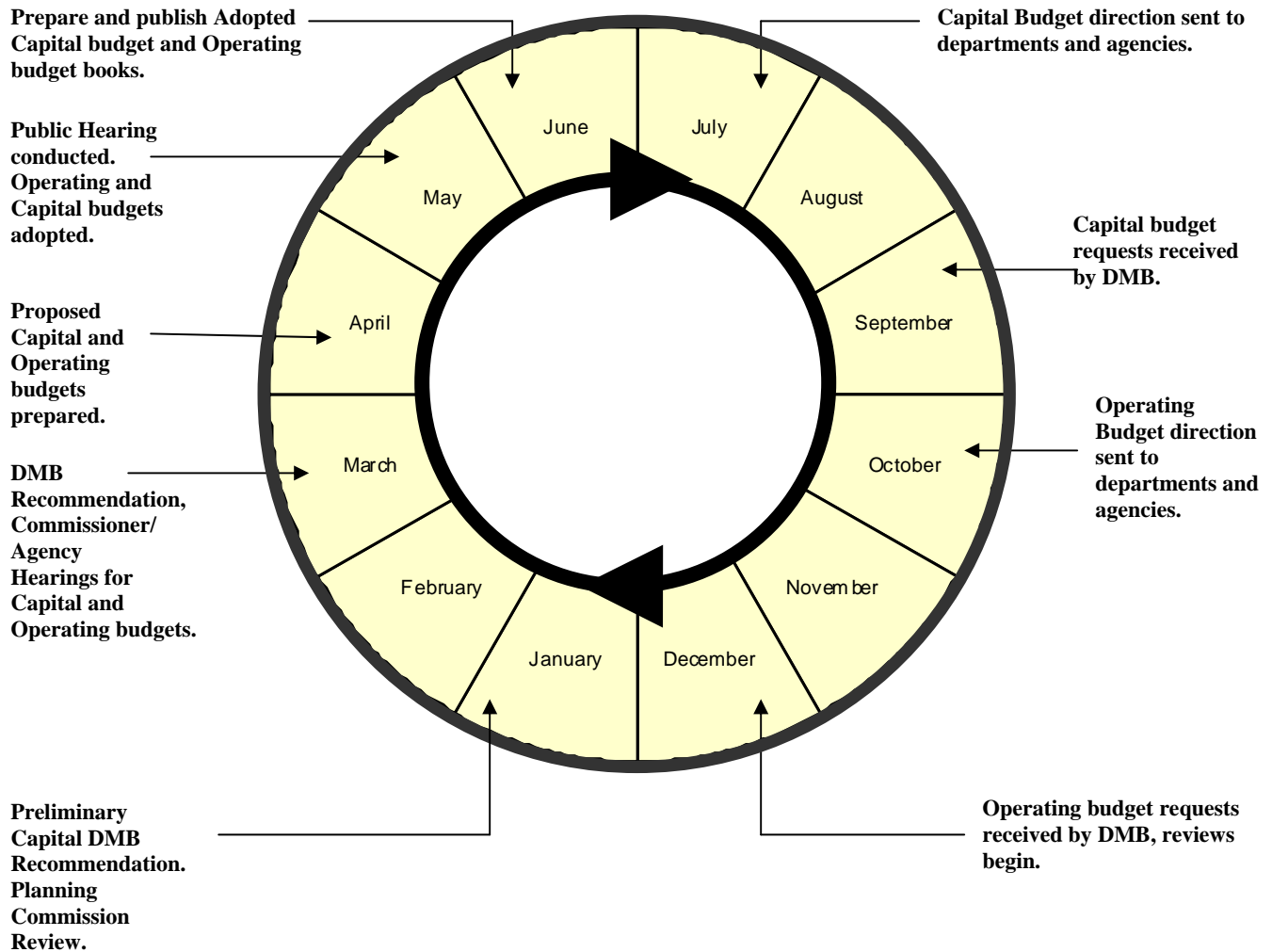
For the capital process, direction for preparation is sent out in July. Requests are then submitted in September to the budget office. The Department of Management and Budget then prepares the preliminary recommended capital budget for the ensuing fiscal year and the next five fiscal years to present to the Planning and Zoning Commission for review and recommendation. The Commissioners, with the assistance of the Budget office, consider these recommendations in developing their capital budget.

The operating process begins by sending out the budget package in October. Requests are submitted to the Budget office in December. In March, the Department of Management and Budget presents the recommended budget (Operating and Capital) and the agency hearings occur. Not later than sixty days prior to the end of the fiscal year, the County Commissioners announce their Proposed Budget for the ensuing fiscal year for public review and discussion. A public hearing is held in May on the Proposed Budget along with the current tax levy. A 10-day waiting period is held for public comment.

The Annual Budget and Appropriation Ordinance must be adopted on or before the first day of the last month of the fiscal year currently ending. After the budget is adopted, at least six copies of the detailed budget are reproduced to be kept available for public inspection. By the last day of June, each of the six libraries will contain the adopted operating and capital budget book.

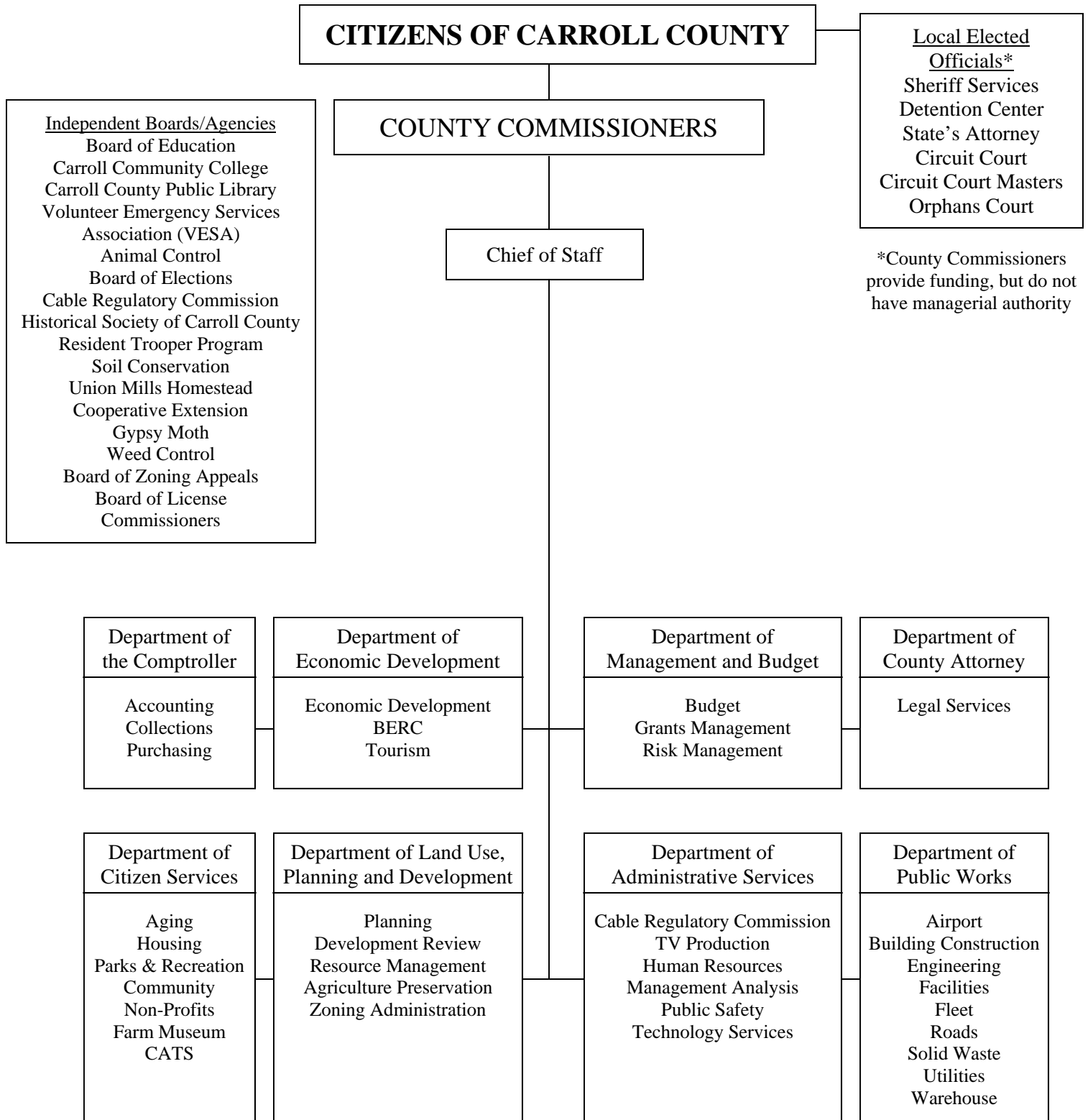
The Budget Process

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



CARROLL COUNTY GOVERNMENT

Organizational Chart



Links to Other Planning Processes

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

The Bureau of Planning is responsible for comprehensive, county-wide master planning. Land use plans are made and implemented working with the Carroll County Planning and Zoning Commission authorized under Article 66B. The several functions within the Bureau are designed to assure County projects and programs conform with the County Master Plan, that current and long-range County planning serve to implement the Plan, and that land use and policy decisions are in accordance with the Plan. Among the ways the Bureau fulfills this function are: water and sewer master planning, comprehensive plans for the County and incorporated towns, major street and road planning, and the town/county liaison planners.

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

Below are links to County websites for planning processes:

Draft 2010 Master Plan Update

<http://ccgovernment.carr.org/ccg/compplan/masterplan2010/default.asp>

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>

Water and Sewerage Master Plan – Amendments

<http://ccgovernment.carr.org/ccg/plan/w-samendments/default.asp>

Water Resource Element

<http://ccgovernment.carr.org/ccg/compplan/WRE/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 Corridor Plan

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

Taneytown and Environs Comprehensive Plan

<http://ccgovernment.carr.org/ccg/compplan/taney/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>

Emergency Operations Plan

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

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

Facilities

Description	Actual FY 09	Original Budget FY 10	Adjusted Budget FY 10	Budget FY 11	% Change From Orig. FY 10	% Change From Adj. FY 10
Personnel	\$2,559,111	\$2,622,120	\$2,248,915	\$2,248,915	-14.23%	0.00%
Operating	4,679,664	6,238,576	6,238,576	6,314,890	1.22%	1.22%
Capital Outlay	170,430	48,204	48,204	66,395	37.74%	37.74%
Total	\$7,409,205	\$8,908,900	\$8,535,695	\$8,630,200	-3.13%	1.11%
Employees FTE	61.10	61.10	53.50	53.50	-----	-----

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

Heidi Pepin, Budget Analyst (410) 386-2082

<http://ccgoverment.carr.org/ccg/facility/default.asp>

Mission and Goals

The Bureau of Facilities' mission is to maintain a clean, orderly, and attractive appearance of grounds, structures, and facilities.

Goals include:

- To ensure and protect the health, safety, convenience, and enjoyment of the citizens 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 forty-five 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 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

Program Highlights

Recent projects include:

- Continued replacing heating pipes and fittings at Carroll Community College
- Installed new roof at Taneytown Senior Center
- Replaced windows at the Historic Courthouse

Budget Changes

- The decrease in Personnel and FTE's from the FY 10 Original Budget to the Adjusted is primarily due to the elimination of seven positions, including five Maintenance Tech positions, a Trades Specialist, and a Custodian.
- In FY 11 there are no salary increases and operating budgets are generally held flat or reduced from FY 10.
- The increase in operating expenses is primarily due to the replacement of two boilers at the County Office Building.
- The increase in Capital Outlay is due to the purchase of furniture and equipment for the addition of two new Commissioners.

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	5.00
<i>Electrician</i>	Full-time	4.00
<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	22.00
<i>Service/Maintenance (?)</i>	Contractual	0.50
<i>Technical Support Coordinator</i>	Full-time	1.00
<i>Trades Specialist</i>	Full-time	6.00
Total		53.50

Significant budget changes from the prior year's budget

Total authorized full-time equivalent positions in the department

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.*

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

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 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, 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 (other than those financed by proprietary funds). A capital project is generally non-recurring in nature. It may include 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 ***Special Revenue Funds*** are used to account for the proceeds of specific revenue sources that are restricted to expenditures for specific purposes. The County uses this fund type to account for various grant revenues, 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 ***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 on a continuing basis be financed or recovered primarily through user charges.

Carroll uses the following ***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 Enterprise Fund*** provides solid waste disposal facilities for residential and commercial use. This fund accounts for the operations of landfill facilities.

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

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

The Carroll County ***Firearms Enterprise Fund*** 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 losses relating to the deductibles from property and liability claims filed against the County.

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

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

Trust Funds:

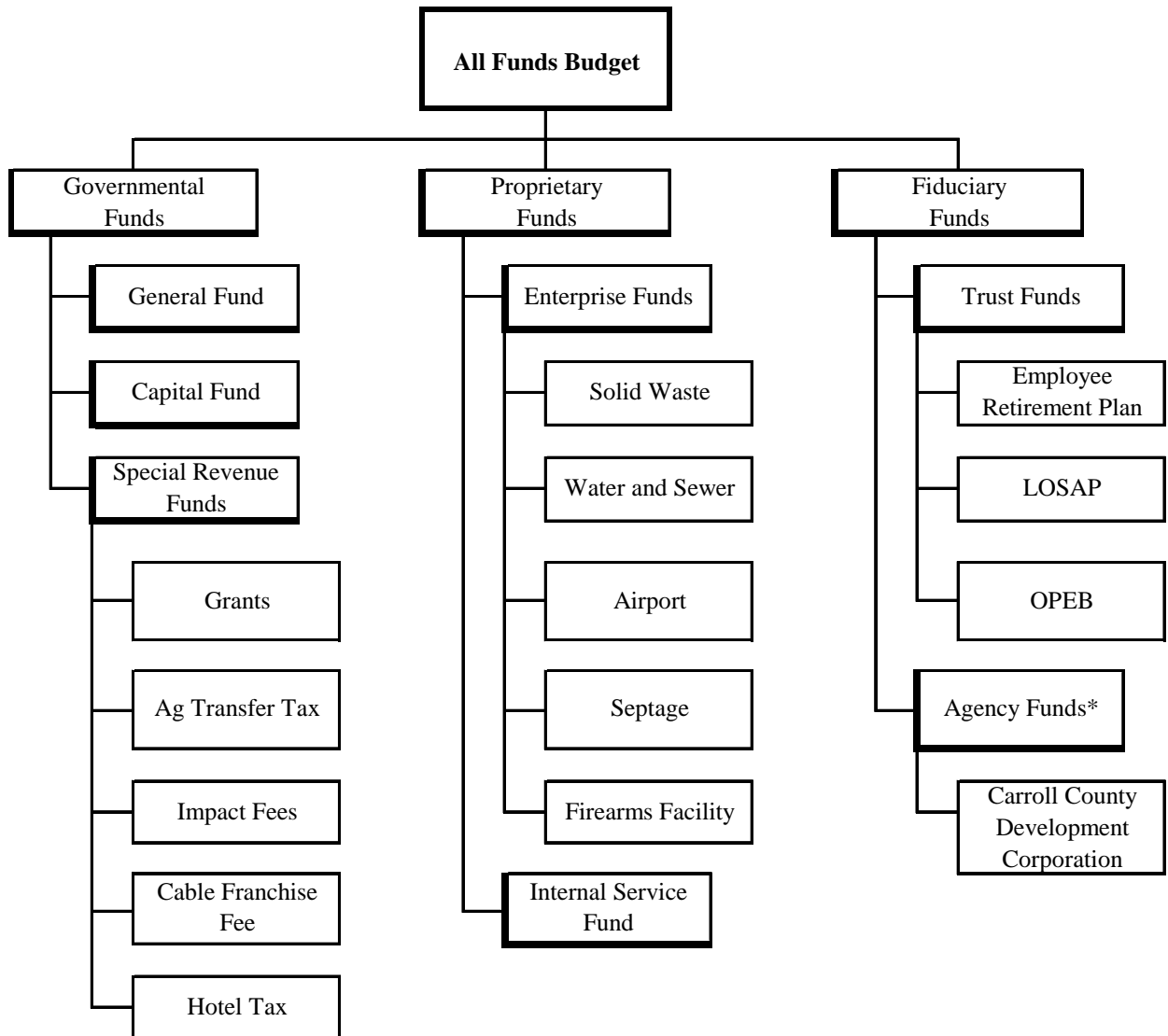
The ***Length of Service Award Program (LOSAP) Fund*** was established during FY 04 to account for the pension system for the volunteer fire personnel serving the various independent volunteer fire companies in the County.

The ***Pension Trust Fund*** was established during FY 04 to account for the activities of the Carroll County Employee Retirement Plan, which accumulates resources for pension benefit payments to qualified employees.

The ***Other Post Employment Benefits (OPEB) Fund*** was established in FY 07 to accumulate resources for medical benefits for retirees.

The ***Agency Fund*** is used to account for assets that the County holds on behalf of others as their agent. The Agency fund is custodial in nature and does not involve measurement of results of operations. 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.

Carroll County Fund Structure



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

Long-Term Financial Policies

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. Revenues are recognized when earned, but only to the extent they are available and expenditures are recognized when due. Funds that focus on total economic resources, primarily proprietary, pension trust, and internal service funds, use the accrual basis of accounting. Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows or outflows.

- The County budgets the following 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 balanced six-year Operating Plan and a Community Investment Plan (CIP) for expenditures built on projected revenues. The development of six-year plans allows the County to evaluate the impact of current decisions on the long-term financial position of the County.
- Six-year Operating Plans for all of the Enterprise Funds continue to be developed with expenditures built on projected revenues.

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, which the Board of County Commissioners must approve: 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 12 General Fund Budget of \$350,250,000 is \$3,502); and any transfer between capital projects greater than \$1,000. If an amount of transfer is greater than the limits specified in Resolution 588-03 then the requesting agency and the Department of Management and Budget must obtain approval in an open session from the Board of County Commissioners.

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 commits approximately 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 Impacts 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:
 - General fund
 - Special Revenue fund
 - Capital project funds (including bond funds)
 - Enterprise funds
 - Internal Service funds
 - any new funds as provided by county ordinance
- The primary objectives, in priority order, of the County's investment activities shall be:
 - **Safety:** Safety of principal is the foremost objective of the investment program. Investments of the County shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification, third party collateralization and safekeeping, and delivery versus payment will be required.
 - **Liquidity:** The County's investment portfolio will remain sufficiently liquid to enable the County to meet all operating requirements which might be reasonably anticipated.
 - **Return on Investment:** The County's investment portfolio shall be designed with the objective of attaining a return at least equal to the three-month U.S. Treasury bill yield.

Fund Balance Reserve

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

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

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

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

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

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

Unassigned funds are technically available for any purpose. Carroll's unassigned funds consist of those included in the Stabilization fund (see below) and the anticipated current year unassigned funds.

Governments will need to implement GASB Statement No. 54 starting with the fiscal period that ends June 30, 2011.

Stabilization Arrangement Policy Resolution

- **Purpose:** It is in the best interest of the citizens of Carroll County that a portion of the General Fund balance be set aside in a Stabilization Arrangement in order to provide a reserve against certain specified conditions including a sudden and unexpected drop in revenues and/or unforeseen emergencies including unanticipated expenditures of a nonrecurring nature. Also, Stabilization Arrangement will provide a financial cushion against unanticipated adverse financial or economic circumstances that would lead to budget deficits.

- **Authority to Establish a Stabilization Arrangement:** The Board of County Commissioners shall authorize the establishment of a Stabilization Arrangement by Resolution to adopt the Stabilization Arrangement Policy.

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

The Stabilization Arrangement will be continuing and non-lapsing.

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

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

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

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

- **Conditions under Which Stabilization Arrangement May be Spent:** Appropriations from the Stabilization Arrangement shall require a Resolution from The Board of County Commissioners. No appropriation from the Arrangement will occur without prior presentation to the Board of County Commissioners by the Comptroller and Director of Management and Budget of a plan and timeline for replenishing the Arrangement to its minimum 5 percent level.

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

Circumstances where The Stabilization Arrangement can be spent are:

1.) Unanticipated General Fund revenues in total will fall more than 1 percent below the original projected revenues, AND
Actual revenues for two of the following major revenue sources are projected in the current year to fall below the actual amount from the prior year:

- a.) Property Taxes
- b.) Income Tax
- c.) Recordation Tax
- d.) State Shared Taxes
- e.) Investment Interest

2.) The following events that create significant financial difficulty for the County and are in excess of the current year's appropriated contingency:

- Declaration of a State of Emergency by the Governor of Maryland;
- Unanticipated expenditures as a result of legislative changes from State/Federal governments in the current fiscal year;
- Acts of Terrorism declared by the Governor of Maryland or the President of the United States;
- Acts of Nature which are infrequent in occurrence and unusual in nature.

Fund Balance History

	FY 06	FY 07	FY 08	FY 09	FY 10
Budget	\$283.9	\$302.6	\$328.4	\$353.0	\$349.0
Fund Balance (unassigned)	\$13.5	\$7.3	\$14.9	\$8.1	\$8.0
% of Budget	4.77%	2.41%	4.54%	2.29%	2.29%

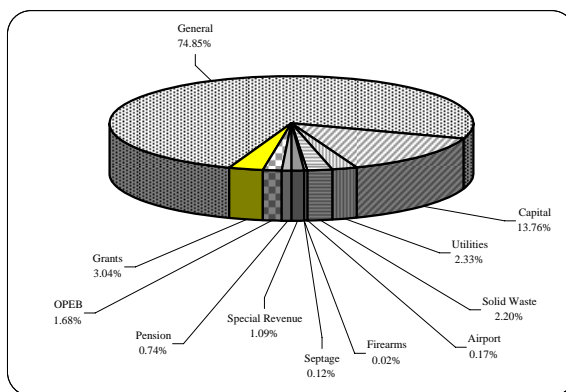
Revenue

- The County will endeavor to have a diversified and stable revenue system to protect against 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 12 Budget By Fund

<u>Fund Type</u>	<u>FY 12</u>
General	\$350,250,000
Capital	64,383,128
Utilities	10,886,455
Solid Waste	10,312,360
Airport	816,320
Firearms	112,750
Septage	573,250
Special Revenue	5,100,000
Pension	3,441,200
OPEB	7,852,800
Grants	14,202,269
Total	\$467,930,532



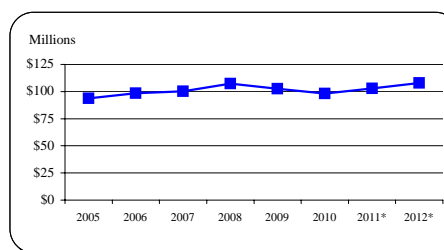
Income Tax Collected-Operating

<u>Year</u>	<u>Taxes Collected</u>	<u>% Change</u>
2005	93,818,463	14.1%
2006	98,577,624	5.1%
2007	100,272,976	1.7%
2008	107,251,813	7.0%
2009	102,511,911	-4.4%
2010	98,309,157	-4.1%
2011*	103,000,000	4.8%
2012*	108,000,000	4.9%

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 05-FY 10 Carroll County CAFR, Schedule 1-1

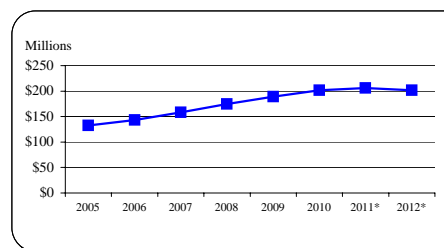


Total Local Property Tax Collected

<u>Year</u>	<u>Taxes Collected</u>	<u>% Change</u>
2005	132,226,766	8.9%
2006	143,192,552	8.3%
2007	158,112,936	10.4%
2008	174,354,873	10.3%
2009	189,079,529	8.4%
2010	201,526,399	6.6%
2011*	206,200,000	2.3%
2012*	201,500,000	-2.3%

Tax rate was decreased to \$1.028 for Real Property and \$2.57 for Personal Property in FY 11.

Source: FY 05-FY 10 Carroll County CAFR, Table 4

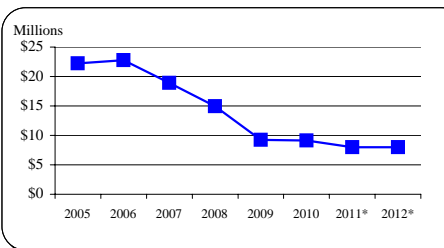


Recordation Tax Collected

<u>Year</u>	<u>Base</u>	<u>% Change</u>
2005	22,207,072	15.4%
2006	22,782,302	2.6%
2007	18,902,094	-17.0%
2008	14,948,705	-20.9%
2009	9,220,249	-38.3%
2010	9,154,578	-0.7%
2011*	8,000,000	-12.6%
2012*	8,000,000	0.0%

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

Source: FY 05-FY 10 Carroll County CAFR, Table 4



* Indicates estimate or projection

Financial and Demographic Data

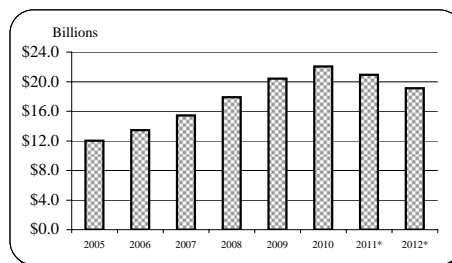
Assessable Base-Real and Personal Property

Year	Base	% Change
2005	12,034,458,190	9.9%
2006	13,470,143,079	11.9%
2007	15,441,306,101	14.6%
2008	17,902,568,898	15.9%
2009	20,409,412,280	14.0%
2010	22,066,168,625	8.1%
2011*	20,915,000,000	-5.2%
2012*	19,132,000,000	-8.5%

All years are expressed at 100% of assessed value.

Sources: FY 05-FY 10 Carroll County CAFR, Table 6

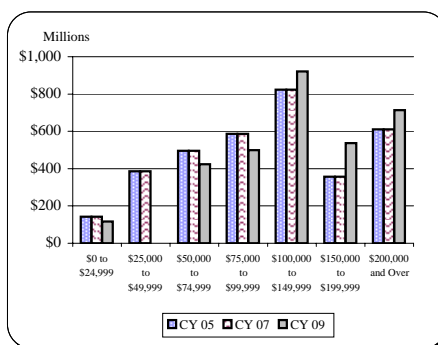
FY 11-12 Maryland State Department of Assessment and Taxation Dec. 2010 Update



Net Taxable Income

Income Range	CY 05	CY 07	CY 09
\$0 to \$24,999	\$142,573,289	\$142,573,289	\$116,128,861
\$25,000 to \$49,999	386,552,032	386,552,032	354,331,114
\$50,000 to \$74,999	495,409,986	495,409,986	423,108,199
\$75,000 to \$99,999	585,949,662	585,949,662	498,508,477
\$100,000 to \$149,999	822,607,976	822,607,976	921,882,102
\$150,000 to \$199,999	357,072,018	357,072,018	537,136,195
\$200,000 and Over	610,145,777	610,145,777	714,387,650

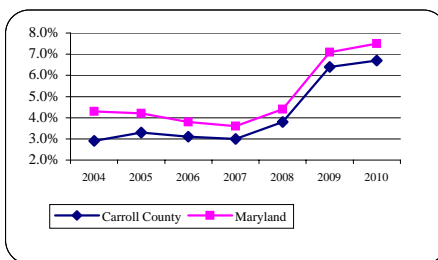
Sources: 2005, 2007, & 2009 Comptroller of Maryland Income Tax Summary Reports



Average Annual Unemployment Rates

Year	Carroll County	Maryland
2004	2.9%	4.3%
2005	3.3%	4.2%
2006	3.1%	3.8%
2007	3.0%	3.6%
2008	3.8%	4.4%
2009	6.4%	7.1%
2010	6.7%	7.5%

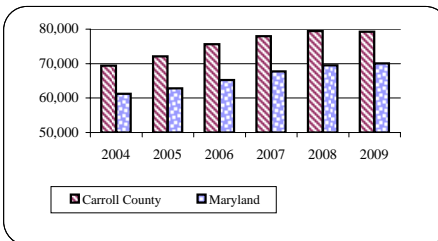
Source: MD Department of Labor, Licensing and Regulation



Median Household Income

Year	Carroll County	Maryland
2004	69,450	61,200
2005	72,150	62,850
2006	75,600	65,250
2007	78,000	67,700
2008	79,450	69,550
2009	79,300	70,050

Source: MD Department of Planning, Planning Data Services, June 2010



* Indicates estimate or projection

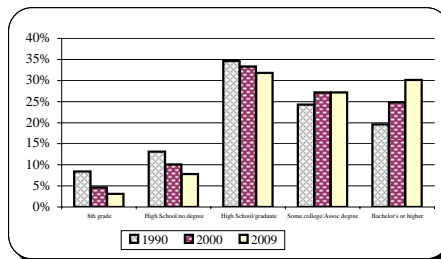
Financial and Demographic Data

Educational Attainment

<u>Population 25+ years</u>	<u>1990</u>	<u>2000</u>	<u>2009</u>
8th grade	8.4%	4.6%	3.1%
High School/no degree	13.1%	10.1%	7.8%
High School/graduate	34.6%	33.3%	31.8%
Some college/Assoc degree	24.3%	27.2%	27.2%
Bachelor's or higher	19.6%	24.8%	30.1%

Sources: US Census Bureau - 1990 & 2000 Census

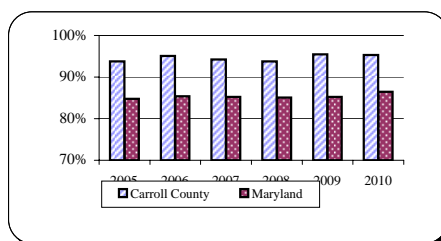
US Census Bureau - 2009 American Community Survey



Graduation Rates

<u>Year</u>	<u>Carroll County</u>	<u>Maryland</u>
2005	93.8%	84.8%
2006	95.1%	85.4%
2007	94.2%	85.2%
2008	93.8%	85.1%
2009	95.5%	85.2%
2010	95.3%	86.5%

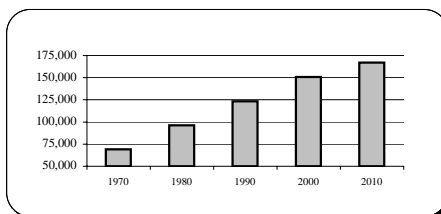
Source: 2010 Maryland Report Card



Population

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

Source: US Census

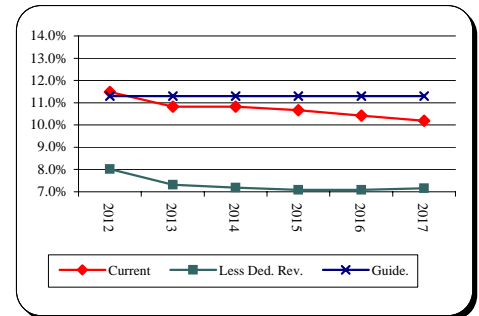


* Indicates estimate or projection

Financial and Demographic Data

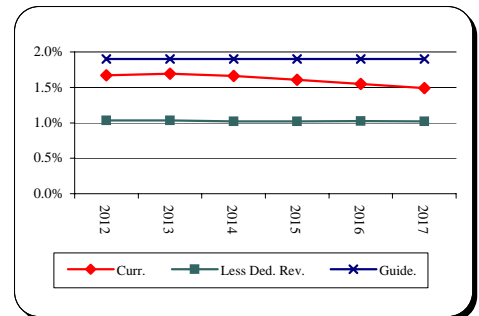
General Fund Debt Service/General Fund Revenue

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Less Dedicated Revenue and Supported DS</u>	<u>County Guideline</u>
2012	11.5%	8.0%	11.3%
2013	10.8%	7.3%	11.3%
2014	10.8%	7.2%	11.3%
2015	10.7%	7.1%	11.3%
2016	10.4%	7.1%	11.3%
2017	10.2%	7.2%	11.3%



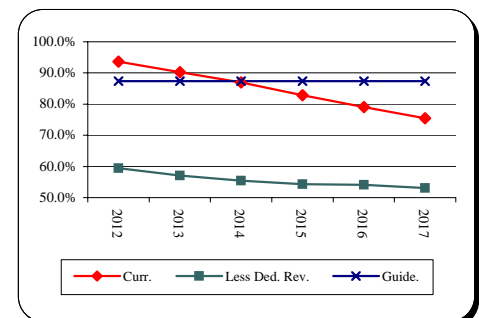
General Fund Debt/Assessable Base

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Less Dedicated Revenue and Supported Debt</u>	<u>County Guideline</u>
2012	1.7%	1.0%	1.9%
2013	1.7%	1.0%	1.9%
2014	1.7%	1.0%	1.9%
2015	1.6%	1.0%	1.9%
2016	1.5%	1.0%	1.9%
2017	1.5%	1.0%	1.9%



General Fund Debt/General Fund Revenue

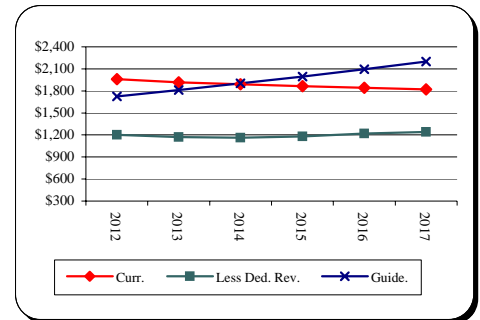
<u>Fiscal Year</u>	<u>Current Position</u>	<u>Less Dedicated Revenue and Supported Debt</u>	<u>County Guideline</u>
2012	93.7%	59.4%	87.4%
2013	90.2%	57.0%	87.4%
2014	86.9%	55.4%	87.4%
2015	82.9%	54.4%	87.4%
2016	79.1%	54.1%	87.4%
2017	75.4%	53.1%	87.4%



Financial and Demographic Data

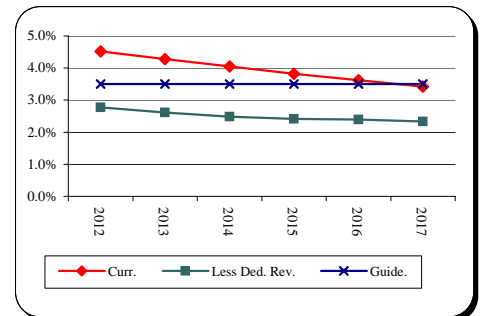
General Fund Debt/Capita

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Less Dedicated Revenue and Supported Debt</u>	<u>County Guideline</u>
2012	1,959	1,200	1,725
2013	1,917	1,170	1,811
2014	1,891	1,162	1,902
2015	1,863	1,180	1,997
2016	1,842	1,220	2,097
2017	1,818	1,243	2,202



General Fund Debt/Personal Income

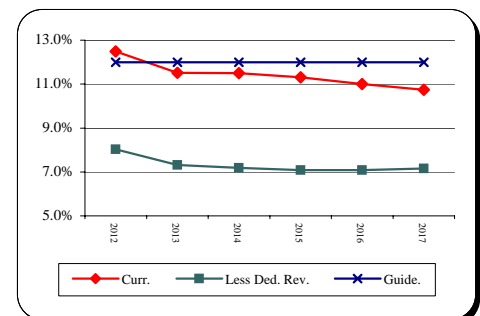
<u>Fiscal Year</u>	<u>Current Position</u>	<u>Less Dedicated Revenue and Supported Debt</u>	<u>County Guideline</u>
2012	4.5%	2.8%	3.5%
2013	4.3%	2.6%	3.5%
2014	4.0%	2.5%	3.5%
2015	3.8%	2.4%	3.5%
2016	3.6%	2.4%	3.5%
2017	3.4%	2.3%	3.5%



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>
2012	12.5%	8.0%	12.0%
2013	11.5%	7.3%	12.0%
2014	11.5%	7.2%	12.0%
2015	11.3%	7.1%	12.0%
2016	11.0%	7.1%	12.0%
2017	10.7%	7.2%	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>% of Total*</u>	<u>Annual Average Employment</u>	<u>% of Total*</u>
Natural Resources and Mining.....	48	1.0	312	0.5
Construction.....	1,026	21.4	5,187	9.4
Manufacturing.....	156	3.2	4,238	7.7
Trade, Transportation and Utilities.....	935	19.5	11,759	21.5
Information.....	41	0.9	495	0.9
Financial Activities.....	384	8.0	1,567	2.8
Professional and Business Services.....	895	18.7	5,677	10.3
Education and Health Services.....	474	9.9	8,917	16.3
Leisure and Hospitality.....	321	6.7	5,899	10.8
Other Services.....	414	8.6	2,168	3.9
Local Government.....	61	1.3	6,846	12.5
State Government.....	8	0.1	1,233	2.2
Federal Government.....	21	0.4	8,397	15.3
Total.....	4,784	100.0%	54,616	100.0%

* Totals may not add due to rounding.

Source: Maryland Department of Labor, Licensing and Regulation – Employment and Payrolls, 2008 Annual Average

Listed below are the 10 largest employers in Carroll County and an estimated of total employment as of September 2010.

<u>Firm</u>	<u>Product/Service</u>	<u>Estimated Total Employment</u>
Carroll County Board of Education*.....	Elementary and secondary education.....	3,757
Carroll Hospital Center.....	General hospital.....	1,696
Springfield Hospital Center.....	Mental health services.....	833
Random House.....	Book warehousing and distribution.....	800
Fairhaven (Episcopal Ministries).....	Life care retirement community.....	700
McDaniel College.....	Higher education.....	641
Joseph A. Bank Clothiers.....	Men & women's made-to-measure clothing..	612
Carroll County Commissioners**....	Local government	593
Carroll Community College.....	Higher Education (Public).....	509
Carroll Lutheran Village.....	Retirement village-health care/individual living	437

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

** Offices under Commissioner Authority only, excludes Sheriff's Department, Detention Center, Circuit Court, State's Attorney Office, Soil Conservation.

Source: Carroll County Department of Economic & Community Development.

Unemployment

The labor force in Carroll County during August 2010 numbered 93,449. The unemployment for that period totaled 6,341 resulting in unemployment of 6.8%. Comparison unemployment rates for the Baltimore MSA and the State of Maryland are as follows:

	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>	<u>2005</u>
Anne Arundel County.....	7.0%	6.4%	3.9%	3.0%	3.3%	3.8%
Baltimore City.....	10.9	10.2	6.7	5.6	6.2	7.8
Baltimore County.....	8.0	7.4	4.5	3.6	3.8	4.8
Carroll County.....	7.0	6.4	3.8	3.0	3.0	3.5
Harford County.....	7.7	7.2	4.2	3.4	3.5	4.1
Howard County.....	5.5	5.2	3.1	2.6	2.8	3.3
Queen Anne's County.....	7.3	6.7	4.2	3.2	3.3	3.4
State of Maryland.....	7.5	7.0	4.4	3.5	3.8	4.3
United States.....	9.6	10.0	5.8	4.6	4.6	4.9

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

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:

	<u>2003</u>	<u>2008</u>	<u>% Increase</u>
Anne Arundel County.....	\$42,054	\$54,608	29.8%
Baltimore City.....	27,932	36,340	30.1
Baltimore County.....	40,403	50,035	23.8
Carroll County.....	35,582	42,264	18.7
Harford County.....	35,821	45,091	25.8
Howard County.....	48,190	62,098	28.8
Queen Anne's County.....	37,196	45,503	22.3
State of Maryland.....	38,150	48,410	26.9

Source: U.S. Bureau of Economic Analysis – Regional Economic Information System, Updated April 2010.

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>
2008.....	\$7,176,136	\$272,542,169	2.1%	3.0%
2007.....	7,022,227	264,367,477	3.6	4.5
2006.....	6,773,450	252,780,827	6.4	6.4
2005.....	6,362,442	237,522,127	5.8	5.5
2004.....	6,010,108	225,022,781	4.0	7.1
2003.....	5,775,024	209,973,672	6.3	6.1

Source: Maryland Department of Planning, Planning Data Services, from U.S. Bureau of Economic Analysis, April 2010.

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
Carroll County.....	55.1
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 Baltimore MSA area and the State of Maryland as a whole who graduated in 2010 as a percentage of their ninth grade enrollment, four grades earlier, are presented below.

Anne Arundel County.....	85.7%
Baltimore City.....	62.6
Baltimore County.....	83.5
Carroll County.....	95.4
Harford County.....	86.7
Howard County.....	93.6
Queen Anne's County.....	90.5
State of Maryland.....	86.2

Source: Maryland State Department of Education – 2010 Maryland Report Card

Debt Management

Debt Management

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, or 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. 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 generally enjoyed by 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, 2010, 70.5% of long-term debt owed by the County will be retired within ten years and 37.9% will be retired in five years. New bonds issued in October 2010 have an aggregate principal amount of \$36.29 million and include approximately \$12.58 million of Consolidated Public Improvement and Refunding Bonds, Series A, \$2.21 million in Volunteer Fire Department Refunding Bonds, Series B, \$1.81 million of Consolidated Public Improvement Bonds, Series C, and \$19.69 million of Federally Taxable Build America Bonds. Series A and B bonds will mature in annual installments beginning in year 2010 and mature in 2017. Series C bonds will mature in annual installments beginning in year 2011 and ending in 2012. The Build America Bonds will mature in annual installments beginning in year 2013 and mature in 2030.

Rating Agencies

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

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

Moody's ¹	Standard & Poor ²	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

¹ Relative ranking within a range may be designated by 1, 2, or 3.

² Relative ranking within a rating may be designated by a + or -.

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.

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 **Aa1** rating, Standard and Poor's an **AA+** Rating and Fitch an **AAA**. 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 financial advisor helps the issuer design the bond issue in terms of maturity dates, maturity amounts, and call provisions; prepare the official statement; select an appropriate time to mark the issue; and comply with legal requirements.

Carroll County historically has used 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 47-48). 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.

Schedule of Debt Service Requirements on Direct County Debt

The following table sets forth the schedule of debt service requirement for the County's direct general obligation bonded debt, State of Maryland Loans, Promissory Notes, Capital Leases, and Enterprise Fund bonded debt, projected as of the year ended June 30, 2011.

Schedule of Debt Service Requirements (1)

Fiscal Years Ending June 30	G.O. Bonds (2)		Watershed Bonds		Notes, Capital Leases, and Other Debt		General Obligation Debt		Total General Fund		Enterprise Funds			Grand	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total Debt		Total Debt Service	Total Debt Service (1)	
											Service	Principal			Interest
2012.....	26,665,592	12,227,011	44,134	30,543	378,016	90,285	0	1,143,970	27,087,742	13,491,809	40,579,551	3,369,708	1,139,294	4,509,002	45,088,553
2013.....	24,715,043	11,254,325	45,712	28,965	185,607	77,694	0	1,143,970	24,946,362	12,504,954	37,451,316	2,217,428	960,399	3,177,827	40,629,143
2014.....	24,958,690	10,306,783	47,346	27,331	193,522	69,779	0	1,143,970	25,199,558	11,547,863	36,747,421	2,140,075	878,209	3,018,284	39,765,705
2015.....	24,797,483	9,355,837	49,039	25,638	201,774	61,527	0	1,143,970	25,048,296	10,586,972	35,635,268	2,092,825	794,123	2,886,948	38,522,216
2016.....	24,102,336	8,443,461	50,792	23,885	210,379	52,922	0	1,143,970	24,363,507	9,664,238	34,027,745	2,089,774	712,798	2,802,572	36,830,317
2017.....	23,385,470	7,502,203	52,608	22,069	219,350	43,951	0	1,143,970	23,657,428	8,712,193	32,369,621	2,078,712	629,291	2,708,003	35,077,624
2018.....	21,932,767	6,565,762	54,489	20,188	228,704	34,597	0	1,143,970	22,215,960	7,764,517	29,980,477	1,988,767	544,698	2,533,465	32,513,942
2019.....	20,055,063	5,700,216	56,437	18,240	238,456	24,845	1,201,212	1,143,970	21,551,168	6,887,271	28,438,439	1,924,114	469,914	2,394,028	30,832,467
2020.....	18,373,915	4,890,300	58,455	16,222	248,625	14,676	0	1,071,897	18,680,995	5,993,095	24,674,090	1,788,207	397,353	2,185,560	26,859,650
2021.....	15,129,274	4,182,180	60,546	14,132	193,402	4,074	0	1,071,897	15,383,222	5,272,283	20,655,505	1,479,126	328,698	1,807,824	22,463,329
2022.....	11,497,318	3,601,163	62,710	11,967	0	0	246,000	1,071,897	11,806,028	4,685,027	16,491,055	1,417,682	263,827	1,681,509	18,172,564
2023.....	10,541,948	3,108,280	45,198	9,724	0	0	680,930	1,040,452	11,268,076	4,158,456	15,426,532	1,313,053	203,894	1,516,947	16,943,479
2024.....	9,698,614	2,657,520	33,755	8,094	0	0	1,006,624	1,020,138	10,738,993	3,685,752	14,424,745	681,386	160,509	841,895	15,266,640
2025.....	7,754,163	2,246,879	30,776	7,021	0	0	2,179,934	910,172	9,964,873	3,164,072	13,128,945	510,837	132,174	643,011	13,771,956
2026.....	8,096,816	1,867,953	23,986	5,739	0	0	1,346,000	841,946	9,466,802	2,715,638	12,182,440	538,184	106,971	645,155	12,827,595
2027.....	8,457,708	1,467,684	24,861	4,864	0	0	2,584,000	795,059	11,066,569	2,267,607	13,334,176	567,293	80,922	648,215	13,982,391
2028.....	8,841,826	1,036,835	25,769	3,956	0	0	0	658,079	8,867,595	1,698,870	10,566,465	598,174	52,732	650,906	11,217,371
2029.....	9,249,173	581,503	26,709	3,016	0	0	107,290	658,079	9,383,172	1,242,598	10,625,770	630,827	22,715	653,542	11,279,312
2030.....	5,192,612	206,333	27,686	2,042	0	0	4,662,430	576,951	9,882,728	785,326	10,668,054	127,385	3,708	131,093	10,799,147
2031.....	1,332,229	32,640	28,264	1,031	0	0	6,799,000	203,970	8,159,493	237,641	8,397,134	2,771	68	2,839	8,399,973
	\$304,778,041	\$97,234,867	\$849,272	\$284,667	\$2,297,835	\$474,350	\$20,813,420	\$19,072,297	\$328,738,568	\$117,066,181	\$445,804,749	\$27,556,328	\$7,882,297	\$35,438,625	\$481,243,375

- (1) Totals may not add due to rounding
(2) Loans paid from revenues or by repayment by others:

(a) Promissory Notes \$200,000
(b) Capital Lease Agreements \$2,097,836

Source: Carroll County Department of the Comptroller

**Projected Statement of Direct and Enterprise Fund Bonded
Debt Issued and Outstanding
As of June 30, 2011 (1)**

Direct Bonded Debt	Principal Date of Issue	Issued	Outstanding
Consolidated Public Improvements	11/13/01	11,511,499	768,764
Consolidated Public Improvements	11/14/02	16,200,000	2,200,000
Consolidated Public Improvement Refunding Bonds	08/05/03	29,232,224	3,733,849
Consolidated Public Improvements	11/01/03	7,600,000	4,463,894
Volunteer Fire Dept. Project Bonds	11/01/03	2,100,000	1,230,000
Consolidated Public Improvement Refunding Bonds	03/11/04	32,090,354	22,844,287
Consolidated Public Improvements	07/27/04	21,995,000	13,181,308
Taxable Pension Funding Bonds	07/27/04	12,800,000	7,670,000
Volunteer Fire Dept Project Bonds	09/22/04	2,065,000	1,382,111
Consolidated Public Improvement	12/01/05	31,799,320	21,074,662
Volunteer Fire Dept Project Bonds	12/01/05	2,900,000	1,925,000
Consolidated Public Improvement	10/10/06	20,260,000	14,846,873
Consolidated Public Improvement Refunding Bonds	01/09/07	23,165,983	19,782,677
Consolidated Public Improvement & Refunding	11/13/07	27,100,000	22,078,416
Consolidated Public Improvement	11/13/08	72,088,000	72,088,000
Consolidated Public Improvement & Refunding-Series A	11/12/09	30,931,089	27,209,622
Consolidated Public Improvement Series B	11/12/09	33,577,761	33,577,761
Consolidated Public Improvement Refunding Series A	10/21/10	12,480,329	11,428,727
Consolidated Public Improvement Refunding Fire Company Series B	10/21/10	2,210,000	2,100,000
Consolidated Public Improvement Series C	10/21/10	1,542,963	1,542,963
Consolidated Public Improvement Series D	10/21/10	19,649,128	19,649,128
Installment Purchase Agreements:			
Installment Purchase Agreements Issued Fiscal Year 2002	7/1/01-6/30/02	396,000	396,000
Installment Purchase Agreements Issued Fiscal Year 2003	7/1/02-6/30/03	530,930	530,930
Installment Purchase Agreements Issued Fiscal Year 2004	7/1/03-6/30/04	100,000	100,000
Installment Purchase Agreements Issued Fiscal Year 2005	7/1/04-6/30/05	2,179,934	2,179,934
Installment Purchase Agreements Issued Fiscal Year 2006	7/1/05-6/30/06	1,346,000	1,346,000
Installment Purchase Agreements Issued Fiscal Year 2007	7/1/06-6/30/07	2,584,000	2,584,000
Installment Purchase Agreements Issued Fiscal Year 2009	7/1/08-6/30/09	2,215,125	2,215,125
Installment Purchase Agreements Issued Fiscal Year 2010	7/1/09-6/30/10	4,662,430	4,662,430
Installment Purchase Agreements Issued Fiscal Year 2011	7/1/10-6/30/11	6,799,000	6,799,000
Farmers Home Administration:			
Watershed Bond — 1972	06/01/72	769,700	304,121
Watershed Bond — 1974	07/01/74	253,000	128,537
Watershed Bond — 1979	09/02/80	678,800	416,614
		<u>\$435,813,569</u>	<u>\$326,440,733</u>
Enterprise Fund Bonded Debt			
Consolidated Public Improvements	11/13/01	18,501	1,236
Consolidated Public Improvements	11/01/03	990,000	581,481
Consolidated Public Improvement Refunding Bonds	03/11/04	2,166,411	1,542,212
Consolidated Public Improvements	07/27/04	378,474	226,814
Consolidated Public Improvements	12/01/05	302,525	201,586
Consolidated Public Improvements	10/10/06	200,000	159,016
Consolidated Public Improvement Refunding Bonds	01/09/07	212,504	181,469
Consolidated Public Improvement & Refunding	11/13/07	9,401,000	7,518,530
Consolidated Public Improvements	11/13/08	7,616,000	7,616,000
Consolidated Public Improvement & Refunding Series A	11/12/09	745,461	682,179
Consolidated Public Improvement Series B	11/12/09	1,072,239	1,072,239
Consolidated Public Improvement Refunding Series A	10/21/10	6,371	5,834
Consolidated Public Improvement Series D	10/21/10	13,742	13,742
Water Quality Loan — MD Dept. of the Environment	03/01/90	6,194,231	481,107
Water Quality Loan — MD Dept. of the Environment	11/01/90	5,347,120	422,777
Water Quality Loan — MD Dept. of the Environment	03/22/00	532,680	298,375
Consolidated Public Improvement Refunding Bonds (Solid Waste)	08/05/03	3,727,776	476,151
Consolidated Public Improvement Refunding Bonds (Solid Waste)	03/11/04	1,004,270	714,914
Solid Waste	07/27/04	2,449,026	1,467,668
Solid Waste	01/09/07	345,658	295,176
Solid Waste	11/13/07	604,000	483,054
Solid Waste	11/13/08	296,000	296,000
Solid Waste Series A	11/12/09	203,450	158,199
Solid Waste Series C	10/21/10	267,037	267,037
Septage	10/09/06	200,000	134,111
Airport	11/13/01	2,200,000	1,210,000
Airport	11/01/03	425,000	249,626

Consolidated Public Improvement Refunding Bonds (Airport)	03/11/04	278,964	198,587
Airport	07/27/04	407,500	244,209
Airport	12/01/05	58,155	38,751
Airport	01/09/07	240,854	205,679
Airport Series A	10/21/10	93,300	85,439
Airport Series D	10/21/10	<u>27,130</u>	<u>27,130</u>
		\$ 48,025,379	\$ 27,556,328
		<u>\$483,838,948</u>	<u>\$353,997,101</u>

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

- (a) Promissory Notes \$200,000
(b) Capital Lease Agreements \$2,097,836
(2) This subtotal reflects the direct bonded indebtedness of the County exclusive of those items in Note (1) of this table and Enterprise Fund Bonded Debt and is exclusive of any related bond premiums/discounts or other unamortized charges.

Source: Carroll County Department of the Comptroller.

The following tables set forth the County's long-term debt per capita and ratios of debt to assessed value for the six most recent fiscal years ended June 30 and a projection for the fiscal year ended June 30, 2011.

**Projected County Debt
Exclusive of Enterprise Fund Debt (1)**

	<u>Bonded Debt</u>	<u>Estimated Population</u>	<u>Assessed Value</u>	<u>Bonded Debt Per Capita</u>	<u>Bonded Debt to Assessed Value</u>
2011	\$326,440,733	175,815	\$20,915,008,000	\$1,856.73	1.56%
2010	319,629,519	175,610	22,066,168,625	1,820.11	1.45
2009	280,048,233	174,909	20,409,412,280	1,601.10	1.37
2008	228,311,296	174,249	17,902,568,898	1,310.25	1.28
2007	228,076,689	173,208	15,441,306,161	1,316.77	1.48
2006	224,511,674	171,742	13,470,143,079	1,307.26	1.67
2005	205,365,415	168,521	12,034,458,190	1,218.63	1.71

**Projected County Debt
Inclusive of Enterprise Fund Debt (1)**

	<u>Bonded Debt (2)</u>	<u>Estimated Population</u>	<u>Assessed Value</u>	<u>Bonded Debt Per Capita</u>	<u>Bonded Debt to Assessed Value</u>
2011	\$353,997,101	175,815	20,915,008,000	\$2,013.46	1.69%
2010	349,771,337	175,610	22,066,168,625	1,991.75	1.59
2009	311,309,959	174,909	20,409,412,280	1,779.83	1.52
2008	254,599,282	174,249	17,902,568,898	1,461.12	1.42
2007	246,582,049	173,208	15,441,306,101	1,423.62	1.60
2006	244,819,164	171,742	13,470,143,079	1,425.51	1.82
2005	228,414,313	168,521	12,034,458,190	1,355.41	1.90

(1) These tables reflect indebtedness of the County exclusive of MD Industrial Land Act and MD Industrial Commercial Redevelopment Fund Loans, Promissory Notes, Capital Lease Agreements, and any related bond premiums/discounts or other unamortized charges..

(2) This chart includes, among other things, the bonded indebtedness originally incurred by the Carroll County Sanitary Commission, which indebtedness is to be paid first from various charges which the County is authorized to levy together with State and federal monies received, but which indebtedness is ultimately secured by the full faith and credit of the County.

THE COUNTY COMMISSIONERS OF CARROLL COUNTY
Westminster, Maryland

Computation of the Projected Legal Debt Margin
As of June 30, 2011

Net assessed value- Real Property	\$ 20,353,779,000	
Debt limit - 6% of net total assessed value (1)		\$ 1,221,226,740
Assessed Value-Personal Property	<u>561,229,000</u>	
Debt limit- 15% of Net Assessed Value		<u>84,184,350</u>
Total Debt Limit		1,305,411,090
Amount of debt applicable to debt limit:		
Total Bonded Debt	\$ 352,794,842	
Less- Agricultural Preservation Program Self Supporting Debt	20,813,419	
Less- Fire Company Loans- Self Supporting Debt	10,084,184	
Less - Bureau of Utilities bonds and loans payable	19,802,339	
Less - Airport bonds payable	2,259,421	
Less - Septage bonds payable	134,111	
Total amount of debt applicable to debt limit		<u>299,701,368</u>
Legal debt margin		<u><u>\$ 1,005,709,722</u></u>

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

Schedule of Legal Debt Margin
2002-2011

Fiscal Year	Assessed Value	Legal Debt Limitation	Legal Borrowing Limitation	Debt Subject to Limitation	Legal Debt Margin	Ratio of Debt Subject to Limitation To Legal Borrowing Limitation
2002	9,725,556,889	6.0%	583,593,413	175,760,607	407,832,806	30.12%
2003	10,340,867,012	6.0%	620,452,021	179,403,473	441,048,548	28.91%
2004	10,948,754,959	6.0%	656,925,298	186,294,353	470,630,945	28.36%
2005	12,034,458,190	6.0%	722,067,491	213,655,613	508,411,878	29.59%
2006	13,470,143,079	6.0%	852,874,621	226,319,103	626,555,518	26.54%
2007	15,441,306,101	6%/15%	974,208,067	211,725,319	762,482,748	21.73%
2008	17,902,568,902	6%/15%	1,124,225,213	214,237,099	909,988,114	19.06%
2009	20,328,488,000	6%/15%	1,269,801,930	262,920,625	1,006,881,305	20.71%
2010	22,093,994,000	6%/15%	1,375,501,260	303,039,891	1,072,461,369	22.03%
2011	20,915,008,000	6%/15%	1,305,411,090	299,701,368	1,005,709,722	22.96%

In fiscal year ending June 30, 2002, assessments were changed from 40% of market

Fund Balance

Explanation of Fund Balance

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

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

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

Restricted funds can only be used for the specific purposes as stipulated by (1) external creditors, grantors, or laws of other governments (2) constitutionally, or through enabling legislation.

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

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

Unassigned funds are technically available for any purpose. Carroll's unassigned funds consist of those included in the Stabilization fund (see below) and the anticipated current year unassigned funds.

Governments will need to implement GASB Statement No. 54 starting with the fiscal period that ends June 30, 2011.

Schedule of Changes in Fund Balance

Governmental Fund Types

	General Fund	Capital Fund	Other Governmental Funds	Total Governmental Funds
Fund Balance-beginning FY 2010	\$77,265,746	\$45,919,042	\$3,338,527	\$126,523,315
FY 2010 Actual Revenues/other sources	334,774,339	27,491,735	18,634,398	380,900,472
Bond proceeds, premium, and redemption	10,237,243	56,642,821	0	66,880,064
Non-Cash Notes	4,662,430	0	0	4,662,430
FY 2010 Actual Expenditures/other uses	(351,648,325)	(86,737,241)	(17,032,922)	(455,418,488)
Fund Balance-ending FY 2010	\$75,291,433	\$43,316,357	\$4,940,003	\$123,547,793
FY 2011 Unaudited Revenues/other sources	340,800,000	21,329,322	16,007,483	378,136,805
Bond proceeds, premium, and redemption	537,894	20,657,091	0	21,194,985
Non-Cash Notes	13,115,500	0	0	13,115,500
FY 2011 Unaudited Expenditures/other uses	(338,500,000)	(43,838,782)	(15,748,443)	(398,087,225)
Fund Balance-projected FY 2011	\$91,244,827	\$41,463,989	\$5,199,042	\$137,907,858
FY 2012 Projected Revenues/other sources	342,256,354	44,083,128	19,302,269	405,641,751
Bond proceeds, premium, and redemption	0	20,300,000	0	20,300,000
Non-Cash Notes	5,000,000	0	0	5,000,000
FY 2012 Projected Expenditures/other uses	(350,250,000)	(64,383,128)	(19,302,269)	(433,935,397)
Fund Balance-projected FY 2012	\$88,251,181	\$41,463,989	\$5,199,042	\$134,914,212

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
Net Assets-beginning FY 2010	\$2,255,345	\$88,596,958	\$8,206,448	\$345,146	\$440,115	\$99,844,012
FY 2010 Actual Oper Rev, Non-Oper Rev, Capital Contributions & Transfers In	8,715,572	10,111,653	567,550	604,654	112,481	20,111,910
FY 2010 Actual Oper Exp, Non-Oper Exp & Transfers Out	(8,961,015)	(10,489,645)	(829,611)	(474,195)	(76,281)	(20,830,747)
Net Assets-ending FY 2010	\$2,009,902	\$88,218,966	\$7,944,387	\$475,605	\$476,315	\$99,125,175
FY 2011 Unaudited Oper Rev, Non-Oper Rev, Capital Contributions & Transfers In [as of 5/31]	8,708,917	8,461,233	811,860	506,493	116,901	18,605,403
FY 2011 Unaudited Oper Exp, Non-Oper Exp & Transfers Out [as of 5/31]	(7,506,419)	(10,655,321)	(771,358)	(402,101)	(67,180)	(19,402,379)
Net Assets-ending FY 2011	\$3,212,399	\$86,024,878	\$7,984,890	\$579,997	\$526,035	\$98,328,200
FY 2012 Projected Oper Rev, Non-Oper Rev, Capital Contributions & Transfers In	10,312,360	10,886,455	816,320	573,250	112,750	22,701,135
FY 2012 Projected Oper Exp, Non-Oper Exp & Transfers Out	(10,312,360)	(10,886,455)	(816,320)	(573,250)	(112,750)	(22,701,135)
Net Assets-ending FY 2012	\$3,212,399	\$86,024,878	\$7,984,890	\$579,997	\$526,035	\$98,328,200

Schedule of Changes in Fund Balance

General Fund

	Actual for 6/30/10 Audited - CAFR *	Unaudited for 6/30/11 as of 5/31/11	Projected for 6/30/12 as of 5/31/11
<u>Beginning Fund Balance</u>	\$77,265,746	\$75,291,434	\$91,244,828
Revenues	334,774,339	340,800,000	342,256,354
Expenditures	(351,648,325)	(338,500,000)	(350,250,000)
GO Bond proceeds, premium, and redemption	10,237,243	537,894	0
Non-Cash Notes	4,662,430	13,115,500	5,000,000
Projected Ending Fund Balance	\$75,291,433	\$91,244,828	\$88,251,182
<u>Nonspendable</u>			
Inventory	1,375,155	1,200,000	1,300,000
Prepaid expenses	296,900	118,974	150,000
Loans for Economic Development	5,464,481	5,505,166	5,500,000
Loans to Volunteer Fire Companies	12,929,225	11,868,181	13,000,000
Loans to Municipalities	158,337	155,237	160,000
Agricultural Preservation Payables	13,068,840	21,082,162	22,000,000
Advances to Industrial Development Authority	1,145,560	1,145,560	1,145,560
Due from other governmental funds	3,942,175	8,106,386	8,200,000
Total Nonspendable	38,380,673	49,181,666	51,455,560
<u>Restricted</u>			
Weed Control future truck equipment purchase	0	8,153	8,153
Total Restricted	0	8,153	8,153
<u>Committed</u>			
Loans to Volunteer Fire Companies	0	250,000	0
Appropriation of Prior Year Unassigned Fund Balance	8,103,281	7,993,646	12,846,363
Agricultural Preservation Payables	0	200,000	0
Medical Claims Reserve	1,400,000	1,400,000	1,400,000
Total Committed	9,503,281	9,843,646	14,246,363
<u>Assigned</u>			
Encumbrances	1,048,834	1,000,000	1,000,000
Total Assigned	1,048,834	1,000,000	1,000,000
<u>Unassigned</u>			
Stabilization Fund	10,700,000	17,512,500	17,512,500
Short-Term Reserve	6,750,000	0	0
Lien Certificates	15,000	0	0
Vehicle Replacement Reserve	500,000	0	0
Workers Compensation Claims Reserve	400,000	0	0
Prior Year Unassigned	0	852,500	852,500
Current Year Unassigned	7,993,646	12,846,363	3,176,106
Total Unassigned	26,358,646	31,211,363	21,541,106
<u>Summary</u>			
Ending Fund Balance	75,291,433	91,244,828	88,251,182
Less: Nonspendable	(38,380,673)	(49,181,666)	(51,455,560)
Less: Restricted	0	(8,153)	(8,153)
Less: Committed	(9,503,281)	(9,843,646)	(14,246,363)
Less: Assigned	(1,048,834)	(1,000,000)	(1,000,000)
Less: Total Unassigned - Current Year Unassigned	(18,365,000)	(18,365,000)	(18,365,000)
Current Year Unassigned	\$7,993,645	\$12,846,363	\$3,176,106

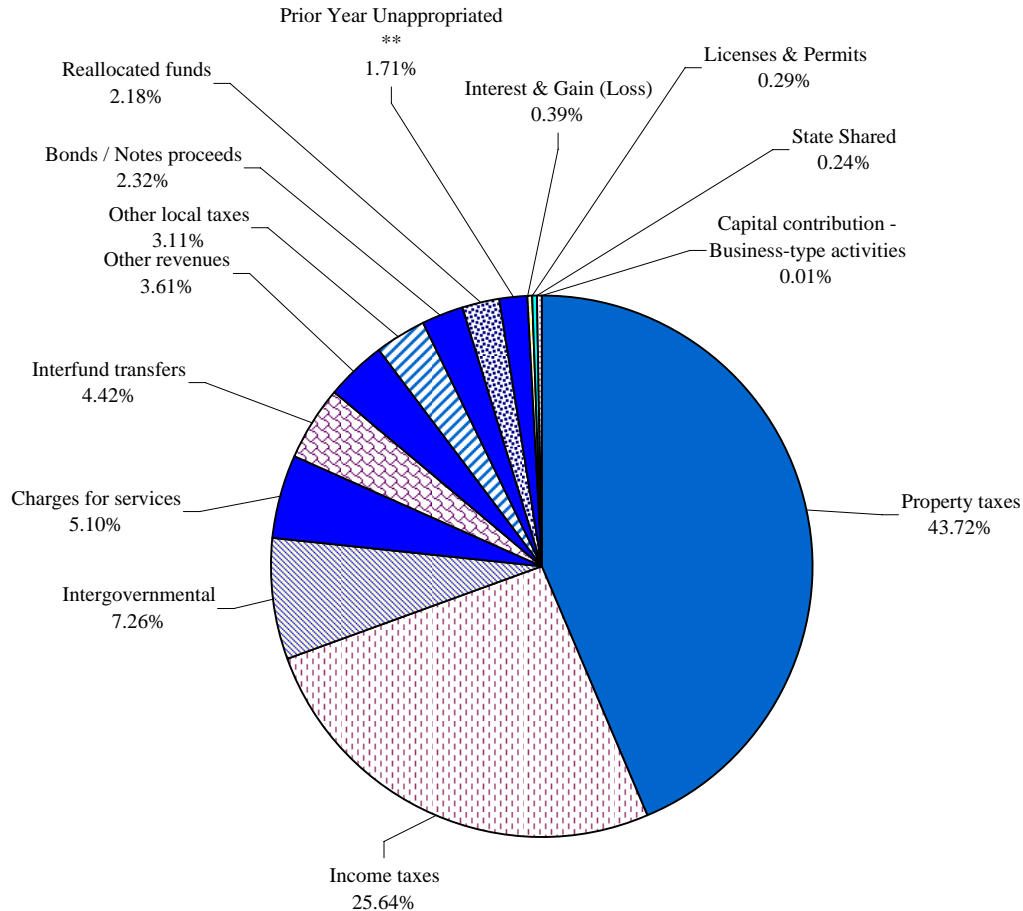
* FY 10 CAFR figures have been re-stated in accordance with GASB 54.

Total Budget Summary

All Funds Sources - by Category

Fiscal Year 2012 Budget

\$467,930,532



Category	FY 10 Actual*	FY 11 Budget	% Chg from FY 10	FY 12 Budget	% Chg from FY 11
Property taxes	\$201,526,399	\$208,688,900	3.55%	\$204,596,100	-1.96%
Income taxes	108,140,073	112,405,000	3.94%	120,000,000	6.76%
Intergovernmental	30,841,686	19,194,532	-37.76%	33,973,379	77.00%
Charges for services	19,993,257	22,328,825	11.68%	23,861,444	6.86%
Interfund transfers	23,915,223	17,252,970	-27.86%	20,697,506	19.96%
Other revenues	7,854,396	12,017,915	53.01%	16,879,443	40.45%
Other local taxes	13,347,083	13,734,000	2.90%	14,560,000	6.01%
Bonds / Notes proceeds	71,542,494	13,891,901	-80.58%	10,863,833	-21.80%
Reallocated funds	0	18,448,215	100.00%	10,204,089	-44.69%
Prior Year Unappropriated **	0	8,103,281	100.00%	7,993,646	-1.35%
Interest & Gain (Loss)	9,101,922	1,679,330	-81.55%	1,804,460	7.45%
Licenses & Permits	1,310,176	1,360,350	3.83%	1,334,800	-1.88%
State Shared	1,219,154	926,000	-24.05%	1,120,000	20.95%
Capital contribution - Business-type activities	475,532	1,344,168	182.67%	41,832	-96.89%
Total	\$489,267,395	\$451,375,387	-7.74%	\$467,930,532	3.67%

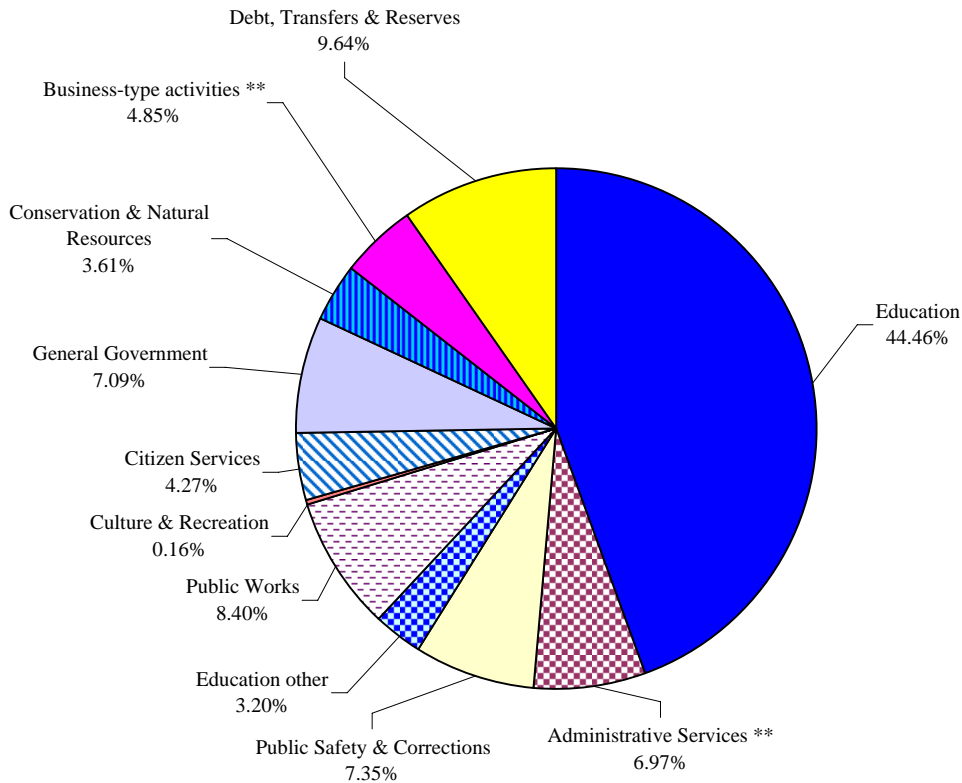
* Source: FY 10 Comprehensive Annual Financial Report.

** Prior Year Unappropriated, although not an actual revenue, is included in the Budget because it's an appropriated revenue.

All Funds Uses - by Category

Fiscal Year 2012 Budget

\$467,930,532



Category	FY 10 Actual*	FY 11 Budget	% Chg from FY 10	FY 12 Budget **	% Chg from FY 11
Education	\$237,157,031	\$196,012,000	-17.35%	\$208,020,000	6.13%
Administrative Services **	0	0	0.00%	32,612,720	100.00%
Public Safety & Corrections	35,625,511	37,893,290	6.37%	34,385,260	-9.26%
Education other	11,109,391	15,108,250	36.00%	14,973,250	-0.89%
Public Works	25,168,598	21,936,990	-12.84%	39,326,405	79.27%
Culture & Recreation	3,968,595	3,567,400	-10.11%	760,278	-78.69%
Citizen Services	6,103,790	16,412,239	168.89%	19,991,190	21.81%
General Government	87,470,803	77,948,734	-10.89%	33,160,644	-57.46%
Conservation & Natural Resources	15,962,251	16,827,530	5.42%	16,896,190	0.41%
Business-type activities **	20,830,747	22,865,074	9.77%	22,701,135	-0.72%
Debt, Transfers & Reserves	29,358,258	42,803,880	45.80%	45,103,460	5.37%
Total	\$472,754,975	\$451,375,387	-4.52%	\$467,930,532	3.67%

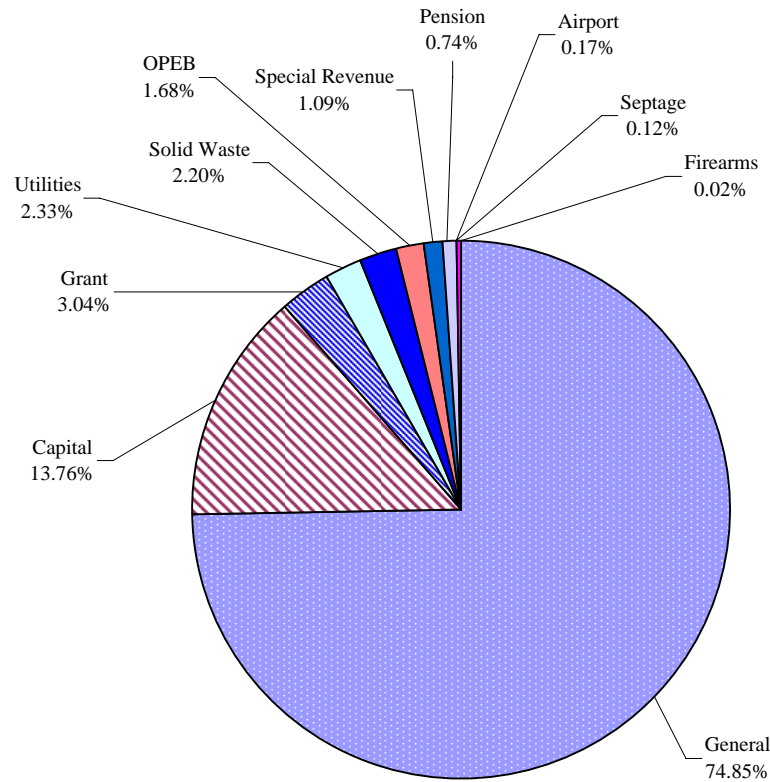
* Source: FY 10 Comprehensive Annual Financial Report.

** As part of a Government-wide reorganization, Administrative Services was created.

All Funds Uses - by Fund

Fiscal Year 2012 Budget

\$467,930,532



Fund	FY 10 Actual*	FY 11 Budget	% Chg from FY 10	FY 12 Budget	% Chg from FY 11
General	\$343,992,209	\$349,000,000	1.46%	\$350,250,000	0.36%
Capital	86,737,241	53,296,466	-38.55%	64,383,128	20.80%
Grant	15,866,372	13,112,847	-17.35%	14,202,269	8.31%
Utilities	10,489,645	12,577,159	19.90%	10,886,455	-13.44%
Solid Waste	8,961,015	8,742,220	-2.44%	10,312,360	17.96%
OPEB	3,108,330	7,298,000	134.79%	7,852,800	7.60%
Special Revenue	1,166,550	2,213,000	89.70%	5,100,000	130.46%
Pension	525,711	3,590,000	582.88%	3,441,200	-4.14%
Airport	829,611	944,620	13.86%	816,320	-13.58%
Septage	474,195	518,075	9.25%	573,250	10.65%
Firearms	76,281	83,000	8.81%	112,750	35.84%
LOSAP	527,814	0	-100.00%	0	0.00%
Total	\$472,754,974	\$451,375,387	-4.52%	\$467,930,532	3.67%

* Source: FY 10 Comprehensive Annual Financial Report.

All Funds Revenue Summary

All Funds revenue is projected to be \$468 million in FY 12 with two-thirds of this amount coming from property taxes and income taxes. Total revenue is up \$17 million, or 3.7%, above FY 11. This increase is primarily due to an expected increase in funding from the State for the Mt. Airy Middle School project.

Revenue In Millions	FY 10 Actual	Percent of Total	FY 11 Budget	Percent of Total	FY 12 Budget	Percent of Total	Cumulative Percent of Total
Property taxes	\$201.5	41.2%	\$208.7	46.2%	\$204.6	43.7%	43.7%
Income taxes	108.1	22.1%	112.4	24.9%	120.0	25.6%	69.4%
Intergovernmental	30.8	6.3%	19.2	4.3%	34.0	7.3%	76.6%
Charges for services	20.0	4.1%	22.3	4.9%	23.9	5.1%	81.7%
Interfund transfers	23.9	4.9%	17.3	3.8%	20.7	4.4%	86.2%
Other revenues	7.9	1.6%	12.0	2.7%	16.9	3.6%	89.8%
Other local taxes	13.3	2.7%	13.7	3.0%	14.6	3.1%	92.9%
Bonds / Notes proceeds	71.5	14.6%	13.9	3.1%	10.9	2.3%	95.2%
Reallocated funds	0.0	0.0%	18.4	4.1%	10.2	2.2%	97.4%
Prior Year Unappropriated	0.0	0.0%	8.1	1.8%	8.0	1.7%	99.1%
Interest & Gain (Loss)	9.1	1.9%	1.7	0.4%	1.8	0.4%	99.5%
Licenses & Permits	1.3	0.3%	1.4	0.3%	1.3	0.3%	99.8%
State Shared	1.2	0.2%	0.9	0.2%	1.1	0.2%	100.0%
Capital contribution – Business-type activities	0.5	0.1%	1.3	0.3%	0.0	0.0%	100.0%
Total Revenue	\$489.3	100.0%	\$451.4	100.0%	\$467.9	100.0%	100.0%

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 43.7% of the total. The Property Tax group includes twelve separate taxes, credits and charges. The most significant is the Real Property tax, which the County Commissioners lowered in FY 12 from \$1.048 per one hundred dollars of assessed value to \$1.028. The Personal Property tax rate was also lowered by the Commissioners from \$2.62 per one hundred dollars of assessed value to \$2.57. The Homestead Tax Credit was significant in recent years, but due to two years of near 20% negative reassessments, this credit is almost completely gone. This credit is set by the Commissioners, and caps the amount taxes can increase on a primary residence at 5% a year. Property tax is primarily a general fund revenue; however, approximately 3% is dedicated to the capital budget for agricultural preservation.

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.

Income Tax

Second largest revenue at 25.6% of the 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.

Intergovernmental [State & Federal]

Third largest revenue at 7.3% of the total. The County receives Federal and State funding for several reasons, school and bridge construction, grants, and reimbursements. State and Federal funding is used primarily in the general, capital and grant funds. The largest source of funding goes to the capital budget. This includes more than \$20 million in various State and Federal funds to support school and bridge construction, agricultural preservation, and program open space projects. The second largest source of funding goes to the grant budget. This includes more than \$12 million in various Federal and State funds to support senior housing programs, health programs, and meal programs for the elderly. These funds are also used to provide rental subsidies to the elderly, handicapped, disabled, and families with low income. Additionally, these funds are used

to develop community based services which help to promote positive outcomes for children, youth and families.

The methods of budgeting State and Federal funds are varied. In some cases, particularly construction funding, there is a specific appropriation in the State budget. In cases where there is not a specific amount, such as 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.

Charges for services

Fourth largest revenue at 5.1% of the total. The County receives funding for services in the enterprise, general and grant funds. The intent, unless otherwise determined, is that certain activities and services pay for themselves through user fees and are not supported through general tax dollars or other non related revenue sources.

In the enterprise fund the primary sources of revenue are water and sewer usage and connection fees, tipping fees, waste removal fees, and airport fuel 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.

For the general fund and the grant fund, the primary sources of revenue are public safety, public works, recreation and general government. These fees come from various sources related to building inspections, permitting and review fees as well as admission and concessions fees at County parks. There are also fees that come from reimbursements from local agencies. The fees charged are based on a combination of factors. Trend analysis is used to determine revenue projections based on the current rate and fee structure. Additionally, fee analysis is performed to determine if the current rate and fee structure needs to be adjusted in order meet actual costs incurred. Rate studies are also performed for fees reimbursed by the State or Federal government to ensure accuracy.

Inter-Fund Transfers

Fifth largest revenue at 4.4% of the total. Due to governmental accounting requirements, 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.

Remaining All Fund Revenues

Other revenues

3.6% 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.

Other local taxes

3.1% of the total. This includes Recordation, Impact fees, Admission fees and 911 fees. Recordation makes up about 50% of these fees and Impact fees make up about 30%. Trend analysis, current housing market and opinions from industry experts are the sources of this budget.

Bonds/Notes proceeds

2.3% 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 12 we are budgeting fewer bonds, \$11M, than in FY 11 (\$14M), FY 10 (\$35M) and FY 09 (\$77M). After several years of budgeting for large capital projects, a return to lower level is occurring as expected.

Reallocated funds

2.2% of the total. These funds consist of reallocated bonds, reallocated general fund transfer, and reallocated property taxes. These funds were previously appropriated to various projects. However, they either came in under budget or the decision has been

made not to move forward with the project. So, these sources of funding are being reallocated to projects included in the FY 12 budget.

In FY 12 we are reallocating \$10 million in funds from 27 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.

Prior Year Unappropriated

1.7% of the total. This is the amount of revenue in excess of budget plus the amount of unspent appropriated dollars. Carroll County law requires that surplus funds be budgeted as revenue in the next fiscal year. The FY 12 budget is based on the audited fund balance of FY 10.

Interest & Gain/(Loss)

0.4% 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.

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 market analysis.

State Shared

0.2% of the total. This includes Police Aid and Highway User Revenues. Both of these come from the State. The State of Maryland provides estimates to the County for both of these revenues. However, our own economic and legislative analysis is also considered.

Capital contribution – Business-type activities

0.0% of the total. This category is based on specific and dedicated revenues that are budgeted to capital projects in the enterprise funds such as Federal Aviation Administration funding for the Airport and area connection charges and private contributions for the Utilities fund. These revenues are based on appropriations budgeted to fund capital projects and do not reflect revenues that are necessarily collected in FY 12.

In FY 10 this category included \$67M in FAA and MAA funding, which can only be used for the airport runway extension project. Based on Federal and State laws, the FAA and MAA will fund 95% and 2.5%, respectively, of approved projects. At this time a decision has not been made by the Board of County Commissioners to proceed with this project.

General Fund Appropriations

A Quick Guide to the FY 12 Budget

Department of Management and Budget

The combined Adopted 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.

The Recommended, Proposed and Adopted are available on-line at <http://ccgovernment.carr.org/ccg/budget>.

The Operating Budget

Introduction

Early in the budget process the Commissioners established a number of goals:

- Reduce the property tax rate
- Restrict growth of the Operating Budget
- Reduce the number of capital projects
- Reduce outstanding debt

This Budget was shaped with those goals in mind and each of the goals is addressed.

- The Commissioners reduced the property tax rate from \$1.048 to \$1.028, the first property tax decrease since FY 87.
- The Operating Budget grows just 0.36% and is smaller than it was in FY 09.
- The Commissioners closed or froze approximately \$50 million of capital projects.
- The Adopted Community Investment Plan (CIP) is projected to lower outstanding debt 10% by FY 17, the last year of the Plan.

Following are brief descriptions of the Budget with page references to find additional information:

Revenues (88-103)

- The FY 12 Budget increases just \$1.3 or 0.36% from the FY 11 Budget. Although the total is nearly flat, there are significant changes to four of our revenues: Property Tax, Income Tax, Recordation and Transfer from Capital.
- The combination of a property tax rate decrease and declining assessments lowers total Property Tax 2.3%, or \$4.7M from the FY 11 Budget. Most of this change, approximately \$4.0M, is a result of the decreased tax rate. The other contributing factor is falling assessments. The most recent assessment for Group 2 dropped off 19.6% and was preceded by a drop of 19.2% for Group 1. The annual impact of both of these decreases was largely mitigated by the Homestead Tax Credit that prevented the full value of the assessments from being realized during the period of the housing boom.
- Income Tax is up \$6.0M, a 5.9% increase from the FY 11 budget, but a 4.9% increase from the FY 11 forecast. This increase is based on a combination of FY 11 distributions

coming in stronger than expected and revised State estimate for FY 12 that project growth of approximately 5.0%.

- Recordation is down by \$2.0M from the FY 11 Budget, but flat from the revised FY 11 forecast. This revenue is driven by activity in the housing market, which simply has not recovered as expected. We have continued to see weakness in both the number of houses sold and the value of those homes. This situation, while not expected to worsen in FY 12, is not expected to improve until FY 13.
- Transfer from Capital Fund is up \$1.6M, a 16.1% increase from FY 11. This revenue is entirely related to paying debt service on school construction projects with the dedicated 9.1% portion of the income tax. School debt service increases in FY 12 largely due to some significant projects, such as Manchester Valley High School and the South Carroll Fine Arts addition, that were recently completed.

Expenditures

General Fund:

Carroll County Public Schools Summary (115)

- Total County funding to benefit Carroll County Public Schools (CCPS) is level with FY 11 funding.
- Debt service for CCPS projects (118) increases \$1.4M due to principal payments beginning in FY 12 for the FY 09 bond sale.
- Direct funding to CCPS (116) for FY 12 is \$1.4M below FY 11 funding, but \$1.0M in excess Maintenance of Effort.

Public Safety & Corrections Summary (129)

- Courts (133) decreases \$0.1M, or 5.2%, from the FY 11 Budget due to the newly appointed Juvenile and Standing Master salaries paid directly by the State
- As a result of the Commissioners' decision to transition from the Maryland State Police Resident Trooper Program to the Sheriff as the County's primary law enforcement, a move that will save millions of dollars annually after full implementation, the Sheriff's Office (141) increases \$0.9M, or 7.8%, for the costs associated with 25 new positions. In FY 11. Nine of the 25 positions are planned to be hired mid-FY 12 as academy recruits. The full transition will take three years and result in the replacement of 45 Troopers with 42 Deputies.
- Resident Trooper (156) decreases \$1.5M, or 24.5%, due to eliminating fifteen Resident Troopers and replacing them with fourteen Sheriff Deputies.
- VESA (157) increases \$163K, or 2.6% due to increases in physical costs, worker's compensation, and general operating expenses.

Public Works Summary (161)

- Public Works decreases \$0.8M, or 3.3%, primarily due to shifting pavement preservation to the capital fund and the elimination of six positions including a Director, a Project Manager, an Electrical Inspector, a Custodian, a Road Maintenance Worker, and a Forester. Included in FY12 is \$0.4M for 14 additional police vehicles for the first year of a three-year transition from the Resident Trooper Program to the Sheriff's Department.

Citizen Services Summary (179)

- Citizen Services (183) decreases \$1K, or 0.3%, due to a decrease in general operating expenses.
- Citizen Services Other (189) decreases \$0.2M, or 3.2%, due to a decrease in County contributions from FY 11.
- Recreation and Parks (207) decreases \$0.1M, or 7.2%, due to employee turnover, a decrease in general operating expenses, and the elimination of a Park Planner and half of an administrative position will be charged to the grant fund.
- Culture and Recreation Other (215) decreases \$9K, or 1.1%, primarily due to the elimination of two contractual staff positions at the Farm Museum.

Administrative Services Summary (221)

- Administrative Services (225) was created in FY 11 by consolidating several departments, resulting in the elimination of the Office of Public Information.
- Office of Management Analysis (231) decreases \$68K, or 46% due to a position reclassification, a reduction in personnel, elimination of consulting fees, and the biennial indirect cost study that was performed in FY 11.
- Human Resources (235) increases \$1.4M, or 6.0%, due to an increase in medical and benefit costs as well as an increase in medical for the addition of the 14 deputy positions, nine recruits, and five Communication Specialist positions associated with the transition away from the Resident Trooper program.
- Office of Public Safety (243) increases \$0.3M, or 9.5%, primarily due to the addition of five Communication Specialist positions associated with the transition away from the Resident Trooper program, and for the purchase of communications equipment and associated costs for the fourteen additional deputies. Five contractual Communication Technician positions were eliminated during the FY 12 budget process.
- Technology Services (249) increases \$0.4M, or 12.5%, due to an additional position, the purchase mobile data terminals for the fourteen new deputies, and the one-time purchase of Microsoft Office software.

General Government Summary (255)

- Comptroller (259) increases \$1.0M, or 50.2%, primarily due to adding \$1 million to the Collections Office for the County's share of State assessments, a new cost in FY 12.
- County Attorney (269) decreases \$47K or 5%, due to the elimination of the Sr. Assistant County Attorney/Legislative position, salaries reduced to base on employee turnover coupled with a \$75K increase in outside legal fees.
- Economic Development (273) decreases \$540K or 13.5%, primarily due to a reduction in the Infrastructure and Investment budget by \$500K.

- Land Use, Planning and Development (281) decreases \$1.2M, or 22.1%, due to the elimination of a Sustainability Coordinator position and a lower than planned level of Installment Purchase Agreement transactions in FY 10 and FY 11, resulting in a reduction to Ag Pres Debt Service.
- Management and Budget (291) decreases \$0.3M, or 5.6%, primarily due to rebalancing the Internal Service Fund. A Budget Specialist position was eliminated during the FY 12 budget process.
- General Government Other (299) decreases \$0.3M, or 15.3%, primarily due to the staff reductions in the Commissioners office and due to Board of Elections only administering one election this year.

Debt, Transfers and Reserves Summary (315)

- Debt Service (316) increases \$1.8M, or 7.3%, primarily due to deferred principal payments from the FY 09 bond sale, beginning in FY 12 along with the debt service related to the FY 11 sale.
- Inter-Fund Transfers (318) increases \$3.4M, or 78.0%.

Other Funds:

Airport Enterprise Fund (448)

- Airport Enterprise Fund Operating is decreasing \$0.1M, or 13.6%, primarily due to a decrease in Fuel Sales revenue.

Solid Waste Enterprise (454)

- Solid Waste Enterprise Fund Operating increases \$1.7M, or 19.5%, primarily due to an increase in tipping fees and projected in-bound tonnage. Tipping fees are recommended to increase from \$60 per ton to \$62 per ton.

Utilities Enterprise Fund Summary (470)

- Water and Sewer Enterprise Fund Operating increases \$0.1M, or 0.9%, primarily due to the increase in depreciation expense associated with the new Freedom Water Treatment Plant and Transmission Main, almost entirely offset with reductions in operating expenses.

Grant Fund Summary (511)

- Overall, every \$.11 of County match/contribution brings in \$1.00 of grant funding.

OPEB Fund Summary (531)

- The OPEB Fund increases \$0.6M, or 7.6%, due to a planned increase in funding for the County's future liability and an increase in retirees and their associated health benefits. This increase is partially offset by a reduction in the Health and Fringe budget in the General Fund as most of the positions held by these retirees were eliminated.

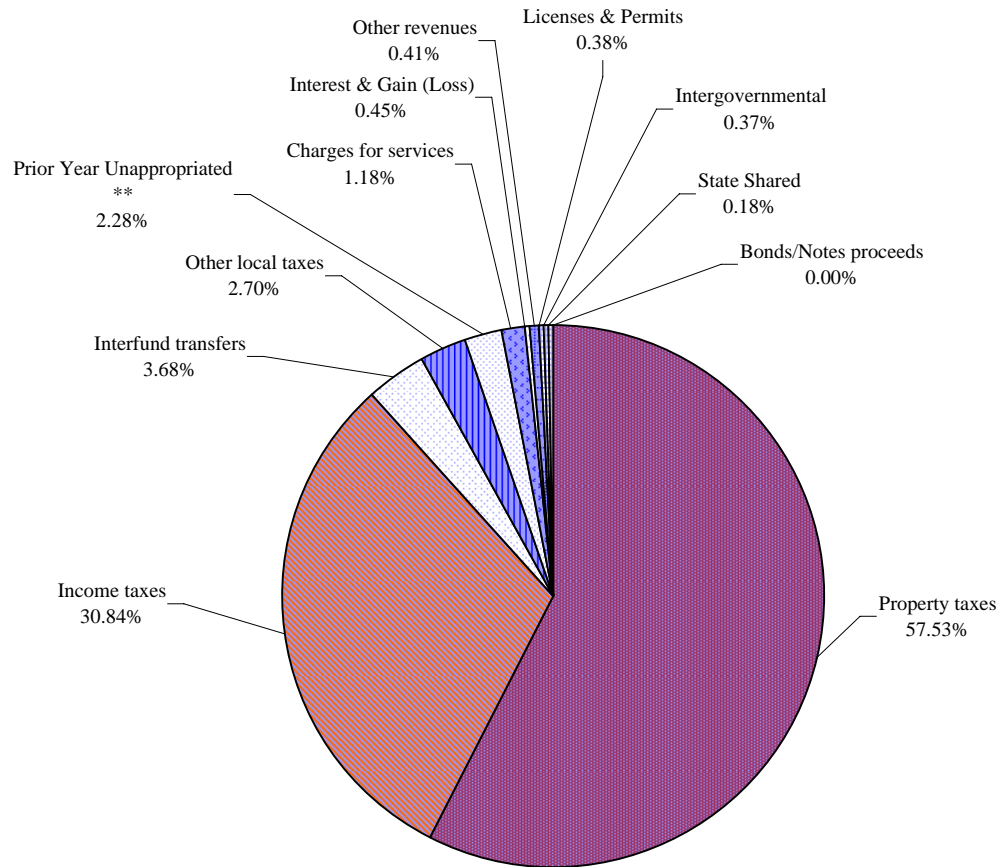
Special Revenue Fund (534)

- The Special Revenue Fund is increasing \$2.9M, or 130.5%, primarily due to an increase in impact fees of \$3.9M for the Mt Airy Middle School, and a decrease in Cable Franchise Fees of \$1.0M, or 53.6%, for a one-time transfer to the Capital Fund in FY 11.

General Fund Sources - by Category

Fiscal Year 2012 Budget

\$350,250,000



Category	FY 10 Actual*	FY 11 Budget	% Chg from FY 10	FY 12 Budget	% Chg from FY 11
Property taxes	\$200,766,269	\$206,214,900	2.71%	\$201,500,000	-2.29%
Income taxes	98,309,157	102,000,000	3.75%	108,000,000	5.88%
Interfund transfers	10,856,720	11,798,000	8.67%	12,900,000	9.34%
Other local taxes	10,587,502	11,521,000	8.82%	9,460,000	-17.89%
Prior Year Unappropriated **	0	8,103,281	100.00%	7,993,646	-1.35%
Charges for services	4,708,029	4,091,630	-13.09%	4,142,760	1.25%
Interest & Gain (Loss)	2,725,492	1,425,000	-47.72%	1,565,000	9.82%
Other revenues	3,458,164	680,339	-80.33%	1,421,794	108.98%
Licenses & Permits	1,310,176	1,360,350	3.83%	1,334,800	-1.88%
Intergovernmental	880,491	1,205,500	36.91%	1,312,000	8.83%
State Shared	1,172,339	600,000	-48.82%	620,000	3.33%
Bonds/Notes proceeds	14,899,673	0	-100.00%	0	0.00%
Total	\$349,674,012	\$349,000,000	-0.19%	\$350,250,000	0.36%

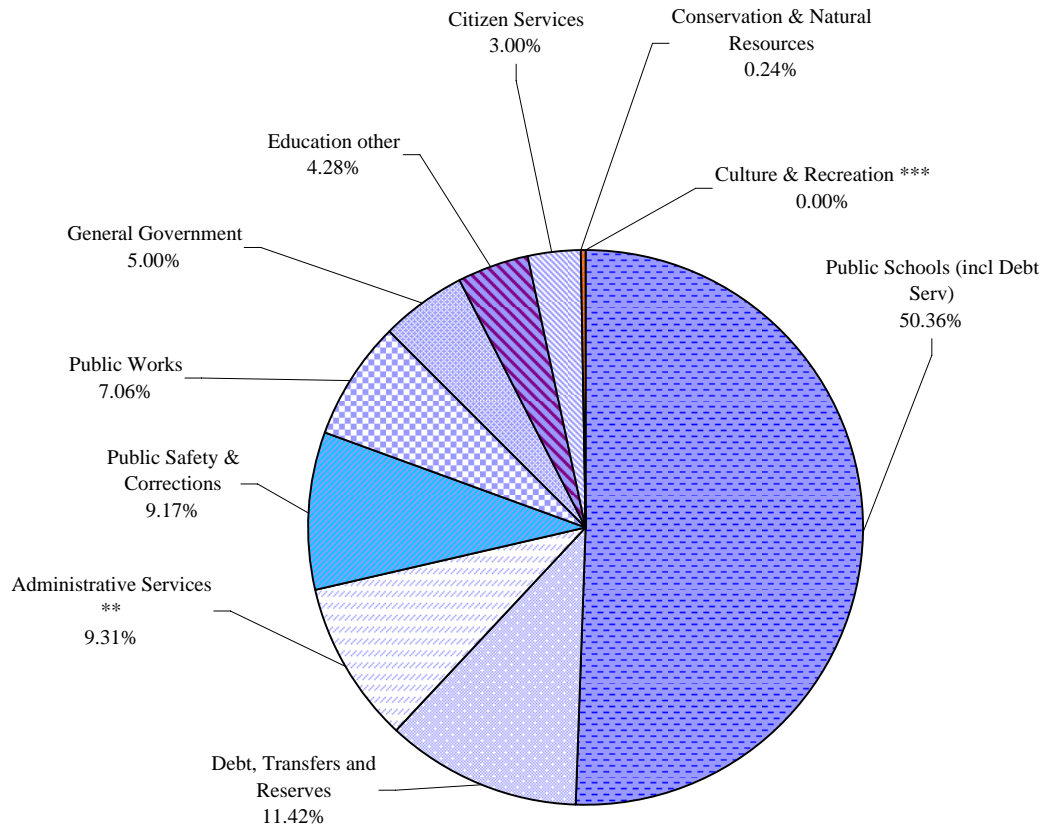
* Source: FY 10 Comprehensive Annual Financial Report.

** Prior Year Unappropriated, although not an actual revenue, is included because it is an appropriated revenue.

General Fund Uses - by Category

Fiscal Year 2012 Budget

\$350,250,000



Category	FY 10 Actual*	FY 11 Budget	% Chg from FY 10	FY 12 Budget **	% Chg from FY 11
Public Schools (incl Debt Serv)	\$189,419,329	\$176,960,000	-6.58%	\$176,960,000	0.00%
Debt, Transfers and Reserves	28,191,708	40,590,880	43.98%	40,003,460	-1.45%
Administrative Services **	\$0	\$0	0.00%	32,612,720	100.00%
Public Safety & Corrections	33,658,654	35,653,030	5.93%	32,118,280	-9.91%
Public Works	12,586,032	10,059,990	-20.07%	24,714,005	145.67%
General Government	63,218,299	58,889,450	-6.85%	17,518,890	-70.25%
Education other	8,413,733	15,108,250	79.57%	14,973,250	-0.89%
Citizen Services	6,098,875	8,255,500	35.36%	10,507,955	27.28%
Conservation & Natural Resources	792,207	850,200	7.32%	841,440	-1.03%
Culture & Recreation ***	1,613,373	2,632,700	63.18%	0	-100.00%
Total	\$343,992,210	\$349,000,000	1.46%	\$350,250,000	0.36%

* Source: FY 10 Comprehensive Annual Financial Report.

** As part of a Government-wide reorganization, Administrative Services was created.

*** As part of a Government-wide reorganization, Culture & Recreation is now under Citizen Services.

General Fund Revenue Analysis

Carroll County's General Fund receives revenues from over 120 sources including taxes, permit fees, State aid, user fees and investment income. Nearly 85% of the revenue comes from Real Property and Income Taxes.

Revenue In Millions	FY 11 Budget	Percent of Total	FY 11 Revised Forecast	Percent of Total	FY 12 Budget	Percent of Total	Cumulative Percent of Total
Real Property	\$192.0	55.0%	\$192.4	55.0%	\$187.6	53.6%	53.6%
Income Tax	102.0	29.2%	103.0	29.5%	108.0	30.8%	84.4%
Recordation Tax	10.0	2.9%	8.0	2.3%	8.0	2.3%	86.7%
Ordinary Business	7.1	2.0%	7.1	2.0%	7.0	2.0%	88.7%
Railroad & Public Utilities	7.1	2.0%	6.8	1.9%	6.9	2.0%	90.6%
911 Service Fee	1.2	0.3%	1.2	0.3%	1.2	0.3%	91.0%
Interest	0.9	0.3%	1.2	0.3%	1.2	0.3%	91.3%
Building Permits	0.4	0.1%	0.4	0.1%	0.4	0.1%	91.4%
Total Major Revenues	\$320.7	91.9%	\$320.1	91.5%	\$320.3	91.4%	91.4%
Total Annual Revenues	329.1	94.3%	329.8	94.3%	329.4	94.0%	94.0%
Other Revenues	19.9	5.7%	19.9	5.7%	20.9	6.0%	100.0%
Total Revenue	\$349.0	100.0%	\$349.7	100.0%	\$350.3	100.0%	100.0%

Percentages may not add to 100% due to rounding

Top Five General Fund Revenues

Real Property Tax

Largest Revenue Source at 53.6% 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 multiplied by the tax rate. In FY 12 the Board of Commissioners lowered the rate from \$1.048 per one hundred dollars of assessed value to \$1.028. 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 5% 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. 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.

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.

During the decade that began in 2000, assessable base and property tax revenue experienced extraordinarily strong growth not witnessed since the late 1980's. This growth, like the growth of the early 1990's, was driven primarily by rising residential property values.

The hot real estate market of the early 2000's began to cool down in 2006 and by 2008 the market had slowed significantly. However, primarily due to the impact of the Homestead Tax Credit and to a lesser extent growth in reassessments, property tax revenue remained strong into FY 10. This trend did not continue into FY 11. Steep negative residential reassessments hit Group 1 in FY 11, and Group 2 in FY 12. The expectation is that a smaller drop will occur in Group 3 in next year's reassessment. These drops have wiped out most of the deferred property tax growth associated with the

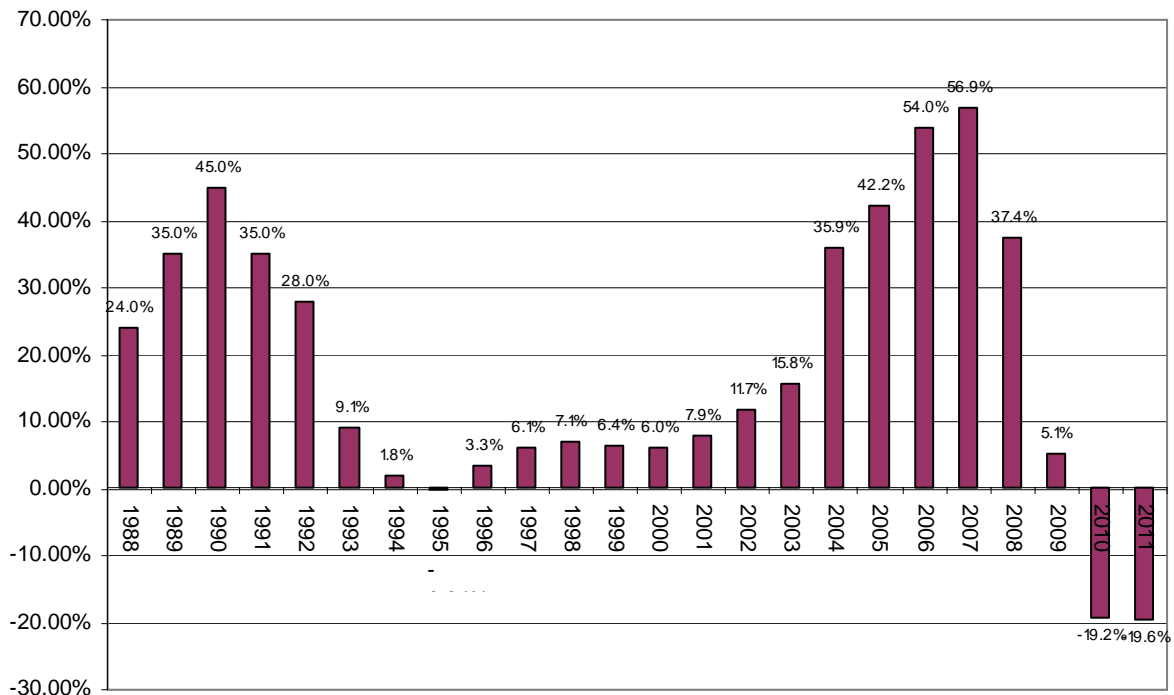
Homestead Tax Credit. As a result, future years are likely to experience slower property tax growth than in recent years.

The Homestead Tax Credit limits tax increases for owner-occupied residential properties during times of high assessment growth. This cap was originally established at 10% by the Commissioners in FY 96 as a way to limit the amount a property tax bill could increase. During FY 06, the Commissioners lowered this credit to 7%. By lowering this cap a reserve of deferred growth was created. The thinking was that as assessments slowed or flattened, taxable assessments would catch up with actual assessments. The result would be years of 7% growth in property taxes. Whether assessments were rising, slowing or flattening, the expectation was there would be a predictable 7% growth pattern. In FY 11 the Commissioners decided to lower this credit to 5%.

The hope for a fairly steady growth pattern in Carroll was undercut by sharp decreases in assessments during FY 10 and FY 11. In FY 10 the reassessment in Group 1 saw a drop of (19.2%). This was followed in FY 11 by a similar drop in Group 2 (19.6%). This combination of negative reassessments resulted in most of the Homestead Tax credit being eliminated. By the time Group 3 is reassessed in January of 2012, almost all of the deferred revenue will be gone. These negative reassessments, combined with a property tax rate cut in FY 12, will result in lower overall taxes in FY 12 and FY 13. The expectation for FY 14 – FY 16 is to see modest growth of 1% - 3%.

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 30.8% of Total. Income tax is calculated as a percentage of net taxable State income. The Commissioners set the rate at 3.05%, below the State cap of 3.2%. The State Comptrollers Office administers, collects and distributes this tax to the counties and municipalities.

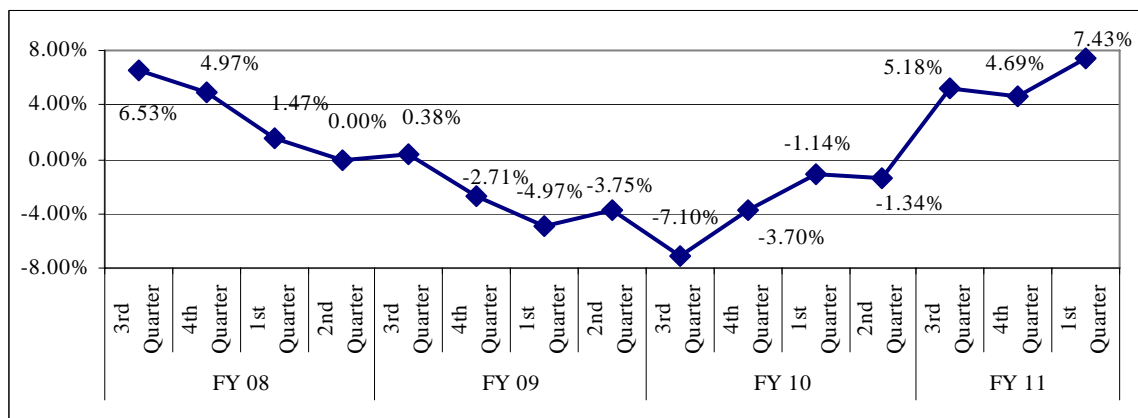
Income tax is primarily a general fund revenue; however, 9.1% of income tax is dedicated to the capital budget for school construction and debt service.

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.

The FY 12 Budget is set at \$108 million, which is \$6 million above the FY 11 budget, but \$5 million above the FY 11 forecast of \$103 million. However, it's only slightly above our actual collections in FY 08 of \$107.3 million. Our estimate of a 4.9% increase from the revised FY 11 forecast is based on the first three distributions (+5.2%, +4.7%, and +7.4%) received in FY 11 and the expectation that this growth will continue in the near term. Current State-wide forecasts for FY 12 are for growth of 4.9%. Historically Carroll's growth has been higher than the State-wide figure. The main reason is that Carroll's income levels are higher than the State's, and Carroll's unemployment rate is lower than the states. In addition, a higher proportion of Carroll's income taxes come from withholding of wages and salaries. Other jurisdictions in the State have a higher portion of their income taxes coming from estimated payments, which cover everything from small businesses to investments. Estimated payments and the income associated with them are more volatile, and have fallen at a greater rate than wage and salaries.

Approximately 90% of income tax revenue is received in quarterly distributions of withholdings and estimated payments. The graph below shows the growth in the distributions from the same period in the prior year. We've seen a downward trend for a few years now; however, it appears that the bottom has been reached and the beginnings of a recovery are starting to emerge.

Growth on quarterly Income Tax Distributions



In the FY 10 budget process, the State decided to take a portion of the income tax reserve funded with local income taxes. The counties will have to replenish their portion of the reserve beginning in FY 13. Carroll County's portion is estimated to be \$10 million to be paid back over ten years. In the FY 11 budget process, the State again decided to take a portion of the local income tax reserve to help balance their budget. However, they will replenish these funds in the future.

Recordation

Third Largest Revenue Source at 2.3% of Total. Recordation tax is calculated on the value of recorded mortgages, deeds and other documents conveying title or creating liens on real and personal property. Recordation revenue is directly affected by the economy and housing market.

Recordation spiked in the middle part of the 2000's due to low interest rates, strong housing demand and rapidly rising home values. This revenue reached an all-time high of \$22.8 million in FY 06. However, by FY 07, the slow down in the real estate market began to negatively impact recordation and revenue dropped to \$18.9 million. By FY 09 it was down to \$9.2 million. FY 10 showed signs that a recovery was beginning to happen and finished the year at \$9.2 million.

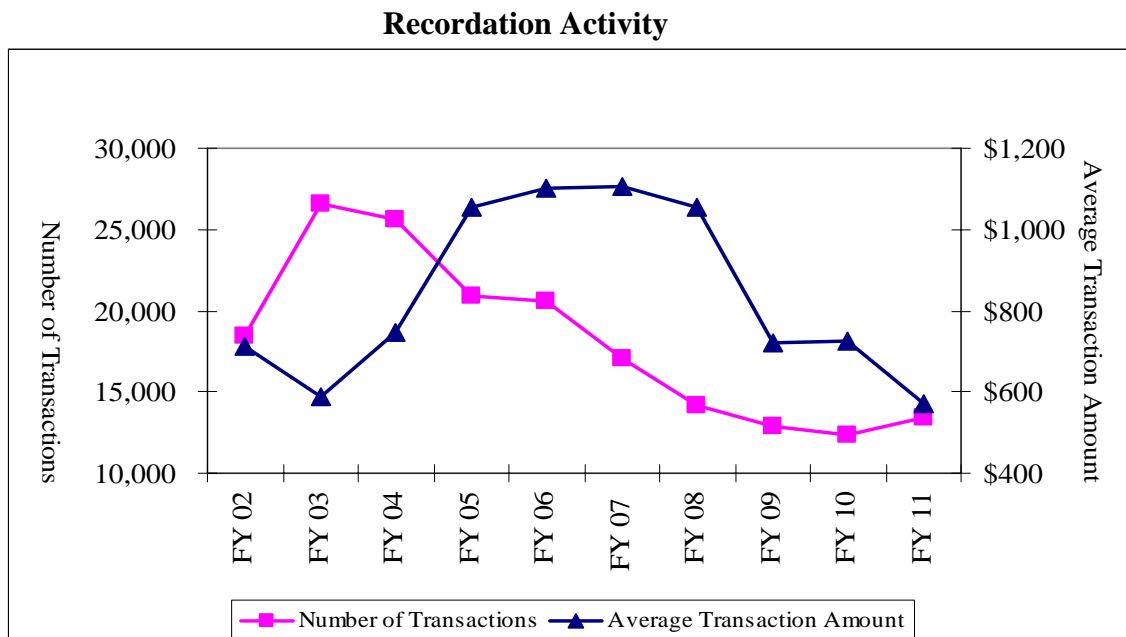
Our expectation for FY 11 was to see positive growth. Unfortunately, this has not been the case. It has become apparent that FY 09 and FY 10 were aided by the new homebuyer credit. With this program ending, the market has continued to contract. In total, we are seeing a decrease in the average value per transaction (-24.0%) but an increase in the average number of transactions (+4.4%). This is mostly about a surge in refinancing activity. When we evaluate new housing activity only, we are seeing decreases in both the average value per transaction (-14.6%) and the number of transactions (-11.0%). Since new housing activity is the primary source of revenue, we have lowered our forecast for FY 11 to \$8.0 million. We are also budgeting \$8.0 million in FY 12.

We also review predictions from experts within the housing industry to determine the proper level for Recordation. Over the last few years, experts have predicted a bottoming out of the housing market and subsequent slow recovery. Unfortunately this has not happened. The hope at this point is that we will reach bottom in FY 12. We tend to agree with this belief.

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, and average days on the market and active listings were reviewed. Comparisons were made between CY 09, CY 10 and the early part of CY 11. This data shows prices remained flat between CY 09 and CY 10. However, after the first quarter of CY 11 we are seeing an 8.9% decrease. The belief has been this decrease needs to happen in order to attract buyers back into the market. Unfortunately recent data

suggests the market is still struggling to find the bottom. The number of units sold in CY 10 is down 7.4%, but the days on the market has dropped 15.7% in CY 10.

Recordation revenue is driven by the number of transactions and the amount per transaction. The chart below shows the average transaction amount reached a peak in FY 07, before beginning to drop in FY 08. This slide accelerated in FY 09, but leveled off in FY 10 due to the new home buyer credit. With the end of this credit, we are seeing further decreases in FY 11. This chart also shows the number of transactions leveling off in FY 06 and then falling off significantly over the next few years. This drop continued into FY 09, but came close to leveling off in FY 10 due to the new home buyer credit. In FY 11 with the end of this credit we are seeing further decreases associated with new home purchases, but this is being more than offset by increases in refinancing activity. Unfortunately, there is very little revenue associated with the refinancing activity. As we look forward to FY 12 we expect, or rather hope, the average transaction amount to stabilize around \$600, while we expect the number of transactions to climb to 13,250. Our belief is both the average value and number of transactions have reached the bottom.



Ordinary Business

Fourth Largest Revenue Source at 2.0% of Total. All corporations are required to file personal property tax returns with the State. The taxable value of personal property is based on its original value less an annual depreciation allowance multiplied by the current tax rate. The County Commissioners are proposing to lower this rate from \$2.62 per \$100 of assessed value in FY 11 to \$2.57 in FY 12. 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 1% is projected for FY 12 based on State provided assessment estimates, which can be accessed at www.dat.state.md.us/sdatweb/stats.

Railroad and Public Utilities

Fifth Largest Revenue Source at 2.0% of Total. Property taxes for both railroads and public utilities are combined into one revenue. In FY 12 the Board of Commissioners lowered the personal property tax rate from \$2.62 per one hundred dollars of assessed value to \$2.57 and the real property tax rate from \$1.048 to \$1.028. The real tax rate of \$1.028 per \$100 of assessed value is applied to railroad real property, while the personal tax rate of \$2.57 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 10 reached \$7.0 million. In FY 11 it is projected to reach \$6.8 million based on State provided assessment estimates which can be accessed at www.dat.state.md.us/sdatweb/stats. In FY 12 slight growth is expected, so it is budgeted at \$6.9 million.

Other Revenues of Note

Interest Income

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

This revenue budget is based on a combination of factors. First, a trend analysis is performed on historical portfolio balances and interest rates. Second, we review capital projects likely to be constructed, to determine when 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.

During FY 08 the housing market slowed dramatically. The Fed reacted by lowering the federal funds rate from 5.25% to 2.00%. During FY 09, as the economy continued to struggle the rate was lowered several more times. Ultimately it reached the 0%-0.25% target range. In FY 10 and FY 11 it has remained largely unchanged.

As a result of these rate reductions, short-term investment rates dropped. Callable investments were called early. Short-term investments were reinvested at lower rates, while longer term investments haven't earned much more. These dramatic decreases have directly impacted our interest income. In FY 07 and 08 we collected \$8.6 million. In FY 09 this amount dropped to \$4.0 million followed by a further decline to \$1.4 million in FY 11. In FY 11 our forecast is \$1.2 million and we are budgeting the same amount in FY 12.

The FY 11 the weighted average of the current portfolio is down to 0.5%. This is a decrease from 0.7% in FY 10 and 2.0% in FY 09. The market rate for short-term investments is 0.22% and for longer-term investments is 0.5%. For FY 12 \$1.2 million is budgeted. This budget is primarily based on maintaining a \$200 million portfolio earning an average rate of 0.5%.

911-Service Fee

The State of Maryland requires all counties to have in operation an enhanced 911 system. 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 12 budget of \$1.2 million is largely unchanged from FY 11.

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 11 is \$0.35 million. With some signs of growth in FY 11, the budget for FY 12 is being set at \$0.4 million. Countywide, the housing market and water issues are expected to limit revenue growth.

Annual Revenues

Annual revenues, ranging from property taxes to park entrance fees, generate close to 95% 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, have shown positive growth. However, in FY 12 these revenues are budgeted to be flat with FY 11. Only when revenues are sustainable will on-going expenditures, such as the addition of services or staffing, 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 at \$11.6 million in FY 12 is dedicated local income tax revenue for Public School construction that is transferred from the Capital Fund to the General Fund to pay school related debt service. The second 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 12 is approximately \$8.0 million.

Assessable Base

Comparison of Maryland Jurisdictions by Property Type

	FY 09			FY 10			FY 11		
Jurisdiction	Commercial/ Industrial	Residential	Agricultural	Commercial/ Industrial	Residential	Agricultural	Commercial/ Industrial	Residential	Agricultural
Baltimore City	24.04%	75.96%	0.00%	23.27%	76.73%	0.00%	23.01%	76.99%	0.00%
Allegany	22.82%	74.03%	3.15%	22.17%	74.57%	3.26%	22.53%	74.27%	3.20%
Washington	20.49%	74.60%	4.90%	20.37%	74.88%	4.75%	22.31%	72.97%	4.71%
Wicomico	18.43%	76.67%	4.90%	18.02%	77.11%	4.87%	18.72%	76.17%	5.11%
Prince George's	15.97%	84.00%	0.03%	16.34%	83.63%	0.03%	17.75%	82.22%	0.03%
Baltimore Co.	15.91%	82.72%	1.38%	15.75%	82.86%	1.38%	16.50%	82.06%	1.43%
Anne Arundel	14.47%	84.78%	0.75%	14.80%	84.53%	0.67%	15.96%	83.35%	0.69%
Cecil	15.24%	79.29%	5.47%	15.10%	79.32%	5.58%	15.64%	78.96%	5.41%
Frederick	13.92%	81.20%	4.88%	14.13%	81.09%	4.78%	15.51%	79.60%	4.89%
Montgomery	14.40%	85.20%	0.41%	14.48%	85.09%	0.43%	15.38%	84.24%	0.39%
Howard	14.26%	84.73%	1.01%	14.21%	84.79%	1.00%	15.07%	83.85%	1.08%
Worcester	13.78%	84.66%	1.55%	15.07%	83.15%	1.78%	14.80%	83.38%	1.82%
Charles	12.65%	84.63%	2.71%	13.10%	84.32%	2.58%	14.42%	82.73%	2.86%
Somerset	13.49%	76.07%	10.44%	13.63%	76.06%	10.31%	14.28%	75.86%	9.86%
Harford	13.08%	83.72%	3.20%	13.48%	83.24%	3.27%	13.90%	83.04%	3.06%
Dorchester	12.91%	76.20%	10.89%	12.56%	76.82%	10.61%	13.12%	76.55%	10.33%
Caroline	10.69%	75.25%	14.06%	10.57%	75.44%	13.99%	11.39%	74.85%	13.76%
Kent	11.24%	75.79%	12.96%	11.18%	76.16%	12.66%	11.07%	76.24%	12.68%
Carroll	10.33%	84.61%	5.07%	10.01%	84.86%	5.13%	10.70%	83.83%	5.47%
St. Mary's	9.39%	85.27%	5.35%	9.02%	85.50%	5.47%	9.60%	85.01%	5.38%
Talbot	9.50%	79.35%	11.16%	9.30%	79.53%	11.17%	9.43%	79.00%	11.57%
Garrett	9.58%	85.94%	4.48%	9.39%	86.14%	4.46%	9.21%	86.32%	4.47%
Calvert	8.60%	88.90%	2.50%	8.76%	88.71%	2.52%	9.21%	88.34%	2.45%
Queen Anne's	8.53%	82.02%	9.45%	8.58%	81.85%	9.57%	9.08%	80.99%	9.93%
State Total	14.79%	83.43%	1.78%	14.89%	83.28%	1.83%	15.77%	82.37%	1.85%

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 10 Actual	FY 11 Budget	FY 12 Budget	Increase (Decrease)	% Change
Real Property Tax - Full year levy	\$224,278,113	\$210,900,000	\$193,400,000	(\$17,500,000)	-8.30%
Taxes - Discounts	(807,490)	(800,000)	(800,000)	0	0.00%
Senior Tax Credit	(22,010)	(10,000)	(25,000)	(15,000)	150.00%
Penalty and Interest	947,083	900,000	900,000	0	0.00%
Homestead Tax Credit	(38,157,696)	(19,400,000)	(6,300,000)	13,100,000	-67.53%
Non-Profit/Civic Group Tax Credit	(34,887)	(25,000)	(25,000)	0	0.00%
Personal Property Tax	277,363	300,000	250,000	(50,000)	-16.67%
Railroad & Public Utility	6,964,631	7,100,000	6,875,000	(225,000)	-3.17%
Ordinary Business Tax	6,804,773	6,800,000	6,775,000	(25,000)	-0.37%
Collections Office - Over/Under	(17)	(100)	0	100	-100.00%
Prior Years Taxes Deferred	296,565	250,000	250,000	0	0.00%
Semi-Annual Service Charges	219,844	200,000	200,000	0	0.00%
Total Local Property Taxes	\$200,766,272	\$206,214,900	\$201,500,000	(\$4,714,900)	-2.29%
Income Tax	\$98,309,157	\$102,000,000	\$108,000,000	\$6,000,000	5.88%
Admissions	\$246,184	\$275,000	\$275,000	\$0	0.00%
PILOT	23,003	21,000	20,000	(1,000)	-4.76%
911 Service Fee	1,163,737	1,225,000	1,165,000	(60,000)	-4.90%
Recordation Fee	9,224,371	10,000,000	8,000,000	(2,000,000)	-20.00%
Other Local Taxes	\$10,657,295	\$11,521,000	\$9,460,000	(\$2,061,000)	-17.89%
Police Aid - Regular Grant	\$620,224	\$600,000	\$620,000	\$20,000	3.33%
Highway User Revenue	482,322	0	0	0	0.00%
Total State Shared Taxes	\$1,102,546	\$600,000	\$620,000	\$20,000	3.33%
Beer, Wine, Liquor Licenses	\$204,860	\$200,000	\$200,000	\$0	0.00%
Amusements	7,533	10,000	8,000	(2,000)	-20.00%
Traders Licenses	135,784	140,000	140,000	0	0.00%
Mobile Home Licenses	57,610	60,000	60,000	0	0.00%
Animal Licenses	106,069	110,000	110,000	0	0.00%
Building Permits	401,984	400,000	400,000	0	0.00%
Plumbing Licenses	12,840	45,000	13,000	(32,000)	-71.11%
Marriage Licenses	29,200	30,000	30,000	0	0.00%
Electrical Licenses	16,968	55,000	17,000	(38,000)	-69.09%
Utility Construction Permits	33,130	33,000	33,000	0	0.00%
Electrical Permits	127,722	115,000	140,000	25,000	21.74%
Grading Permits	19,260	20,000	20,000	0	0.00%
Use & Occupancy Certificates	29,160	25,000	30,000	5,000	20.00%
Zoning Certificates/Ordinances	1,873	1,000	1,800	800	80.00%
Plumbing Permits	124,360	115,000	130,000	15,000	13.04%
Reinspection Fees	1,825	1,350	2,000	650	48.15%
Total Licenses and Permits	\$1,310,178	\$1,360,350	\$1,334,800	(\$25,550)	-1.88%

General Fund Operating Revenues

Revenue	FY 10 Actual	FY 11 Budget	FY 12 Budget	Increase (Decrease)	% Change
State Aid - Fire Protection	\$263,976	\$265,000	\$265,000	\$0	0.00%
State Aid - Long Term Treatment Facility	30,957	0	0	0	0.00%
Recreation & Parks Facilities	7,098	12,000	8,000	(4,000)	-33.33%
Bond Interest Subsidy	264,794	626,500	874,000	247,500	39.51%
State Retirement recovery	3,050	0	0	0	0.00%
Security Interest	285	0	0	0	0.00%
Grand & Petit Jury Reimbursement	48,450	30,000	35,000	5,000	16.67%
Circuit Court Master Reimbursement	261,880	272,000	130,000	(142,000)	-52.21%
Total Intergovernmental	\$880,490	\$1,205,500	\$1,312,000	\$106,500	8.83%
Lien Certification	\$135,754	\$120,000	\$135,000	\$15,000	12.50%
Data Processing Services	6,883	5,000	6,500	1,500	30.00%
Hearing Fees - Board of Zoning Appeals	5,210	10,000	8,000	(2,000)	-20.00%
Copy Fees	11,949	15,000	12,000	(3,000)	-20.00%
Telephone	48,265	40,000	2,500	(37,500)	-93.75%
Health Dept - BGE	67,069	50,000	55,000	5,000	10.00%
Hearing Fees - Zoning Administration	1,666	3,000	8,000	5,000	166.67%
Total General Government	\$276,796	\$243,000	\$227,000	(\$16,000)	-6.58%
Sheriff Salary Recovery	\$16,894	\$2,000	\$10,000	\$8,000	400.00%
Sheriff Fees	109,093	110,000	120,000	10,000	9.09%
Detention Center	194,954	200,000	210,000	10,000	5.00%
Sheriff - Town Deputies	125,993	82,000	85,000	3,000	3.66%
Inspection Fees - Roads	58,016	40,000	30,000	(10,000)	-25.00%
Inspection Fees - Development Review	26,612	35,000	25,000	(10,000)	-28.57%
Detention Center - Commissary	46,052	40,000	45,000	5,000	12.50%
Detention Center - Work Release	87,090	70,000	100,000	30,000	42.86%
Detention Center - Home Detention	32,465	30,000	10,000	(20,000)	-66.67%
ICE Inmates	300,937	150,000	200,000	50,000	33.33%
ICE Transportation	235,785	150,000	200,000	50,000	33.33%
Detention Center - Juvenile Transport	72,658	90,000	70,000	(20,000)	-22.22%
Circuit Court Annex - Rent & Heat	13,114	13,130	13,110	(\$20)	-0.15%
State Criminal Alien Asst. Prog	16,068	0	14,150	14,150	100.00%
Total Public Safety	\$1,335,731	\$1,012,130	\$1,132,260	\$120,130	11.87%
Vehicle Maintenance	\$395,121	\$400,000	\$325,000	(\$75,000)	-18.75%
Road Maintenance	130,000	100,000	85,000	(15,000)	-15.00%
Development Review Fees	225,057	250,000	200,000	(50,000)	-20.00%
Flood Plain Review Fees	10,350	5,000	5,000	0	0.00%
Fuel Recovery	623,010	650,000	750,000	100,000	15.38%
Stormwater/Environmental Review Fees	71,016	70,000	40,000	(30,000)	-42.86%
Engineering Review Fees	42,498	40,000	30,000	(10,000)	-25.00%
Forest Conservation Review Fees	28,922	45,000	30,000	(15,000)	-33.33%
Tower Fees	5,000	2,000	5,000	3,000	150.00%
Weed Control	6,617	7,000	20,000	13,000	185.71%
Total Public Works	\$1,537,591	\$1,569,000	\$1,490,000	(\$79,000)	-5.04%

General Fund Operating Revenues

Revenue	FY 10 Actual	FY 11 Budget	FY 12 Budget	Increase (Decrease)	% Change
Hashawha General Public Programs	\$8,186	\$17,000	\$17,000	\$0	0.00%
Hashawha School Programs	3,853	9,000	9,000	0	0.00%
Hashawha Outdoor School - Meals	150,925	145,000	150,000	5,000	3.45%
Hashawha Concessions	1,401	2,000	2,000	0	0.00%
Farm Museum - Admissions	44,145	35,000	35,000	0	0.00%
Farm Museum - Wine Festival	457,123	400,000	400,000	0	0.00%
Farm Museum - Concessions	57,385	55,000	50,000	(5,000)	-9.09%
Piney Run - Admissions	145,968	150,000	150,000	0	0.00%
Hashawha Fees	392,391	200,000	230,000	30,000	15.00%
Hashawha Milk Subsidy	1,560	5,000	2,000	(3,000)	-60.00%
Pavilion & Facility Rentals	38,140	36,000	36,000	0	0.00%
Piney Run Concessions	11,495	12,000	12,000	0	0.00%
Piney Run Boat Rentals	45,856	40,000	40,000	0	0.00%
Piney Run Programs	21,074	5,000	5,000	0	0.00%
Piney Run Nature Center Programs	4,418	10,000	8,000	(2,000)	-20.00%
Piney Run Nature Center Facility	1,782	1,000	2,000	1,000	100.00%
Piney Run Nature Camp	40,140	42,000	42,000	0	0.00%
Piney Run Nature Center Concessions	3,429	4,000	4,000	0	0.00%
Sports Complex - Concessions	20,587	35,000	20,000	(15,000)	-42.86%
Sports Complex - Tournament fees	150	0	0	0	0.00%
Sports Complex - Rent/Light	76,619	60,000	75,000	15,000	25.00%
Sports Complex - Advertisement	0	500	500	0	0.00%
Rec & Park program fees	30,000	0	0	0	0.00%
Farm Museum Sponsors	0	4,000	4,000	0	0.00%
Bus Trip Revenue	1,287	0	0	0	0.00%
Total Recreation	\$1,557,914	\$1,267,500	\$1,293,500	\$26,000	2.05%
Circuit Court Fines	\$35,086	\$42,000	\$40,000	(\$2,000)	-4.76%
Liquor License Fines	1,750	3,000	2,000	(1,000)	-33.33%
Animal Violation Fines	14,692	15,000	12,000	(3,000)	-20.00%
Miscellaneous Fines	2,250	0	0	0	0.00%
Civil Zoning Violations	2,400	1,000	1,800	800	80.00%
Humane Society Impound Fees	28,245	25,000	25,000	0	0.00%
Parking Violations	1,745	1,000	1,000	0	0.00%
Total Fines and Forfeits	\$86,168	\$87,000	\$81,800	(\$5,200)	-5.98%
Interest - Misc Loans	\$82,721	\$20,000	\$20,000	\$0	0.00%
Interest - Fire Company Loans	535,473	505,000	345,000	(160,000)	-31.68%
Investment Interest	1,383,662	900,000	1,200,000	300,000	33.33%
Unrealized Gains/Loss	723,636	0	0	0	0.00%
Rents and Royalties	1,430,745	165,000	200,000	35,000	21.21%
Rent - Family Law	284,014	0	6,600	6,600	100.00%
Humane Society Refunds	7,379	1,000	10,000	9,000	900.00%
Social Services Refunds	38,082	20,000	0	(20,000)	-100.00%
Advertising - Liquor licenses	4,000	12,000	8,000	(4,000)	-33.33%
Phone/Pager	6	50	0	(50)	-100.00%
Jury Duty	362	300	350	50	16.67%
Postage	21,515	25,000	20,000	(5,000)	-20.00%
Equipment Sales	62,086	45,000	70,000	25,000	55.56%

General Fund Operating Revenues

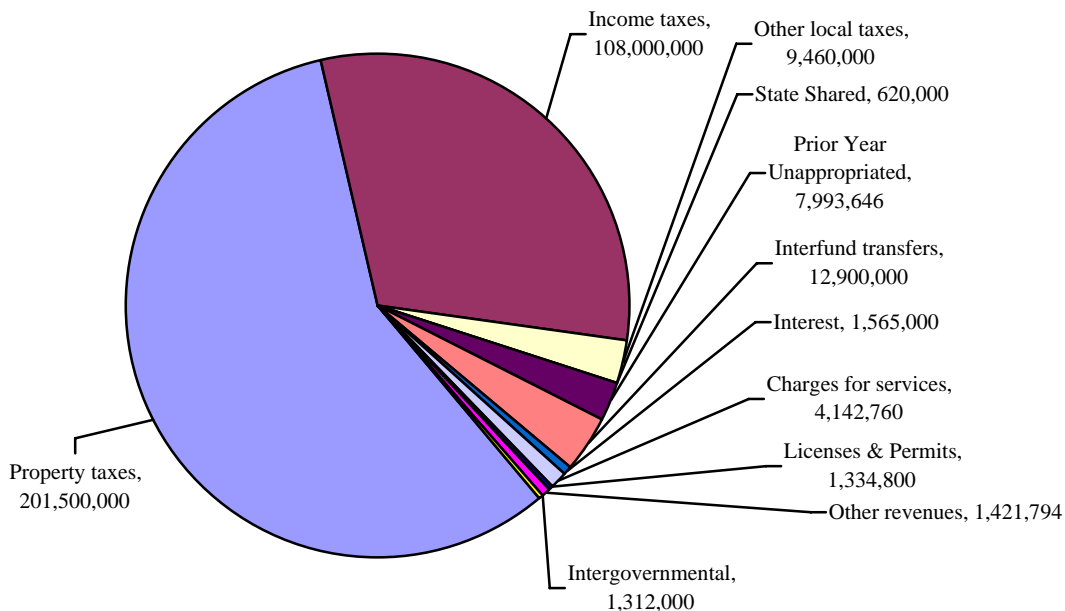
Revenue	FY 10 Actual	FY 11 Budget	FY 12 Budget	Increase (Decrease)	% Change
Woodland Management	33	500	44	(456)	-91.20%
Ag Extension Service	27,085	0	0	0	0.00%
Community support	2,141	0	0	0	0.00%
Miscellaneous	568,671	100,489	100,000	(489)	-0.49%
Activities - Farm Museum General	46,450	40,000	40,000	0	0.00%
Total Other	\$5,218,061	\$1,834,339	\$2,019,994	\$185,655	10.12%
Health Department	\$5,573	\$1,000	\$1,000	\$0	0.00%
Pension Recovery - Enterprise & Grants	292,690	0	300,000	300,000	100.00%
OPEB Recovery - Enterprise & Grants	360,462	0	400,000	400,000	100.00%
State Retirement Recovery - Enter & Grants	20,359	0	7,000	7,000	100.00%
Radio Equipment Recovery	9,519	0	0	0	0.00%
County Attorney Fees	190,822	183,000	177,000	(6,000)	-3.28%
Total Cost Recovery	\$879,425	\$184,000	\$885,000	\$701,000	380.98%
Total Annual Revenue	\$323,917,624	\$329,098,719	\$329,356,354	\$257,635	0.08%
Prior Year Unappropriated Reserve	0	8,103,281	7,993,646	(109,635)	-1.35%
Special Revenue Fund: Hotel Rental Tax	346,275	280,000	266,380	(13,620)	-4.86%
Special Revenue Fund: Cable Franchise Fee	820,275	830,000	883,620	53,620	6.46%
Transfer from Capital Fund	9,690,170	9,950,000	11,550,000	1,600,000	16.08%
General Obligation Bonds	7,866,029	0	0	0	0.00%
General Obligation Bond Premium	2,371,214	0	0	0	0.00%
Non-Cash Notes	4,662,430	0	0	0	0.00%
Prior Year IPA	0	738,000	200,000	(538,000)	-72.90%
Total Operating Revenue	\$349,674,017	\$349,000,000	\$350,250,000	\$1,250,000	0.36%

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.
General Obligation Bonds	Funds associated with the refunding of bonds.
General Obligation Bond Premium	Funds associated with the market rate of bonds being in excess of par value.
Non-Cash Notes	Agricultural Preservation funds associated with zero coupon Installment Purchase Agreements.
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 Budget Revenues

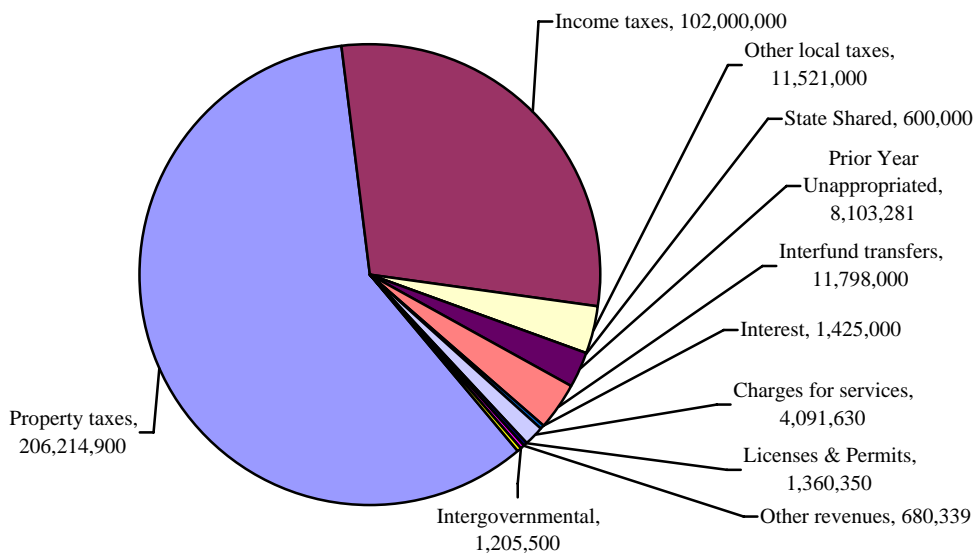
Fiscal Year 2012 Budget

\$350,250,000



Fiscal Year 2011 Budget

\$349,000,000



Operating Plan

Six Year Operating Revenue Forecast

	FY 12 Adopted	FY 13 Planned	FY 14 Planned	FY 15 Planned	FY 16 Planned	FY 17 Planned
Real Property - All Funds	190,696,100	188,789,139	191,149,003	195,449,856	201,801,976	208,360,540
% Change	-1.95%	-1.00%	1.25%	2.25%	3.25%	3.25%
Prop tax directly in Cap Fund	(3,096,100)	(2,452,760)	(1,906,280)	(1,403,730)	(1,013,770)	(880,380)
% Change	25.15%	-20.78%	-22.28%	-26.36%	-27.78%	-13.16%
Railroad & Public Utility	6,875,000	6,978,125	7,082,797	7,189,039	7,296,874	7,406,328
% Change	-3.17%	1.50%	1.50%	1.50%	1.50%	1.50%
Total Business Tax	7,025,000	7,165,500	7,308,810	7,454,986	7,604,086	7,756,168
% Change	-1.06%	2.00%	2.00%	2.00%	2.00%	2.00%
Total Property tax	\$201,500,000	\$200,480,004	\$203,634,330	\$208,690,151	\$215,689,166	\$222,642,656
% Change	-2.29%	-0.51%	1.57%	2.48%	3.35%	3.22%
Income Tax	108,000,000	112,400,000	119,144,000	126,292,640	133,870,198	141,902,410
% Change	5.88%	4.07%	6.00%	6.00%	6.00%	6.00%
Recordation	8,000,000	9,000,000	10,500,000	12,000,000	13,000,000	14,000,000
% Change	-20.00%	12.50%	16.67%	14.29%	8.33%	7.69%
Highway User Revenue	0	0	0	0	0	0
% Change	N/A	N/A	N/A	N/A	N/A	N/A
Building Permits	400,000	500,000	600,000	700,000	800,000	900,000
% Change	0.00%	25.00%	20.00%	16.67%	14.29%	12.50%
911 Service Fee	1,165,000	1,211,600	1,260,064	1,310,467	1,362,885	1,417,401
% Change	-4.90%	4.00%	4.00%	4.00%	4.00%	4.00%
Investment Interest	1,200,000	3,000,000	6,000,000	6,300,000	6,615,000	6,945,750
% Change	33.33%	150.00%	100.00%	5.00%	5.00%	5.00%
Total Major Revenues	\$320,265,000	\$326,591,604	\$341,138,394	\$355,293,257	\$371,337,250	\$387,808,216
% Change	-0.15%	1.98%	4.45%	4.15%	4.52%	4.44%
Tier 2 Revenues *	5,664,000	6,243,079	6,429,994	6,622,731	6,821,469	7,026,169
% Change	14.23%	10.22%	2.99%	3.00%	3.00%	3.00%
Tier 3 Revenues **	3,427,354	3,530,175	3,636,080	3,745,162	3,857,517	3,973,243
% Change	0.80%	3.00%	3.00%	3.00%	3.00%	3.00%
Annual Revenues	\$329,356,354	\$336,364,858	\$351,204,468	\$365,661,151	\$382,016,236	\$398,807,628
% Change	0.08%	2.13%	4.41%	4.12%	4.47%	4.40%
Prior Year Unapprop Reserve	7,993,646	8,500,000	3,324,525	3,388,176	3,531,107	3,670,649
% Change	-1.35%	6.33%	-60.89%	1.91%	4.22%	3.95%
Transfer from Spec Rev Fund	1,150,000	1,184,500	1,220,035	1,256,636	1,294,335	1,333,165
% Change	3.60%	3.00%	3.00%	3.00%	3.00%	3.00%
Transfer from Cap Fund - Inc Tax For Debt Service	11,550,000	11,932,755	12,906,276	13,269,591	12,793,316	12,221,244
% Change	16.08%	3.31%	8.16%	2.82%	-3.59%	-4.47%
Prior Year IPA	200,000	0	0	0	0	0
% Change	-72.90%	-100.00%	N/A	N/A	N/A	N/A
Total Revenues	\$350,250,000	\$357,982,114	\$368,655,305	\$383,575,554	\$399,634,995	\$416,032,687
% Change	0.36%	2.21%	2.98%	4.05%	4.19%	4.10%

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

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

Operating Plan

Fiscal Years 2012-2017

Department/Agency	FY 12 Budget	FY 13 Planned	FY 14 Planned	FY 15 Planned	FY 16 Planned	FY 17 Planned
Public Schools						
Board of Education	163,460,000	168,363,800	173,414,714	178,617,155	183,975,670	189,494,940
Board of Education Debt Service	13,500,000	12,925,013	13,833,523	13,949,617	13,392,120	12,895,111
Total Public Schools	\$176,960,000	\$181,288,813	\$187,248,237	\$192,566,772	\$197,367,790	\$202,390,051
Education Other						
Cable Regulatory Commission	110,250	113,558	116,964	120,473	124,087	127,810
Carroll County Community College	6,933,000	7,140,990	7,355,220	7,575,876	7,803,153	8,037,247
Carroll County Public Library	7,485,000	7,709,550	7,940,837	8,179,062	8,424,433	8,677,166
Community Media Center	445,000	458,350	472,101	486,264	500,851	515,877
Total Education Other	\$14,973,250	\$15,422,448	\$15,885,121	\$16,361,675	\$16,852,525	\$17,358,101
Public Safety and Corrections						
Circuit Court	1,328,090	1,371,433	1,412,471	1,454,740	1,498,277	1,543,120
Circuit Court Masters	384,400	395,932	407,810	420,044	432,646	445,625
Orphans Court	31,960	32,019	32,079	32,142	32,206	32,272
Volunteer Community Service Program	134,100	138,123	142,267	146,535	150,931	155,459
Total Courts	1,878,550	1,937,507	1,994,627	2,053,460	2,114,059	2,176,476
Detention Center	6,470,230	6,672,053	6,888,399	7,110,855	7,339,797	7,577,037
Sheriff's Services	5,925,420	6,823,606	7,557,580	7,784,313	8,017,808	8,258,337
Total Sheriff's Services	\$12,395,650	\$13,495,660	\$14,445,979	\$14,895,168	\$15,357,604	\$15,835,374
State's Attorney-Criminal Prosecution	2,092,650	2,154,966	2,219,615	2,286,203	2,354,790	2,425,433
Victim Witness Assistance	204,600	210,738	217,060	223,572	230,279	237,187
Carroll County Advocacy and Investigation Center	119,500	122,858	126,544	130,340	134,251	138,278
Total State's Attorney	\$2,416,750	\$2,488,562	\$2,563,219	\$2,640,116	\$2,719,319	\$2,800,899
Animal Control	747,570	814,997	840,097	865,890	841,397	866,639
EMS 24/7 Services	3,679,760	3,790,153	3,903,857	4,020,973	4,141,602	4,265,850
Resident Trooper Program	4,500,000	2,441,200	64,200	67,410	70,781	74,320
Volunteer Emergency Services Association	6,500,000	6,695,000	6,895,850	7,102,726	7,315,807	7,535,281
Total Public Safety and Corrections Other	\$15,427,330	\$13,741,350	\$11,704,004	\$12,056,999	\$12,369,587	\$12,742,090
Total Public Safety and Correction	\$32,118,280	\$31,663,079	\$30,707,829	\$31,645,743	\$32,560,570	\$33,554,839
Public Works						
Public Works Administration	231,820	238,775	245,938	253,316	260,915	268,743
Engineering Administration	177,480	182,804	188,289	213,937	220,355	226,966
Engineering-Construction Inspection	263,190	271,086	279,218	288,715	297,376	306,298
Engineering-Design	325,850	335,626	345,694	356,065	366,747	377,749
Engineering Survey	202,350	211,821	224,673	246,113	227,747	234,579
Roads Operations	5,877,570	6,054,930	6,236,427	6,423,368	6,615,917	6,814,243
Storm Emergencies	1,746,800	1,800,054	1,853,876	1,903,312	1,960,411	2,019,224
Traffic Control	274,650	282,890	291,376	300,117	309,121	318,395
Building Construction	197,025	202,936	209,024	215,295	221,753	228,406
Central Warehouse	165,080	169,517	174,603	179,841	185,236	190,793
Facilities	8,305,320	8,554,257	8,909,835	9,185,080	9,460,583	9,744,320
Fleet Management	6,000,000	6,894,265	7,005,653	7,176,323	7,931,362	8,165,903
Permits and Inspections	946,870	972,776	1,004,459	1,032,093	1,065,556	1,095,023
Total Public Works	\$24,714,005	\$26,171,736	\$26,969,065	\$27,773,575	\$29,123,081	\$29,990,642
Citizen Services						
Citizen Services Administration	205,870	212,046	249,907	257,405	265,127	273,081
Aging	721,150	742,635	764,764	787,556	811,033	835,214
Total Citizen Services	\$927,020	\$954,681	\$1,014,671	\$1,044,961	\$1,076,160	\$1,108,295
Access Carroll	20,000	20,600	21,218	21,855	22,510	23,185
ARC of Carroll County	234,340	241,370	248,611	256,070	263,752	271,664
Change	234,340	241,370	248,611	256,070	263,752	271,664
Long Term Treatment Facility	1,091,730	1,124,482	1,158,216	1,192,963	1,228,752	1,265,614
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
Mosaic Community Services Inc	102,910	105,997	109,177	112,453	115,826	119,301
Health Department	3,255,570	3,353,237	3,453,834	3,557,449	3,664,173	3,774,098
Human Services Program	796,390	820,282	844,890	870,237	896,344	923,234
Junction	142,370	146,641	151,040	155,572	160,239	165,046
Flying Colors of Success	36,000	37,080	38,192	39,338	40,518	41,734
Rape Crisis Intervention Service	85,240	87,797	90,431	93,144	95,938	98,817
Social Services	20,000	20,000	20,000	20,000	20,000	20,000
Target, Community and Educational Service	234,340	241,370	248,611	256,070	256,070	256,070
Youth Services Bureau	561,450	578,294	595,642	613,512	631,917	650,874
Total Citizen Services Other	\$7,089,930	\$7,302,028	\$7,520,489	\$7,745,503	\$7,969,586	\$8,200,392

Operating Plan

Fiscal Years 2012-2017

Department/Agency	FY 12 Budget	FY 13 Planned	FY 14 Planned	FY 15 Planned	FY 16 Planned	FY 17 Planned
Recreation Services Administration	184,450	189,984	201,183	201,718	207,770	214,003
Hashawha	628,620	645,155	664,374	684,171	704,561	725,563
Piney Run Park	368,790	383,102	394,338	405,808	417,622	429,791
Recreation	324,930	334,678	344,718	355,060	365,712	376,683
Sports Complex	200,390	206,402	212,594	218,972	225,541	232,307
Total Recreation and Parks	\$1,707,180	\$1,759,320	\$1,817,207	\$1,865,728	\$1,921,205	\$1,978,346
Farm Museum	703,825	726,072	748,051	770,683	793,986	817,731
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
Total Culture and Recreation Other	\$783,825	\$806,072	\$828,051	\$850,683	\$873,986	\$897,731
Total Citizen Services	\$10,507,955	\$10,822,100	\$11,180,418	\$11,506,876	\$11,840,938	\$12,184,764

Administrative Services						
Office of Administrative Services	193,370	199,171	205,146	211,301	217,640	224,169
TV Production	75,000	81,250	79,568	81,955	84,413	86,946
Management Analysis	80,000	82,400	84,872	87,418	90,041	92,742
Human Resources Administration	540,120	556,324	573,013	590,204	607,910	626,147
Health and Fringe Benefits	21,698,000	24,064,078	26,512,515	29,039,587	31,755,841	34,879,940
Payroll Taxes	3,001,900	3,135,704	3,258,435	3,346,188	3,436,574	3,539,671
Personnel Services	74,660	76,900	79,207	81,583	84,030	86,551
Total Human Resources	\$25,314,680	\$27,833,005	\$30,423,170	\$33,057,562	\$35,884,356	\$39,132,309
Emergency Management	20,070	20,672	21,296	21,936	22,598	23,272
Office of Public Safety and 911	3,281,000	3,475,149	3,634,103	3,663,051	3,745,120	3,855,530
Total Public Safety	\$3,301,070	\$3,495,821	\$3,655,399	\$3,684,987	\$3,767,718	\$3,878,802
Office of Technology Services	3,248,310	2,952,187	3,123,377	3,158,458	3,251,712	3,462,763
Production and Distribution	400,290	412,299	424,668	437,408	450,530	464,046
Total Department of Technology Svcs	\$3,648,600	\$3,364,485	\$3,548,044	\$3,595,866	\$3,702,242	\$3,926,809
Total Administrative Services	\$32,612,720	\$35,056,133	\$37,996,199	\$40,719,088	\$43,746,409	\$47,341,777

General Government						
Comptroller Administration	260,420	268,233	276,280	284,568	293,105	301,898
Accounting	660,110	679,908	700,300	721,303	742,937	765,220
Bond Issuance Expense	152,000	156,560	161,257	166,095	171,077	176,210
Collections Office	1,431,680	1,474,417	1,518,632	1,564,173	1,611,081	1,659,395
Independent Post Audit	47,000	48,410	49,862	51,358	52,899	54,486
Purchasing	347,480	357,904	368,642	379,701	391,092	402,825
Total Comptroller	\$2,898,690	\$2,985,432	\$3,074,972	\$3,167,198	\$3,262,191	\$3,360,033
County Attorney	894,890	921,737	949,389	977,870	1,007,207	1,037,423
Total County Attorney	\$894,890	\$921,737	\$949,389	\$977,870	\$1,007,207	\$1,037,423
Economic Development Administration	567,760	584,793	602,337	620,407	639,019	658,189
Business Employment & Resource Center	145,760	150,133	154,637	159,276	164,054	168,976
Economic Development Infrastructure and Grants	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Tourism	246,380	253,771	261,385	269,226	277,303	285,622
Total Economic Development	\$3,459,900	\$3,488,697	\$3,518,358	\$3,548,909	\$3,580,376	\$3,612,787
Land Use, Planning & Dev Admin	513,240	528,637	544,496	560,831	577,656	594,986
Planning	548,880	565,346	582,307	599,776	617,769	636,302
Development Review	435,750	448,823	462,287	476,156	490,440	505,154
Resource Management	851,260	930,313	977,020	1,025,145	1,075,899	1,066,976
Zoning Administration	139,380	143,149	147,444	151,867	156,423	161,116
Debt Service - Ag Pres	1,882,790	2,277,790	2,877,790	3,477,790	4,011,790	4,293,790
Total Land Use, Planning and Dev	\$4,371,300	\$4,894,058	\$5,591,345	\$6,291,565	\$6,929,978	\$7,258,323
Management and Budget Administration	161,550	166,397	171,388	176,530	181,826	187,281
Budget	409,900	429,397	435,078	455,771	461,804	483,768
Grant Management	110,280	113,588	116,996	120,506	124,121	127,845
Risk Management	3,749,040	3,536,959	3,330,542	3,130,060	2,932,499	2,539,643
Total Management and Budget	\$4,430,770	\$4,246,340	\$4,054,004	\$3,882,867	\$3,700,250	\$3,338,536
Board of Elections	654,600	673,929	613,147	817,271	751,789	774,343
County Commissioners	677,810	698,129	719,058	740,615	762,818	785,688
Board of License Commissioners	48,580	50,037	51,539	53,085	54,677	56,318
Board of Zoning Appeals	82,350	84,821	87,365	89,986	92,686	95,466
Total General Government Other	\$1,463,340	\$1,506,916	\$1,471,109	\$1,700,957	\$1,661,971	\$1,711,815
Total General Government	\$17,518,890	\$18,043,180	\$18,659,176	\$19,569,366	\$20,141,972	\$20,318,918

Conservation and Natural Resources						
Cooperative Extension	438,340	451,490	465,035	478,986	493,356	508,156
Gypsy Moth	30,000	30,000	30,000	30,000	30,000	30,000
Soil Conservation	343,400	353,702	364,313	375,242	386,500	398,095
Weed Control	29,700	30,591	31,509	32,454	33,428	34,430
Total Conservation and Natural Resources	\$841,440	\$865,783	\$890,857	\$916,682	\$943,283	\$970,681

Operating Plan

Fiscal Years 2012-2017

Department/Agency	FY 12 Budget	FY 13 Planned	FY 14 Planned	FY 15 Planned	FY 16 Planned	FY 17 Planned
Debt and Transfers						
Debt Service	26,100,000	25,369,206	25,804,257	26,785,146	28,066,538	29,353,806
Intergovernmental Transfers	2,734,000	2,734,000	2,734,000	2,843,360	2,957,094	3,075,378
Debt and Transfers	\$28,834,000	\$28,103,206	\$28,538,257	\$29,628,506	\$31,023,632	\$32,429,184
Reserves						
Reserve for Contingencies	3,371,954	3,579,821	3,686,553	3,835,756	3,996,350	4,160,327
Total Reserves	\$3,371,954	\$3,579,821	\$3,686,553	\$3,835,756	\$3,996,350	\$4,160,327
Interfund Transfers						
Transfer to Grant Fund - Aging	111,850	119,680	128,057	137,021	146,613	156,875
Transfer to Capital Fund	3,475,109	2,392,500	2,179,300	2,872,700	2,320,400	2,757,800
Transfer to Grant Fund - CCC for ABE	300,000	300,000	300,000	300,000	300,000	300,000
Transfer to Grant Fund - Planning	621,662	640,312	659,521	679,307	709,686	730,977
Transfer to Grant Fund - Recreation	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Grant Fund - Sheriff and Courts	201,575	207,622	213,851	220,266	226,874	233,681
Transfer to Grant Fund - State's Attorney/CCAIC	259,200	266,976	274,985	283,235	291,732	300,484
Transfer to Grant Fund - Local Management Board	71,500	76,505	81,860	87,591	93,722	100,282
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	199,510	205,495	211,660	218,010	224,550	231,287
Total Interfund Transfers	\$7,797,506	\$6,766,190	\$6,606,335	\$7,355,230	\$6,870,677	\$7,368,486
Projected Revenues	350,250,000	357,982,114	368,655,305	383,575,554	399,634,995	416,032,687
Projected Expenditures	350,250,000	357,782,488	368,368,047	381,879,268	394,467,225	408,067,769
Balance	\$0	\$199,626	\$287,257	\$1,696,285	\$5,167,770	\$7,964,918
Balances as a Percent of Revenues	0.0%	0.1%	0.1%	0.4%	1.3%	1.9%

Operating Impacts - General Fund

Community Investment Plan for Fiscal Years 2012 to 2017

	2012	2013	2014	2015	2016	2017
<u>CONSERVATION</u>						
Agricultural Land Preservation						
Debt Service	\$1,224,000	\$1,824,000	\$2,424,000	\$3,024,000	\$3,557,800	\$3,839,800
<u>CONSERVATION TOTAL</u>	\$1,224,000	\$1,824,000	\$2,424,000	\$3,024,000	\$3,557,800	\$3,839,800
<u>CULTURE & RECREATION</u>						
Tot Lot Replacement						
Maintenance			\$870		\$930	\$930
Total Operating Impacts	\$0	\$0	\$870	\$0	\$930	\$930
Westminster Community Park						
Maintenance					\$5,090	\$5,240
Total Operating Impacts	\$0	\$0	\$0	\$0	\$5,090	\$5,240
<u>CULTURE & RECREATION TOTAL</u>	\$0	\$0	\$870	\$0	\$6,020	\$6,170
<u>GENERAL GOVERNMENT</u>						
County Phone						
System Replacement						
Maintenance			\$30,000	\$30,900	\$31,830	\$32,790
Total Operating Impacts	\$0	\$0	\$30,000	\$30,900	\$31,830	\$32,790
<u>GENERAL GOVERNMENT TOTAL</u>	\$0	\$0	\$30,000	\$30,900	\$31,830	\$32,790
TOTAL GENERAL FUND	\$1,224,000	\$1,824,000	\$2,454,870	\$3,054,900	\$3,595,650	\$3,878,760

Public Schools Appropriations

Carroll County Public Schools Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Carroll County Public Schools	\$169,601,292	\$164,900,000	\$164,900,000	\$163,460,000	-0.87%	-0.87%
Carroll County Public Schools Debt Service	16,418,910	12,060,000	12,060,000	13,500,000	11.94%	11.94%
Total Public Schools	\$186,020,202	\$176,960,000	\$176,960,000	\$176,960,000	0.00%	0.00%

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 Communication and Understanding
- Engage in a Process of School Improvement

Highlights, Changes and Useful Information

- Carroll County Public Schools are under the control of the Board of Education of Carroll County, an elected board whose powers and duties are defined under state law. While the Board of County Commissioners has a funding obligation to the school system, they do not have any operational authority over it.
- Direct funding in FY 11 was based on funding at Maintenance of Effort (MOE). State law mandates that County governments spend the same amount per pupil, less one-time costs, from one year to the next. Each time a County government spends more than MOE, a new higher MOE is created.
- Prior to FY 11, the school system had been funded above Maintenance of Effort every year since FY 97.
- In addition to the direct funding the school system receives, the County provides nearly \$2 million of in-kind support. The bulk of this support is from providing space and utilities at the Winchester Building (Administrative Offices of CCPS) and the Kessler Warehouse.
- The County also provides the overwhelming majority of the funding for the school system's capital budget. In the Adopted Community Investment Plan, the County will provide \$95 million of the total \$106 million planned for school projects in FY 12-17.

Budget Changes

- Carroll County Public Schools' direct funding for FY 12 is \$1.44 M below FY 11 funding, but total direct funding and Debt Service is flat. The direct funding is \$0.96M above Maintenance of Effort.
- The increase in Debt Service is primarily due to deferred principal payments from the FY 09 bond sale, beginning in FY 12, along with the debt service related to the FY 11 sale.

Carroll County Public Schools

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	169,601,292	164,900,000	164,900,000	163,460,000	-0.87%	-0.87%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$169,601,292	\$164,900,000	\$164,900,000	\$163,460,000	-0.87%	-0.87%
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

Stephen H. Guthrie, Superintendent (410) 751-3000

Terry Cannon, Management and Budget

Project Coordinator (410) 386-2082

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

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 Communication and Understanding
- Engage in a Process of School Improvement

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 eight high schools.

Budget Changes

- The FY 12 budget is \$1.44M below FY 11, but \$0.96M above Maintenance of Effort.
- Percentage of the budget from each revenue source is as follows:

Source	FY 11 Budget	FY 12 Budget
County (incl. in-kind)	51.08%	49.98%
State	42.30%	43.04%
Federal	5.69%	6.04%
Other	0.93%	0.94%

- The following is a breakdown of anticipated funding sources, funding change from FY 11 and the percent of that change. The in-kind contribution includes the use of County facilities and services by CCPS without charge. State funding does not include payments to the retirement and pension system.

Funding Source	FY 12 Funding	Change from FY 11	Percent Change
County	\$163,460,000	(\$1,440,000)	(0.87%)
County In-Kind	1,978,900	-0-	0.0%
Prior year unexpended fund balance	-0-	(619,714)	(100.0%)
State	142,461,797	3,766,163	2.72%
Federal	19,980,541	1,322,719	7.09%
Other	3,123,615	73,074	2.40%
TOTAL	\$331,004,853	\$3,102,242	0.95%

Carroll County Public Schools

Educational Effort

According to Maryland State Department of Education statistics, Carroll County ranked 5th in the State in Educational Effort in FY 10, 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 12, are summarized below:

Budget Category	Amount	Percent of Total Budget
Administration	\$5,364,833	1.62%
Instructional Salaries and Wages	123,947,355	37.45%
Student Personnel Services	1,248,895	0.38%
Student Health Services	3,265,921	0.99%
Student Transportation	21,025,178	6.35%
Operation of Plant	25,856,666	7.81%
Maintenance of Plant	6,938,625	2.10%
Fixed Charges	67,818,950	20.49%
Community Services	346,000	0.10%
Capital Outlay	852,547	0.26%
Mid-Level Administration	23,409,502	7.07%
Special Education	39,712,907	12.00%
Textbooks and Instructional Supplies	8,191,174	2.47%
Other Instructional Costs	3,026,300	0.91%
Total	\$331,004,853	100%

Carroll County Public Schools Debt Service

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	16,418,910	12,060,000	12,060,000	13,500,000	11.94%	11.94%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$16,418,910	\$12,060,000	\$12,060,000	\$13,500,000	11.94%	11.94%
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 opened Manchester Valley High School in FY 10. In the last decade 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, Parr's Ridge Elementary School in Mt. Airy in FY 06, and Ebb Valley Elementary School in Manchester in FY 09.

Budget Change

The increase in Debt Service is primarily due to deferred principal payments from the FY 09 bond sale, beginning in FY 12 along with the debt service related to the FY 11 sale. This increase more than offset the reduction due to the actual bond sale in FY 11 being lower than budgeted.

Education Other Appropriations

Education Other Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Cable Regulatory Commission	\$90,075	\$110,250	\$110,250	\$110,250	0.00%	0.00%
Carroll Community College	6,933,000	6,933,000	6,933,000	6,933,000	0.00%	0.00%
Carroll County Public Library	8,413,733	7,635,000	7,635,000	7,485,000	-1.96%	-1.96%
Community Media Center	436,000	430,000	430,000	445,000	3.49%	3.49%
Total Education Other	\$15,872,808	\$15,108,250	\$15,108,250	\$14,973,250	-0.89%	-0.89%

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 the community.
- Work with educational and business partners to create and expand training and career programs to respond to local/regional employment needs.
- Maintain on-going coverage of important local events and activities.

Highlights, Changes and Useful Information

- Enrollment at the College is projected to increase 6% to 3,495 full time equivalent (FTE) students in FY 12.
- In addition to direct funding, the County also provides in-kind support to the College and the Library. The buildings used by these organizations are County property. Utilities and maintenance of these buildings is provided for in the County's Facilities budget. Health benefits for the Library's staff are provided for in the County's Health and Fringe budget.
- State funding to the College and Library is projected to be flat in FY12.
- The budgets for the Cable Regulatory Commission and the Community Media Center are fully funded with revenue generated by the Cable Franchise Fee.

Budget Changes

- In FY 12 operating budgets are generally held flat or reduced from FY 11.
- The Community Media Center budget is increasing slightly to align funding with anticipated collections.

Cable Regulatory Commission

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$47,061	\$0	\$0	\$0	0.00%	0.00%
Operating	43,014	110,250	110,250	110,250	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$90,075	\$110,250	\$110,250	\$110,250	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

Carol Shawver, Cable Coordinator (410) 386-2095

Terry Cannon, Management and Budget Project

Coordinator (410) 386-2082

www.carrollcable.tv

Mission and Goals

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

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.

Program Highlights

100% of the CRC Budget is funded through Cable Franchise Revenue.

Carroll Community College

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	6,933,000	6,933,000	6,933,000	6,933,000	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$6,933,000	\$6,933,000	\$6,933,000	\$6,933,000	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

Dr. Faye Pappalardo, President (410) 386-8100
Johanna Saltysiak, Budget Analyst (410) 386-2082
<http://www.carrollcc.edu/>

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:

- Develop learning enhancement strategies to improve transitional student performances and completion rates while reducing time to completion.
- Restructure the Student Retention and Enrollment Management process to plan and initiate objectives to improve student retention and success.
- Work with educational and business partners to create and expand credit/noncredit training and career programs to respond to local/regional employment needs.
- Expand the scope of service learning, student internships, and career development to better inform and expand students' career decision making.

Description

Carroll Community College is a publicly-supported, open-admissions Associate-level postsecondary education institution. The college serves the citizens and organizations of Carroll County. A seven member Board of Trustees, appointed by the Governor of Maryland, governs the college.

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

In addition to the direct contribution of \$6,933,000 the County provides the College with \$1,690,130, of in-kind services through the Bureau of Facilities to maintain the campus. Other sources of revenue include \$12,349,220 from tuition and fees, \$7,026,926 from the State and \$661,216 in other revenue.

The grant budget includes \$300,000 in matching funds for the Adult Basic Education grant.

Revenue	Amount	% of Budget
Tuition and Fees	\$12,349,220	43.3%
County (includes in-kind)	8,623,130	30.2%
State Aid	7,026,926	24.4%
Other	661,216	2.1%
Total	\$28,590,622	100.0%

Program Highlights

- Enrollment increased 5% to reach 4,108 students, the 11th consecutive year of record enrollments.
- A record 27.5% of the County's high school graduates in 2010 enrolled at the college in fall 2010.
- A total of 13,987 individuals took a credit or continuing education class at the college during 2009-10.

Budget Changes

In FY 12 operating budgets are generally held flat or reduced from FY 11.

Carroll County Public Library

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$778,733	\$0	\$0	\$0	0.00%	0.00%
Operating	7,635,000	7,635,000	7,635,000	7,485,000	-1.96%	-1.96%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$8,413,733	\$7,635,000	\$7,635,000	\$7,485,000	-1.96%	-1.96%
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
 Heidi K. Pepin, Budget Analyst (410) 386-2082
<http://library.carr.org/>

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 ages birth through five will have the resources and opportunities necessary 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.

There are six full service regional libraries:

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

In addition to the direct contribution of \$7,485,000, the County provides Carroll County Public Library with in-kind services of approximately \$404,000 through the Bureau of Facilities to maintain the branch system and \$831,000 through the

Human Resources budget to fund benefit costs of the library staff.

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

County Appropriation	\$7,485,000	83.51%
State Aid	981,985	10.96%
Other	496,000	5.53%
Total Revenue	\$8,962,985	100.00%

Program Highlights

In FY 10, CCPL circulated 4.2 million items, an 8.5% increase over FY 09.

	FY 07	FY 08	FY 09	FY 10
Books	2,365,778	2,408,988	2,497,549	2,636,111
Video	548,787	650,535	753,576	917,551
Audio	414,502	420,115	468,609	467,538
Periodicals	87,548	86,903	85,642	87,840
Other	5,213	39,628	80,208	105,033
Total	3,421,828	3,606,169	3,885,584	4,214,073

The library provides mobile service through a bookmobile and two vans serving children in daycare centers.

Budget Changes

Funding for the Carroll County Public Library has been reduced from FY 11.

Community Media Center

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	436,000	430,000	430,000	445,000	3.49%	3.49%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$436,000	\$430,000	\$430,000	\$445,000	3.49%	3.49%
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

www.cmcmd.tv

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:

- Meet the needs of all the Public, Education, and Government [PEG] partners for PEG services including facility access, equipment, and marketing of local channels to the public.
- Develop youth initiatives with Career & Technology to engage and help youth interested in media careers to develop their skills through community based projects.
- Continue serving Town and Community Channel 23; helping transition to new media production and distribution of information to meet community needs and desires.
- Assess and plan for digital transition to include equipment upgrades and content production specifically for WEB.
- Continue to develop Carroll History project through the development of partnerships with senior centers and local community service organizations to collect oral histories. Work to improve searchable archive of local historical content. Develop funding source for administration of continued initiatives.
- Develop OurCarroll.org, the community website for local content, discussion, and feedback to become the go to virtual community for local Carroll residents to connect and interact.
- Maintain on-going coverage of public meetings, important local events, and activities through Channel 19 and Channel 23.
- Develop a larger, broader volunteer base to help support the needs and demands of a growing community media center.
- Plan and execute more community events around new technologies and their use.

Description

The Community Media Center (CMC) is a Public, Education, and Government shared use production facility using new media resources to serve Education and Government partners, local non-profits, and individuals to produce content to broadcast over five channels 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 and distribute to the Internet.

Program Highlights

- The CMC revised its five year strategic plan.
- The CMC continues the Carroll County history project with the goal of making it self-sustainable by training local citizens to interview and collect oral histories. Ongoing partnership development will create a searchable archive of Carroll County multi-layered historical content.
- Creation of a Youth WEB-Channel, partnered with Career and Technology student program.
- Ongoing development of the new Community WEB portal based on community input.
- 100% of the CMC Budget is funded through the Cable Franchise Revenue.

Budget Changes

- The CMC Budget is based on projected revenue from the cable franchise fee. It is also adjusted for actual revenues collected in FY 10.
- In FY 12 the budget is increasing slightly to align funding with anticipated collections.

***Public Safety and Corrections
Appropriations***

Public Safety and Corrections Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Circuit Court	\$1,539,147	\$1,308,540	\$1,308,540	\$1,328,090	1.49%	1.49%
Circuit Court Masters	660,242	506,760	384,310	384,400	-24.15%	0.02%
Orphan's Court	36,420	31,960	31,960	31,960	0.00%	0.00%
Volunteer Community Service	163,823	133,770	133,770	134,100	0.25%	0.25%
Total Courts	\$2,399,631	\$1,981,030	\$1,858,580	\$1,878,550	-5.17%	1.07%

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Detention Center	\$7,722,875	\$6,528,580	\$6,519,770	\$6,470,230	-0.89%	-0.76%
Sheriff's Services	6,029,211	4,975,590	5,178,800	5,925,420	19.09%	14.42%
Total Sheriff's Services	\$13,752,086	\$11,504,170	\$11,698,570	\$12,395,650	7.75%	5.96%

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
State's Attorney's Office	\$2,552,286	\$2,093,920	\$2,093,920	\$2,092,650	-0.06%	-0.06%
Victim Witness Assistance	253,446	204,600	204,600	204,600	0.00%	0.00%
CC Advocacy & Investigation Center	113,064	119,960	119,960	119,500	-0.38%	-0.38%
Total State's Attorney	\$2,918,796	\$2,418,480	\$2,418,480	\$2,416,750	-0.07%	-0.07%

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Animal Control	\$811,119	\$757,570	\$757,570	\$747,570	-1.32%	-1.32%
EMS 24/7 Services	3,679,760	3,679,760	3,679,760	3,679,760	0.00%	0.00%
Resident Trooper	5,708,405	5,960,520	5,684,615	4,500,000	-24.50%	-20.84%
Volunteer Emergency Services Association	6,327,280	6,337,280	6,337,280	6,500,000	2.57%	2.57%
Total Public Safety Other	\$16,526,564	\$16,735,130	\$16,459,225	\$15,427,330	-7.81%	-6.27%

Total Public Safety and Corrections	\$35,597,077	\$32,638,810	\$32,434,855	\$32,118,280	-1.59%	-0.98%
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Courts

Courts Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Circuit Court	\$1,539,147	\$1,308,540	\$1,308,540	\$1,328,090	1.49%	1.49%
Circuit Court Masters	660,242	506,760	384,310	384,400	-24.15%	0.02%
Orphan's Court	36,420	31,960	31,960	31,960	0.00%	0.00%
Volunteer Community Service	163,823	133,770	133,770	134,100	0.25%	0.25%
Total Courts	\$2,399,631	\$1,981,030	\$1,858,580	\$1,878,550	-5.17%	1.07%

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.
- Provide prompt resolution of family law issues such as visitation, divorce, and custody.
- Ensure as many non-profit organizations and government agencies receive benefit from services of the Volunteer Community Service Program as possible.

Highlights, Changes and Useful Information

- The Circuit Court is part of a separate and equal branch of government. While the Commissioners have a legal requirement to adequately fund the Circuit Court, they do not have operational authority over it.
- The Circuit Court Masters and Volunteer Community Services are under the control of the Circuit Court of Carroll County.
- The State directly pays for the salaries and benefits for the Circuit Court Judges, their law clerks, and three Standing Masters of the Circuit Court. The County is partially reimbursed by the State for the salaries and benefits for one Circuit Court Juvenile Master. Support staff, such as court reporters and bailiffs, is funded by the County.
- In addition to direct funding to the Circuit Court, the County also provides in-kind support, including health, retirement, and other fringe benefits; payment of payroll taxes, building maintenance, technology services and support, and access to the County's fleet of pool vehicles and Personnel Services' staff.

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- The 24.15% decrease in the Circuit Court Masters is the result of the newly appointed Juvenile and Standing Master salary being paid directly by the State.
- The increase in the Circuit Court budget is primarily due to the increase in bailiff hours required for Visiting Judges and Civil Master court coverage.

Circuit Court

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$1,426,177	\$1,193,165	\$1,193,165	\$1,203,965	0.91%	0.91%
Operating	112,970	115,375	115,375	124,125	7.58%	7.58%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$1,539,147	\$1,308,540	\$1,308,540	\$1,328,090	1.49%	1.49%
Employees FTE	29.06	29.06	29.06	29.06	-----	-----

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

Johanna Saltysiak, Budget Analyst (410) 386-2082

<http://ccgoverment.carr.org/ccg/circuit-court/Default.aspx>

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

- Drug Treatment Court, implemented in FY 07, had 30 participants successfully complete the intensive thirteen month outpatient program.
- The court continues to actively participate in improving the mandated Maryland Circuit Courts Time Standards.

Budget Changes

- In FY 12 there are no salary increases.
- The 0.91% increase in Personnel is due to an increase in bailiff hours required for visiting judge and Civil Master court coverage.
- The 7.58% increase in Operating is due to an increase in security system maintenance fees.

Positions

Title	Type	FTE
<i>Bailiff</i>	Contractual	14.06
<i>Court Administrator</i>	Full-time	1.00
<i>Court Assignment Officer</i>	Full-time	4.00
<i>Court Reporter</i>	Full-time	3.00
<i>Court Reporter/Librarian</i>	Full-time	1.00
<i>Deputy Court Administrator</i>	Full-time	1.00
<i>Judicial Assistant</i>	Full-time	3.00
<i>Jury Commissioner</i>	Full-time	1.00
<i>Staff Attorney</i>	Full-time	1.00
Total		29.06

Contractual FTE for Bailiffs is based on 0.5

Total County Funding to Circuit Court

Department	Estimated Cost
<i>Circuit Court</i>	\$1,328,090
<i>Fringe Benefits</i>	159,600
<i>Payroll Taxes</i>	92,100
<i>Utilities</i>	185,400
<i>Building Repairs</i>	141,900
<i>Technology Support</i>	42,700
<i>Grant's Cash Match</i>	178,700
Total	\$2,128,490

Circuit Court Masters

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$654,270	\$501,600	\$379,150	\$379,150	-24.41%	0.00%
Operating	5,736	5,160	5,160	5,250	1.74%	1.74%
Capital Outlay	235	0	0	0	0.00%	0.00%
Total	\$660,242	\$506,760	\$384,310	\$384,400	-24.15%	0.02%
Employees FTE	8.00	8.00	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

The Honorable Michael M. Galloway, Administrative Judge
(410) 386-2650

Johanna Saltysiak, Budget Analyst (410) 386-2082

<http://ccgovernment.carr.org/ccg/circuit-court/judges.aspx>

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 preside 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.
- Direct funding from the State is provided for one contractual Domestic Master.
- The County is partially reimbursed by the State for the salary and benefits of one full-time Standing and Circuit Court Master.

Budget Changes

- There are no salary increases in FY 12.
- The 24.41% decrease in Personnel expense is the result of the newly appointed Juvenile and Standing Master salary being paid directly by the State.

Positions

Title	Type	FTE
Judicial Assistant	Full-time	4.00
Legal Assistant	Full-time	2.00
Master for Juvenile Causes*	Full-time	1.00
Total		7.00

*Salary and partial benefits reimbursed by the State

FTE's do not include one Master who supports the Juvenile Court and is paid directly by the State; not a County employee.

Total County Funding to Circuit Ct Masters

Department	Estimated Cost
Circuit Court Masters	\$384,400
Fringe Benefits	97,700
Payroll Taxes	29,000
Total	\$511,100

Orphan's Court

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$35,399	\$30,000	\$30,000	\$30,000	0.00%	0.00%
Operating	1,020	1,960	1,960	1,960	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$36,420	\$31,960	\$31,960	\$31,960	0.00%	0.00%
Employees FTE	0.75	0.75	0.75	0.75	-----	-----

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
Johanna Saltysiak, 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 distribute the estate according to the deceased's will.

Goals include:

- Enforce the statutes for the assessment and collection of inheritance tax.
- Educate the public of 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.

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

Positions

Title	Type	FTE
Judge Orphan's Court	By-Law	.75
Total		.75

Total County Funding to Orphan's Court

Department	Estimated Cost
Orphan's Court	\$31,960
Payroll Taxes/Pension	5,300
Total	\$37,260

Volunteer Community Service Program

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$158,678	\$128,570	\$128,570	\$128,570	0.00%	0.00%
Operating	5,145	5,200	5,200	5,530	6.35%	6.35%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$163,823	\$133,770	\$133,770	\$134,100	0.25%	0.25%
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**

Johanna Saltysiak, Budget Analyst (410) 386-2082

<http://ccgovernments.carr.org/ccg/circuit-court/vcsp.aspx>

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

- 432 juvenile and adult offenders completed hours in the community service program in FY 10.
- 13,784 volunteer hours were completed by offenders during FY 10.

In 2010, the Sunday work crew assignments included:

- Cleaning the Visitation Center
- Landscaping projects and maintenance at Springfield Hospital Center
- Assisting with annual fairs/festivals at Union Mills Homestead
- Assisting volunteer fire departments clean up after carnivals
- Assisted Bureau of Aging with the Pathway Project
- Trash pick up at the Landfill.

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

Positions

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

Total County Funding to VCS

Department	Estimated Cost
<i>Volunteer Community Service</i>	\$134,100
<i>Fringe Benefits</i>	22,600
<i>Payroll Taxes</i>	9,800
Total	\$166,500

Sheriff's Services

Sheriff's Office Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Detention Center	\$7,722,875	\$6,528,580	\$6,519,770	\$6,470,230	-0.89%	-0.76%
Sheriff's Services	6,029,211	4,975,590	5,178,800	5,925,420	19.09%	14.42%
Total Sheriff's Services	\$13,752,086	\$11,504,170	\$11,698,570	\$12,395,650	7.75%	5.96%

Mission and Goals

The Sheriff's Office is committed to safeguarding constitutional freedoms and the quality of life. The office will sustain public trust by holding members accountable to the highest standards of honesty, ethics, and integrity. Members will treat everyone in an unbiased, dignified and respectful manner without regard to human traits, characteristics, or status. Members are committed to partnerships with community, professional, and government associates promoting the quality of life. The Detention Center administration and staff are dedicated to providing correctional programs meeting all applicable County, State, and Federal standards.

Goals include:

- Promoting professional development and wellness
- Implementing new technologies that enhance public safety communications and information sharing
- Promoting service excellence through continued maintenance of CALEA standards
- Increasing outreach efforts
- Identify and receive additional revenue from vendors to reduce the cost of services to the citizens of Carroll County.

Highlights, Changes and Useful information

- The Sheriff is a constitutional office elected by the voters of Carroll County. While the Commissioners have a legal requirement to adequately fund the constitutional functions of the office, they do not have operational authority over the Department.
- In addition to direct funding to Sheriff Services, the County also provides in-kind support, including health, retirement, and other fringe benefits, payment of payroll taxes, building maintenance, assigned vehicles and maintenance, technology services and support, and access to the County's fleet of pool vehicles and Personnel Services' staff.
- In FY 10 the Commissioners provided uniformed law enforcement and correctional officers with an enhanced pension plan.
- In FY 11 the Board of County Commissioners unanimously voted to transition the County away from a contractual relationship with the Maryland State Police for Resident Trooper positions over the next three years and supplement the Sheriff's Office with additional Deputy Sheriff positions. Starting July 1, 2012 the Carroll County Sheriff's Office will be designated as the primary law enforcement agency for the County.

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- The 19.09% increase in the Sheriff's Services Budget from the FY 11 Original Budget is due to additional costs associated with 25 new positions. The increase in Sheriff Services Budget from the FY 11 Original Budget to the Adjusted is due to the mid-FY 11 addition of nine academy recruit positions. Two civilian positions and five certified positions are planned to be hired at the beginning of FY 12. Nine academy recruits are planned to be hired mid-FY 12.

Detention Center

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$6,288,134	\$5,045,740	\$5,036,930	\$4,971,180	-1.48%	-1.31%
Operating	1,404,786	1,439,830	1,439,830	1,461,450	1.50%	1.50%
Capital Outlay	29,955	43,010	43,010	37,600	-12.58%	-12.58%
Total	\$7,722,875	\$6,528,580	\$6,519,770	\$6,470,230	-0.89%	-0.76%
Employees FTE	109.50	109.50	109.50	108.50	-----	-----

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
<http://ccgoverment.carr.org/ccg/detcntr/default.asp>

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:

Identify and receive additional revenue from vendors to reduce the cost of services to the citizens of Carroll County.

Description

The Carroll County Detention Center is responsible for protecting the citizens of Carroll County by providing a secure holding facility for inmates 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 2009, Warden Hardinger was elected President of the Maryland Correctional Administrators Association (MCAA). MCAA is a statewide organization comprised of over 200 correctional professionals to enhance public safety by improving operations in local jails, addressing training and working conditions for correctional staff, and improving programs for those in custody of local facilities.

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from the FY 11 budget.
- The 1.31% decrease in Personnel from the FY 11 Adjusted Budget is due to a reduction of one Correctional Officer.

Positions

Title	Type	FTE
<i>Administrative Assistant</i>	<i>Full-time</i>	<i>6.00</i>
<i>Cook I</i>	<i>Full-time</i>	<i>3.00</i>
<i>Cook I</i>	<i>Contractual</i>	<i>0.50</i>
<i>Correctional Officer</i>	<i>Full-time</i>	<i>91.00</i>
<i>Correctional Specialist</i>	<i>Full-time</i>	<i>4.00</i>
<i>Executive Secretary</i>	<i>Full-time</i>	<i>1.00</i>
<i>Food Services Director</i>	<i>Full-time</i>	<i>1.00</i>
<i>Information Tech. Specialist</i>	<i>Full-time</i>	<i>1.00</i>
<i>Warden</i>	<i>Full-time</i>	<i>1.00</i>
Total		108.50

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.

Total County Funding to Detention Center

Department	Estimated Cost
<i>Detention Center</i>	<i>\$6,470,230</i>
<i>Fringe Benefits</i>	<i>2,267,000</i>
<i>Payroll Taxes</i>	<i>380,000</i>
<i>Public Safety</i>	<i>19,340</i>
<i>Utilities</i>	<i>140,000</i>
<i>Building Repairs</i>	<i>165,000</i>
<i>Technology Support</i>	<i>40,000</i>
<i>Fleet</i>	<i>71,000</i>
Total	\$9,552,570

Sheriff's Services

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$5,826,551	\$4,680,970	\$4,884,180	\$5,531,040	18.16%	13.24%
Operating	202,660	292,420	292,420	393,880	34.70%	34.70%
Capital Outlay	0	2,200	2,200	500	-77.27%	-77.27%
Total	\$6,029,211	\$4,975,590	\$5,178,800	\$5,925,420	19.09%	14.42%
Employees FTE	98.00	98.00	107.00	123.00	-----	-----

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
<http://ccgoverment.carr.org/ccg/sheriff/>

Mission and Goals

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

Description

The Sheriff's Office is responsible for providing a full range of law enforcement services to the citizens and includes:

- Prevention of crime and protection of life and property
- Enforcement of laws and ordinances
- Maintaining security of courts and transporting prisoners
- Locating and arresting persons wanted in Carroll County and fugitives from other States
- Carrying out court orders by collecting judgments or taking possession of property
- Executing warrants of restitution by evicting tenants from property
- Serving emergency evaluation and domestic violence orders
- Enforcement of Maryland's traffic laws

Program Highlights

In FY 11 the Board of County Commissioners unanimously voted to transition the County away from a contractual relationship with the Maryland State Police for Resident Trooper positions over the next three years and supplement the Sheriff's Office with additional Deputy Sheriff positions. Starting July 1, 2012 the Carroll County Sheriff's Office will be designated as the primary law enforcement agency for the County.

Budget Changes

- The increase in Personnel from the FY 11 Original to the Adjusted is due to the addition of nine academy recruits.
- The 13.24% increase in Personnel from the FY 11 Adjusted to FY 12 is due to the planned addition of five certified positions, and two civilian positions in July, 2011 and nine academy recruits in January, 2012.
- The 34.7% increase in Operating is due to one-time costs associated with the addition of 25 new positions.

Positions

Title	Type	FTE
<i>Administrative Assistant</i>	<i>Full-time</i>	<i>6.00</i>
<i>Administrative Secretary</i>	<i>Full-time</i>	<i>3.00</i>
<i>Bureau Chief</i>	<i>Full-time</i>	<i>1.00</i>
<i>Captain</i>	<i>Full-time</i>	<i>2.00</i>
<i>Constable</i>	<i>Contractual</i>	<i>2.00</i>
<i>Corporal</i>	<i>Full-time</i>	<i>28.00</i>
<i>Court Security Officer</i>	<i>Full-time</i>	<i>11.00</i>
<i>Crime Scene Technician</i>	<i>Full-time</i>	<i>2.00</i>
<i>Deputy 1st Class/Probationer</i>	<i>Full-time</i>	<i>43.00</i>
<i>Executive Secretary</i>	<i>Full-time</i>	<i>1.00</i>
<i>Fiscal Coordinator</i>	<i>Full-time</i>	<i>1.00</i>
<i>Lieutenant</i>	<i>Full-time</i>	<i>5.00</i>
<i>Logistical Services Assistant</i>	<i>Full-time</i>	<i>1.00</i>
<i>Major</i>	<i>Full-time</i>	<i>3.00</i>
<i>Police Service Assistant</i>	<i>Full-time</i>	<i>1.00</i>
<i>Polygraph Examiner</i>	<i>Full-time</i>	<i>1.00</i>
<i>Sergeant</i>	<i>Full-time</i>	<i>11.00</i>
<i>Sheriff</i>	<i>By-Law</i>	<i>1.00</i>
Total		123.00

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.

Total County Funding to Sheriff Services

Department	Estimated Cost
<i>Sheriff Services</i>	<i>\$5,925,420</i>
<i>Fringe Benefits</i>	<i>2,930,000</i>
<i>Payroll Taxes</i>	<i>423,000</i>
<i>Public Safety</i>	<i>138,140</i>
<i>Utilities</i>	<i>20,000</i>
<i>Building Repairs</i>	<i>10,000</i>
<i>Technology Support</i>	<i>120,850</i>
<i>Fleet</i>	<i>975,000</i>
<i>Grant's cash match</i>	<i>22,875</i>
Total	\$10,565,285

State's Attorney

State's Attorney's Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
State's Attorney's Office	\$2,552,286	\$2,093,920	\$2,093,920	\$2,092,650	-0.06%	-0.06%
Victim Witness Assistance	253,446	204,600	204,600	204,600	0.00%	0.00%
CC Advocacy & Investigation Center	113,064	119,960	119,960	119,500	-0.38%	-0.38%
Total State's Attorney	\$2,918,796	\$2,418,480	\$2,418,480	\$2,416,750	-0.07%	-0.07%

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.
- Reduce trauma to children and adults who have been abused.
- Secure incarceration for individuals who commit crimes.

Highlights, Changes and Useful Information

- The State's Attorney is a constitutional office elected by the voters of Carroll County. While the Commissioners have a legal requirement to adequately fund the constitutional functions of the office, they do not have operational authority over the Department.
- In addition to direct funding to the State's Attorney Office, the County also provides in-kind support, including health, retirement, and other fringe benefits, payment of payroll taxes, building maintenance, assigned vehicles and maintenance, technology services and support, and access to the County's fleet of pool vehicles and Personnel Services' staff.
- New Cases to State's Attorney's Office:

	CY 07	CY 08	CY 09	CY10
Circuit Court	1,397	1,417	1,380	1,409
District Court	4,305	4,819	4,784	4,821
Juvenile Court	398	375	277	255
Totals	6,100	6,611	6,441	6,485

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

State's Attorney's Office

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$2,460,521	\$1,978,625	\$1,978,625	\$1,970,085	-0.43%	-0.43%
Operating	91,366	114,920	114,920	122,115	6.26%	6.26%
Capital Outlay	399	375	375	450	20.00%	20.00%
Total	\$2,552,286	\$2,093,920	\$2,093,920	\$2,092,650	-0.06%	-0.06%
Employees FTE	35.50	35.50	35.50	35.50	-----	-----

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

Johanna Saltysiak, Budget Analyst (410) 386-2082

<http://ccgoverment.carr.org/ccg/stateatt/index.html>

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, robbery, sexual offenses, burglary, murder, automobile manslaughter, economic/white collar crime, 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 08	CY 09	CY 10
Circuit Court	1,417	1,380	1,409
District Court	4,819	4,784	4,821
Juvenile Court	375	277	255
Total	6,611	6,441	6,485

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

Positions

Title	Type	FTE
<i>Assistant State's Attorney I</i>	Full-time	3.00
<i>Assistant State's Attorney II</i>	Full-time	3.00
<i>Chief Investigator</i>	Full-time	1.00
<i>Chief Deputy State's Attorney</i>	Full-time	1.00
<i>Deputy State's Attorney</i>	Full-time	1.00
<i>Extradition Fugitive Technician</i>	Full-time	1.00
<i>Investigator</i>	Full-time	4.00
<i>Law Clerk</i>	Full-time	1.00
<i>Office Administrator</i>	Full-time	1.00
<i>Prosecution Aide</i>	Full-time	1.00
<i>Prosecution Aide</i>	Part-time	0.50
<i>Prosecution Assistant</i>	Full-time	11.00
<i>Senior Asst. State's Attorney</i>	Full-time	4.00
<i>Specialty Unit Supervisor</i>	Full-time	2.00
<i>State's Attorney</i>	By-law	1.00
Total		35.50

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

Total County Funding to State's Atty's Office

Department	Estimated Cost
<i>State's Attorney's Office</i>	\$2,092,650
<i>Fringe Benefits</i>	366,500
<i>Payroll Taxes</i>	150,700
<i>Utilities</i>	75,000
<i>Technology Support</i>	8,400
<i>Fleet</i>	44,700
<i>Grant's Cash Match</i>	259,200
Total	\$2,997,150

Victim Witness Assistance

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$251,272	\$193,730	\$193,730	\$193,730	0.00%	0.00%
Operating	2,173	10,870	10,870	10,870	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$253,446	\$204,600	\$204,600	\$204,600	0.00%	0.00%
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

Jerry Barnes, State's Attorney (410) 386-2671

Johanna Saltysiak, Budget Analyst (410) 386-2082

<http://ccgoverment.carr.org/ccg/stateatt/vicwit.htm>

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 and status 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 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 for victims/witnesses with crime related

employer problems, and aid with filing victim compensation claims. 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. This unit serves as a liaison between victims/witnesses and law enforcement, and prosecutors involved in investigating and prosecuting crimes committed in Carroll.

Program Highlights

- In 2010, 17,192 written and 2,329 telephone court notifications were provided to victims and witnesses by Victim Witness Assistance staff.
- More than 1,534 victim interviews were conducted and over 1,523 referrals were given to victims in need of counseling or support services during 2010.

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

Positions

Title	Type	FTE
<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
<i>Prosecution Assistant</i>	Full-time	2.00
Total		5.00

Total County Funding to Victim Witness

Department	Estimated Cost
<i>Victim Witness</i>	\$204,600
<i>Fringe Benefits</i>	49,200
<i>Payroll Taxes</i>	14,800
Total	\$268,600

Carroll County Advocacy and Investigation Center

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$106,551	\$94,790	\$94,790	\$94,790	0.00%	0.00%
Operating	5,958	25,170	25,170	24,490	-2.70%	-2.70%
Capital Outlay	556	0	0	220	100.00%	100.00%
Total	\$113,064	\$119,960	\$119,960	\$119,500	-0.38%	-0.38%
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

Jerry Barnes, State's Attorney (410) 386-2671
 Johanna Saltysiak, Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/stateatt/childab.htm>

Mission and Goals

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

Goals include:

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

Description

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

Program Highlights

In FY 10, CCAIC charged 14 of the 305 cases investigated.

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

Positions

Title	Type	FTE
Law Enforcement Administrator	Contractual	1.00
Victim Support Coordinator	Full-time	1.00
Total		2.00

Total County Funding to CCAIC

Department	Estimated Cost
CC Advocacy Investigation Center	\$119,500
Fringe Benefits	10,400
Payroll Taxes	7,200
Fleet	13,200
Total	\$150,300

Public Safety Other

Public Safety Other Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Animal Control	\$811,119	\$757,570	\$757,570	\$747,570	-1.32%	-1.32%
EMS 24/7 Services	3,679,760	3,679,760	3,679,760	3,679,760	0.00%	0.00%
Resident Trooper	5,708,405	5,960,520	5,684,615	4,500,000	-24.50%	-20.84%
Volunteer Emergency Services Association	6,327,280	6,337,280	6,337,280	6,500,000	2.57%	2.57%
Total Public Safety Other	\$16,526,564	\$16,735,130	\$16,459,225	\$15,427,330	-7.81%	-6.27%

Mission and Goals

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

Highlights, Changes and Useful Information

- In FY 11 the Board of County Commissioners unanimously voted to transition the County away from a contractual relationship with the Maryland State Police for Resident Trooper positions over the next three years and supplement the Sheriff's Office with additional Deputy Sheriff positions. Starting July 1, 2012 the Carroll County Sheriff's Office will be designated as the primary law enforcement agency for the County.
- The organizations in Public Safety Other operate independently of Board of Carroll County Commissioners authority. Animal Control is provided by the Humane Society. Fire and Ambulance services are provided by the Volunteer Emergency Services Association (VESA). The Resident Trooper Program is administered by the Maryland State Police.
- In addition to direct funding, the County also provides varying levels of in-kind support to these organizations. All of the organizations benefit from the County maintaining the emergency communication system. For the Humane Society, the County provides health benefits, vehicle maintenance, as well as building maintenance and insurance. VESA receives radios and access to capital financing from the County's bonding authority.
- Thirteen companies have at least one 24/7 paid medic unit. Sykesville and Westminster have two 24/7 paid medic units.

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- The Animal Control budget decreased by 1.32% primarily due to a reduction in worker's compensation costs.
- The 24.50% decrease in Resident Trooper Program is due to a reduction in the number of contracted troopers from 45 to 30. This is offset by the addition of 14 positions in the Sheriff Services budget and associated one-time equipment costs in FY 12. The indirect percentage rate increased from 25.47% of direct costs to 31.33%.
- The 2.57% increase in the Volunteer Emergency Services Association is due to a projected 3% increase in physical costs, a projected 15% increase in worker's compensation, and increases in general operating expenses.

Animal Control

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	811,119	757,570	757,570	747,570	-1.32%	-1.32%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$811,119	\$757,570	\$757,570	\$747,570	-1.32%	-1.32%
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 “Nicky” Ratliff, Executive Director,
 Humane Society of Carroll County (410) 848-4810
 Larry R. Brown, Senior Budget Analyst (410) 386-2082
www.carr.org/humane

Mission and Goals

The Humane Society of Carroll County, Inc. attempts to alleviate the pain and suffering of animals, educate the public about their needs, 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 has an MOU with the Humane Society of Carroll County to provide animal care and 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 to provide pertinent information for the staff. There is no charge to bring an animal to the shelter.

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

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

- Life-threatening animal situations
- Injured domestic stray animals (owners unavailable)
- Wild animals within a home (including bats)
- Police, Fire, and Health Depts. need for assistance

Program Highlights

During calendar year 2010:

- 5,192 animals were received.
- Animal Control Officers responded to more than 2,000 calls for assistance from the public.
- 11,096 dog licenses were sold.
- 55.4% of all at-large dogs were returned to their owners, 3.45% of stray domesticated cats were returned.
- 95.6% of adopted cats and dogs were spayed or neutered, thus cutting down on pet overpopulation.
- 1,188 animals were adopted or placed with a rescue group.
- Animal Control officers inspected and licensed 100 kennels, as well as all pet shops, grooming shops, circuses, and other commercial animal establishments/exhibitions.
- During FY 10, Animal Control collected \$150,613 through the sale of dog tags, inspections, and issuance of animal violations. All proceeds are turned over to the County and recorded as revenues.

Pictures of stray animals and animals for adoption are available on the Humane Society’s website for the public’s convenience.

Budget Changes

The operating budget decreased 1.32% primarily due to a reduction in Worker’s Compensation.

EMS 24/7 Services

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	3,679,760	3,679,760	3,679,760	3,679,760	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$3,679,760	\$3,679,760	\$3,679,760	\$3,679,760	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

Steve Wantz, President VESA (410) 848-1488

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

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

Mission and Goals

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

Description

The Carroll County Board of Commissioners separated this budget from the VESA 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 have been implemented in five phases. Since 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

In FY 12 operating budgets are generally held flat or reduced from FY 11.

Resident Trooper Program

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	5,708,405	5,960,520	5,684,615	4,500,000	-24.50%	-20.84%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$5,708,405	\$5,960,520	\$5,684,615	\$4,500,000	-24.50%	-20.84%
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

Deborah Effingham, Management and Budget Project

Coordinator (410) 386-2082

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

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, twenty-three uniformed Troopers, seven criminal investigators, and a secretary provide law enforcement, investigative services, and assistance to the five municipal police forces and the Sheriff's Department.

Budget Changes

- The 24.5% decrease in Budget is due to a decrease in the number of contracted trooper positions from 45 to 30. This is offset by the addition of 14 positions in the Sheriff Services budget and associated one-time equipment costs in FY 12. The indirect percentage rate increased from 25.47% of direct costs to 31.33%
- The FY 12 rate results in an increase of indirect costs by \$10K per position.

Personnel Detail

Rank	Number
First Sergeant	1.0
Corporal	4.0
Trooper First Class	18.0
Trooper First Class - Investigator	6.0
Trooper	1.0
Office Secretary	1.0
Total	31.0

Volunteer Emergency Services Association

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$149,832	\$0	\$0	\$0	0.00%	0.00%
Operating	6,177,448	6,337,280	6,337,280	6,500,000	2.57%	2.57%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$6,327,280	\$6,337,280	\$6,337,280	\$6,500,000	2.57%	2.57%
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 Wantz, President VESA (410) 848-1488

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

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

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 name of the Carroll County Volunteer Firemen's Association has changed, as of October 1, 2004, to the Carroll County Volunteer Emergency Services Association to better reflect the scope of the services they provide. The VESA is the hub of all the County fire department's 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.

Budget Changes

The 2.57% increase in Operating is due to funding a three per cent increase in physical costs, a 15.0% projected increase in worker's compensation and an overall increase in general operating expenses.

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 08	CY 09	CY 10
Fire	2,868	2,741	2,743
EMS	11,827	12,250	12,554
Rescue	1,068	1,099	978
Mutual Aid	2,085	1,991	1,941
Total	17,848	18,081	18,216

	Budget FY 11	Budget FY 12
Total Fire Company Operating Budgets	\$4,949,143	\$5,075,143
Administrative Budgets	\$599,735	\$611,812
Workers Compensation	165,357	190,000
Malpractice Insurance	15,435	15,435
EVODs	607,610	607,610
Subtotal Special Items	\$788,402	\$813,045
TOTAL	\$6,337,280	\$6,500,000

Public Works Appropriations

Public Works Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Public Works Administration	\$416,205	\$210,200	\$268,775	\$231,820	10.29%	-13.75%
Engineering Administration	372,496	216,820	178,510	177,480	-18.14%	-0.58%
Engineering Construction Inspection	390,128	263,190	263,190	263,190	0.00%	0.00%
Engineering Design	397,643	326,320	326,320	325,850	-0.14%	-0.14%
Engineering Survey	253,920	202,670	202,670	202,350	-0.16%	-0.16%
Roads Operations	6,999,744	6,766,140	6,695,030	5,877,570	-13.13%	-12.21%
Storm Emergencies	3,047,668	1,800,000	1,800,000	1,746,800	-2.96%	-2.96%
Traffic Control	266,172	274,650	274,650	274,650	0.00%	0.00%
General Services Administration	178,491	177,410	0	0	-100.00%	0.00%
Building Construction	459,676	234,690	232,421	197,025	-16.05%	-15.23%
Central Warehouse	175,973	165,100	165,100	165,080	-0.01%	-0.01%
Facilities	8,201,803	8,630,200	8,614,720	8,305,320	-3.76%	-3.59%
Fleet Management	5,018,201	5,272,000	5,263,725	6,000,000	13.81%	13.99%
Permits and Inspections	1,393,077	1,015,080	981,554	946,870	-6.72%	-3.53%
Total Public Works	\$27,571,198	\$25,554,470	\$25,266,666	\$24,714,005	-3.29%	-2.19%

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 buildings, roads, bridges, storm drains, water and sewer systems, and landfills.

Goals include:

- To ensure and protect the health, safety, convenience, and enjoyment of the citizens using County facilities.
- Oversee the design and construction of Community Investment Plan projects.
- Provide safe and reliable transportation and equipment to all County agencies and other agencies in a cost-effective manner.
- Continue to maintain the network of county-maintained roads.
- Focus on preventative maintenance efforts to extend the life of County owned buildings, vehicles, and equipment.

Highlights, Changes and Useful Information

- In FY 11, The Board of County Commissioners consolidated the Department of General Services and the Department of Public Works resulting in the elimination of a Director position.
- Staff in the Department of Public Works has been reduced by nearly 16% since FY 09.
- The Department of Public Works supports not just County Government operations but a host of outside agencies at varying levels, including Sheriff Services, Detention Center, State's Attorney Office, Circuit Court, Public School System, Community College, Library, Board of Elections, local nonprofit organizations, and others.

Budget Changes

- The decrease from FY 11 Original to FY 11 Adjusted is due to salary adjustments associated with turnover and the elimination of Director of General Services position.
- The decrease in Roads Operations is due to shifting pavement preservation to the capital fund as an interfund transfer.
- Included in the FY 12 Fleet budget is \$428,000 for 14 additional police vehicles, the first year of a three year transition from the Resident Trooper Program to the Sheriff's Department.
- As part of the FY 12 budget process five positions were eliminated including a Project Manager, an Electrical Inspector, a Custodian, a Road Maintenance Worker, and a Forester.

Public Works Administration

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$366,511	\$196,520	\$255,095	\$222,935	13.44%	-12.61%
Operating	49,562	13,680	13,680	8,885	-35.05%	-35.05%
Capital Outlay	132	0	0	0	0.00%	0.00%
Total	\$416,205	\$210,200	\$268,775	\$231,820	10.29%	-13.75%
Employees FTE	2.30	2.30	4.30	3.70	-----	-----

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 Public Works

(410) 386-2248

Robin Hooper, Budget Analyst (410) 386-2082

<http://ccgoverment.carr.org/ccg/pubworks/default.asp>

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:

- Airport
- Building Construction
- Central Warehouse
- Engineering
- Facilities
- Fleet Management
- Permits and Inspections
- Roads
- Solid Waste
- Utilities

Budget Changes

- In FY 12 there are no salary increases.
- The increase in Personnel and FTE's from the FY 11 Original to the Adjusted is due to reorganization directed by the Board of Commissioners and the transfer of security expenses and the Administrative Office Associate from the General Services Administration budget.
- The decrease in Personnel in FY 12 is due to the transfer of .50 of an Administrative Office Associate position to the Solid Waste Enterprise Fund and .10 to the Utilities Enterprise Fund.

Positions

Title	Type	FTE
Administrative Office Associate	Full-time	1.40
Deputy Director	Full-time	0.10
Director	Full-time	1.00
Financial Manager	Full-time	0.20
Security Staff	Contractual	1.00
Total		3.70

45% of the Deputy Director, 40% of the Financial Manager, and 50% of an Administrative Assistant are charged to the Solid Waste Enterprise Fund. In addition, 45% of the Deputy Director, 40% of the Financial Manager and 10% of an Administrative Assistant are charged to the Bureau of Utilities Enterprise Fund.

Engineering Administration

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$367,839	\$208,570	\$170,260	\$170,260	-18.37%	0.00%
Operating	4,657	8,250	8,250	7,220	-12.48%	-12.48%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$372,496	\$216,820	\$178,510	\$177,480	-18.14%	-0.58%
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

Deborah Butler, Bureau Chief of Engineering (410) 386-2157

Robin Hooper, Budget Analyst (410) 386-2082

<http://ccgoverment.carr.org/ccg/engineer/default.asp>

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.
- Keep citizens abreast of on-going capital projects.
- Satisfy other agencies requests for engineering design and survey-related services.

Description

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

- Construction Inspection
- Design
- Survey

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

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

Program Highlights

During 2010, the Bureau administered ten engineering consultant contracts and eleven roadways, bridge, and utility construction projects.

Budget Changes

- The decrease in Personnel from the FY 11 Original to the Adjusted is due to the transfer of an Engineer position to the Development Review Budget.
- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

Positions

Title	Type	FTE
<i>Bureau Chief</i>	Full-time	1.00
<i>Capital Improvement Specialist</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
Total		3.00

Engineering Construction Inspection

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$386,936	\$259,730	\$259,730	\$259,730	0.00%	0.00%
Operating	3,192	3,460	3,460	3,460	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$390,128	\$263,190	\$263,190	\$263,190	0.00%	0.00%
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
Robin Hooper, Budget Analyst (410) 386-2082

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 the collection of 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:

- Greenmount Church Bridge
- Falls Road Improvements
- Obrecht Road (White Rock Road to Sykesville town limits)
- Three road maintenance overlay projects

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

Positions

Title	Type	FTE
Construction Inspector	Full-time	4.00
Manager/Construction Inspector	Full-time	1.00
Total		5.00

Engineering Design

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$391,365	\$319,045	\$319,045	\$319,045	0.00%	0.00%
Operating	6,277	7,275	7,275	6,805	-6.46%	-6.46%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$397,643	\$326,320	\$326,320	\$325,850	-0.14%	-0.14%
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

Deborah Butler, Bureau Chief of Engineering (410) 386-2157
Robin Hooper, Budget Analyst (410) 386-2082

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:

- To prepare accurate buildable construction drawings, specifications and cost estimates.
- To decrease the number of bridge structures with sufficiency rating less than sixty.
- To improve the network pavement condition index.

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, the project is advertised to initiate the bid process and then to award the contract.

Program Highlights

- During 2010, the Design Division managed nine road and bridge projects totaling a little more than \$11.0 million. Nine projects were awarded at or below budgeted cost and completed within 10% of the original contract price.
- Of the twenty-three structures with sufficiency ratings less than sixty, one was replaced in 2010, and eight are in progress.

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

Positions

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

Engineering Survey

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$248,921	\$193,680	\$193,680	\$193,680	0.00%	0.00%
Operating	5,000	8,990	8,990	8,670	-3.56%	-3.56%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$253,920	\$202,670	\$202,670	\$202,350	-0.16%	-0.16%
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
Robin Hooper, Budget Analyst (410) 386-2082

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.
- Place all Survey Control cards on the County website for public access.

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 used as reference points for surveys. All projects requiring County review must be based on one of these survey control points.

Program Highlights

Type of Project	FY 08	FY 09	FY 10
Topographic Surveys	113	124	109
Right-of Way/Easement Plats	37	38	44
Boundary Outline Surveys	67	90	71
New Deed Descriptions	24	26	37
Public Works Projects	66	96	76
Other County Agencies Projects	55	56	72

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

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
Total		5.00

Roads Operations

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$4,994,698	\$3,730,970	\$3,659,860	\$3,637,500	-2.51%	-0.61%
Operating	1,993,935	3,032,070	3,032,070	2,236,170	-26.25%	-26.25%
Capital Outlay	11,112	3,100	3,100	3,900	25.81%	25.81%
Total	\$6,999,744	\$6,766,140	\$6,695,030	\$5,877,570	-13.13%	-12.21%
Employees FTE	104.90	106.90	106.90	105.90	-----	-----

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

Contact

Bruce Lockard, Bureau Chief of Roads (410) 386-6717

Robin Hooper, Budget Analyst (410) 386-2082

<http://ccgoverment.carr.org/ccg/roads/default.asp>

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 150 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

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

Budget Changes

- The decrease in Personnel from the FY 11 Original budget to the Adjusted is due to salary adjustments associated with employee turnover.
- In FY 12 there are no salary increases and one Road Maintenance Worker position has been eliminated.
- The 26.25% decrease in Operating is due to shifting pavement preservation to the capital fund as an interfund transfer.

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>Equipment Mechanic/Tool Rm.</i>	Full-time	1.00
<i>Foreman Bridge Crew</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	3.00
<i>Office Associate</i>	Part-time	0.50
<i>Paver Operator</i>	Full-time	1.00
<i>Public Works Inspector</i>	Full-time	2.00
<i>Road Equipment Operator</i>	Full-time	65.00
<i>Road Worker</i>	Full-time	11.00
<i>Road Worker</i>	Contractual	2.00
<i>Roads Administrative Supervisor</i>	Full-time	1.00
<i>Technician</i>	Contractual	.40
<i>Tree Trimming Inspector</i>	Full-time	1.00
Total		105.90

Storm Emergencies

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$675,698	\$410,210	\$410,210	\$410,210	0.00%	0.00%
Operating	2,364,030	1,375,290	1,375,290	1,331,590	-3.18%	-3.18%
Capital Outlay	7,940	14,500	14,500	5,000	-65.52%	-65.52%
Total	\$3,047,668	\$1,800,000	\$1,800,000	\$1,746,800	-2.96%	-2.96%
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

Bruce Lockard, Bureau Chief of Roads (410) 386-6717

Robin Hooper, Budget Analyst (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.

For snow removal operations there are sixty-three snow plow routes. Forty-nine of these routes are covered by County owned equipment while the other fourteen routes are contracted.

Budget Changes

The decrease from FY 11 to FY 12 is primarily due to the one-time increase in tonnage for the initial fill up of County's salt facilities, partially offset with rising salt prices.

Traffic Control

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	266,172	274,650	274,650	274,650	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$266,172	\$274,650	\$274,650	\$274,650	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

Bruce Lockard, Bureau Chief of Roads (410) 386-6717
Robin Hooper, Budget Analyst (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 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.

Budget Changes

In FY 12 operating budgets are generally held flat or reduced from FY 11.

General Services Administration

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$175,008	\$174,635	\$0	\$0	-100.00%	0.00%
Operating	3,483	2,775	0	0	-100.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$178,491	\$177,410	\$0	\$0	-100.00%	0.00%
Employees FTE	3.00	3.00	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

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Heidi Pepin, Budget Analyst (410) 386-2082

<http://ccgoverment.carr.org/ccg/genserv/default.asp>

Mission and Goals

The Department of General Services ascertains and implements the most cost-effective methods to design, build, and maintain County buildings while upholding 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.

Budget Changes

In FY 11, The Board of County Commissioners consolidated the Department of General Services and the Department of Public Works resulting in the elimination of a Director position.

Building Construction

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$456,282	\$224,145	\$221,876	\$185,445	-17.27%	-16.42%
Operating	3,367	10,545	10,545	11,580	9.82%	9.82%
Capital Outlay	27	0	0	0	0.00%	0.00%
Total	\$459,676	\$234,690	\$232,421	\$197,025	-16.05%	-15.23%
Employees FTE	4.00	4.00	4.00	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

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<http://ccgoverment.carr.org/ccg/buildcon/default.asp>

Mission and Goals

The mission of Building Construction is to design and construct energy efficient buildings that:

- Are economical to maintain over time
- 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.
- Provide quality design and construction management by overseeing capital projects from conception, programming, and budgeting through design, construction, and the warranty period.
- Offer [project information](#) through the County's website for projects underway as well as the timing of proposed projects.

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 2010, projects included construction management of:

- Eldersburg Library Enhancements
- South Carroll Senior and Community Center
- Krimgold & Leister Parks
- Bark Hill Ball Fields
- Community College Classroom Building No. 4

Budget Changes

- In FY 12 there are no salary increases.
- As part of the FY 12 budget process a Project Manager position was eliminated.

Positions

Title	Type	FTE
<i>Bureau Chief</i>	Full-time	1.00
<i>Project Manager</i>	Full-time	2.00
Total		3.00

Central Warehouse

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$211,898	\$162,030	\$162,030	\$162,030	0.00%	0.00%
Operating	418,093	402,570	402,570	302,550	-24.85%	-24.85%
Capital Outlay	(454,018)	(399,500)	(399,500)	(299,500)	-25.03%	-25.03%
Total	\$175,973	\$165,100	\$165,100	\$165,080	-0.01%	-0.01%
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

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(410) 386-2248

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Mission and Goals

Procure, store, and monitor inventory of warehouse purchases. Provide 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.
- Obtain the best possible pricing for bulk purchases.

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. Beginning in FY 06, many of the volunteer fire companies started buying selected supplies through Central Warehouse.

Some of the items available through the Central Warehouse are:

- Parts for vehicles, machinery and equipment
- Hand tools
- Safety equipment

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

Positions

Title	Type	FTE
<i>Fiscal Specialist</i>	Full-time	1.00
<i>Parts Clerk</i>	Full-time	2.00
<i>Warehouse Technician</i>	Full-time	1.00
Total		4.00

Facilities

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$2,975,894	\$2,248,915	\$2,233,435	\$2,172,755	-3.39%	-2.72%
Operating	5,115,988	6,314,890	6,314,890	6,088,660	-3.58%	-3.58%
Capital Outlay	109,920	66,395	66,395	43,905	-33.87%	-33.87%
Total	\$8,201,803	\$8,630,200	\$8,614,720	\$8,305,320	-3.76%	-3.59%
Employees FTE	53.50	53.50	53.50	51.50	-----	-----

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

Contact

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Mission and Goals

The Bureau of Facilities' mission is to maintain a clean, orderly, and attractive appearance of grounds, structures, and facilities.

Goals include:

- To ensure and protect the health, safety, convenience, and enjoyment of the citizens 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 forty-five 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 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

Recent projects include:

- Replacement of the Westminster Senior Center roof
- Continued replacement of the windows at the Historic Courthouse
- Replacement of the boilers at the County Office Building

Budget Changes

- In FY 12 there are no salary increases.
- The decrease in Personnel from the FY 11 Original Budget to the Adjusted is due to employee turnover.
- As part of the FY 12 budget process a Custodian and a Forester position were eliminated.
- The decrease in Operating expenses is primarily due to a reduction in electricity costs.

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	4.00
<i>Electrician</i>	Full-time	4.00
<i>Facilities Manager</i>	Full-time	2.00
<i>Facilities Supervisor</i>	Full-time	5.00
<i>HVAC Mechanic</i>	Full-time	4.00
<i>Maintenance Technician</i>	Full-time	22.00
<i>Service/Maintenance (7)</i>	Contractual	0.50
<i>Technical Support Coordinator</i>	Full-time	1.00
<i>Trades Specialist</i>	Full-time	6.00
Total		51.50

Fleet Management

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$1,087,569	\$836,400	\$828,125	\$828,125	-0.99%	0.00%
Operating	2,426,859	3,087,600	3,087,600	3,343,375	8.28%	8.28%
Capital Outlay	1,503,773	1,348,000	1,348,000	1,828,500	35.65%	35.65%
Total	\$5,018,201	\$5,272,000	\$5,263,725	\$6,000,000	13.81%	13.99%
Employees FTE	21.00	21.00	21.00	21.00	-----	-----

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

Contact

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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 07	FY 08	FY 09	FY 10
\$894,090	\$1,093,555	\$1,095,344	\$1,018,131

Budget Changes

- In FY 12 there are no salary increases.
- The 8.28% 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:
 - \$60,000 for two ¾ ton pickup trucks for Roads
 - \$107,000 for a five-ton dump truck for Roads
 - \$428,000 for 14 vehicles for the Sheriff's Department
 - \$20,000 for Fleet shop equipment

- The following replacement vehicles and equipment:

Replacement Type	Number	Amount
Asphalt Trailer Unit	1	32,000
Cattle Truck	1	48,000
Dump Truck	4	550,000
Full-size Sedan	6	158,500
Mowers/Tractors	6	163,000
Pickup Truck	3	85,000
Radar Units	5	9,000
Van	1	40,000
Total	27	\$1,085,500

Positions

Title	Type	FTE
Bureau Chief	Full-time	1.00
Fleet Specialist	Full-time	1.00
Foreman	Full-time	2.00
Information System Specialist	Full-time	1.00
Mechanic	Full-time	13.00
Office Associate	Full-time	1.00
Service Worker	Full-time	1.00
Service Writer	Full-time	1.00
Total		21.00

Permits and Inspections

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$1,360,995	\$992,185	\$958,659	\$923,520	-6.92%	-3.67%
Operating	32,082	22,895	22,895	23,350	1.99%	1.99%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$1,393,077	\$1,015,080	\$981,554	\$946,870	-6.72%	-3.53%
Employees FTE	23.00	23.00	23.00	22.00	-----	-----

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

Contact

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Mission and Goals

The Bureau of Permits and Inspections provides 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.
- Continue staff training on new adopted code changes.

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 receives, processes, and issues 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	2007	2008	2009	2010
Building	19,070	18,223	12,865	11,545
Electrical	12,029	11,381	12,119	10,844
Plumbing	11,592	10,758	11,067	9,900
Livability	257	269	193	141
Site Compliance	1,852	1,738	1,667	784
Total	44,800	42,369	37,911	33,214

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- As part of the FY 12 budget process an Electrical Inspector position was eliminated.

Positions

Title	Type	FTE
<i>Building Inspector</i>	Full-time	3.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Chief Electrical Inspector</i>	Full-time	1.00
<i>Chief Plumbing Inspector</i>	Full-time	1.00
<i>Deputy Code Official</i>	Full-time	1.00
<i>Electrical Inspector</i>	Full-time	2.00
<i>Minimum Livability Code-Coordinator/Inspector</i>	Full-time	1.00
<i>Office Manager</i>	Full-time	1.00
<i>Plans Examiner</i>	Full-time	1.00
<i>Plans/Permits Processors</i>	Full-time	7.00
<i>Plumbing Inspector</i>	Full-time	3.00
Total		22.00

Citizens Services Appropriations

Citizen Services Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Citizen Services Administration	\$286,753	\$206,570	\$206,570	\$205,870	-0.34%	-0.34%
Aging	1,148,344	721,680	721,680	721,150	-0.07%	-0.07%
Total Citizen Services	\$1,435,097	\$928,250	\$928,250	\$927,020	-0.13%	-0.13%

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Access Carroll	\$27,320	\$20,000	\$20,000	\$20,000	0.00%	0.00%
Carroll County Arc	246,340	246,340	246,340	234,340	-4.87%	-4.87%
CHANGE, Inc.	246,340	246,340	246,340	234,340	-4.87%	-4.87%
Family and Children's Services DV	73,150	73,150	73,150	73,150	0.00%	0.00%
Family and Children's Services SATC	202,100	202,100	202,100	202,100	0.00%	0.00%
Flying Colors of Success	0	0	0	36,000	100.00%	100.00%
Health Department	3,426,910	3,426,910	3,426,910	3,255,570	-5.00%	-5.00%
Human Services Programs	821,020	821,020	821,020	796,390	-3.00%	-3.00%
Junction	146,770	146,770	146,770	142,370	-3.00%	-3.00%
Long Term Treatment Facility	1,073,601	1,125,500	1,125,500	1,091,730	-3.00%	-3.00%
Mosaic Community Services	106,090	106,090	106,090	102,910	-3.00%	-3.00%
Rape Crisis Intervention	85,240	85,240	85,240	85,240	0.00%	0.00%
Social Services	203,580	20,000	20,000	20,000	0.00%	0.00%
Target Community and Educational Services	246,340	246,340	246,340	234,340	-4.87%	-4.87%
Youth Services Bureau	561,450	561,450	561,450	561,450	0.00%	0.00%
Total Citizen Services Other	\$7,466,251	\$7,327,250	\$7,327,250	\$7,089,930	-3.24%	-3.24%

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Recreation and Parks Administration	\$360,457	\$267,640	\$239,586	\$184,450	-31.08%	-23.01%
Hashawha	794,812	629,350	630,705	628,620	-0.12%	-0.33%
Piney Run	545,069	402,900	384,224	368,790	-8.47%	-4.02%
Recreation	428,485	338,210	337,407	324,930	-3.93%	-3.70%
Sports Complex	212,141	201,710	201,710	200,390	-0.65%	-0.65%
Total Recreation and Parks	\$2,340,964	\$1,839,810	\$1,793,632	\$1,707,180	-7.21%	-4.82%

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Farm Museum	\$908,963	\$712,890	\$712,409	\$703,825	-1.27%	-1.20%
Historical Society of Carroll County	60,000	60,000	60,000	60,000	0.00%	0.00%
Homestead Museum	20,000	20,000	20,000	20,000	0.00%	0.00%
Total Culture and Recreation Other	\$988,963	\$792,890	\$792,409	\$783,825	-1.14%	-1.08%

Total Citizen Services	\$12,231,274	\$10,888,200	\$10,841,541	\$10,507,955	-3.49%	-3.08%
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Citizen Services

Citizen Services Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Citizen Services Administration	\$286,753	\$206,570	\$206,570	\$205,870	-0.34%	-0.34%
Aging	1,148,344	721,680	721,680	721,150	-0.07%	-0.07%
Total Citizen Services	\$1,435,097	\$928,250	\$928,250	\$927,020	-0.13%	-0.13%

Mission and Goals

To provide individuals and families with 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.

Highlights, Changes and Useful Information

Services provided at the Senior Centers included:

	FY 08	FY 09	FY 10
Meals served	26,020	24,934	28,205
Older Adults Registered at Senior and Community Centers	3,615	4,089	5,033
Clients Enrolled in Medicaid Waiver for Older Adults	92	98	98
Income Tax Forms prepared by AARP at Bureau	1,311	1,126	1,111
Clients Receiving Housing Subsidy	13	15	10

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

Citizen Services Administration

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$278,564	\$196,700	\$196,700	\$196,700	0.00%	0.00%
Operating	8,189	9,870	9,870	9,170	-7.09%	-7.09%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$286,753	\$206,570	\$206,570	\$205,870	-0.34%	-0.34%
Employees FTE	2.80	2.80	2.80	2.80	-----	-----

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

Contact

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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.
- Provide the highest quality of service programs and assistance to promote choice, dignity, and independence for older adults and those who care for them.

Description

The Department of Citizen Services 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
- Housing and Community Development

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

- Access Carroll
- CHANGE, Inc.
- Family and Children's Services
- Flying Colors of Success
- Human Services Programs
- Junction
- Mosaic Community Services, Inc.
- Rape Crisis Intervention Services
- Social Services
- Target
- The Arc
- Youth Services Bureau

Program Highlights

In FY 11 Citizen Services received an additional one hundred HUD vouchers for non-elderly disabled citizens.

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	.80
<i>Deputy Director</i>	Full-time	.60
<i>Director</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	0.40
Total		2.80

Aging

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$1,092,236	\$675,395	\$675,395	\$675,730	0.05%	0.05%
Operating	40,524	41,285	41,285	40,420	-2.10%	-2.10%
Capital Outlay	15,584	5,000	5,000	5,000	0.00%	0.00%
Total	\$1,148,344	\$721,680	\$721,680	\$721,150	-0.07%	-0.07%
Employees FTE	19.00	19.00	19.00	19.00	-----	-----

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

Contact

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<http://ccgoverment.carr.org/ccg/aging/default.asp>

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:

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

Program Highlights

- Carroll County is a site for Maryland Access Point (MAP). MAP is Maryland's version of the Federal Aging and Disability Resource Center, an initiative designed to streamline access to needed services for older adults and those 18 and over with disabilities.
- At the five senior centers, 5,033 older adults are registered, a 23.08% increase from FY 09.
- From October 1, 2009 to September 30, 2010, 108 sessions of college classes were run in the centers for a total of 1,080 individual classes. There were 1,265 older adults who took advantage of these classes.

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

Positions

Title	Type	FTE
<i>Asst Senior Center Manager</i>	Full-time	5.00
<i>Community Service Supervisor</i>	Full-time	1.00
<i>Custodial Services Specialist</i>	Full-time	5.00
<i>Fiscal Supervisor</i>	Full-time	1.00
<i>Information and Asst Supervisor</i>	Full-time	1.00
<i>Project Coordinator</i>	Full-time	1.00
<i>Senior Center Managers</i>	Full-time	5.00
Total		19.00

Citizen Services Other

Citizen Services Other Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Access Carroll	\$27,320	\$20,000	\$20,000	\$20,000	0.00%	0.00%
Carroll County Arc	246,340	246,340	246,340	234,340	-4.87%	-4.87%
CHANGE, Inc.	246,340	246,340	246,340	234,340	-4.87%	-4.87%
Family and Children's Services DV	73,150	73,150	73,150	73,150	0.00%	0.00%
Family and Children's Services SATC	202,100	202,100	202,100	202,100	0.00%	0.00%
Flying Colors of Success	0	0	0	36,000	100.00%	100.00%
Health Department	3,426,910	3,426,910	3,426,910	3,255,570	-5.00%	-5.00%
Human Services Programs	821,020	821,020	821,020	796,390	-3.00%	-3.00%
Junction	146,770	146,770	146,770	142,370	-3.00%	-3.00%
Long Term Treatment Facility	1,073,601	1,125,500	1,125,500	1,091,730	-3.00%	-3.00%
Mosaic Community Services	106,090	106,090	106,090	102,910	-3.00%	-3.00%
Rape Crisis Intervention	85,240	85,240	85,240	85,240	0.00%	0.00%
Social Services	203,580	20,000	20,000	20,000	0.00%	0.00%
Target Community and Educational Services	246,340	246,340	246,340	234,340	-4.87%	-4.87%
Youth Services Bureau	561,450	561,450	561,450	561,450	0.00%	0.00%
Total Citizen Services Other	\$7,466,251	\$7,327,250	\$7,327,250	\$7,089,930	-3.24%	-3.24%

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.

Highlights, Changes and Useful Information

- Citizen Services Other includes both non-profit organizations and State agencies.
- Nearly all of these organizations have received State funding cuts. In some cases the reduction is in the form of reduced or eliminated grants or reimbursements for services provided. In other cases, the reductions are in direct funding from the State.
- With the exception of a required match for the Health Department, the non-profit agencies are funded at the discretion of the Commissioners. This funding is to offset part of the cost of services the County would likely provide if they were not made available to citizens through the non-profits.

Budget Changes

- Flying Colors of Success, a private non-profit organization for individuals with developmental disabilities, will receive \$36,000 in FY 12. Funding will be provided by the reduction of the County contribution to Arc, CHANGE, and Target.
- The Health Department funding was reduced by 5%.
- Human Services Programs, Junction, Long Term Treatment Facility, and Mosaic Community Services funding was reduced by 3%.

Access Carroll

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	27,320	20,000	20,000	20,000	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$27,320	\$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

Tammy Black, RN, BSN – Executive Director 410-871-1478

Johanna Saltysiak, Budget Analyst (410) 386-2082

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

Mission and Goals

To improve pathways to primary health care for uninsured, low-income 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 located at 2 Locust Lane, Westminster, MD. Access Carroll provides free medical care and health education to uninsured Carroll County residents who are at 200% or below the Federal Poverty Level. The organization estimates that roughly 24,000 people in the County qualify for treatment. Patients are seen on an appointment basis by nurse practitioners, physicians, or physician assistants, and donations are accepted.

The concept of Access Carroll originally started in 2000 when members of the Carroll County Health Department started the Community Clinic to help low-income, uninsured patients. At

this time, the organization served approximately 800-900 patients a year. As a result of the great demand for service, committees of the Partnership for a Healthier Carroll County, a local community health organization, began looking for ways to expand services. After the Health Department and Carroll Hospital Center agreed to provide staffing commitments, Access Carroll was formed as a new 501(c)(3) effective September 2004. Access Carroll began serving patients at its current location in January 2005.

Program Highlights

- Access Carroll serviced 3,533 individual patients, including 715 new ones in FY 10.
- Experienced 7,197 patient visits, an increase of 857 or 12% from FY 10.
- Access Carroll utilizes the services of over 244 volunteers, which provided 7,314 hours of professional and clinical services.
- Approximately 796 specialty consultations, surgeries, and or procedures were coordinated in FY 10 with a conservative estimated value of \$286,220.
- In FY 10, over \$842,147 in chronic medications were acquired for patients at no cost through the Patient Assistance Programs (PAPs).

Budget Changes

In FY 12 operating budgets were generally held flat or reduced from FY 11.

The Arc of Carroll County

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	246,340	246,340	246,340	234,340	-4.87%	-4.87%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$246,340	\$246,340	\$246,340	\$234,340	-4.87%	-4.87%
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
Johanna Saltysiak, Budget Analyst (410) 386-2082
<http://www.arccarroll.com>

Mission and Goals

To support the efforts of people with cognitive and related developmental disabilities to define and realize their goals in life.

Goals include:

- Promote, expand, and enhance the name, image and services of The Arc throughout the community.
- Evaluate all programs and service areas for relevance and quality of services and supports for clients.
- Raise program quality through staff input and innovation in creating person-centered services.
- Identify both the needs and the dreams of the people who are served.
- Maximize the use of monetary assets by prioritizing needs and investing responsibly for the future.
- Expand staff development to include formal orientation for new hires and targeted trainings to address complex needs.
- Develop and enhance the relationships and partnerships with major stakeholders.
- Become the most dynamic and sought after provider of services without boundaries.

Description

The Arc of Carroll County is a non-profit organization located at 180 Kriders Church Road, Westminster, MD. The Arc organizes the numerous services it provides to people with cognitive and developmental disabilities into three primary service departments:

- Community Living programs
- Day Services programs
- Transportation services

The Community Living program creates personalized living arrangements in a community based setting. Services in the program include respite care, adaptive equipment, architectural

modifications, personal care, health services, in-home support, medical supplies, and transportation.

The Day Services program provides a variety of opportunities that assist people in realizing their career and employment goals through vocational and job development training, paid employment opportunities with local businesses, and job retention services.

Transportation services provides door-to-door transportation to people participating in Arc sponsored programs and services as well as daily transportation to over 200 students attending specialized programs in Carroll County Public Schools.

Program Highlights

- In FY 10, employment services were provided to 141 individuals.
- In FY 10, individual and family support services were provided to 58 people.
- In FY 10, residential services were provided to 30 people at 11 sites.
- CATS: usage in FY 10 \$92,100 (approx 230,000 miles) vs. FY 09 \$50,000 (approx. 124,200 miles) an increase of 84%.

Budget Changes

Funding for ARC was reduced 4.87% from FY 11 to add Flying Colors of Success in FY 12.

CHANGE, Inc.

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	246,340	246,340	246,340	234,340	-4.87%	-4.87%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$246,340	\$246,340	\$246,340	\$234,340	-4.87%	-4.87%
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
Johanna Saltysiak, Budget Analyst (410) 386-2082
<http://www.changeinc.cc/>

Mission and Goals

To promote the dignity, self-reliance, productivity and community membership for people with intellectual disabilities through the caring and flexible provision of habilitation, vocational, and support services, which are designed with and implemented for each individual.

Goals include:

- Provide day habilitation, transitional, and vocational services for 130 individuals
- Provide support services for 120 families, including children and adults.
- Provide respite services for at least 40 individuals in at the Respite Inn.

Description

CHANGE, Inc. is a non-profit organization located at 115 Stoner Avenue, Westminster, MD, that provides the following programs for individuals with developmental disabilities:

- Day Habilitation with daily transportation
- Vocational Program
- Transitional Program
- Family and Individual Support Services
- Respite Inn

Clients in the Day Habilitation Program receive support, training, and assistance in activities of daily living, including basic hygiene, mobility, communication, and personal care. Services include a therapeutic pool, a community volunteer program, and daily transportation.

The Vocational Program provides supported employment a sheltered workshop environment and supported employment opportunities for 60 individuals.

The Transitional Program is for clients who no longer wish to participate in the Vocational Program or need more socialization, work opportunities, or structured group programming.

Family and Individual Support Services provide respite care, in-home personal assistance, and other services to families and individuals.

The Respite Inn provides temporary care for children and adults in a comfortable home-like environment. Clients come prepared with a list of activities that they would like to do during their stay, and approximately 40 persons are served per year as these services are only offered on the weekends.

In addition to the direct contribution of \$234,340 the County provides Change, Inc with \$97,300 of in-kind services through the Bureau of Facilities for building space at the Robert Moton Building.

Program Highlights

- May 2010 marked CHANGE's 41st anniversary.
- The Respite Inn continues to serve at least 40 individuals each year.
- The partnership with Carroll Area Transit System (CATS) provides daily transportation to 40 clients.
- (VOICE) Vocational Opportunities for Independent Change and Empowerment is a program that works with the clients on in home living skills.
- Growth increased by 8% in 2010 with the 10 additional Day Vocational Program clients.

Budget Changes

Funding for CHANGE was reduced 4.87% from FY 11 to add Flying Colors of Success in FY 12.

Family and Children's Services Domestic Violence

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	73,150	73,150	73,150	73,150	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$73,150	\$73,150	\$73,150	\$73,150	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

Connie Sgarlata, LCSW-C, Asst. Exec. Director
(410) 876-1233

Johanna Saltysiak, Budget Analyst (410) 386-2082
<http://www.fcsmid.org/>

Mission and Goals

To foster safety, autonomy, and resiliency 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:

- Create emotional and physical safety for current victims of domestic violence in Carroll County
- Eradicate abuse toward children, intimate, and non-intimates in Carroll County
- Children, adolescents, teens, and adults will start and maintain healthy relationships with families, peers, and intimates

Description

In Carroll County, the Domestic Violence Program (DVP) of Family and Children's Services (FCS) of Central Maryland is located at 22 North Court Street, Westminster, MD. FCS 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. The emphasis of DVP is on establishing safety from violence for victims and their children, and the prevention of future episodes of violence through work with offenders. FCS has been providing services to clients suffering from domestic violence since 1977. Services include:

- Twenty-four hour hotline, emergency counseling, and shelter at the DVP Safe House.
- DVP Safe House offers up to 60 days of safe shelter, individual and group counseling and therapy, education, ongoing case management, and support groups.
- Legal representation, court accompaniment and assistance obtaining resources for victims.
- Outreach with police accompaniment as follow-up to 911 calls (First Step Project).
- Court-ordered and voluntary programs, including Abuser Intervention, Anger Management, and Appropriate Responses to Abuse.

Program Highlights

- Since October 2004, FCS-DVP has helped operate the 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 FY 09, the Safe House sheltered and provided 24 hour a day crisis counseling to 40 adults and 33 children for a total of 1,990 bed nights.
- Court based assistance, crisis intervention, and counseling services were provided to 1,059 victims and their children, which included over 4,000 counseling sessions.
- FCS has played an important and ongoing role in establishing the Lethality Assessment Program (LAP), a screening tool used by all law enforcement agencies in the county. Fully implemented as of October 2009, the 11-question screening tool allows first responders to better assess victims' needs for early intervention and connect them with immediate help. In FY 10, 10,837 victims were provided these services.

Budget Changes

In FY 12 operating budgets were generally held flat or reduced from FY 11.

Family and Children's Services Sexual Abuse Treatment

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	202,100	202,100	202,100	202,100	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$202,100	\$202,100	\$202,100	\$202,100	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

Connie Sgarlata, LCSW-C, Asst Executive Director
(410) 876-1233

Johanna Saltysiak, Budget Analyst (410) 386-2082

Mission and Goals

To provide individual, group, and family therapy for any Carroll County child who has been sexually abused as well as non-offending family members.

Goals include:

- Provide a sense of safety and stability to adult and child survivors of sexual abuse/assault and their families
- Prevent new cases of sexual abuse and assault
- Utilize a coordinated community response model to address sexual abuse treatment and prevention

Description

In Carroll County, the Sexual Abuse Treatment Center (SATC) of Family and Children's Services (FCS) of Central Maryland is located at 22 North Court Street, Westminster, MD. FCS 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. The organization has been providing services to clients in Carroll County 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 is a trauma based program that immediately assesses the safety of the child to prevent re-victimization and engages the parents as agents in providing safety. Staff are either licensed social workers or licensed professional counselors. All victims are seen in individual therapy, and a treatment plan is then developed after the initial assessment has been completed.

The abuse treatment programs use a combination of expressive therapies and trauma focused cognitive behavior therapy (TF-CBT) to treat child victims and their non-offending parents.

The SATC also works with other community agencies involved in the child's life, including the State's Attorney Office, the Department of Social Services, the Department of Juvenile Services, Rape Crisis Intervention Services, the Carroll County Advocacy and Investigation Center, and Carroll County Public Schools.

Program Highlights

- FY 10, 1,072 counseling sessions were provided to 105 victims.
- SATC served 105 non-offending parents and other family members of victims in 426 counseling sessions.
- Additional training and forms of treatment that started in FY 09 include TF-CBT and child and adolescent strengths and weaknesses (CANS) as a measurement of treatment outcomes.

Budget Changes

In FY 12 operating budgets were generally held flat or reduced from FY 11.

Flying Colors of Success

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	0	0	0	36,000	100.00%	100.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$0	\$0	\$0	\$36,000	100.00%	100.00%
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

C. Michael Hardesty, M.S. President/CEO (410)876-0838

Johanna Saltysiak, Budget Analyst (410) 386-2082

<http://www.flyingcolorsofsuccess.org>

Mission and Goals

To provide the highest quality community based supports, designed to enhance the quality of life and increase the independence of people with disabilities and special needs.

Goals include:

- Provide quality community based residential services to citizens with intellectual and developmental disabilities in single family homes throughout Carroll County.
- Develop and provide specialized 1:1 day services for individuals ineligible for, or elect not to choose traditional day program services.
- Develop handicap accessible housing, and serve as a model for other organizations and citizens needing same.
- Provide a handicap respite resource.
- Provide advocacy/support to students with intellectual disabilities transitioning from Carroll County Public Schools.

Description

Flying Colors of Success (FCS) was founded by the Kennedy Krieger Institute in 1991 and established as a private non-profit organization. FCS administrative offices are located at 88 East Main Street, Westminster MD. FCS is licensed to provide residential services, family and individual support services, respite, community supported living arrangements, and day program services. The residential program operates 365 days a year and provides 24 hour support. FCS provides transportation for medical appointments, as well as social and recreational activities. Direct support staff is trained in health, safety, and behavioral support. Quality Assurance Staff monitor the programs to assure client needs are met.

Program Highlights

- FCS is proud to be a leader in the development and construction of housing that is accessible to everyone, regardless of ability or disability. Homes of universal design allow consumers to age in place.
- FCS partners with other non-profit organizations to reduce expenses in training and transportation.
- FCS worked cooperatively with ARC, Target, CHANGE and Carroll Community College to develop the Human Service Leadership Academy for Direct Support and Program Staff.
- In FY 11, FCS operates 7 Alternative Living Units (ALU's) and 2 group homes. Each ALU's is licensed to serve 3 individuals. Each group home is licensed to serve 4 individuals.
- The Non-traditional Day Program is licensed for 10 clients and provides 1:1 support for 4 individuals.
- 2011 marks the 20th anniversary.

Budget Changes

Funding for the Flying Colors of Success was established in FY 12.

Health Department

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	3,426,910	3,426,910	3,426,910	3,255,570	-5.00%	-5.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$3,426,910	\$3,426,910	\$3,426,910	\$3,255,570	-5.00%	-5.00%
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

Larry Leitch, Health Director (410) 857-5000

Johanna Saltysiak, Budget Analyst (410) 386-2082

<http://www.carrollhealthdepartment.dhmdh.md.gov/>

Mission and Goals

To create and sustain a community of wellness in Carroll County and to assure the optimum quality of life by empowering the public with knowledge and resources through advocacy and community partnerships.

Goals include:

- 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.
- Promote good health practices by educating the public about health issues.
- Protect the public from environmental hazards by keeping the environment clean, healthy and safe.
- Establish a program to protect County citizens against bioterrorism and other disasters with public health implications.

Description

Since 1934, each of Maryland's twenty-three counties and Baltimore City has established its own local health department. From 2001 to 2009, local health departments were overseen by the Community Health Administration within the Department of Health and Mental Hygiene (DHMH). Beginning in July 2009, oversight responsibility was transferred to Public Health Services within DHMH in order to ensure basic public health services are provided in all parts of Maryland.

Under the direction of a local health officer, each local health department provides these services and administers and enforces State and local health laws and regulations in its jurisdiction. Programs meet the public health needs of the community and provide services not offered by the private sector. The local health officer is appointed jointly by the Secretary of Health and Mental Hygiene and the local governing body.

The County is mandated by law to provide the Health Department matching funds in support of the following Core programs:

- Communicable disease control services
- Environmental health services
- Family planning services
- Maternal and child health services
- Wellness promotional services
- Adult health and geriatric services
- Administration and communication services associated with the provision of the services described above

County funding is estimated to represent approximately 23% of the total Health Department budget. State and Federal funding represent close to 63% of the budget, and the remaining 14% is obtained through Grants and Collection fees.

For more information on Public Health Services within DHMH, refer to:

<http://www.msa.md.gov/msa/mdmanual/16dhmh/html/16agenph.html>

Budget Changes

Funding for the Health Department has been reduced 5% from FY 11.

Human Services Programs

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	821,020	821,020	821,020	796,390	-3.00%	-3.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$821,020	\$821,020	\$821,020	\$796,390	-3.00%	-3.00%
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

Steve Mood, Director (410) 857-2999

Johanna Saltysiak, Budget Analyst (410) 386-2082

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

Mission and Goals

To improve the quality of life and self-sufficiency of at risk and low income Carroll County residents by providing assistance with basic needs, advocacy, linkages to resources, and opportunities to enhance life skills.

Goals include:

- Continually assess the needs of the citizens of Carroll County.
- 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.
- Satisfy the eight designated goals outlined in the Community Services Block Grant (CSBG)

Description

Human Services Programs (HSP) is located at 10 Distillery Drive, Westminster, MD. HSP was established in 1987, and the organization currently operates and administers over thirty different programs to provide services to clients that are at-risk but not eligible for traditional social programs. HSP of Carroll County is a non-profit 501(c) (3) organization that is governed by a Board of Directors, and it is also the County's designated Community Action Agency (CAA).

As Carroll's CAA, HSP fights poverty by promoting self-sufficiency for low-income individuals and families to enable them to achieve economic independence. Programs and Services offered include

- Emergency and Energy Services are provided through the Office of Home Energy Programs (OHEP), eviction prevention, security deposit assistance, and maintenance and/or restoration of utility services
- Family Support Services
- Child and Adult Food Program
- Housing and Shelter Services that operates six different shelters and administers the Rental Allowance Program (RAP), Service Linked Housing (SLH), and supportive housing programs
- Community Relations coordinates volunteers, fundraising, donations, outreach, the Second Chances partnership with CHANGE, Inc., Neighbors in Need, and the Solid Ground workforce development program.

In addition to the direct contribution of \$796,390 the County provides Human Service Programs with \$480,000 of estimated in-kind services through building space at the Citizen Services Distillery Building and \$98,000 for the space provided for Safe Haven.

Program Highlights

- In FY 10, 39 women and 33 children were served at the Homeless Women's and Children's Shelter.
- In FY 10, 137 unique individuals were provided a total of 3,445 bed nights at the Cold Weather Shelter.
- In FY 10, 38 households avoided an impending eviction as a result of assistance received through the Homeless Prevention Program (HPP).
- In FY 10, Local Emergency Assistance (LEA) funds used in conjunction with client and community partner funding helped 1,518 households maintain their housing and essential utilities.
- In FY 10, HSP helped nearly 1,296 County households with their heating and utility expenses.
- In FY 10, over 400 volunteers provided more than 28,340 hours in shelter programs and other administrative duties with an estimated value of \$590,000.

Budget Changes

Funding for HSP has been reduced 3% from FY 11.

Junction

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	146,770	146,770	146,770	142,370	-3.00%	-3.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$146,770	\$146,770	\$146,770	\$142,370	-3.00%	-3.00%
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

Prevention Services: Linda Auerback

Prevention Coordinator (410) 848-6100

Treatment Services: Olivia Myers

Executive Director (410) 848-6100

Johanna Saltysiak, Budget Analyst (410) 386-2082

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

Mission and Goals

To provide prevention and treatment of substance abuse and chemical dependency for individuals, their families, and the community through education, counseling, community collaboration, and leadership in Carroll County.

Goals of Prevention include:

- Assist schools and citizens in identifying substance abuse issues and trends
- Provide a community-based substance abuse prevention program and educational programs as requested
- Increase substance abuse awareness and resiliency skills for youth in public and home schools

Goals of Treatment include:

To provide per year

- 60 Psychiatric evaluation per year
- 200 counseling/medication sessions
- 125 case consultations

Goals of Agency include:

- Reduce the number of new individuals experimenting with drugs and alcohol
- Increase awareness and resiliency skills in youths
- Provide parenting intervention programs

Description

Junction, Inc. is a private non-profit agency located in the historic old jailhouse at 98 North Court Street, Westminster, MD. Junction is funded through grants from Carroll County and the MD Alcohol and Drug Abuse Administration (ADAA), and the organization has provided substance abuse prevention and treatment services to the Carroll County community since 1971.

Treatment

Junction provides the following services:

- Intensive Outpatient Program
- Counseling
 - Group
 - Family
 - Individual
- Twenty-four hour drug emergency hot line
- Parents groups

Prevention

Junction provides funding and assistance to programs including:

- After Prom Parties
- Fool-Proof Theater Group
- Substance Abuse Prevention Program
- Student Group Training
- Community Conferencing
- Parenting Programs
 - Staying Connected With Your Teen
 - Guiding Good Choices

In addition to the direct contribution of \$142,370 the County provides Junction, Inc with \$98,000 of estimated in-kind services through building space.

Program Highlights

- The Guiding Good Choices at the Shoemaker Center and the Carroll County Detention Center had 261 participants.
- The Staying Connected with Your Teen program had 54 participants from 19 families.
- The Prevention Office provides alcohol education classes at McDaniel College to students who have received on campus violations for underage drinking. In FY 10, 106 students attended and completed the course.

Budget Changes

Funding for Junction has been reduced 3% from FY 11.

Long Term Treatment Facility

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	1,073,601	1,125,500	1,125,500	1,091,730	-3.00%	-3.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$1,073,601	\$1,125,500	\$1,125,500	\$1,091,730	-3.00%	-3.00%
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

Jolene Sullivan, Director of the Department of Citizen Services
(410) 386-3600
Johanna Saltysiak, Budget Analyst (410) 386-2082

Mission and Goals

To provide long-term residential treatment services to men and women who have a primary diagnosis of alcoholism or drug dependency.

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

The Carroll County Long Term Treatment Facility is a County owned facility located at 7295 Buttercup Rd in Sykesville. It offers a comprehensive 48 bed residential program serving adult men and women who have substance dependence disorders. The County is currently contracting out services to Spectrum Health Systems, Inc., a 501(c)(3) organization incorporated in the Commonwealth of Massachusetts.

Budget Changes

Funding for Long term Treatment Facility has been reduced 3% from FY 11.

Mosaic Community Services, Inc.

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	106,090	106,090	106,090	102,910	-3.00%	-3.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$106,090	\$106,090	\$106,090	\$102,910	-3.00%	-3.00%
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

Jeff Richardson, Executive Director (410) 747-4492

Johanna Saltysiak, Budget Analyst (410) 386-2082

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

Mission and Goals

To enhance the quality of life for those with mental illness and promote their recovery through effective, community-based, outcome-focused services that are consumer-driven, flexible, and comprehensive.

Goals include:

- Provide quality outpatient mental health treatment services to individuals over age three. Services provided include psychiatric treatment and therapy.
- Provide crisis and case management services
- Provide facility-based Psychiatric Rehabilitation services for up to 100 Carroll County adults with severe mental illness at any one time.
- Provide in-home and off-site based Psychiatric Rehabilitation services for up to 30 Carroll County adults with severe mental illness at any one time.
- Provide Residential Rehabilitation Housing for up to 30 county residents 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.

Description

Mosaic Community Services, Inc. is a non-profit mental health organization that began operating Granite House at 288 E. Green Street, Westminster, MD in July of 2008. Granite House, Carroll County's largest provider of publicly supported outpatient mental health services to adults and older teens. The organization's two primary services include the clinic and group practice and the Psychiatric Rehabilitation Program.

The mental health clinic and group practice serves over 1,300 people at any one time, including over 1,000 consumers in the Public Mental Health System. Treatment services include:

- Psychiatric Evaluation
- Medication evaluation, treatment, and monitoring
- Individual, Group, and Family Therapy
- Treatment planning and coordination
- Case Management and coordination with other providers

The Psychiatric Rehabilitation Program provides skills training and support to individuals with severe and persistent mental illness. The elements of this program include:

- A housing program, which serves up to 28 people in agency-operated housing and another 30 in their own homes
- A day rehabilitation program, which provides group services to individuals designed to improve social skills, self-esteem, and daily life coping
- A supported employment program known as Vocational Pathways, which uses evidence based technologies to help as many as 60 disabled individuals become employed where possible.

Budget Changes

Funding for Mosaic has been reduced 3% from FY 11.

Rape Crisis Intervention Service

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	85,240	85,240	85,240	85,240	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$85,240	\$85,240	\$85,240	\$85,240	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

Janice Kispert, Director (410) 857-0900

Johanna Saltysiak, Budget Analyst (410) 386-2082

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

Mission and Goals

To provide counseling and support services to citizens in the community hurt by sexual violence and to eliminate sexual violence in Carroll County through education and advocacy.

Goals include:

- Develop service plans for clients receiving in-person counseling
- Have clients meet their goals as outlined in their service plans in order to have their files closed
- Provide education regarding healthy relationships and sexual abuse and assault prevention to youth in the Carroll County public middle schools

Description

Rape Crisis Intervention Service (RCIS) of Carroll County, Inc is a private 501(c) (3) organization located at 224 North Center Street, Room 102, Westminster, MD. RCIS serves the residents of Carroll County as a provider of crisis intervention services to children and adults hurt by any form of sexual violence.

The following aspects of service make RCIS unique among other service providers in Carroll County:

- Free confidential crisis counseling services are available on a walk-in basis, and same day service is provided.
- The twenty-four hour hotline provides fast access, confidentiality, and is staffed by certified volunteers
- Accompaniment services to police stations, hospitals, and courts are available.
- Victims do not need to disclose their name or personal financial information to access services.
- Minors do not require parental permission or knowledge to obtain services or information.

All services are of a short duration with most clients completing treatment within a period of six months. 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 RCIS with \$16,800 of estimated in-kind services through building space.

Program Highlights

A comparison of services provided in FY 09 and FY 10 are as follows:

Services Provided	FY 09	FY 10
Telephone		
Hotline/Crisis Calls	388	403
Counseling/Follow-up	219	263
Therapy		
Individual Sessions	451	410
Walk-In Crisis	140	124

Budget Changes

In FY 12 operating budgets were generally held flat or reduced from FY 11.

Social Services

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	203,580	20,000	20,000	20,000	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$203,580	\$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

Sam D. Andalaria, Assistant Director (410) 386-3339
Johanna Saltysiak, Budget Analyst (410) 386-2082
<http://www.dhr.state.md.us/county/carroll/index.php>

Mission and Goals:

To promote financial independence, strengthen family stability, and ensure a safe and healthy environment for children and vulnerable adults.

Goals include:

- Provide a safe and healthy environment for all citizens.
- Develop and maintain an open system of communication between staff and clients.
- Create a trusting work environment including a customer and staff-friendly physical plant that promotes learning, communication, and generally fosters high morale.
- Increase customer and community knowledge of, and accessibility to, the services provided by the agency and the community.
- Enhance and maintain the computer systems and provide employees and customers with the latest technology and the training necessary to maximize their effectiveness.

Description

In Baltimore City and each County, the local departments of social services are coordinated and directed by the Social Services Administration (SSA) within the Maryland Department of Human Resources (DHR). The SSA determines what factors contribute to social and family problems, and then recommends ways to address those problems. The current location in Carroll County is at 1232 Tech Court, Westminster, MD.

The local Departments of Social Services (DSS) administer the various programs subject to the supervision, direction, and control of the SSA. DSS provides a variety of services to men, women and children from all socioeconomic backgrounds in Carroll County. These services include:

- Child Protective Services
- Foster Care and Adoption
- Adult Protective Services
- Child Support Enforcement and Collection Services

Other services include supervision and licensing of all public and private institutions that have the care, custody, or control of dependent, abandoned, or neglected children.

DSS has evolved from an agency that provides long-term financial assistance 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.

Program Highlights

- Four children were formally adopted and 43 placed in foster care.
- The Child Support Division collected \$9,480,499, an approximate \$230,500 increase over FY 10.
- In FY 10, the Child Support Division established 105 new paternity orders and 348 court orders.
- In FY 10, Child Protective Services unit received 2,459 case referrals and investigated 725 cases.

Budget Changes

In FY 12 operating budgets were generally held flat or reduced from FY 11.

Target Community and Educational Services

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	246,340	246,340	246,340	234,340	-4.87%	-4.87%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$246,340	\$246,340	\$246,340	\$234,340	-4.87%	-4.87%
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

Johanna Saltysiak, Budget Analyst (410) 386-2283

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

Mission and Goals

Enhance the lives of individuals with developmental and physical disabilities through quality, community-based residential, vocational, recreational, and family support services.

Goals include:

- 100% of clients in Residential Services will score satisfied or higher concerning their current living arrangement.
- 100% of clients in Vocational Services will be satisfied with their current job placement.
- 100% of clients in Recreational Services will be provided community-based recreational opportunities.
- 100% of clients in Family Support Services will score satisfied or higher concerning these services.

Description

Target Community and Educational Services, Inc. is a non-profit organization located at 111 Stoner Avenue, Westminster, MD. Target provides residential, vocational, recreational, and family support services to children and adults with developmental disabilities. Targets services include:

- Residential / Community Living Services
- Vocational Services
- Recreational Services
- Family Support Services
- Autism Program

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 in finding jobs, provides 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.
- An autism program provides in-home support, services, and respite for families in Carroll County who have children with autism.

The Winchester Country Inn is the former home of 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 08 through FY10:

Type of Service	FY 08	FY 09	FY 10
Alternative Living Services	21	21	21
Family Support Services	10	8	8
Autism Program	18	18	18
Supportive Employment	26	23	28
Rehabilitative Services	14	28	30
Post -Secondary	30	31	30
Day Program	14	14	15
Totals	133	143	150

- In FY 10, Target served over 150 children and adults with disabilities in Carroll County.
- In an independent study of client satisfaction with state agencies serving citizens with developmental disabilities, Target, Inc. ranked in the top 10% of Maryland agencies.

Budget Changes

Funding for Target was reduced 4.87% from FY 11 to add Flying Colors of Success in FY 12.

Youth Services Bureau

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	561,450	561,450	561,450	561,450	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$561,450	\$561,450	\$561,450	\$561,450	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

Lynn Davis, Director (410) 848-2500

Johanna Saltysiak, Budget Analyst (410) 386-2082

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

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, YSB is dedicated to excellence in service, innovation in programming, and responsiveness to our community.

Goals include:

- Maximize potential of youth by advocating for, providing, and supporting high quality counseling.
- Provide crisis intervention services by way of suicide intervention and potential for violence assessments.
- Direct the children and families to other appropriate resources when services at CCYSB are at capacity.
- Provide educational and outreach services to children, parents, adults, and organizations in the community.
- Deter youth from delinquent activities through early intervention and prevention activities.
- Identify physical and social conditions that provide opportunities for growth and healthy maturation for youth.
- Provide home-based, case management, intensive counseling and support services through mobile treatment and family preservation services.
- Provide quality service by keeping current in clinical knowledge and statistical trends and continually evaluate the effectiveness through a quality assurance system.

Description

Since late October 2009, the Carroll County Youth Services Bureau, Inc. (CCYSB) has operated from its new building on donated County property at 59 Kate Wagner Rd. Westminster, MD. CCYSB is a non-profit that has been serving the Carroll County community since 1972. CCYSB is an outpatient mental health clinic for children, adults, and families, and the

organization receives oversight, licensing, and certification from the MD Departments of Health and Mental Hygiene (DHMH) and Juvenile Services (DJS). The Local Management Board (LMB) also provides oversight.

Clients served possess a variety of behavioral and emotional illnesses, and can include at-risk and severely emotionally disturbed children, adolescents, and adults as well as the chronically mentally ill. Thus, CCYSB emphasizes a strong focus on prevention through early intervention and education, and in recognition that children, adults, and families may require different services, CCYSB has developed a continuum of services to better meet individual needs. Services currently provided include:

- Individual, family, couples, and group therapy
- Various early, custom, and crisis intervention programs
- Suicide/Self-Injury and Substance Abuse Assessments
- Violence Prevention Program
- Mobile Treatment Program
- Family Preservation Services
- Safe & Stable Family Preservation program
- Brief Strategic Family Therapy
- Adventure Diversion Program
- Anger Management Groups
- The Judy Center

Program Highlights

- In FY 10, YSB served 2695 individuals, a 9% increase over FY 09.
- In FY 10, the Mobile Treatment program served 42 individuals.
- In FY 10, the Family Preservation team served 56 families.
- In FY 10, the Adventure Diversion program served 27 youth. 70% of the youth did not reoffend while receiving services (19 of 27).
- Brief Strategic Family Therapy served 61 at-risk families in FY 10. The 61 cases consisted of serving 244 individuals.

Budget Changes

In FY 12 operating budgets were generally held flat or reduced from FY 11.

Recreation and Parks

Recreation and Parks Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Recreation and Parks Administration	\$360,457	\$267,640	\$239,586	\$184,450	-31.08%	-23.01%
Hashawha	794,812	629,350	630,705	628,620	-0.12%	-0.33%
Piney Run	545,069	402,900	384,224	368,790	-8.47%	-4.02%
Recreation	428,485	338,210	337,407	324,930	-3.93%	-3.70%
Sports Complex	212,141	201,710	201,710	200,390	-0.65%	-0.65%
Total Recreation and Parks	\$2,340,964	\$1,839,810	\$1,793,632	\$1,707,180	-7.21%	-4.82%

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 the visitor experience at Carroll County facilities.
- Promote healthy recreational activities for youth, adult, and senior citizen groups.
- Maintain and, where possible, upgrade facilities and offer additional services to provide a better user experience

Highlights, Changes and Useful Information

- The Hashawha budget includes funding for the outdoor school used by sixth graders in Carroll County Public Schools.
- Recreation volunteers contributed more than 729,000 hours of service. In addition, during FY 11, volunteer recreation councils raised and spent over \$4.4 million within the County in their efforts to provide programs to citizens.
- Some maintenance costs for the parks system are funded within the Parks and Recreation budget; however, the bulk of the funding is in the Facilities operating budget under the Department of Public Works and in the [Community Investment Plan](#).
- Over the next several years, the County is planning to partially develop new park locations in Westminster, Hampstead, and Woodbine. Funding for these projects is in the Community Investment Plan and will largely rely on the State's [Program Open Space](#).
- Piney Run Park attracted approximately 111,000 visitors who enjoyed a variety of recreational activities, including boating, hiking, nature programs, tennis courts, and festivals.

Park Facilities	CY 07	CY 08	CY 09	CY 10
Attendance	228,385	236,956	225,081	230,886
Revenues	\$994,882	\$1,077,146	\$1,114,013	\$1,141,361
Revenue Per Person	\$4.35	\$4.57	\$4.95	\$4.94

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- The decrease from FY 11 Original to the FY 12 Budget in the Recreation and Parks Administration budget is due to salary reductions, employee turnover, and the elimination of a position.
- The decrease in Personnel and FTE's in the Piney Run budget from the FY 11 Original Budget to the Adjusted is due to the elimination of a contractual Park Assistant position.
- Beginning in FY 12, 50% of an Office Associate position in the Recreation budget will be charged to the Community Recreation Program.

Recreation and Parks Administration

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$357,072	\$261,795	\$233,741	\$178,655	-31.76%	-23.57%
Operating	3,385	5,845	5,845	5,795	-0.86%	-0.86%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$360,457	\$267,640	\$239,586	\$184,450	-31.08%	-23.01%
Employees FTE	4.20	4.00	4.00	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

Jeff Degitz, Administrator of Recreation and Parks
(410) 386-2103

Heidi Pepin, Budget Analyst (410) 386-2082

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

Mission and Goals

To provide quality recreation opportunities for the citizens of Carroll County by encouraging appreciation of the natural environment, offering opportunities to improve quality of life, and by promoting and providing a diverse local park system for residents to enjoy.

Goals include:

- Serve the citizens by providing a broad spectrum of leisure opportunities.
- Provide more administrative support to maintain and increase the current volunteer system.
- Maintain and, where possible, upgrade facilities and offer additional services.
- Reduce our dependence on the tax dollar by fully developing new sources of revenue and cost saving strategies.

Description

Recreation and Parks Administration operates under the Department of Citizen Services 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 and Parks Administration administers Program Open Space funds for the County and municipalities, schedules park and facilities reservations, and sponsors special events throughout the County, such as Concerts in the Park.

Program Highlights

- Volunteers contributed 729,455 hours of service to recreation council programs in FY 10.
- Over 500 Community Recreation Programs took place in FY 10.

Budget Changes

The budget decrease from FY 11 Original to FY 12 Budget is due to salary reductions, employee turnover, and the elimination of the Park Planner position.

Positions

Title	Type	FTE
<i>Bureau Chief of Parks</i>	Full-time	1.00
<i>Director</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
Total		3.00

Hashawha

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$562,270	\$377,630	\$378,985	\$378,485	0.23%	-0.13%
Operating	226,657	247,120	247,120	243,510	-1.46%	-1.46%
Capital Outlay	5,885	4,600	4,600	6,625	44.02%	44.02%
Total	\$794,812	\$629,350	\$630,705	\$628,620	-0.12%	-0.33%
Employees FTE	11.53	11.53	11.53	11.53	-----	-----

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, Administrator of Recreation and Parks
(410) 386-2103

Heidi Pepin, Budget Analyst (410) 386-2082

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

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 and 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 ballfields.

Bear Branch Nature Center opened to the public in 1993 and features a large exhibit hall to demonstrate the natural environment of the region. Bear Branch includes a planetarium, children's discovery room, and an auditorium.

The Carroll County Outdoor School uses Hashawha as its base of operations and utilizes the facility to educate every sixth grader in Carroll County on 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

- Multiple improvements were completed on the facility, including cabin renovations, resurfacing of the pool, and an expansion of the kitchen.
- Bear Branch Nature Center hosted several special events in FY10, including the annual Carroll County Envirothon, the annual Carroll District Cub Scout Day Camp, which was attended by over 150 scouts, and the third annual Monarch Madness Festival, which drew over 1,500 butterfly enthusiasts in just 4 hours.
- Continued work on the 1-acre Chestnut Orchard, which was established in 2007 and is a joint project between Carroll County Recreation & Parks, The Carroll County Outdoor School, and The American Chestnut Foundation Maryland Chapter, by planting a total of 347 backcross (hybrid) Chestnut trees.

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

Positions

Title	Type	FTE
<i>Cook</i>	Full-time	2.00
<i>Cook Assistant</i>	Part-time	.63
<i>Food Service Supervisor</i>	Full-time	1.00
<i>Maintenance Specialist</i>	Full-time	2.00
<i>Manager</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
<i>Office Associate</i>	Part-time	0.50
<i>Park Maintenance Supervisor</i>	Full-time	1.00
<i>Park Naturalist</i>	Full-time	1.00
<i>Service Maintenance</i>	Contractual	1.40
Total		11.53

Piney Run

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$458,465	\$307,960	\$289,284	\$278,870	-9.45%	-3.60%
Operating	78,113	83,040	83,040	81,520	-1.83%	-1.83%
Capital Outlay	8,490	11,900	11,900	8,400	-29.41%	-29.41%
Total	\$545,069	\$402,900	\$384,224	\$368,790	-8.47%	-4.02%
Employees FTE	15.05	15.05	14.43	14.43	-----	-----

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, Administrator of Recreation and Parks
(410) 386-2103

Heidi Pepin, Budget Analyst (410) 386-2082

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

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:

- Work with other conservation agencies to promote and support the conservation of natural resources and preservation of land.
- Ensure quality boating, fishing, and related aquatic-based recreation through management procedures and techniques.
- Expand the environmental education programs, both on and off site to increase the levels of appreciation and enjoyment for all segments of society.

Description

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's open season canoes, 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

- Completed renovations and improvements to multiple facilities, including the boathouse, gatehouse, raptor cages, and the Nature Center
- Installed Point of Sale Computer System at Gatehouse, Boathouse and Nature Center to accept credit cards

Budget Changes

- In FY 12 there are no salary increases and operating budget are generally held flat or reduced from FY 11.
- The decrease in Personnel and FTE's from the FY 11 Original Budget to the Adjusted is due to the elimination of a contractual Park Assistant position.

Positions

Title	Type	FTE
<i>Administrative Support</i>	Contractual	0.50
<i>Park Supervisor</i>	Full-time	1.00
<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	1.00
<i>Service Maintenance</i>	Contractual	9.43
Total		14.43

Recreation

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$351,698	\$261,705	\$260,902	\$248,455	-5.06%	-4.77%
Operating	76,787	76,505	76,505	76,475	-0.04%	-0.04%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$428,485	\$338,210	\$337,407	\$324,930	-3.93%	-3.70%
Employees FTE	8.16	8.16	8.16	7.66	-----	-----

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, Administrator of Recreation and Parks
(410) 386-2103

Heidi Pepin, Budget Analyst (410) 386-2082

<http://ccgoverment.carr.org/ccg/recpark/rec-coun.asp>

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 \$23,500 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 10, 4,631 registrants attended 11,578 program sessions at sites throughout the County, a 19% increase from FY 09.
- Volunteers contributed 729,455 hours of service.
- In FY 10, volunteer recreation councils raised and spent over \$4.4 million within the County in their efforts to provide programs and facilities to citizens.

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- Beginning in FY 12, 50% of an Office Associate position will be charged to the Community Recreation Program, a self-funded function.

Positions

Title	Type	FTE
<i>Bureau Chief</i>	Full-time	1.00
<i>Community Coordinator</i>	Contractual	3.16
<i>Office Associate</i>	Full-time	1.50
<i>Recreation Specialist</i>	Full-time	2.00
Total		7.66

50% of an Office Associate's salary is charged to the General Fund. The remaining 50% is charged to the Community Recreation Program.

Sports Complex

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$130,225	\$113,105	\$113,105	\$112,445	-0.58%	-0.58%
Operating	81,916	88,605	88,605	87,945	-0.74%	-0.74%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$212,141	\$201,710	\$201,710	\$200,390	-0.65%	-0.65%
Employees FTE	3.62	3.62	3.62	3.42	-----	-----

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, Administrator of Recreation and Parks
(410) 386-2103

Heidi Pepin, Budget Analyst (410) 386-2082

<http://ccggovernment.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.

Goals include:

- Provide quality recreational activities based upon the needs of County residents.
- Maintain the facility's status as one of the top softball facilities in the eastern United States.
- Provide a high level of customer service and optimize visitors experience with the facility and with Carroll County.
- Continue to develop and expand efforts to generate revenue through increased concessions, advertising and sponsorships with an ultimate goal of operating in a self-sustaining manner.
- Promote healthy recreational activities for youth, adult and senior citizen groups.

Description

The Carroll County Sports Complex is located at 2225 Littlestown Pike (Route 97 North) in 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 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 for women's fast pitch softball.

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

Program Highlights

- Hosted 2nd Annual Maryland Recreation and Parks Association/Buffalo Wild Wings State Co-ed Tournament.
- In the 2010 season, 150 adult teams participated in leagues.

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- In FY 12, a contractual Service/Maintenance position was eliminated.

Positions

Title	Type	FTE
<i>Maintenance Specialist</i>	Full-time	1.00
<i>Manager</i>	Full-time	1.00
<i>Service Maintenance</i>	Contractual	1.42
Total		3.42

Culture and Recreation Other

Culture and Recreation Other Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Farm Museum	\$908,963	\$712,890	\$712,409	\$703,825	-1.27%	-1.20%
Historical Society of Carroll County	60,000	60,000	60,000	60,000	0.00%	0.00%
Homestead Museum	20,000	20,000	20,000	20,000	0.00%	0.00%
Total Culture and Recreation Other	\$988,963	\$792,890	\$792,409	\$783,825	-1.14%	-1.08%

Mission and Goals

The Farm Museum, along with the Historical Society and Homestead Museum, is where the history of Carroll County lives. Each is dedicated to preserving, promoting, and educating others about 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

- The Historical Society and the Homestead have both initiated various cost-cutting measures; including relying more on volunteers and a salary freeze.
- The County provides for some maintenance of the buildings and grounds at the Farm Museum and the Homestead Museum in the Facilities Budget under the County's Department of Public Works.
- In FY 10, 44,600 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 4th fireworks.
- Renovations and maintenance efforts continue at each of the facilities, including the development of a kitchen garden at the Sherman-Fisher-Shellman House, a floor stabilization project at the Homestead Museum, and improvements to the Living History Center at the Farm Museum.
- For the Maryland Microbrewery Festival, the Homestead Museum has created the following website: <http://www.marylandmicrobreweryfestival.com>, which allows for the purchase of advance tickets.

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- The Farm Museum operating expenses are increasing due to expenses associated with the Wine Festival and general facility maintenance; these costs are offset by a reduction in staffing levels.

Farm Museum

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$561,841	\$385,355	\$384,874	\$365,520	-5.15%	-5.03%
Operating	346,107	327,035	327,035	337,705	3.26%	3.26%
Capital Outlay	1,014	500	500	600	20.00%	20.00%
Total	\$908,963	\$712,890	\$712,409	\$703,825	-1.27%	-1.20%
Employees FTE	11.22	11.22	11.22	10.07	-----	-----

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, Administrator of Recreation and Parks
(410) 386-2103

Heidi Pepin, Budget Analyst (410) 386-2082

<http://ccgoverment.carr.org/ccg/farmmus/default.asp>

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 typified. 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:

- Enrich, educate, and entertain visitors by providing an experience of life in rural 19th century Carroll County
- Promote greater understanding of the resourcefulness of 19th century farm life using the technology of the period.
- Provide a setting to teach rural Carroll County history to visitors of all ages.
- Restore and preserve all Farm Museum buildings.

Description

The Carroll County Farm Museum, located at 500 South Center Street 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 19th 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 19th 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, [the Maryland Wine Festival](#), Summertime Fun Festival, Fall Harvest Days, and the annual Holiday Tour.

Program Highlights

- In FY 10, 44,600 people visited the Farm Museum. These figures do not include those reserving outside pavilions or those who use the pavilions for events such as July 4th.
- In FY 10, the Farm Museum generated revenue of \$601,207.
- Numerous improvements were made to the facility, including improvements to the Living History Center, a covered bridge behind the Administration Office, and repairs to the Blacksmith Shop roof.

Budget Changes

- In FY 12 there are no salary increases.
- Personnel decreases in FY 12 due to a reduction in the contractual workforce.
- Operating increases for expenses associated with the Wine Festival and maintenance of the buildings and grounds.

Positions

Title	Type	FTE
<i>Activities Coordinator</i>	Part-time	0.63
<i>Administrative Support</i>	Contractual	0.24
<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>Intern/Project Specialist</i>	Contractual	0.60
<i>Maintenance Specialist</i>	Full-time	2.00
<i>Maintenance Supervisor</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
<i>Paraprofessional</i>	Contractual	0.40
<i>Service/Maintenance</i>	Contractual	0.60
Total		10.07

Historical Society of Carroll County

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	60,000	60,000	60,000	60,000	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$60,000	\$60,000	\$60,000	\$60,000	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

Timatha Pierce, Executive Director (410) 848-6494

Heidi Pepin, Budget Analyst (410) 386-2082

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

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 and legacy of the County.
- Preserve and provide public access to Cockey's Tavern, Kimmey House, and the Sherman-Fisher-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 has been renovated in order to expand public programming and provide space for collections storage, a gift shop, and staff and volunteer offices.

Program Highlights

- Renovations to the lawn and gardens at the Sherman-Fisher-Shellman House were completed thanks to a generous private donation.
- The on-going monthly lecture series on county history, Box Lunch Talks, draws an average of 100 people.

Budget Changes

In FY 12 operating budgets are generally held flat or reduced from FY 11.

Homestead Museum

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
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%
Total	\$20,000	\$20,000	\$20,000	\$20,000	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Jane Sewell, Executive Director (410) 848-2313

Heidi Pepin, Budget Analyst (410) 386-2082

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

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:

- Continued preservation and restoration of the historic site, buildings, and original furnishings.
- Promote the facility for tours, weddings, receptions and events to generate revenues to accomplish the mission.
- Provide educational and historic interpretation of the site.

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 premiere events at the Homestead. The Homestead draws approximately 15,000 visitors annually.

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 12, the Bureau of Facilities budget includes \$36,120.

Program Highlights

- In an on-going effort to preserve and restore the Homestead, several projects have begun using private funding including exterior painting, a floor stabilization project, and a new drainage field added behind the tannery building.
- In August 2010, the Homestead held their 40th Annual Old-Fashioned Corn Roast Festival, the most profitable event of its kind since its inception.

Budget Changes

In FY 12 operating budgets are generally held flat or reduced from FY 11.

Administrative Services Appropriations

Administrative Services Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Administration	\$0	\$0	\$125,436	\$193,370	100.00%	54.16%
TV Production	120,534	106,500	75,000	75,000	-29.58%	0.00%
Public Information	143,498	128,250	0	0	-100.00%	0.00%
Total Adminstrtive Services	\$264,033	\$234,750	\$200,436	\$268,370	14.32%	33.89%

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Office of Management Analysis	\$189,730	\$147,950	\$131,400	\$80,000	-45.93%	-39.12%
Total Office of Management Analysis	\$189,730	\$147,950	\$131,400	\$80,000	-45.93%	-39.12%

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Human Resources Administration	\$945,202	\$653,900	\$547,460	\$540,120	-17.40%	-1.34%
Health and Fringe Benefits	14,741,088	20,100,000	20,100,000	21,698,000	7.95%	7.95%
Payroll Taxes	215,792	3,040,000	3,040,000	3,001,900	-1.25%	-1.25%
Personnel Services	111,497	79,170	74,705	74,660	-5.70%	-0.06%
Total Office of Human Resources	\$16,013,579	\$23,873,070	\$23,762,165	\$25,314,680	6.04%	6.53%

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Emergency Management	\$3,097	\$20,070	\$20,070	\$20,070	0.00%	0.00%
Office of Public Safety and 911	3,109,942	2,994,150	2,993,165	3,281,000	9.58%	9.62%
Total Office of Public Safety	\$3,113,039	\$3,014,220	\$3,013,235	\$3,301,070	9.52%	9.55%

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Technology Services	\$2,971,029	\$2,841,500	\$2,796,039	\$3,248,310	14.32%	16.18%
Production and Distribution	406,652	400,290	400,290	400,290	0.00%	0.00%
Total Office of Technology Services	\$3,377,680	\$3,241,790	\$3,196,329	\$3,648,600	12.55%	14.15%

Total Administrative Services	\$22,958,060	\$30,511,780	\$30,303,565	\$32,612,720	-3.50%	25.01%
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Administrative Services

Administrative Services Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Administration	\$0	\$0	\$125,436	\$193,370	100.00%	54.16%
TV Production	120,534	106,500	75,000	75,000	-29.58%	0.00%
Public Information	143,498	128,250	0	0	-100.00%	0.00%
Total Administrative Services	\$264,033	\$234,750	\$200,436	\$268,370	14.32%	33.89%

Highlights, Changes and Useful Information

In FY 11, The Board of County Commissioners consolidated the Department of Technology Services, the Department of Human Resources, and several other offices. As part of the Board of County Commissioners' reorganization, the Office of Public Information was eliminated.

Budget Changes

- In FY 12 there are no salary increases.
- The increase in Administration from the FY 11 Adjusted Budget to the FY 12 Budget is the transfer of the Baltimore Metropolitan Council dues from the Land Use, Planning and Development budget as well as the transfer of a position from Technology Services.
- The TV Production budget decreases 29.58% due to the reorganization that transferred a portion of the salary budget to Administrative Services Administration.

Administrative Services Administration

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$125,436	\$125,435	100.00%	0.00%
Operating	0	0	0	67,935	100.00%	100.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$0	\$0	\$125,436	\$193,370	100.00%	54.16%
Employees FTE	0.00	0.00	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

Cindy Parr, Director of Administrative Services
(410) 386-2044
Heidi Pepin, Budget Analyst (410) 386-2082

Positions

Title	Type	FTE
<i>Director</i>	Full-time	1.00
<i>Graphic Designer/Media Specialist</i>	Full-time	1.00
Total		2.00

Mission and Goals

The Department of Administrative Services oversees all responsibilities associated with Carroll County Government employment, administers employee benefits, operates the Emergency Communications Center (911 Services), and provides technology services and support to Carroll County government agencies.

Goals include:

- Provide excellent service and efficient, effective solutions and support to the departments and offices of Carroll County Government and its partner agencies.
- Offer agencies the necessary resources to carry out their responsibilities and to respond to the needs of Carroll County residents and businesses.

Description

The Department of Administrative Services includes Technology Services, Management Analysis, Public Safety, Human Resources, and TV Production. Administrative Services Administration is responsible for the administration of these agencies as they carry out duties to accomplish the goals and objectives of the Board of County Commissioners.

Budget Changes

- In FY 12 there are no salary increases.
- The increase in Administration from the FY 11 Adjusted Budget to the FY 12 Budget is the transfer of the Baltimore Metropolitan Council dues from the Land Use, Planning and Development budget.
- In FY 11, The Board of County Commissioners consolidated the Department of Technology Services, the Department of Human Resources, and several other offices. As part of the Board of County Commissioners' reorganization the Department of Administrative Services was created.

TV Production

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$118,357	\$104,600	\$73,100	\$73,100	-30.11%	0.00%
Operating	397	1,900	1,900	1,900	0.00%	0.00%
Capital Outlay	1,781	0	0	0	0.00%	0.00%
Total	\$120,534	\$106,500	\$75,000	\$75,000	-29.58%	0.00%
Employees FTE	2.40	2.40	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

Chris Swam, Media Production Specialist
(410) 386-2801

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

<http://ccgovernments.carr.org/ccg/avprod/default.asp>

Mission and Goals

The mission of the TV Production, Cable Channel 24 (CCG24), is to provide information to Carroll County citizens concerning the functions, activities, and programs of Carroll County Government. TV Production strives to expand and enhance the following:

- Public participation in the governmental process
- Citizen access to County programs and services
- Emergency communications in the County

Goals include:

- Broadcast live and repeat tapings of governmental boards and commissions, including public hearings, work sessions, and other related governmental events
- Create and broadcast local origination and informational programming concerning governmental processes, modifications or expansion of government services, and coverage of other special events
- Deliver announcements of an emergency nature affecting public health or safety in a timely manner

Description

TV Production produces content for [Comcast Channel 24 and Web Streaming](#) as well as provides media aid to all county departments. This includes coverage of special events, such as dedication ceremonies that mark the opening of new or renovated County facilities, the swearing in of a newly elected Board of County Commissioners, and any other applicable ceremony involving county officials. Additionally, the staff is responsible for the technical maintenance of audio/video equipment. A few examples of regular programs and broadcasts include:

- Board of County Commissioners open and work sessions
- Planning and Zoning Commission meetings
- Environmental Advisory Council Meetings
- Weekly new programs, public service announcements, and various special features

Program Highlights

- Relocated and installed a new working studio for all meetings in county office building for under \$150. Previously, this was handled at an off-site location. This allows for more technical aid if there is a problem in the county office building during a meeting.
- The following table demonstrates TV Production's activity during 2010:

	CY 10
# of programs produced	205
# of information bulletins broadcast	1,866

Budget Changes

The TV Production budget decreases 29.58% due to the reorganization that transferred a portion of the salary budget to Administrative Services Administration.

Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Media Production Specialist</i>	Full-time	1.00
<i>Media Technician</i>	Full-time	1.00
<i>Total</i>		2.00

Public Information

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$138,754	\$110,400	\$0	\$0	-100.00%	0.00%
Operating	4,744	17,850	0	0	-100.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$143,498	\$128,250	\$0	\$0	-100.00%	0.00%
Employees FTE	2.00	2.00	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.

Mission and Goals

The mission of the Office of Public Information (OPI) is to provide public access to and understanding of the County's actions and decisions because an educated population is more likely to become engaged in the running of its government.

Goals include:

- Encourage the dissemination of information from Carroll County Government to the general public in a way that accurately and positively reflects the work of the Board of County Commissioners and County staff.
- Uphold the integrity of the County through honest and responsive communications with the public, including members of the media.
- Support all County agencies with their graphic work, visual displays, or written communications.

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. OPI ensures that the County's visual and written communication concerning policies and procedures are understandable to the public. The office also serves as a liaison between the County staff and journalists as well as provides guidance to staff concerning relations with the press and public.

Budget Changes

In FY 11 this budget was eliminated as part of a reorganization.

Management Analysis

Office of Management Analysis

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$187,165	\$134,270	\$117,720	\$79,240	-40.98%	-32.69%
Operating	2,565	13,680	13,680	760	-94.44%	-94.44%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$189,730	\$147,950	\$131,400	\$80,000	-45.93%	-39.12%
Employees FTE	2.25	2.00	1.60	1.60	-----	-----

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

Contact

Cindy Parr, Director of Administrative Services (410) 386-2044

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

<http://ccgovernments.carr.org/ccg/audit/default.asp>

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

- Review of the FY 10 Drug Task Force transactions.
- Conducted annual verification counts of County inventories for FY 10.
- Audit of the Northern Landfill phone rewards program.

Budget Changes

- The decrease in Personnel from the FY 11 Original Budget to the Adjusted is due to a reduction in 0.4 of the Audit Technician position.
- There are no salary increases for FY 12.
- The 32.69% decrease in personnel from the FY 11 Adjusted is due to a reclassification of an Administrator position to an Analyst position.
- The 94.44% decrease in Operating is due to the biennial indirect cost study that was performed in FY 11 and the elimination of professional development costs.

Positions

Title	Type	FTE
Analyst	Full-time	1.00
Audit Technician	Full-time	0.60
Total		1.60

Human Resources

Office of Human Resources Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Human Resources Administration	\$945,202	\$653,900	\$547,460	\$540,120	-17.40%	-1.34%
Health and Fringe Benefits	14,741,088	20,100,000	20,100,000	21,698,000	7.95%	7.95%
Payroll Taxes	215,792	3,040,000	3,040,000	3,001,900	-1.25%	-1.25%
Personnel Services	111,497	79,170	74,705	74,660	-5.70%	-0.06%
Total Office of Human Resources	\$16,013,579	\$23,873,070	\$23,762,165	\$25,314,680	6.04%	6.53%

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 professional 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.

Highlights, Changes and Useful Information

- Staff in the Office of the Human Resources has been reduced by more than 26% since FY 09.
- The Office of Human Resources supports not just County Government operations but also outside agencies at varying levels. Health, retirement, and other benefits are administered and funded out of this office for the Courts, the State's Attorney Office, Sheriff Services, and the Detention Center. These agencies are also eligible to use the clerical workers in Personnel Services. Health Benefits are also provided to the Library and the Humane Society.
- In compliance with GASB 27, 43, and 45, the appropriations to the Pension and OPEB Trust Funds are now included in the Health and Fringe Benefits budget. Prior to FY 10, these appropriations were shown under Inter-Fund transfers.

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- The decrease from the FY 11 Original Budget to the FY 11 Adjusted Budget in Human Resources Administration is primarily due to the elimination of the Director of Human Resources position.
- The increase in Health and Fringe Benefits is due to a projected 7.5% increase in medical costs, a projected 7.6% increase in OPEB costs, and an increase in medical costs for the addition of fourteen deputy positions, nine recruits, and five Communication Specialist positions, all attributed to the transition away from the Resident Trooper program. Operating costs were reduced by the elimination of positions during the FY 12 budget process. There were also decreases to group life and long-term disability due to rebidding the contracts. The amount to rebalance the Internal Services Fund was also reduced.
- Personnel Services decreased from the FY 11 Original Budget to the FY 11 Adjusted Budget due to salary adjustments associated with employee turnover.

Human Resources Administration

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$917,969	\$610,600	\$504,160	\$504,160	-17.43%	0.00%
Operating	27,233	43,300	43,300	35,960	-16.95%	-16.95%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$945,202	\$653,900	\$547,460	\$540,120	-17.40%	-1.34%
Employees FTE	12.00	12.00	11.00	11.00	-----	-----

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

Contact

Pamela Lindsay, Administrator of Human Resources
(410) 386-2129

Larry R. Brown, Senior Budget Analyst (410) 386-2082
<http://ccgoverment.carr.org/ccg/humanres/default.asp>

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 Office 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
- Employee relations programs
- Computer skills assessment
- Wellness Initiatives Program
- Employee training and development activities

Program Highlights

- In FY 11 life insurance and long-term disability contracts were rebid with The Standard awarded the life insurance contract and National Insurance Services awarded the long-term disability contract with a combined savings of approximately \$100K.

- In FY 10 two Federal Healthcare Reform bills were signed into law. Requirements of the bill were for Carroll County to maintain "grandfathered" status of the current health plans. This allows the County to get reimbursed through the Early Retiree Reinsurance Program (ERRP) for retirees between the ages of 55 and 64. ERRP will reimburse up to 80% of allowable expenses between \$15K and \$90K for early retirees. Reimbursements are to offset increased costs.
- Ten employee training classes are planned through the MoMentum program for FY 12, along with three in-house supervisory training classes related to performance reviews and new supervisor training.

Budget Changes

- The decrease in Personnel and FTE's from the FY 11 Original Budget to the FY 11 Adjusted Budget is due to the elimination of the Director of Human Resources position.
- The 16.95% decrease in Operating for FY 12 is primarily due to reducing professional development and the number of MoMentum classes.

Positions

Title	Type	FTE
<i>Admin. Office Associate</i>	Full-time	2.00
<i>Administrator</i>	Full-time	1.00
<i>Health Benefits Manager</i>	Full-time	1.00
<i>Health Benefits Specialist</i>	Full-time	1.00
<i>Human Resource Associate</i>	Full-time	4.00
<i>Information Desk Receptionist</i>	Full-time	1.00
<i>Retirement Plans Manager</i>	Full-time	1.00
Total		11.00

Health and Fringe Benefits

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$2,221,336	\$11,126,000	\$11,126,000	\$11,524,500	3.58%	3.58%
Operating	12,519,751	8,974,000	8,974,000	10,173,500	13.37%	13.37%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$14,741,088	\$20,100,000	\$20,100,000	\$21,698,000	7.95%	7.95%
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

**Kimberly Frock, Health Benefits and
Compensation Manager (410) 386-2129**
Larry R. Brown, Senior Budget Analyst (410) 386-2082
<http://ccgovernments.carr.org/ccg/humanres/benefits.asp>

Mission

To administer employee benefits, educate employees about their benefits and work with employees to resolve issues related to benefits.

Description

Benefits offered by the County include:

- 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

United Healthcare is now the County's medical health plan provider. County employees have a choice between two medical plans:

- Choice is an "open HMO" program that provides in-network coverage only, with no requirement for referrals, but no out-of-network benefit for employees who choose to utilize non-participating providers.
- Choice Plus allows the insured to receive treatment within the network of providers for the regular co-payment amount and also provides out-of-network coverage at slightly increased expense to the insured.
- Other changes to the benefit providers include Medco as the new provider for prescription coverage and Delta Dental as the PPO provider for dental care. CIGNA continues to provide the dental HMO plan.

- Established a Certified Law Officers Pension Plan for eligibility for retirement after 25 years of service or at age 55 with 15 years of service.

Budget Changes

- The increase in Personnel for FY 12 is primarily due to adding \$554.8K (\$304.8K retirees and \$250K future funding) for Other Post Employment Benefits (OPEB). The employer contributions for the Employee Pension Plan decreased from 8.7% to 8.4% and the Law Officer's Pension Plan from 17.5% to 16.8% reducing pension costs by \$162K.
- The 13.37% increase in Operating for FY 12 is primarily due to a projected 7.5% increase in medical costs, a projected 7.6% increase Other Post Employment Benefits (OPEB), adding medical costs for fourteen deputy positions, nine recruits, and five Communication Specialist positions, both attributed to the transition away from the Resident Trooper program. Operating costs were reduced by the elimination of positions during the FY 12 budget process. There were decreases to group life and long-term disability due to rebidding the contracts, and the amount to rebalance the Internal Service Fund was also reduced.

Payroll Taxes

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$215,792	\$3,040,000	\$3,040,000	\$3,001,900	-1.25%	-1.25%
Operating	0	0	0	0	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$215,792	\$3,040,000	\$3,040,000	\$3,001,900	-1.25%	-1.25%
Employees FTE	0	0	0	0	-----	-----

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, Health Benefits and
Compensation Manager (410) 386-2129**

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

Description

The Payroll Taxes budget includes Federal and State mandated programs for the general fund payroll including:

- Social Security
- Medicare
- Unemployment Insurance

Grant Fund and Enterprise Fund employment taxes are paid from those respective budgets.

The staff who administer the Payroll Taxes budget are included in the Human Resources Administration budget.

Budget Changes

- There are no salary increases for FY 12.
- The decrease in FY 12 is due to a reduction in projected unemployment benefit payments and eliminating positions during the budget process.

Personnel Services

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$111,493	\$79,115	\$74,650	\$74,650	-5.64%	0.00%
Operating	4	55	55	10	-81.82%	-81.82%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$111,497	\$79,170	\$74,705	\$74,660	-5.70%	-0.06%
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

**Kimberly Frock, Health Benefits and
Compensation Manager (410) 386-2129**

Larry R. Brown, Senior 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 three clerical positions:

- Are readily available for staff assignments
- Are familiar with County procedures and policies
- 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 or additional support is needed

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.

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- The decrease in Personnel from the FY 11 Original Budget to the FY 11 Adjusted Budget is due to employee turnover.

Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Office Associate</i>	Full-time	3.00
<i>Total</i>		3.00

Office of Public Safety

Office of Public Safety Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Emergency Management	\$3,097	\$20,070	\$20,070	\$20,070	0.00%	0.00%
Office of Public Safety and 911	3,109,942	2,994,150	2,993,165	3,281,000	9.58%	9.62%
Total Office of Public Safety	\$3,113,039	\$3,014,220	\$3,013,235	\$3,301,070	9.52%	9.55%

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 the 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.

Highlights, Changes and Useful Information

- Five additional Communication Specialist positions were added based on the projected increase in dispatched calls associated with the transition away from the Resident Trooper program.
- The Office of Public Safety supports not just County Government operations but several other outside agencies at varying levels. Radios are provided out of this budget to Sheriff Services, Detention Center, Humane Society, and the Volunteer Emergency Services Association. In addition, the Office of Public Safety maintains the communication system that all of these organizations, as well as the towns and State Police, use during emergencies.
- The 911 Call Center received 60,752 calls in calendar year 2010, resulting in 18,216 dispatched responses:

Type	CY 05	CY 06	CY 07	CY 08	CY 09	CY 10
Fire	2,596	2,833	2,913	2,868	2,741	2,743
EMS	10,195	10,306	11,288	11,827	12,250	12,554
Rescue	1,146	1,163	1,246	1,068	1,099	978
Mutual Aid	2,032	2,055	2,137	2,085	1,991	1,941
Total	15,969	16,357	17,584	17,848	18,081	18,216

Budget Changes

- The increase in the Public Safety budget is primarily due to adding five Communication Specialist positions based on the projected increase in dispatched calls associated with the transition away from the Resident Trooper program and the purchase of communications equipment and associated costs (such as radios, cell phones and service, and wireless service for mobile data terminals) for the fourteen additional deputies. Five contractual Communication Technician positions were eliminated.
- Additional radios are included for VESA for adding 12 approved apparatus riding positions.

Emergency Management

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	3,097	12,570	12,570	12,570	0.00%	0.00%
Capital Outlay	0	7,500	7,500	7,500	0.00%	0.00%
Total	\$3,097	\$20,070	\$20,070	\$20,070	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

Scott Campbell, Administrator of Public Safety (410) 386-2261
Larry R. 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

In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

Office of Public Safety & 911

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$1,866,847	\$1,539,260	\$1,538,275	\$1,659,895	7.84%	7.91%
Operating	1,167,349	1,350,723	1,350,723	1,398,805	3.56%	3.56%
Capital Outlay	\$75,745	\$104,167	\$104,167	\$222,300	113.41%	113.41%
Total	\$3,109,942	\$2,994,150	\$2,993,165	\$3,281,000	9.58%	9.62%
Employees FTE	36.63	36.63	36.63	39.75	8.52%	8.52%

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 R. Brown, Senior Budget Analyst (410) 386-2082

<http://ccgoverment.carr.org/ccg/pubsafe/default.asp>

Mission and Goals

The mission of the Office of Public Safety & 911 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 part of the Office of Public Safety. 911 personnel dispatch or direct calls to the appropriate law enforcement agency as well as 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 in reviewing:

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

Program Highlights

- Installing underground water storage tanks for fighting fires
- Continuing the purchase of and training on Automated External Defibrillators (AED's)
- National Incident Management System (NIMS) training
- Certification of adequate emergency services coverage

Budget Changes

- In FY 12 there are no salary increases.
- The increase in Personnel and FTE's from the FY 11 Adjusted Budget to the FY 12 Budget is due to the addition of five Communication Specialist positions based on the projected increase in dispatched calls associated with the transition away from the Resident Trooper program. Five contractual Communication Technician positions were eliminated.
- The increase in Operating from the FY 11 Adjusted Budget to the FY 12 Budget is primarily due to adding cellular service and wireless service (for Mobile Data Terminals) for fourteen additional deputies, and for adding wireless services for 40 prior year Mobile Data Terminal purchases previously covered by grants.
- The increase in Capital Outlay is primarily due to purchasing portable and mobile digital radios for fourteen additional deputies, and for additional radio purchases for VESA and County vehicles.

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	23.00
<i>Emergency Manage Coordinator</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	3.75
Total		39.75

Technology Services

Office of Technology Services Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Technology Services	\$2,971,029	\$2,841,500	\$2,796,039	\$3,248,310	14.32%	16.18%
Production and Distribution	406,652	400,290	400,290	400,290	0.00%	0.00%
Total Office of Technology Services	\$3,377,680	\$3,241,790	\$3,196,329	\$3,648,600	12.55%	14.15%

Mission and Goals

The Office 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. The CCPN will own and operate the fiber backbone and wireless connections, saving \$900,000 per year across the four partners: Carroll County Public School System, Carroll Community College, Carroll County Public Library System, and Carroll County Government.

Budget Changes

- In FY 12 there are no salary increases. An additional position, Network Security Analyst, is included in the Technology Services budget.
- A Help Desk Specialist position was eliminated from the Technology Services budget.
- Operating expenses increase for the one-time purchase of updated Microsoft Office software.
- Included in the Office of Technology Services' budget is \$100,000 for Mobile Data Terminals for the 14 additional Deputy Sheriff positions.

Technology Services

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$1,718,161	\$1,466,560	\$1,421,099	\$1,474,455	0.54%	3.75%
Operating	1,159,886	1,276,540	1,276,540	1,617,765	26.73%	26.73%
Capital Outlay	92,981	98,400	98,400	156,090	58.63%	58.63%
Total	\$2,971,029	\$2,841,500	\$2,796,039	\$3,248,310	14.32%	16.18%
Employees FTE	26.75	26.75	26.75	27.75	-----	-----

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, Administrator of Technology Services
(410) 386-2056

Heidi K. Pepin, Budget Analyst (410) 386-2082

<http://ccgoverment.carr.org/ccg/infotech/default.asp>

Mission and Goals

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.
- 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 technology in all areas.

Description

Technology Services provides information and technology services to Carroll County Government and governmental partners. The Technology Services staff educates and trains County personnel in the use of computer equipment and business applications including enterprise Geographic Information Systems. Staff also evaluates, selects, and initiates purchasing procedures for all information processing hardware, software and consulting services. Additionally, Technology Services 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 Office of Technology Services is in a four year project providing high speed voice and data connections to all County government facilities. The CCPN will own and operate the fiber backbone and wireless connections.

- Enterprise Geographic Information System has collected the Planimetric data: road center lines, address verification, building polygons and access roads and driveways for the 65,000 plus parcels in Carroll County. This data is currently available to the employees of Carroll County Government.

Budget Changes

- In FY 12 there are no salary increases.
- As part of the FY 12 budget process a Help Desk Specialist position was eliminated.
- An additional position, Network Security Analyst, has been included in FY 12.
- Operating increases 26.73% for the one-time purchase of updated Microsoft Office software.
- Capital Outlay increases 58.63% for Mobile Data Terminals for the 14 additional Sheriff's Deputies.

Positions

Title	Type	FTE
<i>Administrative Office Associate I</i>	Full-time	1.00
<i>Administrator, Technology Services</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>Enterprise GIS & Database Manager</i>	Full-time	1.00
<i>GIS Analyst</i>	Full-time	2.00
<i>Network Analyst</i>	Full-time	2.00
<i>Network Manager</i>	Full-time	1.00
<i>Network Security Analyst</i>	Full-time	1.00
<i>Network Technician</i>	Full-time	1.00
<i>Programmer Analyst</i>	Full-time	2.00
<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
Total		27.75

Production and Distribution Services

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$134,796	\$107,020	\$107,020	\$107,020	0.00%	0.00%
Operating	271,855	293,270	293,270	293,270	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$406,652	\$400,290	\$400,290	\$400,290	0.00%	0.00%
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, Administrator of Technology Services

(410) 386-2056

Heidi K. Pepin, 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.

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

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

General Government Appropriations

General Government Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Comptroller Administration	\$312,410	\$262,970	\$262,970	\$260,420	-0.97%	-0.97%
Accounting	858,535	663,090	663,090	660,110	-0.45%	-0.45%
Bond Issuance Expense	171,228	160,000	160,000	152,000	-5.00%	-5.00%
Collections Office	543,957	436,070	436,070	1,431,680	228.31%	228.31%
Independent Post Audit	42,555	47,000	47,000	47,000	0.00%	0.00%
Purchasing	394,882	361,000	361,000	347,480	-3.75%	-3.75%
Total Comptroller	\$2,323,567	\$1,930,130	\$1,930,130	\$2,898,690	50.18%	50.18%

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
County Attorney	\$1,007,869	\$941,850	\$917,631	\$894,890	-4.99%	-2.48%
Total County Attorney	\$1,007,869	\$941,850	\$917,631	\$894,890	-4.99%	-2.48%

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Economic Development Administration	\$666,639	\$573,070	\$567,760	\$567,760	-0.93%	0.00%
Business & Employment Resource Center	205,513	145,760	145,760	145,760	0.00%	0.00%
ED Infrastructure and Investment	3,585,388	3,000,000	3,000,000	2,500,000	-16.67%	-16.67%
Tourism	272,369	280,000	280,000	246,380	-12.01%	-12.01%
Total Economic Development	\$4,729,909	\$3,998,830	\$3,993,520	\$3,459,900	-13.48%	-13.36%

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Administration	\$731,144	\$629,830	\$579,630	\$513,240	-18.51%	-11.45%
Planning	653,449	554,480	554,480	548,880	-1.01%	-1.01%
Development Review	400,790	373,080	437,870	435,750	16.80%	-0.48%
Resource Management	1,100,740	910,730	864,650	851,260	-6.53%	-1.55%
Environmental Compliance	245,395	0	0	0	0.00%	0.00%
Zoning Administration	213,661	139,410	139,410	139,380	-0.02%	-0.02%
Agricultural Land Preservation Debt Service	1,583,410	3,000,000	1,700,000	1,882,790	-37.24%	10.75%
Total Land Use, Planning & Development	\$4,928,589	\$5,607,530	\$4,276,040	\$4,371,300	-22.05%	2.23%

General Government Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Management and Budget Administration	\$193,138	\$161,550	\$161,550	\$161,550	0.00%	0.00%
Budget	584,353	452,690	451,220	409,900	-9.45%	-9.16%
Grants Management	140,497	117,320	111,450	110,280	-6.00%	-1.05%
Risk Management	3,218,354	3,960,420	3,959,480	3,749,040	-5.34%	-5.31%
Total Management and Budget	\$4,136,342	\$4,691,980	\$4,683,700	\$4,430,770	-5.57%	-5.40%

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Board of Elections	\$461,203	\$752,560	\$752,560	\$654,600	-13.02%	-13.02%
County Commissioners	811,081	842,000	677,810	677,810	-19.50%	0.00%
Board of License Commissioners	104,825	48,580	48,580	48,580	0.00%	0.00%
Board of Zoning Appeals	92,264	83,950	83,950	82,350	-1.91%	-1.91%
Total General Government Other	\$1,469,373	\$1,727,090	\$1,562,900	\$1,463,340	-15.27%	-6.37%

Total General Government	\$18,595,649	\$18,897,410	\$17,363,921	\$17,518,890	-7.29%	0.89%
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Comptroller

Comptroller Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Comptroller Administration	\$312,410	\$262,970	\$262,970	\$260,420	-0.97%	-0.97%
Accounting	858,535	663,090	663,090	660,110	-0.45%	-0.45%
Bond Issuance Expense	171,228	160,000	160,000	152,000	-5.00%	-5.00%
Collections Office	543,957	436,070	436,070	1,431,680	228.31%	228.31%
Independent Post Audit	42,555	47,000	47,000	47,000	0.00%	0.00%
Purchasing	394,882	361,000	361,000	347,480	-3.75%	-3.75%
Total Comptroller	\$2,323,567	\$1,930,130	\$1,930,130	\$2,898,690	50.18%	50.18%

Mission and Goals

The Department of the Comptroller's mission is to perform the financial operations of the County while maintaining strong fiscal controls to ensure that all County assets are safeguarded and that the County continues to maintain a strong financial condition.

Goals include:

- Maintain and enhance a strong financial control structure to protect the assets of the County.
- Ensure that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with Generally Accepted Accounting Principles (GAAP).
- Compose an annual presentation to the credit rating agencies that results in an excellent rating in order to obtain the lowest possible interest rate on the bond issuance.
- Complete a timely deposit of funds to allow the County to meet its obligations and carry out all of the functions of government.
- Receive an unqualified audit opinion with no findings, questioned costs, significant deficiencies, or material weaknesses.
- Obtain optimum value for every tax dollar spent.

Highlights, Changes and Useful Information

- Staff in the Department of the Comptroller has been reduced by more than 6% since FY 09.
- For the twenty-sixth consecutive year, the County was awarded the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) of the United States and Canada for the [FY 10 Comprehensive Annual Financial Report \(CAFR\)](#).
- Services provided by the Comptroller's Office, including payment of property taxes and utility bills, are now provided at County Library branches in addition to the County Office Building. The County pays the Library an administrative fee for providing this service.
- In FY 11, the County maintained its bond rating levels of strong creditworthiness with the three following major credit rating agencies:

Moody's Investors Service	Aa1
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Standard & Poor's	AA+
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Fitch	AAA
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Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- The \$1 million increase in the Collections budget is for the County to pay its share of State assessments, as adopted in the FY 12 State budget.
- Bond Issuance decreased due to a smaller bond sale projection in FY 12.
- Purchasing decreased for projected reductions in advertising and consultant fees.

Comptroller Administration

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$301,619	\$245,045	\$245,045	\$244,800	-0.10%	-0.10%
Operating	10,791	17,925	17,925	15,620	-12.86%	-12.86%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$312,410	\$262,970	\$262,970	\$260,420	-0.97%	-0.97%
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

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

<http://ccgoverment.carr.org/ccg/comp/default.asp>

Mission

The Department of the Comptroller's mission is to perform the financial operations of the County while maintaining a strong fiscally controlled environment to ensure that all County assets are safeguarded and that the County continues to maintain a strong financial condition.

Goals include:

- Provide accurate financial information and excellent customer service to all of our internal and external customers.
- Maintain a strong financial control environment.

Description

The Comptroller is responsible for the accounting of all financial activities of the County government and overseeing the efficient operation of the following functions:

- Accounting
- Payroll
- Accounts Payable
- Collections Office
- Grant and Enterprise Fund Accounting
- Treasury services including deposits, investments, and cash management
- Purchasing

These responsibilities include maintaining all systems to properly record receipt and disbursement of funds as well as maintaining internal control systems for safeguarding County assets. The Comptroller is also accountable for ensuring that the County's financial records are in compliance with all Generally Accepted Accounting Principles (GAAP), obtaining an independent financial audit, composing the Comprehensive Annual Financial Report (CAFR), managing pension administration, and issuing debt.

The Comptroller also monitors water, sewer, and tipping fees for the Enterprise funds.

Program Highlights

For the twenty-six consecutive year, the County was awarded the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) of the United States and Canada for the FY 10 Comprehensive Annual Financial Report (CAFR).

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Comptroller</i>	Full-time	1.00
<i>Financial Analyst</i>	Full-time	1.00
<i>Financial Systems Administrator</i>	Full-time	1.00
Total		4.00

Accounting

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$787,447	\$580,040	\$580,040	\$580,040	0.00%	0.00%
Operating	70,730	82,870	82,870	79,890	-3.60%	-3.60%
Capital Outlay	358	180	180	180	0.00%	0.00%
Total	\$858,535	\$663,090	\$663,090	\$660,110	-0.45%	-0.45%
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

Doreen Hazelip, Bureau Chief (410) 386-2336

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

<http://ccgoverment.carr.org/ccg/account/default.asp>

Mission

The mission of the Bureau of Accounting is to ensure that the financial data maintained for the County is accurate in all material aspects and is reported to fairly present the financial position and results of County operations. The Bureau assures taxpayers and citizens of the County that their tax dollars are being handled in a prudent and appropriate manner, in accordance with all applicable laws, and will provide said information as requested from customers both inside and outside County Government. The Bureau will establish and maintain an internal control structure designed to ensure that the governments' assets are protected from loss, theft, or misuse.

Goals include:

- Continue to achieve excellence in financial reporting.
- Provide timely and accurate financial data as requested and in order to maintain continuity between departments.
- Maintain and enhance the internal control structure that protects County assets.
- Ensure the County's financial records and statements are in compliance with Generally Accepted Accounting Principles (GAAP), the Governmental Accounting Standards Board (GASB), and best practices as recommended by the Government Finance Officers Associations (GFOA).

Description

The Bureau of Accounting is responsible for financial operations of the County, and is monitored by the Comptroller. Duties include:

- Payment of all County obligations (payroll, accounts payable, long-term debt, etc.)
- Billing for water, sewer, septage, and solid waste services
- Cash management and maintaining investment portfolios based on priorities of safety, liquidity, and return on investment
- Accounting for all capital assets
- Maintaining separate records for the General Fund, Grants, Special Revenue Funds, Capital, Internal Service, Fiduciary Funds, Debt Service, and Enterprise Funds.

Program Highlights

For the twenty-sixth consecutive year, the County was awarded the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) of the United States and Canada for the FY 10 Comprehensive Annual Financial Report (CAFR).

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

	FY 07	FY 08	FY 09	FY 10
Investments Made	172	188	147	151
Payroll Checks Issued	26,470	28,746	28,751	27,505
Accounts Payable Checks Issued	22,143	22,208	20,273	20,450
Voucher Payments Processed	27,515	26,906	25,346	23,832
W-2 Forms Issued	1,226	1,250	1,256	1,218
1099 Forms Issued	921	930	933	932

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

Positions

Title	Type	FTE
<i>Accountant</i>	Full-time	3.00
<i>Accounting Technician</i>	Full-time	3.00
<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 Assistant</i>	Full-time	1.00
<i>Payroll Manager</i>	Full-time	1.00
<i>Payroll Technician</i>	Full-time	1.00
Total		12.00

Bond Issuance Expense

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	171,228	160,000	160,000	152,000	-5.00%	-5.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$171,228	\$160,000	\$160,000	\$152,000	-5.00%	-5.00%
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

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

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

Mission

To provide an effective debt management program that enables the County to issue debt for capital needs at the lowest possible costs.

Goals include:

- Maintain or improve the County's three credit ratings
- Maintain open public disclosure of debt and financial information
- Utilize best practices and available financing tools to borrow at the lowest possible costs
- Monitor compliance with IRS regulations and state laws with regard to debt issuance

Description

On an annual basis the County issues bonds to finance various capital projects and requests that the rating agencies review the creditworthiness of the County and issue their ratings. Numerous costs are included within the annual bond issuance expenses because the County is able to avoid future financing costs by paying these costs when incurred rather than including them in the debt issuance. The major expenses include:

- Financial Advisory fees
- Credit Rating Agency fees
- Legal Counsel concerning the preparation and review of the official statement and other required documents
- Advertising, Printing, and Distribution fees
- Existing issuance registrar and escrow fees
- New issuance and setup fees

All outstanding bond issues, official statements, and disclosures can be viewed at www.dacbond.com.

Program Highlights

- In FY 11, the County maintained its bond rating levels of strong creditworthiness with the three following major credit rating agencies:

Moody's Investors Service	Aa1
Standard & Poor's	AA+
Fitch	AAA

- In FY 11, the County issued four series of bonds totaling \$36,290,000. Series A refunding bonds totaled \$12,580,000 and were used to refund existing bonds at lower interest rates. The Series B refunding bonds totaled \$2,210,000 and were used to refund Westminster Fire Co. bonds at a lower interest rate. Series C were General Obligation bonds totaling \$1,810,000. Series D totaling \$19,690,000 were Build America Bonds and provide the County with a 35% rebate of interest paid through the funding from the American Recovery and Reinvestment Act.
- The chart below shows a comparison of the County's bond issuance amounts and interest rates over the fiscal years:

FY 08 General Obligation Bond Issue	\$37,105,000	3.9398%
FY 09 General Obligation Bond Issue	\$80,000,000	4.3690%
FY 10 Gen. Oblig. Series A	\$31,880,000	2.2593%
FY 10 Gen. Oblig. Series B	\$34,650,000	3.3859%
FY 11 General Obligation Refunding Bonds Series A	\$12,580,000	1.2169%
FY 11 General Obligation Refunding Bonds Series B	\$ 2,210,000	1.2552%
FY 11 Gen. Oblig. Series C	\$ 1,810,000	0.9183%
FY 11 Gen. Oblig. Series D (Build America Bonds)	\$19,690,000	2.6133%

- The Series A Refunding Bonds, \$12,580,000, will produce savings of \$538,335 in future interest payments. The Series B Refunding Bonds (Westminster Fire Co.), \$2,210,000 will produce savings of \$259,376 in future interest.

Budget Changes

The 5.00% decrease in Operating is due to projecting a smaller bond sale in FY 12.

Collections Office

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$492,132	\$381,230	\$381,230	\$380,980	-0.07%	-0.07%
Operating	51,431	54,250	54,250	1,049,920	1835.34%	1835.34%
Capital Outlay	394	590	590	780	32.20%	32.20%
Total	\$543,957	\$436,070	\$436,070	\$1,431,680	228.31%	228.31%
Employees FTE	11.42	11.42	11.42	11.42	-----	-----

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

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

<http://ccggovernment.carr.org/ccg/collect/default.asp>

Mission and Goals

The mission of the Collections Office is to receive and properly record all revenues remitted and due to the County.

Goals include:

- Maintain a high level of efficiency and accuracy while providing excellent customer service.
- Achieve a timely deposit of funds in order to maximize earnings on invested assets to allow the County to meet its obligations and perform all of its functions as a government.

Description

The Collections Office is a centralized function for all County agencies and departments, and the office is responsible for the security and transfer of deposits to financial institutions. In order to assure fairness to all taxpayers, tax sale proceedings are initiated on delinquent accounts near the end of the tax year, and the tax sale is held on the last day of the tax year.

Examples of revenues collected include:

- Real estate taxes for the County, State, and Towns
- Personal property taxes
- Impact fees
- Recordation taxes
- Water and sewer utility charges
- Bay Restoration Fees
- Landfill tipping fees
- Recreation and parks fees
- Permit and inspection fees
- Various license fees

The Collections Office is accountable for the following:

- Compliance with State of Maryland laws and Carroll County code of public laws and ordinances.

- Monthly reporting to the State Department of Assessments and Taxation (SDAT) on various revenues collected and remittance to the State of Maryland.
- Monthly reporting to Carroll County municipalities and remittance of corresponding revenues.

Program Highlights

	FY 08	FY 09	FY 10
Real Estate Tax Bills Issued	63,500	63,700	63,700
Tax Properties Sold at Tax Sale	108	86	119
Personal Property Tax Bills Issued	5,000	5,100	5,100
Deeds Processed for Recordation Tax	14,100	12,900	12,300
Tax Certifications Processed	3,500	2,800	3,400
Permits Receipts Processed	5,200	4,300	4,100
Utility Bill Payments Collected	42,200	42,400	42,700

Budget Changes

- In FY 12 there are no salary increases.
- The increase in Operating from the FY 11 Adjusted Budget to the FY 12 Budget is primarily due to adding \$1 million, as adopted in the FY 12 State budget, for the County to pay its share of State assessments.

Positions

Title	Type	FTE
<i>Administrative Support</i>	Contractual	0.42
<i>Collections Analyst</i>	Full-time	1.00
<i>Collections Clerk</i>	Full-time	3.00
<i>Collections Specialist</i>	Full-time	5.00
<i>Collections Office Supervisor</i>	Full-time	1.00
<i>Head Cashier/Bookkeeper</i>	Full-time	1.00
Total		11.42

Independent Post Audit

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	42,555	47,000	47,000	47,000	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$42,555	\$47,000	\$47,000	\$47,000	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

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

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

Mission and Goals

To secure an independent certified public accounting firm to perform an independent annual audit of the County's financial records in order to assure the records are in accordance with Generally Accepted Accounting Principles.

Goals include:

- Obtain the annual audit at the lowest possible cost while simultaneously guaranteeing the audit is independent and conforms to all auditing standards required for governmental units.
- Fairly and clearly present full financial disclosure to anyone interested in the County's finances.

Description

The independent audit is performed on an annual basis to provide reasonable assurance that the financial statements of Carroll County for the prior fiscal year are free of material misstatement. The independent audit involves examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; assessing the accounting principles used and significant estimates made by management; and evaluating the overall financial statement presentation.

This budget is for the general fund portion of the annual audit itself, and it includes a single audit of federal awards. State law (Maryland Code Article 19, Section 40) requires that all local governments have an annual audit of financial records performed by a certified public accountant.

The County personnel who assist the external auditors in administering the Independent Post Audit are included in the Comptroller Administration budget.

The County's audited financial statements are presented on-line as part of the Comprehensive Annual Financial Report (CAFR) available at <http://ccgoverment.carr.org/ccg/comp/default.asp>.

Program Highlights

For Fiscal Year 2010, Carroll County received an unqualified audit opinion with no management comments.

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- Clifton Gunderson was selected as the County's auditor in May of 2009. The current contract is for FY 09-13 with an option to extend another two years.

Purchasing

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$333,728	\$271,950	\$271,950	\$271,950	0.00%	0.00%
Operating	60,720	89,050	89,050	75,530	-15.18%	-15.18%
Capital Outlay	434	0	0	0	0.00%	0.00%
Total	\$394,882	\$361,000	\$361,000	\$347,480	-3.75%	-3.75%
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

Richard Shelton, Bureau Chief (410) 386-2181

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

<http://ccgoverment.carr.org/ccg/purchase/default.asp>

Mission and Goals

To serve customers in all business activities and transactions with honor, fairness, and integrity and actively seek best value results in all we do.

Goals include:

- Fairness and equality to all individuals, corporations, and businesses who desire to compete in the County.
- Uphold and promote honesty and integrity at all times.
- Conduct an open and transparent bidding process.
- Be attentive to internal and external customer needs.
- Maintain an informative website for customers.
- Encourage the use of recycled and environmentally friendly products whenever practical and cost effective.
- Participate in piggyback or cooperative bidding whenever it is in the County's best interest.
- Seek new and innovative ideas to purchase, manage, and reduce energy consumption.
- Assist non-profits and others with information or services that are beneficial to their needs.
- Be receptive to ideas or suggestions for improvement.
- Seek best practices in public procurement through continuing education programs and networking.
- Maximize investment recovery for equipment, furniture, and supplies through partnerships with the private sector.

Description

The Bureau of Purchasing reports directly to the Comptroller and is accountable for maintaining a fair and equitable procurement process for the citizens of Carroll County. The Bureau of Purchasing constantly seeks to obtain the best value and achieve the maximum savings of County tax dollars through purchases at the right quantity, quality, price, place, and time.

The Bureau of Purchasing utilizes professional organizations such as the National Institute of Governmental Purchasing (NIGP) and the Maryland Public Purchasing Association (MPPA) to network and keep abreast of best practices in public procurement.

The Bureau of Purchasing also takes advantage of Carroll County's membership within the Baltimore Metropolitan Council (BMC) of Governments to reap the benefits of one of the BMC's committees, the Baltimore Regional Cooperative Purchasing Committee (BRPCPC).

Program Highlights

- As a result of the Bureau of Purchasing membership on the BMC's Purchasing Sub-Committee and Energy Board, the County has been able to lower and stabilize its energy costs (natural gas and electricity) for government buildings. Additionally, an energy management tracking program has been implemented to provide valuable energy cost and performance data.
- The expanded use of the procurement card program has decreased the transaction time for the purchase of goods and services, increased the efficiency of the payment process, and had the environmentally friendly effect of reducing paper requirements and volume.
- The Bureau of Purchasing has been very active in cooperative buying initiatives. Cooperative buying effectively leverages the needs of many to obtain a great price for commodities and services required by end users.

Budget Changes

The 15.18% decrease from the FY 11 Adjusted Budget to the FY 12 Budget is primarily due to a reduction in advertising activity and consulting fees.

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	1.00
<i>Senior Buyer</i>	Full-time	1.00
Total		5.00

County Attorney

County Attorney Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
County Attorney	\$1,007,869	\$941,850	\$917,631	\$894,890	-4.99%	-2.48%
Total County Attorney	\$1,007,869	\$941,850	\$917,631	\$894,890	-4.99%	-2.48%

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 that affect 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.

Highlights

Between FY 03 and FY 10 the County Attorney's Office collected more than \$5.5 million in delinquent accounts related to unpaid taxes and fees, medical expenses for inmates, reimbursements for accidents, and bad checks.

FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY10
\$979,339	\$416,689	\$846,967	\$794,812	\$719,733	\$631,772	\$730,000	\$467,600

Budget Changes

- There are no salary increases in FY 12.
- The decrease from the FY 11 Original to the FY 11 Adjusted Budget is due to employee turnover and salary adjustments.
- The decrease from the FY 11 Adjusted budget to the FY 12 Budget is due to the elimination of the Senior County Attorney/Legislative Director position and the reclassification of the Deputy Attorney position to an Assistant County Attorney II.
- Outside legal fees increased \$75,000 in FY 12.

County Attorney

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$962,042	\$773,490	\$749,271	\$658,335	-14.89%	-12.14%
Operating	45,827	168,360	168,360	236,555	40.51%	40.51%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$1,007,869	\$941,850	\$917,631	\$894,890	-4.99%	-2.48%
Employees FTE	13.38	13.38	13.38	12.38	-----	-----

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

Contact

County Attorney (410) 386-2030

Johanna Saltysiak, Budget Analyst (410) 386-2082

<http://ccgovernent.carr.org/ccg/attorney/default.asp>

Mission and Goals

The Department of the County Attorney provides legal representation and advice to the Carroll County Commissioners and their boards, commissions, officers, and employees regarding matters affecting the County. The Department also provides advice and representation to other government agencies funded by the Board of County Commissioners.

Goals include:

- Protect the legal interests of the Board of County Commissioners
- Aid in the prompt resolution of disputes
- Ensure fair and equal treatment of citizens and employees
- Ensure that County laws, contracts, legal documents, and policies are of the highest legal standard

Description

This Department was created by State law to serve as in-house counsel to the 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 03 and FY 10, the County Attorney's Office collected more than \$5.5 million in delinquent accounts related to unpaid taxes and fees, medical expenses for inmates, and reimbursements for accidents and bad checks.

Budget Changes

- In FY 12 there are no salary increases.
- The decrease in Personnel is due to the elimination of the Senior County Attorney/Legislative Director position and the reclassification of the Deputy Attorney position to Assistant County Attorney II.
- The 40.51% increase in Operating is an increase in outside counsel.

Positions

Title	Type	FTE
<i>Assistant County Attorney I</i>	Full-time	2.00
<i>Assistant County Attorney II</i>	Full-time	1.00
<i>County Attorney</i>	Full-time	1.00
<i>Legal Secretary I</i>	Full-time	3.00
<i>Legal Secretary II</i>	Full-time	.75
<i>Office Associate II</i>	Full-time	1.00
<i>Office Manager</i>	Full-time	1.00
<i>Paralegal</i>	Full-time	1.00
<i>Professionals</i>	Contractual	.63
<i>Senior Assistant County Attorney</i>	Full-time	1.00
Total		12.38

Economic Development

Economic Development Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Economic Development Administration	\$666,639	\$573,070	\$567,760	\$567,760	-0.93%	0.00%
Business & Employment Resource Center	205,513	145,760	145,760	145,760	0.00%	0.00%
ED Infrastructure and Investment	3,585,388	3,000,000	3,000,000	2,500,000	-16.67%	-16.67%
Tourism	272,369	280,000	280,000	246,380	-12.01%	-12.01%
Total Economic Development	\$4,729,909	\$3,998,830	\$3,993,520	\$3,459,900	-13.48%	-13.36%

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.

Highlights, Changes and Useful Information

- Staff in the Department of the Economic Development has been reduced by more than 14% since FY 09.
- The recession is having a mixed impact on the County's economic development activities:
 - Carroll County's average annual unemployment rate of 7% is nearly 39% below the national average of 9.7%. Even though the County is better off than the State and the nation, there is a growing need for employment services.
 - The Business and Employment Resource Center has seen an increase in demand for their programs, such as workforce training classes and job search assistance. Total customer visits are up 22%, and new customer visits are up 28%.
 - Revenue from the Hotel Tax has fallen as local hotels have seen a drop in their occupancy rates. The Tourism budget is 100% funded with revenue from the Hotel Tax, so the drop in revenue has led to a decrease in marketing activities for the County.

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally flat or reduced from FY 11.
- The Infrastructure and Investment budget has been reduced 16.67%, or \$500,000.
- The 12.01% decrease in Tourism is due to a one-time purchase in FY 11.

Economic Development Administration

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$498,471	\$374,010	\$368,700	\$368,700	-1.42%	0.00%
Operating	168,168	199,060	199,060	199,060	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$666,639	\$573,070	\$567,760	\$567,760	-0.93%	0.00%
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

Lawrence Twele, Director of Economic Development
(410) 386-2070

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

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

Mission and Goals

The mission of the Department of Economic Development is to create a positive business environment to foster the growth and retention of resident companies and encourage the attraction of new industry. The purpose is to provide jobs for local residents, promote a healthy economy, and increase the industrial tax base to provide for the services of government.

Goals include:

The Carroll County Department of Economic Development and the Carroll County Economic Development Commission are charged with enhancing economic development in Carroll County. Quality economic development is critical to providing an adequate tax base to maintain our high quality of life and ensure the stability of our communities. Economic Development also provides opportunities from residents to work in their own communities. Investments in developing the necessary infrastructure and business support programs fulfill these goals.

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, e-newsletters, public relations and attendance at industry and professional association seminars and conferences.

- Maintains an active retention program to include Commissioner visits to local businesses to tour facilities and engage in personal discussions regarding business issues.

Program Highlights

- During fiscal year 2010, over 600,000 square feet of space was built or renovated; a 58% increase over fiscal year 2009.
- The construction value of these projects is estimated at nearly \$28 million dollars, a 12% increase over fiscal year 2009.
- Carroll County's average annual unemployment rate of 7% is nearly 39% below the national average of 9.7%.
- Commercial and industrial vacancy rates are similar to 2009 rates and compare favorably to neighboring jurisdictions as well as the Baltimore market area.
- Long-term job growth in the County has exceeded most other jurisdictions over the past five years. Since 2004, Carroll's job growth is 4.5% while the Baltimore Metropolitan Area's and State's job gains have disappeared.

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally flat or reduced from FY 11.
- The decrease in Personnel is due to salary reductions.

Positions

Title	Type	FTE
<i>Agriculture Specialist</i>	Full-time	1.00
<i>Admin. Office Associate II</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>Marketing Manager</i>	Full-time	1.00
Total		6.00

Business and Employment Resource Center

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$191,428	\$129,970	\$129,970	\$129,970	0.00%	0.00%
Operating	14,085	15,790	15,790	15,790	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$205,513	\$145,760	\$145,760	\$145,760	0.00%	0.00%
Employees FTE	2.90	2.90	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

Lawrence Twele, Director of Economic Development

(410) 386-2070

Terry Cannon, Management and Budget Coordinator

(410) 386-2082

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

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 job seekers in achieving, advancing, and retaining employment.

Goals include:

- Maximize public investment in job training and workforce development to create and maintain a workforce development system in Carroll County.
- Assist citizens in finding employment opportunities preferably with Carroll County businesses with workforce development needs.
- Market 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.

Program Highlights

BERC total operating funds are from the following sources:

	FY 11 Budget	FY 11 % of Total	FY 12 Proposed	FY 12 % of Total
Local – County*	\$145,760	22.0%	\$145,760	23.7%
Grants	516,503	78.0%	470,555	76.3%
TOTAL	\$662,063	100.0%	\$616,315	100.0%

During FY 10

- 17,404 customer visits were made to BERC, a 22% increase over FY 09 and 59% over FY 08.
- 3,046 new customers visited BERC. This represents a 28% increase over FY 09 and 134% over FY 08.
- 2,347 individual intensive service appointments were provided by employment consultants. This represents a 25% increase over FY 09 and 65% over FY 08.
- 749 customers were still registered at the end of FY 10 versus 517 in FY 09. This 45% increase is results from a carry-over of customers due to poor opportunities for re-employment.
- 229 WIA Registered customers were placed in jobs. This is a 54% increase over FY 09.

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally flat or reduced from FY 11.

Positions

Title	Type	FTE
<i>Business Consultant</i>	Full-time	0.15
<i>Manager, BERC</i>	Full-time	1.00
<i>Office Associate III</i>	Full-time	1.00
<i>Fiscal Manager</i>	Part-time	0.75
Total		2.90

85% of the Business Consultant position is grant funded and 15% is County funded.

Economic Development Infrastructure and Investment

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	3,566,405	3,000,000	3,000,000	2,500,000	-16.67%	-16.67%
Capital Outlay	18,984	0	0	0	0.00%	0.00%
Total	\$3,585,388	\$3,000,000	\$3,000,000	\$2,500,000	-16.67%	-16.67%
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

Terry Cannon, Management and Budget Coordinator
(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 targeted investments.

The Economic Development Infrastructure and Investment account was established to provide funding that would support and encourage economic development in the county.

This budget funds projects such as:

- Job training investments
- Feasibility studies
- Land acquisition related to business development
- Business infrastructure development

The staff who administer the industrial development expenses are included in the Economic Development Administration budget.

Program Highlights

The industrial/commercial tax base continues to grow as a result of the expanding local economy. During fiscal year 2010, over 600,000 square feet of commercial/industrial space was built or renovated; a 58% increase over fiscal year 2009. The construction value of these projects is estimated at nearly \$28 million dollars, a 12% increase over fiscal year 2009.

Data from the Maryland Department of Labor, Licensing and Regulation shows long-term job growth in the County has exceeded most other jurisdictions over the past five years. Since 2004, Carroll's job growth is 4.5% while the Baltimore Metropolitan Area's and State's job gains have disappeared.

Carroll County continues to maintain a stable economic environment with large development projects on the horizon. One major business park has commenced construction and another major business park is in the development phase. These two projects alone will add a significant amount of new flex and office space to the local market.

St. John Properties' Liberty Exchange development in Eldersburg, a mixed-use park with 120,000 square feet of flex space, 50,000 square feet of office space and 50,000 square feet of complementary retail uses, is under construction with expected delivery for spring 2011. At build out, this development is expected to increase local tax revenue by over \$800,000 annually and add 500 new jobs to the area.

Another large proposed industrial development, totaling over one million square feet of space, is still in the development stages. Florida Rock Properties (FRP) continues to work towards construction of the Hampstead Trade Center. The developer is working closely with State regulatory agencies on off-site improvements and is aiming to begin constructing the park's access road in 2011.

Westminster continues to see a fair share of new development. Carroll Hospital Center is finishing construction on a 75,000 square feet medical office facility on its campus. Nearby, the David D. Green Professional Center, a 50,000 square feet office and retail complex, is in final construction. A new spec building is planned for the Westminster Technology Park.

The Gateway Tax Credit and Green Building Tax Credit programs have been launched to attract redevelopment and encourage environmentally-sensitive development to the County. In FY 10, local investment through Enterprise Carroll, a part of the Business Retention program, supported two manufacturers in upgrading equipment to pursue new market opportunities.

With significant investment commitments from large developers such as St. John Properties and others, the County will see a boost in revenues as developments ramp up in preparation for the economic recovery to follow.

Budget Changes

The Infrastructure and Grants budget has been reduced 16.67%, or \$500,000.

Tourism

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$137,272	\$99,660	\$99,660	\$86,040	-13.67%	-13.67%
Operating	135,096	160,340	160,340	160,340	0.00%	0.00%
Capital Outlay	0	20,000	20,000	0	-100.00%	-100.00%
Total	\$272,369	\$280,000	\$280,000	\$246,380	-12.01%	-12.01%
Employees FTE	3.36	3.36	2.80	2.80	-----	-----

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

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

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

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.
- Assists local tourism-related businesses and event organizers in their marketing efforts.
- Advertising, creation and distribution of marketing materials.
- Attending travel shows that help promote the county.
- Creation and distribution of tourism brochures.
- Creation and maintenance of tourism website.

Program Highlights

- In FY 10 over 21,573 responses were received to an advertising campaign. This is a direct result of an increase in advertising dollars from the Hotel tax.
- In FY 10, there were 76,321 unique visitors to the Tourism website.

- Because of the increase in advertising dollars since FY 10, Carroll was eligible for \$28,339 in grant dollars. Carroll was eligible for \$44,678 in FY 09. Before the increased advertising program was implemented in FY 07, only \$23,700 in grant dollars was received.
- The tourism budget is 100% funded by a hotel rental tax.

Budget Changes

- In FY 12 there are no salary increases.
- The 13.67% decrease in Personnel is due to salary adjustments associated with employee turnover and an overall reduction in hours being worked by staff.
- The 100.00% decrease in Capital Outlay is due to a one-time purchase in FY 11.

Positions

Title	Type	FTE
<i>Administrative Support</i>	Contractual	1.80
<i>Manager</i>	Full-time	1.00
Total		2.80

Land Use, Planning and Development

Land Use, Planning and Development Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Administration	\$731,144	\$629,830	\$579,630	\$513,240	-18.51%	-11.45%
Planning	653,449	554,480	554,480	548,880	-1.01%	-1.01%
Development Review	400,790	373,080	437,870	435,750	16.80%	-0.48%
Resource Management	1,100,740	910,730	864,650	851,260	-6.53%	-1.55%
Environmental Compliance	245,395	0	0	0	0.00%	0.00%
Zoning Administration	213,661	139,410	139,410	139,380	-0.02%	-0.02%
Ag Land Pres Debt Service	1,583,410	3,000,000	1,700,000	1,882,790	-37.24%	10.75%
Total Land Use, Planning & Development	\$4,928,589	\$5,607,530	\$4,276,040	\$4,371,300	-22.05%	2.23%

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 3,000 acres in FY 12 toward reaching a total of 100,000 acres under land preservation easements.

Highlights, Changes and Useful Information

- Excluding transferred positions from Engineering Administration, staff in Land Use, Planning and Development has been reduced nearly 14% since FY 09.
- In FY 10, the State-required Water Resource Element of the Plan was adopted.
- The majority of funding for the services provided by the Department of Land Use, Planning and Development is in the [Community Investment Plan](#) including Agriculture Land Preservation and various water development and quality projects. In the case of the water development and quality projects, this is required under State and Federal laws and regulations.
- In FY 11, five stormwater management retrofit projects were completed that will be instrumental in addressing the National Pollutant Discharge Elimination System permit requirements.
- During FY 10, Carroll County permanently preserved a total of 24 farms covering 2,243 acres, bringing the total preserved to 57,932 acres. The County received Rural Legacy grant funding of \$1.0 million in FY 11 for land preservation.

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- The 18.51% decrease in Administration from the FY 11 Original Budget is due to the elimination of a Sustainability Coordinator position, a transfer of Baltimore Metropolitan Council annual dues to the Administrative Services Budget, and elimination of the ICLEI membership. This change is partially offset by the transfer of the NPDES Compliance Specialist position from Resource Management to Administration.
- The 16.80% increase in Development Review is due to the transfer of an Engineering Review position from Engineering Administration to Development Review.
- The 6.53% decrease in Resource Management is primarily due to the transfer of the NPDES Compliance Specialist position to Administration.
- The 37.24% decrease in Ag Pres Debt Service from the FY 11 Original Budget is due to a lower than planned level of Installment Purchase Agreement transactions in FY 10 and FY 11.

Administration

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$647,902	\$534,830	\$486,380	\$486,380	-9.06%	0.00%
Operating	83,242	95,000	93,250	26,860	-71.73%	-71.20%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$731,144	\$629,830	\$579,630	\$513,240	-18.51%	-11.45%
Employees FTE	9.00	9.00	9.00	9.00	-----	-----

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

Contact

Tom Devilbiss, Acting Director of Land Use, Planning and Development (410) 386-2145

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

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

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.
- To develop creative means to preserve farmland in perpetuity for present and future agricultural uses.
- To preserve approximately 3,000 acres in FY 11 in an effort to reach a total of 100,000 acres permanently preserved.

Description

The Director of Land Use, Planning and Development 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 this 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 FY 10, Carroll County permanently preserved a total of 24 farms covering 2,243 acres, bringing the total preserved to 57,932 acres.
- The County received Rural Legacy grant funding of \$1.0 million in FY 11 for land preservation.

Budget Changes

- In FY 12 there are no salary increases.
- The 9.06% decrease in Personnel from the Original FY 11 Budget to the FY 12 Budget is due to the elimination of the Sustainability Coordinator. This is partially offset by the transfer of the NPDES Compliance Specialist position from Resource Management to Land Use, Planning and Development Administration Budget.
- The 71.73% decrease in Operating from the FY 11 Original to the FY 12 Budget is due to the elimination of the ICLEI membership and a transfer of the annual Baltimore Metropolitan Council dues to the Administrative Services Budget.

Positions

Title	Type	FTE
<i>Administrative Office Associate</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>NPDES Specialist</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	2.00
<i>Preservation Specialist</i>	Full-time	1.00
Total		9.00

Comprehensive Planning

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$640,120	\$524,330	\$524,330	\$524,330	0.00%	0.00%
Operating	13,329	30,150	30,150	24,550	-18.57%	-18.57%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$653,449	\$554,480	\$554,480	\$548,880	-1.01%	-1.01%
Employees FTE	10.40	10.40	10.40	10.40	-----	-----

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

<http://ccgoverment.carr.org/ccg/compplan/default.asp>

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 professional and user-friendly products for decision makers and the public.
- Provide useful analysis and relevant information to support decision making processes.

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 Concurrence 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

- In FY 10, staff prepared an update to the [2000 Master Plan](#) and prepared the Finksburg Corridor Plan.
- The State-required Water Resource Element of the Plan was adopted.
- In FY 10, the Hampstead, Taneytown, and Union Bridge Community Comprehensive Plans were adopted.
- The bureau is currently updating the Bicycle and Pedestrian Facilities Master Plan, the Hazard Mitigation Plan, and the Fall Cycle amendments to the Water and Sewer Master Plan.
- In 2010, the bureau processed one annexation and four rezoning petitions.

Budget Changes

- In FY 12 there are no salary increases.
- The decrease in Operating is due to a reduction in professional development.

Positions

Title	Type	FTE
<i>Bureau Chief</i>	Full-time	1.00
<i>Comprehensive Planner</i>	Full-time	4.00
<i>GIS Analyst</i>	Full-time	3.00
<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
Total		10.40

Development Review

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$396,203	\$357,370	\$422,160	\$421,660	17.99%	-0.12%
Operating	4,587	15,710	15,710	14,090	-10.31%	-10.31%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$400,790	\$373,080	\$437,870	\$435,750	16.80%	-0.48%
Employees FTE	8.00	8.00	9.00	9.00	-----	-----

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**

<http://ccgoverment.carr.org/ccg/devrev/default.asp>

Mission and Goals

To provide information to the public in a timely and courteous manner while ensuring that proposed development plans conform to all County regulations and are functional.

Goals include:

- Develop systems and procedures to collect, access, and provide accurate and reliable development information.
- Incorporate the use of technology in all services to maximize the performance of staff.
- Increase the level of development information for public information.
- Continuously review and recommend any development code changes to improve the functionality of developments.

Description

The Bureau of Development Review is responsible for reviewing all residential, commercial, and industrial plans in Carroll County. The Bureau processes and tracks development plans from submission through approval while providing development review services to the municipalities. The Bureau is also responsible for monitoring the effects of the Concurrency Management Ordinance and developing the annual report detailing the adequacy level of the applicable facilities.

Program Highlights

In order to implement a more transparent and seamless development review process, the plan review functions of roads, storm drains, and traffic studies that were being performed in the Bureau of Engineering were transferred to the Bureau of Development Review in FY 11.

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- The increase in Personnel from the FY 11 Original Budget to the Adjusted is due to the transfer of an Engineer Reviewer position from the Engineering Administration budget to the Development Review budget.

Positions

Title	Type	FTE
<i>Bureau Chief</i>	Full-time	1.00
<i>Dev. Review & Concurrency Mgr</i>	Full-time	1.00
<i>Development Review Coordinator</i>	Full-time	2.00
<i>Development Review Technician</i>	Full-time	1.00
<i>Engineering Reviewer</i>	Full-time	2.00
<i>Legal Document Coordinator</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
Total		9.00

Resource Management

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$1,037,054	\$832,130	\$786,050	\$777,700	-6.54%	-1.06%
Operating	55,158	76,300	76,300	62,370	-18.26%	-18.26%
Capital Outlay	8,529	2,300	2,300	11,190	386.52%	386.52%
Total	\$1,100,740	\$910,730	\$864,650	\$851,260	-6.53%	-1.55%
Employees FTE	18.00	18.00	17.00	17.00	-----	-----

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

Contact

Gale Engles, Bureau Chief, Resource Management

(410) 386-2145

Deborah Effingham, Management and Budget Project

Coordinator (410) 386-2082

<http://ccgoverment.carr.org/ccg/resmgmt/default.asp>

training, proposed regulation changes relating to the State Standards and Specifications for Soil Erosion and Sediment Control, and Tree Protection During Construction for contractors, engineers, surveyors, and municipal and County representatives.

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, stormwater management, forest protection and enhancement, landscaping development and enhancement, floodplain management, sediment control, sinkhole protection and mitigation, program development, and providing technical assistance to other County agencies, municipalities, and the public.

Program Highlights

- In FY 11, five stormwater management retrofit projects were completed that will be instrumental in addressing the National Pollutant Discharge Elimination System permit requirements.
- The bureau provided a booth at numerous community events to provide information about the County's watershed restoration efforts and to recruit volunteers.
- The Bureau held two training sessions to educate the public and included erosion and sediment control certification

Budget Changes

- The decrease in Personnel from the FY 11 Original Budget to the Adjusted is due to the transfer of the NPDES Compliance Specialist to the Land Use, Planning and Development Administration budget.
- The decrease in Personnel from the FY 11 Adjusted to the FY 12 Budget is due to the elimination of an intern and a reduction in overtime.

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>Office Associate</i>	Full-time	2.00
<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 Mgt Specialist.</i>	Full-time	1.00
<i>Water Resources Specialist</i>	Full-time	1.00
<i>Water Resources Supervisor</i>	Full-time	1.00
<i>Water Resources Technician</i>	Full-time	1.00
Total		17.00

Zoning Administration

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$195,584	\$127,890	\$127,890	\$127,890	0.00%	0.00%
Operating	17,991	11,520	11,520	11,090	-3.73%	-3.73%
Capital Outlay	85	0	0	400	100.00%	100.00%
Total	\$213,661	\$139,410	\$139,410	\$139,380	-0.02%	-0.02%
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

Jay C. Voight, Zoning Administrator (410) 386-2982
Heidi K. Pepin, 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 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

The Zoning Administration office is now using Accela software to record, document, and track all zoning investigations.

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

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	1.00
Total		3.00

Ag Land Preservation Debt Service

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	1,583,410	3,000,000	1,700,000	1,882,790	-37.24%	10.75%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$1,583,410	\$3,000,000	\$1,700,000	\$1,882,790	-37.24%	10.75%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Contact

Tom Devilbiss, Acting Director of Land Use, Planning and
Development (410) 386-2145
Deborah Effingham, Management and Budget Project
Coordinator (410) 386-2082

Description

The funding in this budget is for debt service the County pays on installment purchase agreements for the Agricultural Land Preservation Program. The recommended budget is determined by a combination of known debt service and estimated installment purchase agreements for the upcoming fiscal year. Typically, a land owner is offered 40% of Fair Market Value for the agricultural easement and the County pays 6% annual interest for twenty years on the easement value.

Budget Changes

- The decrease in Operating from the FY 11 Original Budget to the Adjusted is due to a lower than planned level of Installment Purchase Agreement transactions in FY 10 and FY 11.
- The increase in Operating from the FY 11 Adjusted Budget is due to interest on additional installment purchase agreements that are anticipated to take place in FY 12.

Management and Budget

Management and Budget Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Management and Budget Administration	\$193,138	\$161,550	\$161,550	\$161,550	0.00%	0.00%
Budget	584,353	452,690	451,220	409,900	-9.45%	-9.16%
Grants Management	140,497	117,320	111,450	110,280	-6.00%	-1.05%
Risk Management	3,218,354	3,960,420	3,959,480	3,749,040	-5.34%	-5.31%
Total Management and Budget	\$4,136,342	\$4,691,980	\$4,683,700	\$4,430,770	-5.57%	-5.40%

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.

Highlights, Changes and Useful Information

- Staff in the Department of Management and Budget has been reduced by almost 12% since FY 09.
- The Department of Management and Budget supports not just County Government operations but also outside agencies at varying levels. Risk Management administers the County's insurance program that provides services such as worker's compensation and property insurance to the Courts, the State's Attorney Office, Sheriff Services, the Detention Center, the College, the Library, and many others. The Grants Office provides grant writing assistance to many outside agencies, particularly the local nonprofits.
- The current [FY 11 Adopted Operating and Capital Budget](#) is available on the Carroll County Government website. The [Recommended](#), [Proposed](#), and Adopted Operating and Capital Budgets for FY 12 will be available on the website as each are completed.
- Grants statistical information:

	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10
Grant Applications	58	62	77	93	104	103	90
Grants Awarded	47	50	65	69	65	83	68
Grants Denied	3	2	5	12	15	9	11
Grants Pending	8	10	7	12	24	11	11
Award Dollars	\$6,112,219	\$5,774,572	\$8,468,005	\$7,075,119	\$6,513,594	\$9,810,046	\$7,949,309

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- The decrease in Budget is due to the elimination of a Budget Specialist position.
- The decrease in the Department's budget is primarily due to reducing the amount in rebalancing the Internal Service Fund. There is an increase in worker's compensation claims based on current actual and projected future claims.

Management and Budget Administration

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$188,259	\$152,400	\$152,400	\$152,400	0.00%	0.00%
Operating	4,879	9,150	9,150	9,150	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$193,138	\$161,550	\$161,550	\$161,550	0.00%	0.00%
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

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

<http://ccgoverment.carr.org/ccg/mangbud/default.asp>

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.

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Director</i>	Full-time	1.00
<i>Total</i>		2.00

Budget

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$580,939	\$438,400	\$436,930	\$396,060	-9.66%	-9.35%
Operating	3,384	14,290	14,290	13,840	-3.15%	-3.15%
Capital Outlay	30	0	0	0	0.00%	0.00%
Total	\$584,353	\$452,690	\$451,220	\$409,900	-9.45%	-9.16%
Employees FTE	8.00	8.00	8.00	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

Robert Sandlass, Bureau Chief, Budget
(410) 386-2084

Larry R. Brown, Senior Budget Analyst (410) 386-2082
<http://ccgovernments.carr.org/ccg/budget/default.asp>

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 11 Adopted Operating Budget](#) is available on the Carroll County Government website. The Recommended, Proposed, and Adopted Operating and Capital Budgets for FY 12 are available on the website as each are completed.

FY 11 marks the fourth year in a row the Adopted Budget Books received the Government Finance Officers Association (GFOA) "Distinguished Budget Presentation Award".

Budget Changes

- There are no salary increases in FY 12.
- The decrease in Personnel in FY 12 is due to the elimination of the Budget Specialist position.

Positions

Title	Type	FTE
<i>Budget Analyst</i>	Full-time	4.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Project Coordinator</i>	Full-time	2.00
Total		7.00

Grants Management

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$137,536	\$108,970	\$103,100	\$103,100	-5.39%	0.00%
Operating	2,960	8,350	8,350	7,180	-14.01%	-14.01%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$140,497	\$117,320	\$111,450	\$110,280	-6.00%	-1.05%
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

Larr R. Brown, Senior Budget Analyst (410) 386-2082
<http://ccgoverment.carr.org/ccg/grants/default.asp>

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.
- Recommend and secure funding alternatives for programs that lost funding in state budget cuts.
- 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.
- Provide training on grant management to County agencies, municipalities, and non-profits.
- Assist county agencies with presenting projects to the Commissioners to evaluate and prioritize the project.
- 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. Grants staff provides support to grantees through dissemination of American Recovery and Reinvestment Act (ARRA) opportunities. 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.

Program Highlights

	FY 08	FY 09	FY 10
Grant Applications	104	103	90
Grants Awarded	65	83	68
Grants Denied	15	9	11
Grants Pending	24	11	11
Award Dollars	\$6,513,594	\$9,810,046	\$7,949,309

Budget Changes

In FY 12 there are no salary increases and operating budgets were generally held flat or reduced from FY 11.

Positions

Title	Type	FTE
Grants Manager	Full-time	1.00
Senior Grants Analyst	Full-time	1.00
Total		2.00

Risk Management

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$1,951,693	\$516,800	\$515,860	\$636,660	23.19%	23.42%
Operating	1,266,661	3,440,620	3,440,620	3,109,380	-9.63%	-9.63%
Capital Outlay	0	3,000	3,000	3,000	0.00%	0.00%
Total	\$3,218,354	\$3,960,420	\$3,959,480	\$3,749,040	-5.34%	-5.31%
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

Ted Zaleski, Director of Management and Budget
(410) 386-2082

Larry R. Brown, Senior Budget Analyst (410) 386-2082
<http://ccgovernments.carr.org/ccg/riskman/default.asp>

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 include:

- 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.
- Monitor expenditures for Worker's Compensation, regulated insurance, and employee safety.
- Implement records management system for efficient and effective file management.

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 accidents and insurance claims it has. 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.

Budget Changes

- There are no salary increases in FY 12.
- The 23.19% increase in Personnel in FY 12 is primarily due to increases in worker's compensation claims based on current actual and projected future claims.
- The 9.63% decrease in Operating for FY 12 is primarily due to reducing the amount to rebalance the Internal Service Fund.

Positions

Title	Type	FTE
<i>Risk Management Specialist</i>	Full-time	1.00
<i>Risk Management Technician</i>	Full-time	1.00
<i>Risk Manager</i>	Full-time	1.00
<i>Safety and Training Coordinator</i>	Full-time	1.00
Total		4.00

General Government Other

General Government Other Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Board of Elections	\$461,203	\$752,560	\$752,560	\$654,600	-13.02%	-13.02%
County Commissioners	811,081	842,000	677,810	677,810	-19.50%	0.00%
Board of License Commissioners	104,825	48,580	48,580	48,580	0.00%	0.00%
Board of Zoning Appeals	92,264	83,950	83,950	82,350	-1.91%	-1.91%
Total General Government Other	\$1,469,373	\$1,727,090	\$1,562,900	\$1,463,340	-15.27%	-6.37%

Highlights, Changes and Useful Information

- General Government Other includes various County and State agencies. There is no inherent relationship between these budgets. They are combined for presentation purposes only.
- FY 10 was the last year there were three Commissioners elected at-large. Beginning in FY 11, there were five Commissioners elected by district. These election districts can be viewed at: <http://ccgovernment.carr.org/ccg/topics/redist-map/comm-district-map.pdf>.
- The Board of License Commissioners collects fees for applications of new or transferred liquor licenses, and license violations. Below is a history of liquor license revenues:

FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY10
\$186,405	\$181,272	\$195,430	\$204,168	\$203,651	\$ 209,363	\$207,614	\$210,610

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- The decrease in Board of Elections is primarily due to administering one election in FY 12, down from two in FY 11.
- The decrease in the County Commissioners' budget is primarily due to a reduction in Special Assistant positions.

Board of Elections

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$14,155	\$24,000	\$24,000	\$12,650	-47.29%	-47.29%
Operating	446,143	728,560	728,560	641,650	-11.93%	-11.93%
Capital Outlay	905	0	0	300	100.00%	100.00%
Total	\$461,203	\$752,560	\$752,560	\$654,600	-13.02%	-13.02%
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

Johanna Saltysiak, Budget Analyst (410) 386-2082

<http://www.carr.org/election/index.html>

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:

- 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 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, addresses, and party affiliation. As of December 2010 there were 88,086 active voters in Carroll County.

Program Highlights

Following is a history of voter activity:

	CY 07	CY 08	CY 09	CY 10
Registrations	4,666	8,505	3,276	5,235
Address Changes	1,591	4,006	2,542	3,391
Name Changes	1,184	6,192	1,136	1,612
Deletions	6,461	5,002	6,333	3,678
Affiliation Changes	727	2,129	723	3,270
Total	14,629	22,834	14,010	17,186

Budget Changes

- The decrease in Personnel in FY 12 is due to reducing the contractual staff to one position for the general election.
- The decrease in Operating is due to costs associated with one elections occurring this fiscal year.

County Commissioners

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$764,810	\$751,300	\$587,110	\$587,110	-21.85%	0.00%
Operating	46,011	90,200	90,200	90,200	0.00%	0.00%
Capital Outlay	260	500	500	500	0.00%	0.00%
Total	\$811,081	\$842,000	\$677,810	\$677,810	-19.50%	0.00%
Employees FTE	11.10	15.60	11.38	11.38	-----	-----

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
Terry Cannon, Management and Budget Project
Coordinator (410) 386-2082
<http://ccgoverment.carr.org/ccg/commiss/meet.asp>

Mission and Goals

The mission of the Board of Country Commissioners is to ensure Carroll County Government provides effective and efficient service to its citizens in a courteous and friendly manner. We conduct business openly, and we encourage all residents to play an active role in creating and keeping Carroll County a great place to live, a great place to work, and a great place to play.

Ten Governing Principles

The Board of Commissioners established principles that will guide their Administration. Click on the link below to get a full explanation of the principles.

<http://ccgoverment.carr.org/ccg/releases/Ten%20Governin g.pdf>

1. Smaller, Constitutional Government
2. Mandates
3. Term Limits
4. Property taxes
5. Economic Development
6. Affirmation of Our Values
7. Protection of Individual Property Rights
8. Capital Expenditures
9. Straight Talk & Citizen Participation
10. Servant Leadership

Description

Pursuant to the Maryland Constitution, State law, and the County Code, the Board of County Commissioners serves as the executive and legislative branches of Carroll County Government. The Commissioners' duties include setting and enacting administrative, legislative and executive policies, approving the operating and capital expenditure budgets, assuring that spending is limited to set budgets, establishing the tax levy, and setting further direction of the County Master Plan. The Master Plan should be a blueprint for future decisions that balance the need for economic growth and diversity with programs and strategies that maintain and enhance the quality of life for citizens in the County and citizens within each of the eight incorporated municipalities.

Program Highlights

FY 10 was the final year of having three commissioners elected at-large. Beginning in FY 11, there are now five Commissioners elected by district. These election districts can be viewed at:

<http://ccgoverment.carr.org/ccg/topics/redist-map/comm-district-map.pdf>

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- The decrease from FY 11 Original to the Adjusted Budget is primarily due to a reduction in Special Assistant positions.

Positions

Title	Type	FTE
<i>Administrative Coordinator I</i>	Full-time	1.00
<i>Administrative Coordinator II</i>	Full-time	1.00
<i>Administrative Coordinator III</i>	Full-time	1.00
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Chief of Staff</i>	Full-time	1.00
<i>County Commissioner</i>	By-law	5.00
<i>Professional</i>	Part-time	1.38
Total		11.38

Board of License Commissioners

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$102,506	\$45,020	\$45,020	\$45,020	0.00%	0.00%
Operating	2,320	3,560	3,560	3,560	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$104,825	\$48,580	\$48,580	\$48,580	0.00%	0.00%
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

Johanna Saltysiak, Budget Analyst (410) 386-2082

<http://ccgoverment.carr.org/ccg/license/default.asp>

Mission and Goals

To assure compliance with the regulations of Article 2B, the Laws and Regulations of the State of Maryland for the sale of alcoholic beverages and tobacco tax.

Description

The Board of License Commissioners is a three-member board mandated by State law. They are appointed by the Carroll County Commissioners to accept, hear, and approve applications for County liquor licenses. The Board is responsible for the annual renewal of all existing liquor licenses, issuance of special and temporary liquor licenses and the enforcement of the State alcoholic beverage laws. The Board consists of a Chairman and two members who sit as administrative judges meeting one day each month to hear requests for applications and cases on violations that have been filed. The three board members are appointed by the 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 06	FY 07	FY 08	FY 09	FY 10
\$204,168	\$203,651	\$209,363	\$207,614	\$210,610

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.

Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Inspector</i>	Full-time	1.00
<i>Total</i>		1.00

Board of Zoning Appeals

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$69,040	\$54,620	\$54,620	\$54,620	0.00%	0.00%
Operating	23,224	29,330	29,330	27,730	-5.46%	-5.46%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$92,264	\$83,950	\$83,950	\$82,350	-1.91%	-1.91%
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

Johanna Saltysiak, Budget Analyst (410) 386-2082

<http://ccgoverment.carr.org/ccg/oah/default.asp>

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.

Budget Changes

In FY 12 there are no salary increases and operating budgets are generally held flat.

Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Admin Hearings Coordinator</i>	Full-time	1.00
<i>Total</i>		1.00

***Conservation and Natural
Resources Appropriations***

Conservation and Natural Resources Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Extension Office of Carroll County	\$451,829	\$452,600	\$452,600	\$438,340	-3.15%	-3.15%
Gypsy Moth	7,860	30,000	30,000	30,000	0.00%	0.00%
Soil Conservation	340,378	337,900	337,900	343,400	1.63%	1.63%
Weed Control	26,312	29,700	29,700	29,700	0.00%	0.00%
Total Conservation and Natural Resources	\$826,379	\$850,200	\$850,200	\$841,440	-1.03%	-1.03%

Mission and Goals

The common mission of these budgets is the protection and conservation of the County's natural resources.

Goals include:

- Support Carroll County's agriculture industry
- Protect and take actions to preserve the county and state's valuable natural resources
- Promote public awareness and education to maintain and improve residents' well-being and the quality and quantity of natural resources
- Control and eliminate threats to our natural resources

Highlights, Changes and Useful Information

- The agencies under Conservation and Natural Resources are primarily State agencies that have a funding partnership with the County. These agencies are not bound together by any formal structure and are grouped together for presentation purposes.
- As these are primarily State agencies, they have been affected by State cuts over the past few years, including hiring freezes, furloughs, and other reductions in aid and support.
- With 95 projects completed, the Carroll County Soil Conservation district had more Maryland Agricultural Water Quality Cost-Share (MACS) Program projects completed in FY 10 than any other County. The next closest County was Somerset at 57. Carroll's payment amount for these projects exceeded \$700,000 and was the fourth highest in the State.
- Forecasted State and private property spraying revenues of \$24K in FY 11 for Weed Control will effectively cover 80% of the expenses associated with this budget. Additionally, Weed Control does not bill the County for spraying County right-of-way along roads. During the 2010 spraying season, the in-kind value of spraying County right-of-way, or the estimated amount the County would have paid to a private contractor, was \$26K.

Budget Changes

- Funding for the Extension Office has been reduced from FY 11.
- The Soil Conservation budget is higher due to required retirement contributions for these employees. The six County funded employees at the Soil Conservation District are enrolled in the Maryland State Retirement and Pension System.

Extension Office of Carroll County

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	451,829	452,600	452,600	438,340	-3.15%	-3.15%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$451,829	\$452,600	\$452,600	\$438,340	-3.15%	-3.15%
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

Christine Lothen-Kline, Area Extension Director

(410) 386-2760

Terry Cannon, Management and Budget Coordinator

(410) 386-2082

<http://carroll.umd.edu/>

Mission and Goals

The mission of the University of Maryland Extension (UME) is to provide accessible, unbiased expert knowledge that people can use to improve their economic stability, their quality of life and community, and the environment in which they live.

Description

UME is a statewide, non-formal education system within the college of Agriculture and Natural Resources and the University of Maryland Eastern Shore. UME educational programs and problem-solving assistance are available to citizens and are based on the research and experience of land grant universities such as the University of Maryland, College Park. The County funds approximately 45% of the cost of operations at the UME Carroll County Office with the State primarily funding the rest.

There are seven educators and one Nutrient Management Advisor based in the Carroll County Office that provide educational programming and materials, services and consultations for the community. There are also 2.5 full time equivalent Administrative Assistants, one Clerk Typist and an Information Technology Assistant who provide the administrative support for the office. An Area Extension Director provides administrative oversight and direction for the Carroll, Frederick, and Howard County offices, and approximately 35% of the Director's time is based in Carroll County.

UME provides solutions in the community by providing timely, research-based information through educational programs and materials in the following areas:

Agricultural & Natural Resources	Consumer Sciences
4-H Youth Development	Environmental Sciences
Family Development	Nutritional Sciences
Community Development and Leadership	

Program Highlights

- Extension Educators are vital to helping farmers stay current in knowledge and practices to remain viable businesses as the county becomes more suburbanized. In FY 10, Extension estimates that the 142,000 acres in the County that are devoted to agricultural enterprises generated a gross income of over \$87 million.
- The Nutrient Management Advisor prepared nutrient management plans for 16,602 acres in FY 10.
- The Home Horticulture Educator provided at least forty hours of training to each of the fourteen new Master Gardeners in FY 10. There were a total of 105 Master Gardeners who provided 6,450 volunteer hours during FY 10. At the independent sector's assigned hourly wage of \$20.85 for volunteers, their contribution was valued at an estimated \$134,483. Additionally, the Home Horticulture Educator directly reached 5,449 educational contacts over a variety of home and garden questions and challenges.
- The 4-H Youth Development Educators reached over 6,000 youths aged 5-18 in FY 10. In total, there were 41 community based clubs with 932 youth enrolled.
- There were over 8,000 4-H youth entries judged, and 850 youths showed their exhibit at the 2010 Carroll County 4-H/FFA Fair.
- In 2010, 534 trained volunteers donated over 32,000 hours to the 4-H Youth Development Program, and their time was valued at an estimated \$668,000.
- In 2010, the Nutrition Educator made 11,008 educational contacts to food stamp eligible clients. The Food Supplement Nutrition Education Program (FSNE) is 100% funded through a grant to UME from the USDA.
- Family and Consumer Science Educators from Extension educated 45 Food Service Managers and staff at seven county middle schools on promoting the importance of whole grains.
- It is planned for the CORE Program (Carroll Outdoor Research and Extension Center) to also target the general public concerning the promotion and support of home food production. Previously, this program was only targeted on educating developmentally disabled adults from several local non-profits.

Budget Changes

Funding for the Extension Office has been reduced from FY 11.

Gypsy Moth

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	7,860	30,000	30,000	30,000	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Grand Total	\$7,860	\$30,000	\$30,000	\$30,000	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Tom Lupp, MDA Regional Entomologist

(301) 662-2074

Terry Cannon, Management and Budget Coordinator

(410) 386-2082

http://www.mda.state.md.us/plants-pests/forest_pest_mgmt/gypsy_moth/gypsy_moth_program_policy.php

Mission and Goals

To serve the citizens of Maryland by protecting the rural and urban forest and landscape tree resources from the adverse effects of insects, diseases, and other pests through environmentally sound pest management.

Goals include:

- Protect high value forest and landscape trees in urban and rural areas from losses due to insects and diseases.
- Provide pest identification and pest management advice to County and private forest owners and managers in a timely manner in order to prevent the loss of affected forest and landscape tree resources and avoid unnecessary costs associated with their protection.
- Successfully complete gypsy moth pest management activities where economically and environmentally feasible.

Description

The Maryland Department of Agriculture (MDA) coordinates the Gypsy Moth program through its Forest Pest Management (FPM) section that is within the Office of Plant Industries and Pest Management operating unit. FPM is responsible for detecting, monitoring, assessing, and controlling tree diseases and insect infestations, including gypsy moth and Hemlock Woolly Adelgid, both of which affect the health of Maryland trees and forests.

The Gypsy Moth program has proactively conducted a cooperative suppression program since 1982. FPM employs three entomologists, ten inspectors, a program manager, and an administrative officer. Field activities are conducted from four

regional offices throughout the State, and the headquarters are in Annapolis.

Typically, surveys take place each fall followed by spraying in the spring. Spraying historically generates and drives the bulk of expenses in this budget.

In FY 10, funding was 52% State, 20% County, and 28% Federal through cost share grants with the U.S. Department of Agriculture (USDA) Forest Service.

Program Highlights

- FPM conducted 786 surveys in Carroll County in the fall of 2009 and 270 surveys in the fall of 2010.
- In the spring of 2010 and for the first time in five years, no areas in Carroll required suppression because of a population collapse caused by a fungus outbreak due to a cold and wet spring.
- No spraying will be conducted in the spring of 2011 due to the prolonged population collapse.

Budget Changes

In FY 12 operating budgets are generally held flat or reduced from FY 11.

Soil Conservation District

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$279,777	\$277,400	\$277,400	\$282,900	1.98%	1.98%
Operating	60,601	60,500	60,500	60,500	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$340,378	\$337,900	\$337,900	\$343,400	1.63%	1.63%
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

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

<http://www.mascd.net/Carroll/>

Mission and Goals

The mission of the Carroll County Soil Conservation District (CCSCD) is to promote natural resource conservation to all citizens through leadership, education, funding and technical assistance.

Goals include:

Continued implementation and fulfillment of the following agreements, laws, ordinances, and regulations:

- The Soil Conservation District Law
- The 1984 Reservoir Watershed Management Agreement
- The Memorandums of Understanding with Carroll County Government and the MD Dept. of Agriculture
- Various State and Federal Cost Share Programs
- MD Agricultural Land Preservation and Rural Legacy Programs
- MD Conservation Tillage Equipment Income Tax Deduction requirements
- MD Pond, Toxic Materials, and Sewage Sludge Laws
- MD Soil Erosion Control Regulations
- Grading and Sediment Control Ordinances of Carroll
- Sewage Sludge Management requirements

Description

The CCSCD is located at the Carroll County Commerce Center, 698 J Corporate Center Court, Westminster, MD. It is a political subdivision of the State that is governed by a five member Board of Supervisors, and it was originally created by referendum in 1944. The CCSCD is one of 24 members of the Maryland Association of Soil Conservation Districts (MASCD), which serves as the voice for the soil and water conservation districts on state legislative issues.

The district represents local concerns, problems, policies and procedures in the conservation of soil, water, and related natural

resources. Accordingly, the district has the duty of assisting in the prevention and control of soil erosion, sediment control, and the proper use of land.

Program Highlights

- In FY 10, 91 MACS (State funded) capital projects were completed with a payment amount that exceeded \$650,000. Carroll's 95 projects were by far the most completed in the State as the next closest county was Somerset at 57. Carroll's MACS payment amount was also the fourth highest in State.
- In FY 10, 43 EQIP (Federal funded) applications were completed with a payment amount of \$1,081,980.
- In FY 10, 74 farmers implemented a total of 303 BMPs.
- 79 Cover Crop applications resulted in Carroll farmers receiving \$429,326 in cost-share payments.
- A Carroll County team won the 2010 MD Envirothon, which is sponsored by the MASCD. The Envirothon is a problem-solving natural resource competition that tests teams of high school students on their knowledge of a state's natural resources, including soils, forestry, wildlife, water, and a current environmental issue.

Budget Changes

- In FY 12, there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- The 1.63% overall increase is due to the increase in State retirement and OPEB costs over the Adjusted FY 11 Budget.

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
Total		6.00

While the County funds the salaries and benefits of six employees, the district is a separate governmental partner that hires and supervises its own staff. There are also additional Federal and State employees within the CCSCD, but they do not receive County funding.

Weed Control

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	26,312	29,700	29,700	29,700	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$26,312	\$29,700	\$29,700	\$29,700	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

Peter Rupp, Maryland Weed Control Specialist
(301) 600-1586

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

A Weed Control Coordinator is also employed on a permanent part-time basis under the direction and supervision of the Maryland Department of Agriculture to identify and survey noxious weed infestations.

Mission and Goals

The mission of the Carroll County Weed Control Program is to assist farmers and other landowners in the control and reduction of noxious weeds on their properties. These weeds threaten the productive land of farmers and causes unsightly and unwanted problems in lawns and homeowners' gardens. Thistles, Johnsongrass, shattercane, and multi-flora rose have been declared prohibited noxious weeds in Maryland, and the Maryland Noxious Weed Law states they must be controlled by anyone owning or managing land within the State.

Goals include:

- Educate the public about noxious weeds, the environmental importance of their control, and the economic impact they can have on agriculture.
- Respond to public inquiries and complaints regarding noxious weed infestations.
- Advise and assist landowners on how to control and eradicate noxious weeds in compliance with the Maryland Noxious Weed Law.
- Provide spray services to landowners for noxious weed control.
- Assist the County Roads Department with the control and eradication of noxious weeds on County right-of-ways and County property.
- Cooperating with the Natural Resource Conservation Service to assist land owners with the control and eradication of noxious weeds in government program grounds.

During a typical growing season, several hundred individuals are contacted by the Coordinator concerning the methods and techniques available for controlling and eradicating noxious weed infestations. A spray service is available on a fee basis as an additional option for controlling and eradicating noxious weeds, and revenues generated from this service help offset the costs of funding the Carroll County Weed Control Program.

Program Highlights

- During the 2010 growing season, the noxious weed spray program generated approximately \$24,000 in total revenues. \$7,100 was generated through private spraying, and \$16,600 from spraying services conducted on State properties.
- In 2010, spraying to reduce noxious weed infestations on County roads and County properties alone was valued at approximately \$17,500.
- Over 500 on-site inspections were made to identify weed infestations and to determine appropriate control methods and techniques, resulting in the mowing of approximately 900 acres to control noxious weeds. Going forward, on-site inspections will decrease in order to devote additional time and effort towards increasing the spray service activities that generate the actual funds which support the program.
- Eight of the thirty-two complaints received during 2010 were also received in 2009, which means the program successfully resolved 75% of the complaints in the year they were made.

Description

The Carroll County Weed Control Program is operated in cooperation with the Maryland Department of Agriculture (MDA). A Carroll County Weed Advisory Committee is appointed by the County Commissioners to represent the County in the development of guidelines and procedures within the framework of State law.

Budget Changes

In FY 12 operating budgets are generally held flat or reduced from FY 11.

***Debt, Transfers, and Reserves
Appropriations***

Debt, Transfers and Reserves Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Debt Service	\$25,626,589	\$24,325,000	\$25,625,000	\$26,100,000	7.30%	1.85%
Intergovernmental Transfers	2,630,213	2,670,000	2,670,000	2,734,000	2.40%	2.40%
Interfund Transfers	3,923,503	4,379,970	4,333,367	7,797,506	78.03%	79.94%
Reserve for Contingency	7,987,742	6,215,910	6,262,513	3,371,954	-45.75%	-46.16%
Total Miscellaneous	\$40,168,047	\$37,590,880	\$38,890,880	\$40,003,460	6.42%	2.86%

Highlights, Changes and Useful Information

- The budgets in Debt, Transfers and Reserves are grouped together for presentation purposes.
- Agricultural Preservation debt service is now being shown in the Land Use, Planning and Development budget. This change was made to more clearly identify those expenses related to Agricultural Preservation.
- The increase in Debt Service is primarily due to deferred principal payments from the FY 09 bond sale, beginning in FY 12 along with the debt service related to the FY 11 sale.
- Intergovernmental Transfers is primarily a revenue sharing program the County has with the eight municipalities. The budget for this transfer is up slightly in FY 12. The Carroll County program is based on town population and inflation, both of which are up slightly.
- Inter-Fund Transfers are primarily transfers from the General Fund to the Grant Fund, the Capital Fund and the Enterprise Fund.
- The increase in Inter-Fund Transfers is due to the fact that in FY 11 no transfer from the General Fund to the Capital Fund was needed as those projects were funded using reallocated funds from previously adopted projects.
- The Reserve for Contingency has been lowered to 1.00% in FY 12. In FY 11 the Commissioners decided to put an additional \$1.7 million into the Reserve, over and above the planned 1.25% of budget, as a precaution against additional State cuts and economic uncertainty.

Debt Service

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	25,626,589	24,325,000	25,625,000	26,100,000	7.30%	1.85%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$25,626,589	\$24,325,000	\$25,625,000	\$26,100,000	7.30%	1.85%
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 as well as to protect the County's bond rating.

The County is reviewed annually by the three rating agencies and in FY 10 received the following ratings:

Fitch	AAA
Standard and Poor's	AA+
Moody	Aa1

The Standard and Poor's rating was increased from AA to AA+ in FY 09.

Due to its strong credit rating, the County was able to issue \$36,290,000 in new bonds in FY 11. This amount was split into four issues. The first was a 7-year refunding issue of \$12,580,000 at 1.22%. The second was a 7-year refunding issue of Fire company bonds for \$2,210,000 at 1.26%. The third was a 2-year issue of new debt for \$1,810,000 at 0.92%. The fourth was a 20-year issue of new debt for \$19,690,000 at 2.61% [net of BABS subsidy].

The primary uses of bonding are school construction (see Board of Education Debt Service) and road construction.

Budget Changes

The 7.30% increase in Debt Service is primarily due to deferred principal payments from the FY 09 bond sale, beginning in FY 12 along with the debt service related to the FY 11 sale. This increase more than offset the reduction due to the actual bond sale in FY 11 being lower than budgeted.

Intergovernmental Transfers

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	2,630,213	2,670,000	2,670,000	2,734,000	2.40%	2.40%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$2,630,213	\$2,670,000	\$2,670,000	\$2,734,000	2.40%	2.40%
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 companies 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 Protection**
State funds received by the County are passed on to the Volunteer Emergency Services Association. The County receives quarterly payments and distributes these funds at the end of the fiscal year.
- **Town Program**
The County shares a portion of its revenue with the municipalities. The amount is adjusted based on changes in municipal assessable bases and populations. Assessable base and population determine individual town distributions.

Budget Changes

- The Town Program is formula driven based on changes in town populations and the inflation rate.
- In FY 12 the Commissioners fully funded this formula.
- The budget for this transfer is up in FY 12 due to slight increases in both town populations and the inflation rate.

Inter-Fund Transfers

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	3,923,503	4,379,970	4,333,367	7,797,506	78.03%	79.94%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$3,923,503	\$4,379,970	\$4,333,367	\$7,797,506	78.03%	79.94%
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

This budget includes transfers from the General Fund to the Capital, Grant, and Enterprise 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.
- 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 259,200
- Sheriff/Court Grants 201,575
- Carroll Transit Grant 621,662
- Aging Grants 111,850
- Carroll Community College - Adult Basic Ed 300,000
- LMB Grant 71,500
- Recreation Grant 8,100
- Utilities Enterprise Fund - Operating 199,510
- Solid Waste Enterprise Fund - Operating 2,545,000
- Transfer to Capital 3,475,109

For a description of the programs and services these funds support, see the Community Investment Plan Budget book, Grant Fund, and Enterprise Fund sections of this book.

Budget Changes

- Inter-Fund Transfers are primarily transfers from the General Fund to the Grant Fund, the Capital Fund and the Enterprise Fund.
- The increase in Inter-Fund Transfers from FY 11 to FY 12 is due to the fact that in FY 11 no transfer from the General Fund to the Capital Fund was needed as those projects were funded using reallocated funds from previously adopted projects.

Reserve for Contingencies

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	0	0	0	0	0.00%	0.00%
Capital Outlay	7,987,742	6,215,910	6,262,513	3,371,954	-45.75%	-46.16%
Total	\$7,987,742	\$6,215,910	\$6,262,513	\$3,371,954	-45.75%	-46.16%
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

- In FY 12, the Reserve for Contingency has been lowered to 1.00% of General Fund Revenues.
- In FY 11 the Commissioners' decided to put an additional \$1.7 million into the Reserve, over and above the planned 1.25% of budget, as a precaution against additional State cuts and economic uncertainty.

Capital Fund

A Quick Guide to the FY 12 - FY 17 Community Investment Plan Department of Management and Budget

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.

The Recommended, Proposed and Adopted Budget are available on-line at <http://ccgovernment.carr.org/ccg/budget>.

The Capital Budget

Introduction

Early in the budget process the Commissioners established a number of goals:

- Reduce the property tax rate
- Restrict growth of the Operating Budget
- Reduce the number of capital projects
- Reduce outstanding debt

This Budget was shaped with those goals in mind and each of the goals is addressed.

- The Commissioners reduced the property tax rate from \$1.048 to \$1.028, the first property tax decrease since FY 87.
- The Operating Budget grows just 0.36% and is smaller than it was in FY 09.
- The Commissioners closed or froze approximately \$50 million of capital projects.
- The Community Investment Plan (CIP) is projected to lower outstanding debt 10% by FY 17, the last year of the Plan.

Following are brief descriptions of the Budget with page references to find additional information:

Revenues (327-342)

- County funding to the Capital Fund decreases from \$46.2M in FY 11 to \$43.6M in FY 12.
- Total Capital Fund revenues increase to \$64.4M in FY 12, from \$53.3M in FY 11. The growth of \$11.1M is based on the expectation that the State will provide an increase in school construction funding and the federal government will provide an increase in bridge funding.
- Despite the increase in FY 12, it is still significantly below recent budgets such as FY 10 (\$93.1M), FY 09 (\$135M), and FY 08 (\$190M).
- The recent decreases in the Capital Fund budget were not unexpected. It is in part about accomplishing projects in prior years when revenue growth was stronger and also about making decisions in response to the current economic environment to not budget for certain projects.
- In prior years approximately 3% of Real Property Tax revenue was being appropriated directly to the CIP for Agricultural Preservation. This appropriation is decreasing in FY 12 as we keep more of it in the Operating Budget to pay for Debt Service on Installment Purchase Agreements. This change is being made to maximize available funds. It is not due to a change in commitment to the program.
- 9.09% of Local Income Tax is appropriated directly to the CIP for school construction.
- The two largest sources of revenue are Bonds (\$16.3M) and State (\$17.1M). The State funds are almost entirely for the Mt. Airy Middle School project.
- Impact Fees 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 entire \$0.5M State allocation of Highway User Revenue for FY 12 is directly appropriated to the CIP for road maintenance.

Expenditures

Public Schools (355-378)

- Mt. Airy Middle School (369) – This \$27.5M project will address the need to provide additional middle school capacity in the southwestern portion of the County. This addition will increase capacity of the school from 500 to 750 students. Construction is planned to begin in FY 12. Funding of \$16.7M is included in FY 12.
- Freedom Elementary Heat Plant Conversion (370) – This \$2.9M project will replace steam boilers, piping and controls with a hot water boiler system. Funding of \$0.2M is included in FY 12.
- Freedom Elementary Roof Replacement (371) – This \$1.6M project will replace 50,168 square feet of roofing, the insulation system, roof drains, and flashings. Funding of \$1.5M is included in FY 12.
- West Middle Roof Replacement (377) – This \$3.4M project will replace 115,325 square feet of roofing, associated tapered insulation system, and roof drains and flashings. Funding of \$0.2M is included in FY 12.

Conservation and Open Space (379-389)

- Agricultural Land Preservation (383-384) – Total funding for the Carroll County Agricultural Land Preservation program for FY 12–17 is \$42.9M and includes funding for easements, debt service to landowners participating in Installment Purchase Agreements, and Maryland Agricultural Land Preservation Foundation (MALPF) participation.
- Rural Legacy (386) – Funding of \$1.0M for the Upper Patapsco and Little Pipe Creek rural legacy areas was awarded by the State in FY 11.
- Storm Water Facility Reconstruction (387) – \$5.2M is planned in FY 12–17 for the rehabilitation or reconstruction of existing county-owned storm water management facilities.
- Water Development (388) – The FY 12–17 CIP provides \$30.0M of funding for water source development and infrastructure. Water source development may include new groundwater wells, surface water intake and storage facilities, and the development of reservoirs beyond the six-year CIP.
- Watershed Assessment & Improvements (NPDES) (389) – \$15.6M is planned in the FY 12–17 CIP to map and assess the condition of the storm sewer systems, implement watershed improvement projects, and mitigate at least 20% of impervious surface areas within Carroll County.

Culture and Recreation (391-402)

- Landon C. Burns Connector Trail Development (396) – Funding of \$70K is planned in FY 12 to develop a macadam trail extending from an existing sidewalk at Bishop Street to Landon C. Burns Park. Funding sources include State-funded Program Open Space dollars and Impact Fees.
- Westminster Community Park (401) – Funding of \$2.1M is planned in FY 13–15 for the design, engineering, and construction of a 32-acre parcel into a new active park. This project qualifies for Program Open Space funding from the State which will cover eighty percent of the total cost of the project and the remainder will be financed through Impact Fees.
- Westminster Community Trail Development (402) – This project is to establish a macadam trail connecting Bennett Cerf Park to the existing sidewalks at Hahn Road, including a pre-engineered bridge crossing the existing stream. Funding will be Program Open Space dollars and Impact Fees.

Public Works (403-428)

- Overlays (414) – Funding of \$31.8M is provided in FY 12–17 for major County road overlays. Eight roads will be addressed through funding provided in FY 12.
- Shepherds Mill over Little Pipe Creek (426) – Funding of \$3.7M is planned in FY 12 for bridge replacement. The project qualifies for Federal aid funding which will cover eighty percent of the engineering, inspection, and construction costs.
- White Rock Road over Piney Run (428) – In FY 12 funding of \$0.8M is planned for bridge replacement. The project qualifies for Federal aid funding which will cover eighty percent of the engineering, inspection, and construction costs.

General Government (429-441)

- Carroll County 911 Radio System (433) – Funding of \$25.7M is planned in FY 13–14. Included in this project is funding to extend the life of the existing analog radio system until a transition to digital can be accomplished. This conversion to a digital system is planned to begin in FY 13.
- County Phone System Replacement (435) – Funding of \$0.9M is planned in FY 12 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 the new system.
- Library – Mount Airy Branch Improvements (439) – This project will renovate the Mount Airy branch of the Public Library, including a replacement of the roof, an overlay to the existing parking lot, as well as customer service improvements to the interior. Total funding is \$0.5M with fifty percent of the project covered by Maryland Library Development grants.
- Voting Machines – New Optical Scan (441) – Funding of \$0.3M is planned in FY 15–17 for the State mandated new voting system. The Governor's budget for FY 12 does not include funding for the anticipated purchase of new voting machines but it does not completely eliminate all possibility of moving forward with the new system.

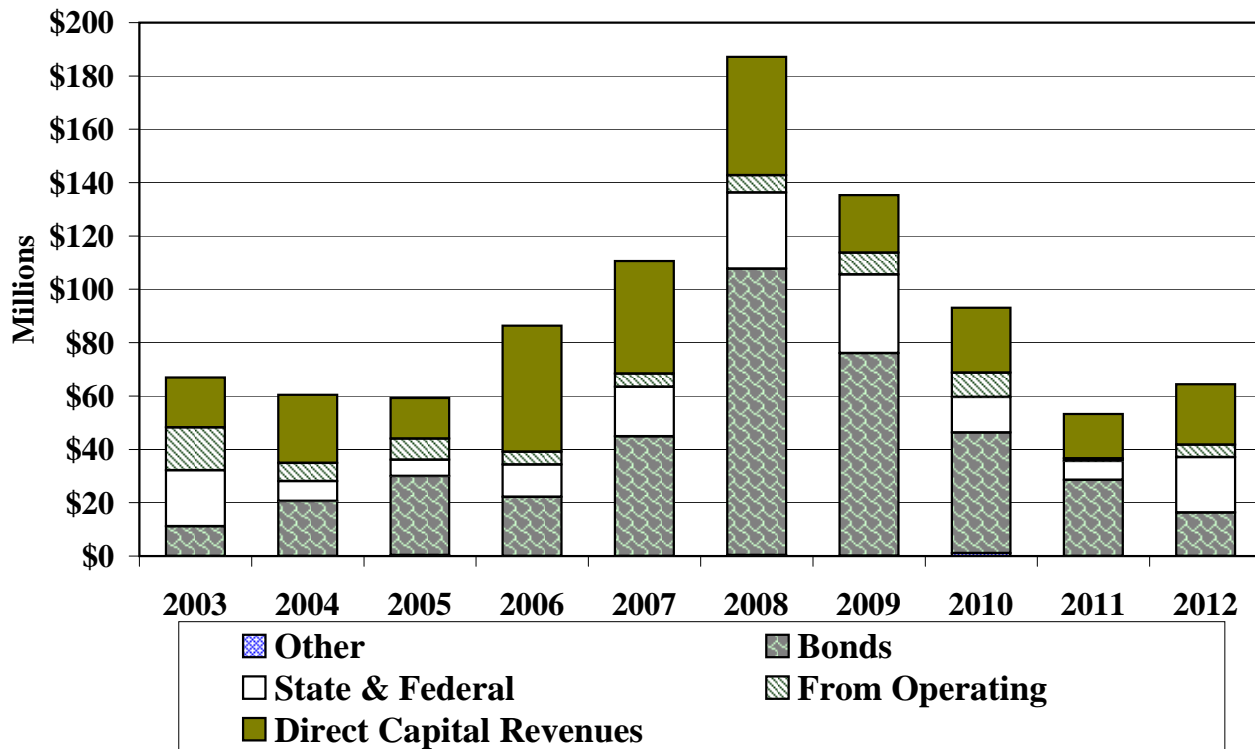
Utilities Enterprise Fund (477-498)

- Freedom District – Relief Sewer No. 2 (480) – This project provides \$0.6M in planned funding in FY 15–16 to replace the existing eight-inch sewer main with a sixteen-inch main to the Carroll Highlands Pump Station.
- Freedom District – Relief Sewer #10 (Sykesville Interceptor) (482) – This project provides \$0.3M in 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.
- Freedom Wastewater Treatment Plant ENR (483) – This project provides \$8.5M to enhance the FWWTP to meet Enhanced Nutrient Removal (ENR) effluent limits as required by the Maryland Department of the Environment (MDE). Maryland Environmental Services (MES) operates, maintains, and currently holds the National Pollution Discharge Elimination System Permit (NPDES) issued by the MDE.
- North Pump Station Wet Well & Pump Rehabilitation (488) – This project provides \$1.2M for renovations and upgrades to the North Pumping Station.
- West Hampstead Collector Sewer Main Upgrade/Repair (498) – This project provides \$0.6M in planned funding for the upgrade, repair, and/or replacement of the clay sewer mains serving several areas on the west side of the Town of Hampstead.

FY 10-FY 12 Capital Fund Revenues

Revenue Source	Fiscal Year			\$ Change FY 11 to FY 12
	2010 Budget	2011 Budget	2012 Budget	
Local				
Transfer from GF	\$3,311,057	\$0	\$3,475,109	\$3,475,109
Local Income Tax	10,015,170	10,405,000	12,000,000	1,595,000
Property Tax	4,207,600	2,474,000	3,096,100	622,100
Bonds	33,224,182	13,776,901	10,863,833	(2,913,068)
Cable Franchise Fee	0	1,075,000	0	(1,075,000)
Transfer from IDA	300,000	0	0	0
Reallocated Bonds	11,976,306	14,754,998	5,442,924	(9,312,074)
Reallocated GF Transfer	5,786,413	934,884	1,160,280	225,396
Reallocated Property Tax	9,726,383	2,758,334	3,600,885	842,551
Impact Fee - Parks	0	28,000	0	(28,000)
Impact Fee - Schools	0	0	3,950,000	3,950,000
Reallocated Impact Fee - Parks	67,464	0	40,000	40,000
LOCAL TOTAL	\$78,614,575	\$46,207,116	\$43,629,130	(\$2,577,986)
State				
Highway Administration	\$184,884	\$176,000	\$176,000	\$0
MD Library Development	307,000	213,000	233,000	20,000
State Interagency Committee	3,904,000	4,041,000	13,625,000	9,584,000
Agriculture Preservation (MALPF)	1,250,000	0	1,250,000	1,250,000
Highway User Revenue	600,000	326,000	500,000	174,000
Reallocated POS - Land Acquisition	787,650	0	0	0
Reallocated Program Open Space	0	5,377	180,000	174,623
Program Open Space - Unallocated	0	129,950	86,878	(43,072)
POS - Park Development	63,000	181,623	68,400	(113,223)
Rural Legacy	1,500,000	1,500,000	1,000,000	(500,000)
STATE TOTAL	\$8,596,534	\$6,572,950	\$17,119,278	\$10,546,328
Federal				
Federal Highway/Bridge	\$4,764,050	\$466,400	\$3,634,720	\$3,168,320
FEDERAL TOTAL	\$4,764,050	\$466,400	\$3,634,720	\$3,168,320
Other				
Developer Funded	\$1,010,000	\$0	\$0	\$0
Private	100,000	50,000	0	(50,000)
OTHER TOTAL	\$1,110,000	\$50,000	\$0	(\$50,000)
TOTAL REVENUES	\$93,085,159	\$53,296,466	\$64,383,128	\$11,086,662

Capital Fund Revenues



This chart shows the capital budget by revenue source for fiscal years 2003 to 2012.

From Operating includes current and prior year revenues from local sources transferred to the Capital Fund, including transfers from the General Fund and reallocated General Fund transfers.

State & 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.

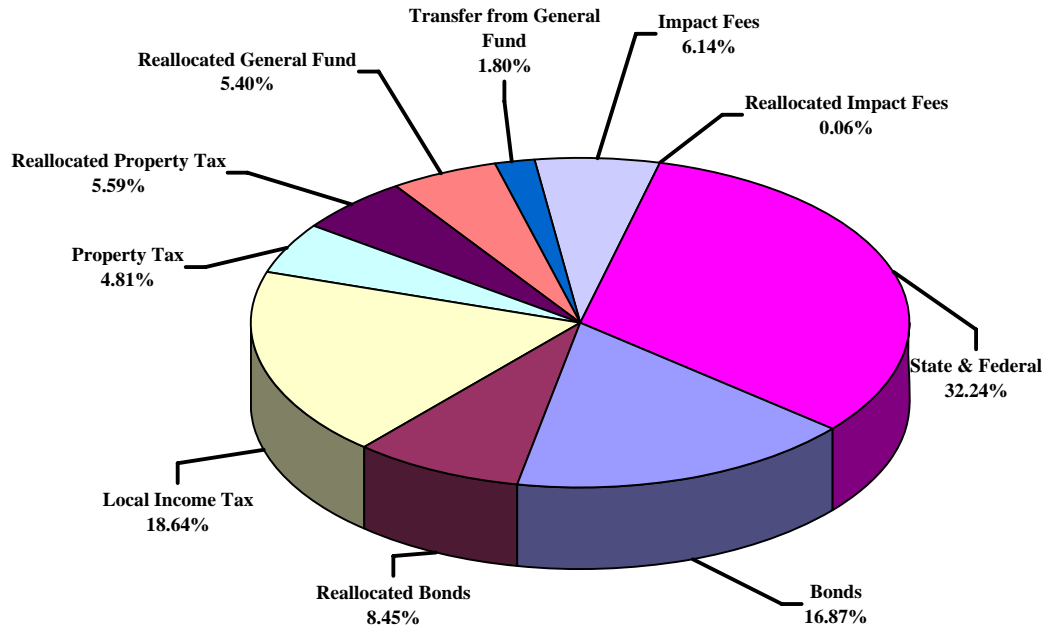
Direct Capital Revenues include funds earmarked by the Commissioners for use in the Capital Fund. These revenues are appropriated directly to the Capital Fund rather than being transferred from the General Fund. Approximately 9.1% of Local Income Tax collected is appropriated for school construction. Generally, 3% of Real Property tax is dedicated to Agriculture Preservation and a portion is used to pay debt service in the General Fund for Agriculture Preservation. From Fiscal Years 2006 - 2008, 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.

Other consists of revenues such as grants, developer contributions, and private and community contributions.

Capital Fund Revenues

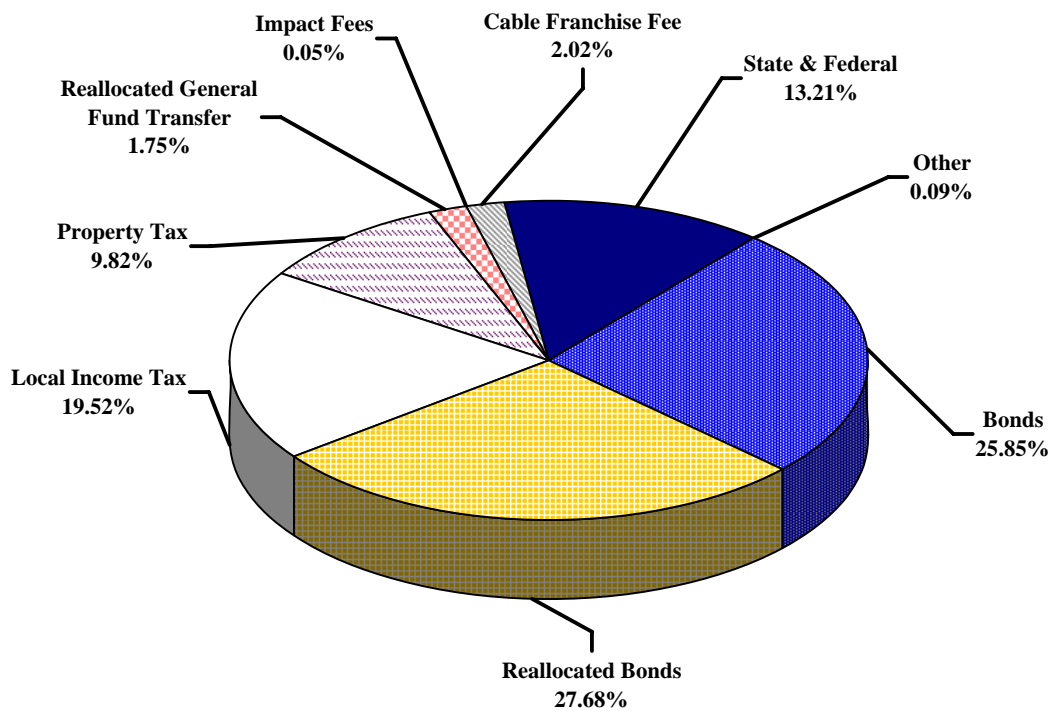
Fiscal Year 2012 Budget

\$64,383,128



Fiscal Year 2011 Budget

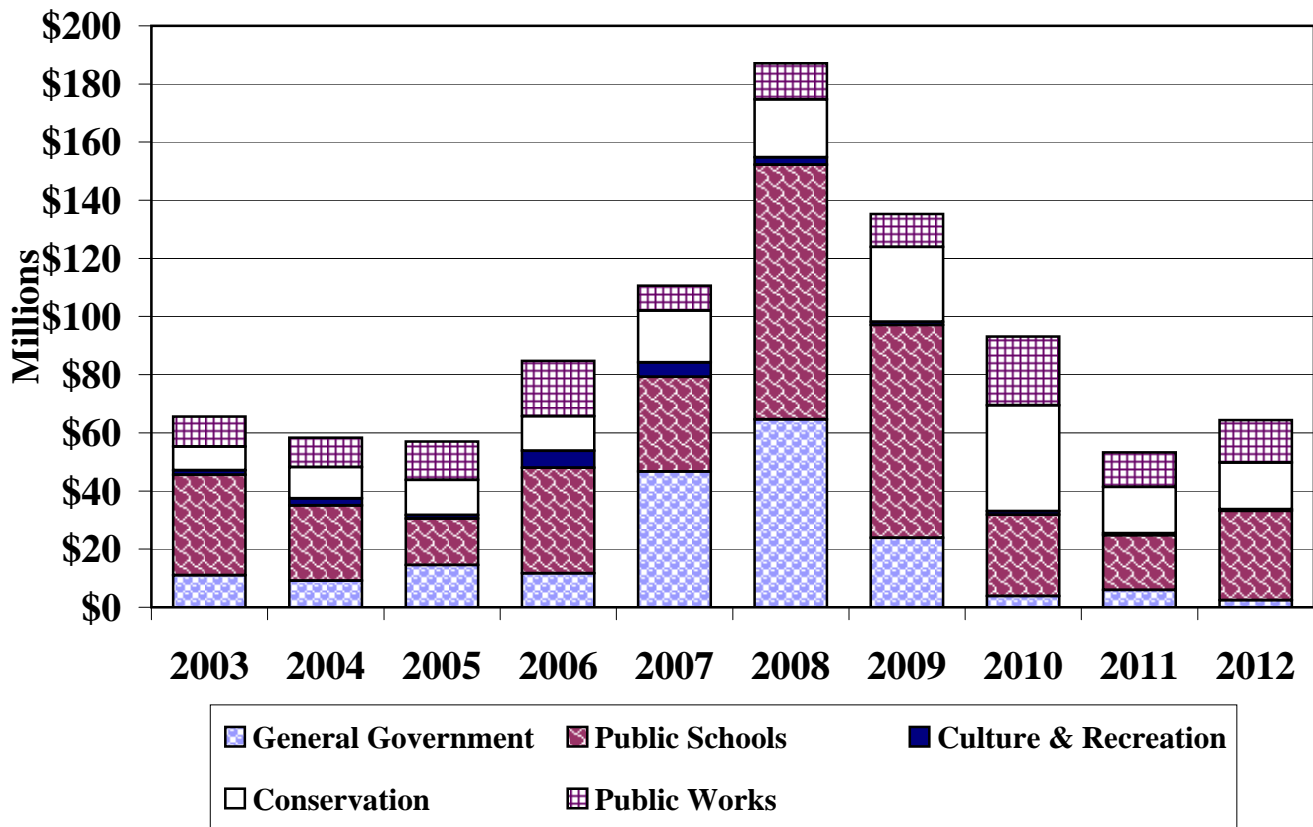
\$53,296,466



FY 10-FY 12 Capital Fund Appropriations

Appropriation Area	Fiscal Year			\$ Change FY 11 to FY 12
	2010 Budget	2011 Budget	2012 Budget	
<u>Public Schools</u>	\$27,975,170	\$18,752,000	\$30,760,000	\$12,008,000
<u>Conservation & Open Space</u>	\$36,433,549	\$15,977,330	\$16,054,750	\$77,420
<u>Public Works</u>				
Roads	\$20,461,440	\$11,152,000	\$9,766,000	(\$1,386,000)
Bridges	3,222,000	725,000	4,846,400	4,121,400
Public Works Total	\$23,683,440	\$11,877,000	\$14,612,400	\$2,735,400
<u>Culture & Recreation</u>	\$1,181,900	\$711,575	\$535,178	(\$176,397)
<u>General Government</u>				
Community College	\$365,000	\$1,075,000	\$0	(\$1,075,000)
County Facilities	2,330,000	3,101,561	1,953,000	(1,148,561)
Criminal Justice/Public Safety	300,000	725,000	0	(725,000)
Libraries/Senior Centers	816,100	1,077,000	467,800	(609,200)
General Government Total	\$3,811,100	\$5,978,561	\$2,420,800	(\$3,557,761)
Total Appropriations	\$93,085,159	\$53,296,466	\$64,383,128	\$11,086,662

Capital Fund Appropriations



This chart shows appropriations to the five principal aggregations in the Capital Budget for Fiscal Years 2003 through 2012.

Public Schools includes school construction, renovation, and modernization projects.

Conservation includes agricultural preservation and easement programs, water development, and acquisition of property for other County uses, which may include future roadway easements and public facilities.

Public Works includes projects for the maintenance and construction of roads and bridges.

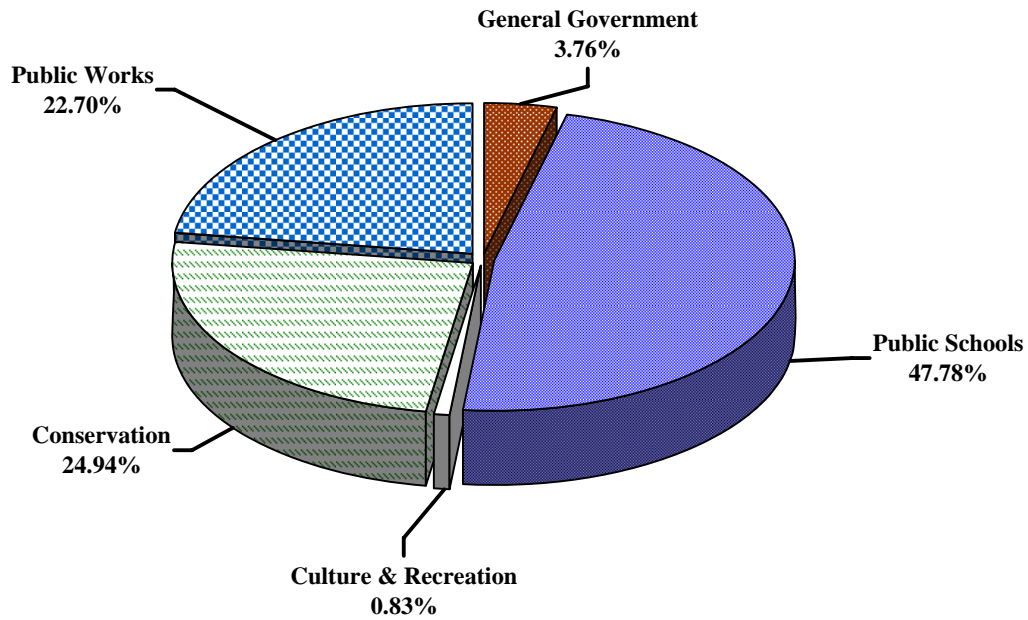
Culture and Recreation includes the purchase of land for parks, development of parks, ballfields, Self Help projects, Farm Museum, and Union Mills Homestead.

General Government includes County buildings, Public Safety, Community College, and Carroll County Public Library projects.

Capital Fund Appropriations

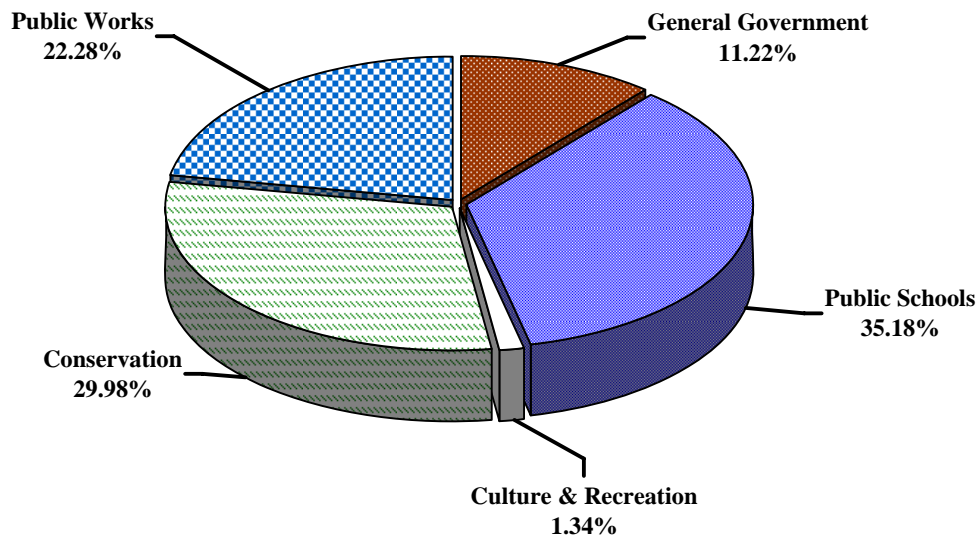
Fiscal Year 2012 Budget

\$64,383,128



Fiscal Year 2011 Budget

\$53,296,466



COMMUNITY INVESTMENT PLAN - Schedule of Reappropriations
Fiscal Year 2012

Reappropriations may occur when there are unspent budgeted funds from a completed or cancelled project or when there is an unallocated project that holds funds for a future use.

Capital Fund

From	To	Current	Bonds	Other
8031 Greenmount Church Road over Murphy Run	8385 White Rock Road over Piney Run		\$28,488.85	
8317 Low Volume 09	8406-Low Volume 12		150,680.40	
8319 Neighborhood Overlays 09	8408-Neighborhood Overlays 12		469,975.16	
8320 Overlays 09	8412-County Phone System Replacement	560,865.81		
9919 Soil Surveys	8412-County Phone System Replacement	16,380.00		
9870 Gillis Falls Park	8412-County Phone System Replacement	63,335.91		
8062 South Carroll Senior Center	8412-County Phone System Replacement	209,418.28		
8062 South Carroll Senior Center	9921 Parking Lot Overlays	15,581.72		
9952 BERC Building	9921 Parking Lot Overlays	27,208.60		
8354 Low Volume 10	8406-Low Volume 12		309,196.87	
8267 Equipment Wash	8413-Library - Mt. Airy Branch Renovations		2,190.05	
8358 Bear Branch Parking Lot	8411-Westminster Community Trail			41,462.38
8315 POS Unallocated	8411-Westminster Community Trail			22,129.50
9871 Hashawha Kitchen Renovations	8411-Westminster Community Trail			56,408.12
9871 Hashawha Kitchen Renovations	8411-Westminster Community Trail			30,000.00
9871 Hashawha Kitchen Renovations	8410-Landon C Burns Trail			10,000.00
8315 POS Unallocated	8410-Landon C Burns Trail			60,000.00
8311 GIS Parcel Layer	8316-Dickenson Road	170,000.00		
8391 Humane Society Upgrade	8406-Low Volume Road Improvements		274,000.00	
8311 GIS Parcel Layer	8409-FY 12 Overlays	55,000.00		
8011 Facilities Security	8409-FY 12 Overlays	15,476.74		
8162 Master Plan	8409-FY 12 Overlays	71,644.15		
8176 Salt Barns	8409-FY 12 Overlays		500,000.00	
8293 Patapsco Road Watershed	8409-FY 12 Overlays		70,000.00	
9701 Environmental Impact Studies	8409-FY 12 Overlays	15,000.00		
8313 Taneytown Senior Center Parking Lot	8409-FY 12 Overlays		93,200.00	
9957 General Government Unallocated	8409-FY 12 Overlays	700,000.00		
8318 Market Street Extended	8409-FY 12 Overlays	236,994.74		
9051 Traffic Signals	8409-FY 12 Overlays	268,486.08		
9881 Traffic Calming	8409-FY 12 Overlays	58,807.52	224,636.38	
9674 Highway Safety Improvements	8409-FY 12 Overlays	276,964.71	120,556.67	
8309 Government Office Building	8409-FY 12 Overlays	2,000,000.00		
8163 Public Safety Training Center	8294 Water Development		3,200,000.00	
Total Capital Fund Reappropriations		\$4,761,164.26	\$5,442,924.38	\$220,000.00

Community Investment Plan for FISCAL YEAR 2012
Adopted

	Total 2012	Source of Funding			
		Local		State	Federal & Other
		Other	Bonds		
<u>PUBLIC SCHOOLS</u>					
Freedom Elementary Heat Plant Conversion	205,000		205,000		
Freedom Elementary Roof Replacement	1,520,000		670,000	850,000	
Mt. Airy Middle School	16,725,000	3,950,000		12,775,000	
Paving	310,000	310,000			
Roof Repairs	140,000	140,000			
Transfer to Operating Budget for BOE Debt Service	11,550,000	11,550,000			
William Winchester Elementary Roof Replacement	75,000		75,000		
West Middle Roof Replacement	235,000		235,000		
PUBLIC SCHOOLS TOTAL	\$30,760,000	\$15,950,000	\$1,185,000	\$13,625,000	\$0
<u>CONSERVATION AND OPEN SPACE</u>					
Agricultural Land Preservation - IPA	\$4,226,420	\$4,226,420			
Agricultural Land - Maryland Ag Land Preservation Program	2,583,330		1,333,330	1,250,000	
Environmental Compliance	100,000		100,000		
Rural Legacy	1,000,000			1,000,000	
Storm Water Facility Reconstruction	1,115,000		1,115,000		
Water Development	5,000,000		5,000,000		
Watershed Assessment and Improvement (NPDES)	2,030,000		2,030,000		
CONSERVATION AND OPEN SPACE TOTAL	\$16,054,750	\$4,226,420	\$9,578,330	\$2,250,000	\$0
<u>PUBLIC WORKS</u>					
- ROADS -					
Dickenson Road	\$170,000	\$170,000			
Low Volume Road Improvements	1,320,000		1,320,000		
Microsurfacing	1,100,000	600,000		500,000	
Neighborhood Overlays	1,684,000	364,446	1,319,554		
Overlays	5,422,000	4,237,608	1,008,392	176,000	
Small Drainage Structures	70,000		70,000		
ROADS TOTAL	\$9,766,000	\$5,372,054	\$3,717,946	\$676,000	\$0
- BRIDGES -					
Bridge Maintenance and Structural Repairs	\$42,000	\$42,000			
Cleaning and Painting of Existing Bridge Structural Steel	54,000	54,000			
Falls Road over Indian Run	207,000		207,000		
Shepherds Mill over Little Pipe Creek	3,740,400		748,080		2,992,320
White Rock Road over Piney Run	803,000		160,600		642,400
BRIDGES TOTAL	\$4,846,400	\$96,000	\$1,115,680	\$0	\$3,634,720
PUBLIC WORKS TOTAL	\$14,612,400	\$5,468,054	\$4,833,626	\$676,000	\$3,634,720
<u>CULTURE AND RECREATION</u>					
Community Self-Help Projects	\$64,000	\$64,000			
Landon C. Burns Connector Trail Development	70,000	10,000		60,000	
Park Restoration	84,500	84,500			
Program Open Space Unallocated	86,878			86,878	
Tot Lot Replacement	76,000	7,600		68,400	
Town Fund	3,800	3,800			
Westminster Community Trail Development	150,000	30,000		120,000	
CULTURE AND RECREATION TOTAL	\$535,178	\$199,900	\$0	\$335,278	\$0

	Total 2012	Source of Funding			
		Local		State	Federal & Other
		Other	Bonds		
<u>GENERAL GOVERNMENT</u>					
County Building Systemic Renovations	\$475,000		\$475,000		
County Phone System Replacement	850,000	850,000			
County Technology Improvements	425,000	425,000			
Fleet Management - Lift Replacements	150,000	150,000			
Library - Mount Airy Branch Improvements	467,800		234,800	233,000	
Parking Lot Overlays	53,000	53,000			
GENERAL GOVERNMENT TOTAL	\$2,420,800	\$1,478,000	\$709,800	\$233,000	\$0
GRAND TOTAL	\$64,383,128	\$27,322,374	\$16,306,756	\$17,119,278	\$3,634,720

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2012 TO 2017

Adopted

	Fiscal Year						Prior	Balance to	Total
	2012	2013	2014	2015	2016	2017	Allocation	Complete	Project Cost
PUBLIC SCHOOLS:									
<u>New Construction, Additions, Modernizations</u>									
Mt. Airy Middle School	\$16,725,000	\$0	\$0	\$0	\$0	\$0	\$10,750,000	\$0	\$27,475,000
<u>New Construction, Additions, Modernizations Total</u>	<u>\$16,725,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$10,750,000</u>	<u>\$0</u>	<u>\$27,475,000</u>
<u>Other Projects</u>									
Freedom Elementary Heat Plant Conversion	\$205,000	\$2,730,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,935,000
Freedom Elementary Roof Replacement	1,520,000	0	0	0	0	0	110,000	0	1,630,000
HVAC - Improvements and Replacements	0	0	2,775,000	2,890,000	3,000,000	3,110,000	0	0	11,775,000
Paving	310,000	315,000	330,000	340,000	350,000	360,000	0	0	2,005,000
Roof Repairs	140,000	145,000	150,000	155,000	160,000	165,000	0	0	915,000
Roof Replacements	0	0	105,980	2,120,770	2,307,500	2,366,000	0	0	6,900,250
Transfer to Operating Budget for BOE Debt Service	11,550,000	11,932,755	12,906,276	13,269,591	12,793,316	12,221,244	0	0	74,673,182
William Winchester Elementary Roof Replacement	75,000	995,000	0	0	0	0	0	0	1,070,000
West Middle Roof Replacement	235,000	3,200,000	0	0	0	0	0	0	3,435,000
<u>Other Projects Total</u>	<u>\$14,035,000</u>	<u>\$19,317,755</u>	<u>\$16,267,256</u>	<u>\$18,775,361</u>	<u>\$18,610,816</u>	<u>\$18,222,244</u>	<u>\$310,000</u>	<u>\$0</u>	<u>\$105,538,432</u>
PUBLIC SCHOOLS TOTAL	<u>\$30,760,000</u>	<u>\$19,317,755</u>	<u>\$16,267,256</u>	<u>\$18,775,361</u>	<u>\$18,610,816</u>	<u>\$18,222,244</u>	<u>\$11,060,000</u>	<u>\$0</u>	<u>\$133,013,432</u>
SOURCES OF FUNDING:									
Transfer from General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$50,490	\$0	\$50,490
Local Income Tax	12,000,000	12,392,755	13,386,276	13,764,591	13,303,316	12,746,244	0	0	77,593,182
Property Tax	0	0	0	0	0	0	4,191,365	0	4,191,365
Bonds	1,185,000	3,032,000	1,282,441	2,233,947	2,360,000	2,431,400	6,818,145	0	19,342,932
Impact Fee - Schools	3,950,000	0	0	0	0	0	0	0	3,950,000
State Interagency Committee	13,625,000	3,893,000	1,598,539	2,776,824	2,947,500	3,044,600	0	0	27,885,463
PUBLIC SCHOOLS TOTAL	<u>\$30,760,000</u>	<u>\$19,317,755</u>	<u>\$16,267,256</u>	<u>\$18,775,361</u>	<u>\$18,610,816</u>	<u>\$18,222,244</u>	<u>\$11,060,000</u>	<u>\$0</u>	<u>\$133,013,432</u>

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2012 TO 2017
Adopted

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2012	2013	2014	2015	2016	2017			
CONSERVATION AND OPEN SPACE:									
Agricultural Land Preservation - IPA	\$4,226,420	\$2,370,160	\$1,832,380	\$1,337,430	\$954,070	\$827,080	\$0	\$0	\$11,547,540
Agricultural Land - Maryland Ag Land Preservation Program	2,583,330	2,583,330	2,583,330	2,583,330	2,583,350	2,583,350	0	0	15,500,020
Environmental Compliance	100,000	100,000	100,000	100,000	100,000	100,000	0	0	600,000
Rural Legacy	1,000,000	0	0	0	0	0	0	0	1,000,000
Storm Water Facility Reconstruction	1,115,000	855,000	640,000	704,000	960,000	920,000	0	0	5,194,000
Water Development	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	22,757,009	0	52,757,009
Watershed Assessment and Improvement (NPDES)	2,030,000	3,605,000	2,930,000	2,240,000	2,190,000	2,600,000	0	0	15,595,000
CONSERVATION AND OPEN SPACE TOTAL	\$16,054,750	\$14,513,490	\$13,085,710	\$11,964,760	\$11,787,420	\$12,030,430	\$24,392,660	\$0	\$103,829,220
SOURCES OF FUNDING:									
Transfer from General Fund	\$1,234,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,234,000
Property Tax	2,992,420	2,350,160	1,802,380	1,297,430	904,070	767,080	1,260,000	0	11,373,540
Bonds	6,378,330	10,893,330	10,003,330	9,377,330	9,583,350	9,953,350	14,586,409	0	70,775,429
Bond Interest	0	0	0	0	0	0	3,000,000	0	3,000,000
Reallocated Bonds	3,200,000	0	0	0	0	0	5,494,270	0	8,694,270
Reallocated GF Transfer	0	0	0	0	0	0	5,730	0	5,730
Ag Transfer Tax	0	20,000	30,000	40,000	50,000	60,000	0	0	200,000
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
Grants - Private	1,000,000	0	0	0	0	0	46,251	0	1,046,251
CONSERVATION AND OPEN SPACE TOTAL	\$16,054,750	\$14,513,490	\$13,085,710	\$11,964,760	\$11,787,420	\$12,030,430	\$24,392,660	\$0	\$103,829,220

COMMUNITY INVESMENT PLAN FOR FISCAL YEARS 2012 TO 2017

Adopted

	Fiscal Year						Prior	Balance to	Total
	2012	2013	2014	2015	2016	2017	Allocation	Complete	Project Cost
ROADS:									
Dickenson Road	\$170,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$170,000
Low Volume Road Improvements	1,320,000	1,631,000	1,408,000	1,471,000	2,000,000	2,373,000	0	0	10,203,000
Microsurfacing	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	0	0	6,600,000
Neighborhood Overlays	1,684,000	2,439,000	1,860,000	2,475,000	1,583,000	2,077,000	0	0	12,118,000
Overlays	5,422,000	4,860,000	5,208,000	5,644,000	5,359,000	5,356,000	0	0	31,849,000
Small Drainage Structures	70,000	73,000	76,000	79,000	81,000	84,000	0	0	463,000
ROADS TOTAL	\$9,766,000	\$10,103,000	\$9,652,000	\$10,769,000	\$10,123,000	\$10,990,000	\$0	\$0	\$61,403,000
SOURCES OF FUNDING:									
Transfer from General Fund	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$0	\$0	\$8,400,000
Property Tax	103,680	102,600	103,900	106,300	109,700	113,300	0	0	639,480
Bonds	1,505,702	7,924,400	7,472,100	8,586,700	7,937,300	8,800,700	0	0	42,226,902
Reallocated Bonds	2,212,245	0	0	0	0	0	0	0	2,212,245
Reallocated GF Transfer	844,735	0	0	0	0	0	0	0	844,735
Reallocated Property Tax	3,023,639	0	0	0	0	0	0	0	3,023,639
Highway Administration	176,000	176,000	176,000	176,000	176,000	176,000	0	0	1,056,000
Highway User Revenue	500,000	500,000	500,000	500,000	500,000	500,000	0	0	3,000,000
ROADS TOTAL	\$9,766,000	\$10,103,000	\$9,652,000	\$10,769,000	\$10,123,000	\$10,990,000	\$0	\$0	\$61,403,000

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2012 TO 2017

Adopted

	Fiscal Year						Prior	Balance to	Total
	2012	2013	2014	2015	2016	2017	Allocation	Complete	Project Cost
BRIDGES:									
Bixlers Church Road over Big Pipe Creek	\$0	\$598,000	\$0	\$0	\$0	\$0	\$193,000	\$0	\$791,000
Bridge Inspection and Inventory	0	55,000	0	60,500	0	65,000	0	0	180,500
Bridge Maintenance and Structural Repairs	42,000	44,000	46,000	48,000	50,000	52,000	0	0	282,000
Cape Horn Road over Unnamed Stream	0	0	0	129,000	249,000	0	0	0	378,000
Cleaning and Painting of Existing Bridge Structural Steel	54,000	56,000	58,000	60,000	62,000	64,000	0	0	354,000
Falls Road over Indian Run	207,000	0	0	0	0	0	593,391	0	800,391
Shepherds Mill over Little Pipe Creek	3,740,400	0	0	0	0	0	250,000	0	3,990,400
Stone Chapel Road over Little Pipe Creek	0	0	157,000	603,000	0	0	0	0	760,000
White Rock Road over Piney Run	803,000	0	0	0	0	0	140,000	0	943,000
BRIDGES TOTAL	\$4,846,400	\$753,000	\$261,000	\$900,500	\$361,000	\$181,000	\$1,176,391	\$0	\$8,479,291
SOURCES OF FUNDING:									
Transfer from General Fund	\$96,000	\$155,000	\$104,000	\$168,500	\$112,000	\$181,000	\$0	\$0	\$816,500
Bonds	1,087,191	119,600	31,400	249,600	249,000	0	618,600	0	2,355,391
Reallocated Bonds	28,489	0	0	0	0	0	0	0	28,489
Reallocated GF Transfer	0	0	0	0	0	0	26,539	0	26,539
Federal Highway/Bridge	3,634,720	478,400	125,600	482,400	0	0	531,252	0	5,252,372
BRIDGES TOTAL	\$4,846,400	\$753,000	\$261,000	\$900,500	\$361,000	\$181,000	\$1,176,391	\$0	\$8,479,291

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2012 TO 2017
Adopted

	2012	2013	Fiscal Year		2016	2017	Prior Allocation	Balance to Complete	Total Project Cost
			2014	2015					
CULTURE AND RECREATION:									
Community Self-Help Projects	\$64,000	\$66,000	\$68,000	\$70,000	\$72,000	\$74,200	\$0	\$0	\$414,200
Landon C. Burns Connector Trail Development	70,000	0	0	0	0	0	0	0	70,000
Park Restoration	84,500	87,000	90,000	93,000	96,000	99,000	0	0	549,500
Program Open Space Unallocated	86,878	245,000	262,000	281,000	320,000	356,000	0	0	1,550,878
Tot Lot Replacement	76,000	0	94,000	0	105,000	0	184,238	0	459,238
Town Fund	3,800	4,500	4,900	5,200	5,900	6,600	0	0	30,900
Westminster Community Park	0	146,000	0	2,000,000	0	0	0	0	2,146,000
Westminster Community Trail Development	150,000	0	0	0	0	0	0	0	150,000
CULTURE AND RECREATION TOTAL	\$535,178	\$548,500	\$518,900	\$2,449,200	\$598,900	\$535,800	\$184,238	\$0	\$5,370,716

SOURCES OF FUNDING:

Transfer from General Fund	\$159,900	\$157,500	\$172,300	\$168,200	\$184,400	\$179,800	\$36,311	\$0	\$1,058,411
Impact Fee - Parks	0	146,000	0	300,000	0	0	0	0	446,000
Reallocated Impact Fee - Parks	40,000	0	0	0	0	0	0	0	40,000
Reallocated Program Open Space	180,000	0	0	1,700,000	0	0	0	0	1,880,000
Program Open Space Unallocated	86,878	245,000	262,000	281,000	320,000	356,000	147,927	0	1,698,805
POS - Park Development	68,400	0	84,600	0	94,500	0	0	0	247,500
CULTURE AND RECREATION TOTAL	\$535,178	\$548,500	\$518,900	\$2,449,200	\$598,900	\$535,800	\$184,238	\$0	\$5,370,716

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2012 TO 2017
Adopted

	Fiscal Year						Prior	Balance to	Total
	2012	2013	2014	2015	2016	2017	Allocation	Complete	Project Cost
GENERAL GOVERNMENT:									
Carroll County 911 Radio System	\$0	\$3,225,000	\$22,500,000	\$0	\$0	\$0	\$4,409,468	\$0	\$30,134,468
County Building Systemic Renovations	475,000	500,000	525,000	550,000	575,000	600,000	0	0	3,225,000
County Phone System Replacement	850,000	0	0	0	0	0	0	0	850,000
County Technology Improvements	425,000	442,000	444,000	780,000	459,000	623,000	0	0	3,173,000
Fleet Management - Lift Replacements	150,000	0	0	0	0	0	338,915	0	488,915
GIS Digital Orthophotography	0	182,000	0	194,000	0	206,000	0	0	582,000
Library - Mount Airy Branch Improvements	467,800	0	0	0	0	0	0	0	467,800
Parking Lot Overlays	53,000	56,000	59,000	62,000	65,000	68,000	0	0	363,000
Voting Machines - New Optical Scan	0	0	0	100,000	100,000	100,000	220,000	0	520,000
GENERAL GOVERNMENT TOTAL	\$2,420,800	\$4,405,000	\$23,528,000	\$1,686,000	\$1,199,000	\$1,597,000	\$4,968,383	\$0	\$39,804,183
SOURCES OF FUNDING:									
Transfer from General Fund	\$585,209	\$680,000	\$503,000	\$1,136,000	\$624,000	\$997,000	\$653,383	\$0	\$5,178,592
Property Tax	0	0	0	0	0	0	420,000	0	420,000
Bonds	707,610	3,725,000	23,025,000	550,000	575,000	600,000	3,795,000	0	32,977,610
Reallocated Bonds	2,190	0	0	0	0	0	0	0	2,190
Reallocated GF Transfer	315,545	0	0	0	0	0	95,152	0	410,697
Reallocated Property Tax	577,246	0	0	0	0	0	4,848	0	582,094
MD Library Development	233,000	0	0	0	0	0	0	0	233,000
GENERAL GOVERNMENT TOTAL	\$2,420,800	\$4,405,000	\$23,528,000	\$1,686,000	\$1,199,000	\$1,597,000	\$4,968,383	\$0	\$39,804,183

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2012 to 2017
Adopted - Capital Fund

	2012	2013	Fiscal Year 2014	2015	2016	2017	Prior Allocation	Balance to Complete	Total Project Cost
GRAND TOTAL-USES	\$64,383,128	\$49,640,745	\$63,312,866	\$46,544,821	\$42,680,136	\$43,556,474	\$41,781,672	\$0	\$351,899,842
SOURCE OF FUNDING	-								
-LOCAL-									
Transfer from General Fund	\$3,475,109	\$2,392,500	\$2,179,300	\$2,872,700	\$2,320,400	\$2,757,800	\$740,184	\$0	\$16,737,993
Local Income Tax	12,000,000	12,392,755	13,386,276	13,764,591	13,303,316	12,746,244	0	0	77,593,182
Property Tax	3,096,100	2,452,760	1,906,280	1,403,730	1,013,770	880,380	5,871,365	0	16,624,385
Bonds	10,863,833	25,694,330	41,814,271	20,997,577	20,704,650	21,785,450	25,818,154	0	167,499,753
Bond Interest	0	0	0	0	0	0	3,000,000	0	3,000,000
Reallocated Bonds	5,442,924	0	0	0	0	0	5,494,270	0	11,115,705
Reallocated GF Transfer	1,160,280	0	0	0	0	0	127,421	0	1,287,701
Reallocated Property Tax	3,600,885	0	0	0	0	0	4,848	0	3,605,733
Impact Fee - Parks	0	146,000	0	300,000	0	0	0	0	446,000
Impact Fee - Schools	3,950,000	0	0	0	0	0	0	0	3,950,000
Reallocated Impact Fee - Parks	40,000	0	0	0	0	0	0	0	40,000
Ag Transfer Tax	0	20,000	30,000	40,000	50,000	60,000	0	0	200,000
LOCAL TOTAL	\$43,629,130	\$43,098,345	\$59,316,127	\$39,378,597	\$37,392,136	\$38,229,874	\$41,056,242	\$0	\$302,100,451
-STATE-									
Highway Administration	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000	\$0	\$0	\$1,056,000
MD Library Development	233,000	0	0	0	0	0	0	0	233,000
State Interagency Committee	13,625,000	3,893,000	1,598,539	2,776,824	2,947,500	3,044,600	0	0	27,885,463
State Ag Preservation (MALPF) / Rural Legacy	2,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	0	0	8,500,000
Highway User Revenue	500,000	500,000	500,000	500,000	500,000	500,000	0	0	3,000,000
Reallocated POS - Park Development	180,000	0	0	1,700,000	0	0	0	0	1,880,000
Program Open Space - Unallocated	86,878	245,000	262,000	281,000	320,000	356,000	147,927	0	1,698,805
POS - Park Development	68,400	0	84,600	0	94,500	0	0	0	247,500
STATE TOTAL	\$17,119,278	\$6,064,000	\$3,871,139	\$6,683,824	\$5,288,000	\$5,326,600	\$147,927	\$0	\$44,500,768
-FEDERAL-									
Federal Highway/Bridge	\$3,634,720	\$478,400	\$125,600	\$482,400	\$0	\$0	\$531,252	\$0	\$5,252,372
FEDERAL TOTAL	\$3,634,720	\$478,400	\$125,600	\$482,400	\$0	\$0	\$531,252	\$0	\$5,252,372
-OTHER-									
Grants - Private	\$0	\$0	\$0	\$0	\$0	\$0	\$46,251	\$0	\$46,251
OTHER TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$46,251	\$0	\$46,251
GRAND TOTAL SOURCES	\$64,383,128	\$49,640,745	\$63,312,866	\$46,544,821	\$42,680,136	\$43,556,474	\$41,781,672	\$0	\$351,899,842

Reading a Capital Budget Page

Project title

Location by District

Description of project purpose and scope

Capital project number assigned

Previous years funding

Estimated funding beyond the current CIP

Shows project phases and planned funding by category and year

Specific source of funds for project by year

Shows projected impacts to the operating budget

Project total

Total funding for project

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Westminster Community Park District Location: 3 <small>Headline in Budget Analysis: (4.0) 386-3082</small> Proj. # This project provides planned funding for the design, engineering, and construction of a 32-acre parcel in the Westminster area into a new active park, including 2 ballfields, a multi-purpose field, a playtype unit, mini-pavilions, a walking trail and a parking area.									
Engineering/Design		146,000							146,000
Land Acquisition									0
Site Work				800,000					800,000
Construction				700,000					700,000
Equipment/Furnishings				500,000					500,000
Other									0
PROJECT TOTAL									
TOTAL	0	146,000	0	2,000,000	0	0	0	0	2146,000
SOURCES OF FUNDS									
Transfer from General Fund									0
Impact Fee - Parks		146,000		300,000					446,000
Reallocated POS - Park Development				1,700,000					1,700,000
Program Open Space									0
POS - Park Development									0
PERMANENT OPERATING IMPACTS									
	0	0	0	49,400	5,090	5,290			

An individual page is developed for each project approved or planned in the community investment plan and is presented in one of six budget categories: General Government, Culture and Recreation, Roads and Bridges, Public Schools, Conservation and Open Space, and Enterprise Funds. The typical budget page describes the scope of the project, prior and planned appropriations broken down by phase and funding source, and estimated operating impacts over a six-year period.

ACTIVE
CAPITAL PROJECTS
WITH
PRIOR APPROPRIATIONS

Explanation of Active Capital Projects

The FY 12-17 Community Investment Plan (CIP) includes capital projects with FY 12 appropriations and projects that have planned appropriations in FY 13-17. If a project included in this CIP had an appropriation in a previous fiscal year, the dollar amount of that appropriation is included in the column labeled Prior Appropriation. The following summary is intended to provide additional information on active capital projects that are not included in the current CIP and have existing appropriations prior to FY 12. Several projects listed on the summary are on-going projects and receive additional appropriations annually.

Explanation of the Summary

Project

The project number is a number assigned to the capital project to identify it in the financial system.

Project Name

The project name is a short text identification of the project. Additional information is available in prior budget books from the fiscal year of the projects initial year of appropriation.

Initial Year of Appropriation

The initial year of appropriation is the first fiscal year that a capital project received funding. Some projects may have received funding in more than one year. However, only the first fiscal year of funding is shown.

Current Budget

This is the total existing funding appropriation to a capital project. If the project received appropriations in more than one year, it is the total of those appropriations.

Expended to Date

Expenditures to date are the total amount spent on a capital project so far. The amounts included in this summary are through May 31, 2011.

Current Encumbrance

When the County enters into a contract or makes other commitments to purchase goods or services the committed amount is encumbered indicating it isn't available for other expenditures. Current encumbrance is the total amount the County has committed to spend on a capital project beyond expenditures spent to date.

Current Balance

Current balance is the amount of the budget that has not been spent or committed. It is calculated by subtracting expenditures to date and current encumbrances from the current budget.

Active Capital Projects with Prior Appropriations

As of 5/31/2011

Project #	Project Name	Initial Year of Approp	Current Budget	Expend To Date	Current Encumb	Current Balance
PUBLIC SCHOOLS						
8089	VoTechCap	2004	220,456.79	65,290.71	0.00	155,166.08
8133	ManchValHS	2005	70,685,300.00	68,106,941.52	0.00	2,578,358.48
8185	EbbVallyES	2006	11,650,832.00	11,597,017.26	0.00	53,814.74
8191	FKDStateAp	2006	697,916.00	571,571.00	0.00	126,345.00
8288	FDKFreelES	2008	2,809,700.00	1,786,644.18	0.00	1,023,055.82
8289	SCHSArtsAd	2008	19,315,941.00	14,483,354.00	0.00	4,832,587.00
8290	WestHSHVAC	2008	13,880,118.20	8,335,367.44	0.00	5,544,750.76
8291	MtAiryRoof	2008	256,030.00	238,195.64	0.00	17,834.36
8292	Open Space	2008	8,000,000.00	5,351,075.68	0.00	2,648,924.32
8325	FDKWillWin	2009	2,420,000.00	1,301,474.31	0.00	1,118,525.69
8326	FDKWnflidES	2009	1,301,000.00	850,537.78	0.00	450,462.22
8327	MtArESRoof	2009	594,000.00	534,866.95	0.00	59,133.05
8348	MtAiryMS	2010	10,750,000.00	833,496.00	0.00	9,916,504.00
8349	FDK-RoMoES	2010	1,865,000.00	307,592.45	0.00	1,557,407.55
8350	HampESHVAC	2010	1,478,559.00	80,957.50	0.00	1,397,601.50
8351	HampESRoof	2010	787,000.00	19,114.03	0.00	767,885.97
8377	ChCarrHVAC	2011	200,000.00	0.00	0.00	200,000.00
8378	FElemRoof	2011	110,000.00	0.00	0.00	110,000.00
8379	BOERoofRpl	2011	118,000.00	0.00	0.00	118,000.00
9554	BOE-ADAFac	1999	1,504,683.50	1,321,804.87	0.00	182,878.63
9745	Relocateab	1999	5,447,375.67	5,407,626.91	0.00	39,748.76
9746	BOERoofRep	1999	1,262,936.36	1,015,263.99	0.00	247,672.37
9748	BOE-Paving	1999	3,497,241.36	2,942,674.49	0.00	554,566.87
9792	BOETechImp	1999	6,842,105.30	5,417,197.93	0.00	1,424,907.37
9885	WintMillHS	2000	25,252,267.13	25,163,452.87	0.00	88,814.26
9973	NCMSRenov.	2002	11,130,621.00	10,955,968.58	0.00	174,652.42
9974	HVACImpRep	2002	169,187.08	0.00	0.00	169,187.08
CONSERVATION AND OPEN SPACE						
8293	PatapProjt	2008	1,635,650.90	866,821.85	150.50	768,678.55
8294	WaterDevel	2008	22,757,009.54	8,705,260.26	678.50	14,051,070.78
8295	SWFacRecon	2008	1,920,000.06	1,456,020.72	267,131.85	196,847.49
8328	EnvirnComp	2009	875,000.00	126,581.78	0.00	748,418.22
9002	Land Bank	1999	22,063,303.24	15,407,435.34	0.00	6,655,867.90
9007	LandPresrv	1999	124,099,626.49	115,871,836.84	0.00	8,227,789.65
9701	EnvirImpct	1999	332,167.24	317,167.24	0.00	15,000.00
9702	TrafImpStd	1999	93,646.25	91,700.13	0.00	1,946.12
9851	RurlLegacy	2000	19,732,893.96	19,141,185.19	0.00	591,708.77
9919	SoilSurvey	2001	210,000.00	193,620.00	0.00	16,380.00
9920	WaterAsses	2001	6,710,229.70	1,982,243.97	21,738.00	4,706,247.73
PUBLIC WORKS						
8176	Salt-Barns	2006	1,283,750.00	275,824.41	295,445.00	712,480.59
9902	PubWrkUnal	2000	347,345.77	0.00	0.00	347,345.77
ROADS						
8065	GravlRds04	2003	986,897.93	716,703.68	0.00	270,194.25
8283	EnglRdRnd	2007	146,998.00	133,667.57	13,129.34	201.09
8308	RidenourWy	2008	20,000.00	0.00	0.00	20,000.00
8317	LowVolRd09	2008	1,095,000.00	944,319.60	0.00	150,680.40
8318	MarktStExt	2008	1,445,000.00	1,208,005.26	0.00	236,994.74
8319	NeighOvr09	2008	1,728,000.00	1,258,024.84	0.00	469,975.16
8320	Overlays09	2008	5,425,727.12	4,864,861.31	0.00	560,865.81
8321	RidgeRdImp	2008	3,050,000.00	47,877.72	0.00	3,002,122.28
8352	ARRA	2010	2,682,677.00	2,608,368.83	0.00	74,308.17
8353	LndtnwBlvd	2010	3,700,000.00	80.04	0.00	3,699,919.96
8354	LowVolRd10	2010	1,227,000.34	917,803.47	0.00	309,196.87
8355	NeighOvr10	2010	1,634,000.00	1,400,846.41	71,814.43	161,339.16
8356	OvrlsFY10	2010	5,417,000.00	4,641,532.68	359,213.38	416,253.94
8380	LowVolRd11	2011	1,367,000.00	0.00	1,349,765.27	17,234.73
8381	NeighOvr11	2011	1,922,999.95	0.00	1,868,582.50	54,417.45

Active Capital Projects with Prior Appropriations

As of 5/31/2011

Project #	Project Name	Initial Year of Approp	Current Budget	Expend To Date	Current Encumb	Current Balance
8382	OvrlsFY11	2011	5,003,171.25	276,000.00	4,640,390.43	86,780.82
9051	TrafficSig	1999	873,000.00	604,513.92	0.00	268,486.08
9604	RidgRdRelo	1999	50,000.00	3,102.04	0.00	46,897.96
9674	HighwaySaf	1999	1,573,106.37	970,338.15	0.00	602,768.22
9847	SmallDrain	1999	1,597,207.49	1,513,059.82	0.00	84,147.67
9877	MacbethWay	2000	171,685.63	71,685.63	0.00	100,000.00
9881	TraffCalm	2000	338,000.00	54,556.10	0.00	283,443.90
9968	ObrechtW-G	2002	916,850.00	739,788.34	50,213.07	126,848.59

BRIDGES

8031	GrnmntChRd	2003	487,115.00	458,712.03	0.00	28,402.97
8032	SilverRnVl	2003	790,300.00	36,200.98	0.00	754,099.02
8071	MumFrd/Mon	2004	329,560.94	69,909.89	244,373.00	15,278.05
8239	BolRd/BeRn	2007	696,000.00	35,100.66	0.00	660,899.34
8240	Falls/Indn	2007	593,390.95	110,260.90	9,158.85	473,971.20
8287	GrndVal/St	2008	493,000.00	95,590.08	0.00	397,409.92
8322	BabRdSilRn	2009	901,999.95	0.00	0.00	901,999.95
8323	McKRd/Sams	2009	947,000.00	0.00	0.00	947,000.00
8332	HShpBearBr	2009	1,428,000.00	0.00	0.00	1,428,000.00
8383	BixRd/BPC	2011	193,000.00	0.00	0.00	193,000.00
8384	ShepMILPC	2011	250,000.00	0.00	0.00	250,000.00
8385	WhtRkRdPR	2011	140,000.00	0.00	0.00	140,000.00
9684	BrInspInvn	1999	261,005.23	208,063.09	48,574.77	4,367.37
9686	CleanPaint	1999	757,350.00	621,570.65	18,425.24	117,354.11
9882	BrdgMaint	1999	426,000.00	328,382.44	0.00	97,617.56
9916	SawMilRdBr	2001	745,758.01	281,490.90	0.00	464,267.11

CULTURE AND RECREATION

8121	LeisterPrk	2005	1,875,298.70	269,077.99	32,205.97	1,574,014.74
8169	BrkhllBall	2006	456,000.00	404,352.33	3,535.00	48,112.67
8232	ParkRestFd	2007	395,985.48	325,462.08	54,744.00	15,779.40
8233	ParkAcq'07	2007	158,657.75	0.00	0.00	158,657.75
8275	DPPractFld	2008	144,000.00	97,428.29	0.00	46,571.71
8281	PRAuxClass	2008	110,000.00	60,397.06	0.00	49,602.94
8282	WestPondRn	2008	392,300.00	198,739.46	0.00	193,560.54
8315	POSUnaloc	2009	1,271,711.66	0.00	0.00	1,271,711.66
8330	BCPRevital	2009	279,950.80	105,741.71	1,673.65	172,535.44
8358	BBPrkLot	2010	70,000.00	23,930.69	0.00	46,069.31
8365	SpringBFld	2010	14,390.00	0.00	8,204.00	6,186.00
8368	LacrsGoals	2010	4,684.00	0.00	0.00	4,684.00
8370	SltBTotlot	2010	33,000.00	28,441.73	0.00	4,558.27
8373	StrkrPrcFl	2010	15,000.00	0.00	0.00	15,000.00
8376	SltBoxSH10	2010	1,080.00	489.50	0.00	590.50
8386	FMElectric	2011	125,000.00	625.00	0.00	124,375.00
8388	UMHmstdRst	2011	55,000.00	11,663.46	0.00	43,336.54
8392	CCMixPitch	2011	1,598.00	1,303.25	290.00	4.75
8393	EqCntrSSSH	2011	8,490.00	0.00	6,100.00	2,390.00
8394	FSprgPlyrB	2011	1,970.00	0.00	0.00	1,970.00
8395	NCMfldRest	2011	5,350.00	4,160.00	0.00	1,190.00
8396	HEBlfldmix	2011	9,800.00	6,194.31	2,983.23	622.46
8397	CTmixfldD	2011	2,100.00	0.00	1,885.00	215.00
8398	CTMixFldC	2011	2,688.00	0.00	2,610.00	78.00
8399	BHStrgeShd	2011	4,612.00	0.00	0.00	4,612.00
8400	LCBUFldSod	2011	3,012.38	3,652.38	0.00	(640.00)
8401	WestCncret	2011	3,000.00	0.00	0.00	3,000.00
8402	KWLaxGoals	2011	5,735.00	5,764.00	0.00	(29.00)
8403	RMScorebrd	2011	3,210.00	2,468.98	0.00	741.02
8414	ACStorspSH	2011	3,975.00	0.00	0.00	3,975.00
8415	ChTnBlchSH	2011	2,731.00	2,730.47	0.00	0.53
8416	CTPFldSH	2011	5,000.00	0.00	0.00	5,000.00
8417	CrbWntrMil	2011	4,000.00	1,980.60	0.00	2,019.40

Active Capital Projects with Prior Appropriations

As of 5/31/2011

Project #	Project Name	Initial Year of Approp	Current Budget	Expend To Date	Current Encumb	Current Balance
8418	BCPbaseSH	2011	4,500.00	0.00	0.00	4,500.00
8419	KWOutletSH	2011	2,000.00	0.00	0.00	2,000.00
8420	NCKitchnSH	2011	5,850.00	0.00	0.00	5,850.00
8421	Mayski#4SH	2011	2,770.00	0.00	0.00	2,770.00
8422	Mayski#5SH	2011	2,190.00	0.00	0.00	2,190.00
8423	Mayski#6SH	2011	2,190.00	0.00	0.00	2,190.00
9139	RecPrkUnal	1999	34,503.62	0.00	0.00	34,503.62
9735	ComSelfHlp	1999	2,703.54	0.00	0.00	2,703.54
9736	Town Fund	1999	350,426.22	283,989.99	0.00	66,436.23
9785	FtBrdgPinR	2008	4,000.00	0.00	0.00	4,000.00
9870	GillisFall	2000	300,263.40	236,927.49	0.00	63,335.91
9871	HashBldRnv	2000	489,635.65	274,216.91	0.00	215,418.74
9925	TotLotRepl	2001	184,238.24	177,847.67	0.00	6,390.57
9926	KrimgoldPk	2001	4,966,892.75	1,303,192.46	2,933,465.63	730,234.66
9998	BDChrTrPk	2008	2,544.00	1,428.25	0.00	1,115.75
9999	BDFldChrTr	2008	1,272.00	0.00	1,885.00	(613.00)
GENERAL GOVERNMENT						
8003	EOC Reloc	2003	4,047,260.00	294,841.00	1,865,338.00	1,887,081.00
8006	IT Replace	2003	2,620,666.25	1,742,672.39	76,282.68	801,711.18
8011	FacilSecur	2003	220,410.00	204,933.26	0.00	15,476.74
8060	Voting Sys	2004	1,144,045.00	753,075.76	0.00	390,969.24
8062	SCSenrCent	2004	9,956,420.00	9,594,953.27	49,882.08	311,584.65
8111	EDTechInfr	2005	2,000,000.00	1,979,076.00	18,851.30	2,072.70
8162	MasterPlan	2006	650,941.45	579,297.30	0.00	71,644.15
8163	CCPSTrCntr	2006	7,000,000.00	805,634.97	10,848.50	6,183,516.53
8199	GovtComplx	2006	7,000,000.00	2,667,849.97	0.00	4,332,150.03
8225	CCC-Bldg#4	2007	36,211,010.75	30,241,791.48	443.00	5,968,776.27
8226	CCPubNetwk	2007	8,869,500.00	8,370,749.81	0.00	498,750.19
8228	GISPlanDat	2007	750,000.00	744,148.86	5,549.40	301.74
8264	800MHz&911	2008	4,409,468.10	3,021,681.18	0.00	1,387,786.92
8267	Equip Wash	2008	1,208,680.00	1,206,489.95	0.00	2,190.05
8273	PWAssetSys	2008	125,000.00	38,057.18	0.00	86,942.82
8274	RecordsMan	2008	406,000.00	367,066.37	0.00	38,933.63
8309	GovOffBldg	2009	4,500,000.00	2,162,081.08	0.00	2,337,918.92
8310	GISDigOrth	2009	172,000.00	0.00	0.00	172,000.00
8311	GISParcLay	2009	715,000.00	463,827.51	0.00	251,172.49
8313	TSCCAddPrk	2009	93,200.00	0.00	0.00	93,200.00
8359	CrtHseElev	2010	500,000.00	0.00	0.00	500,000.00
8360	EldrsLibIm	2010	209,000.00	160,687.05	0.00	48,312.95
8361	OpticalVM	2010	220,000.00	0.00	0.00	220,000.00
8371	Rebndradio	2010	127,034.40	116,659.37	0.00	10,375.03
8389	NCPLImprov	2011	129,000.00	20,470.82	0.00	108,529.18
8390	FleetTire	2011	281,500.00	0.00	0.00	281,500.00
8391	HSUpgrdStr	2011	434,200.45	0.00	0.00	434,200.45
9022	DryHydProj	1999	1,099,800.00	545,290.66	37,110.00	517,399.34
9418	HandicapAc	1999	909,600.00	820,466.81	0.00	89,133.19
9648	CompSysImp	1999	5,593,140.45	5,370,437.32	1,066.67	221,636.46
9782	ComColTech	1999	5,950,600.00	3,889,883.09	0.00	2,060,716.91
9822	LibTechImp	1999	2,515,900.00	2,094,332.23	0.00	421,567.77
9921	ParkLotOvr	2000	985,470.79	710,804.83	0.00	274,665.96
9952	MultiPurps	2001	330,100.00	302,891.40	0.00	27,208.60
9954	COBSysReno	2002	3,249,100.98	2,696,322.56	9,685.24	543,093.18
9956	FleetLifts	2008	338,915.00	337,768.16	0.00	1,146.84
9957	GenGovUnal	2002	961,191.52	0.00	0.00	961,191.52

Active Capital Projects with Prior Appropriations

As of 5/31/2011

Project #	Project Name	Initial Year of Approp	Current Budget	Expend To Date	Current Encumb	Current Balance
AIRPORT ENTERPRISE FUND						
6813	PAPI	2006	174,584.29	173,112.69	1,471.60	0.00
6814	RunwayExpn	2007	74,075,000.00	1,177,469.05	0.00	72,897,530.95
6818	GrndsFacIm	2010	213,860.44	169,762.51	6,925.00	37,172.93
SOLID WASTE ENTERPRISE FUND						
6520	HoodsMillr	1999	934,625.71	814,264.92	36,052.28	84,308.51
6521	NorLFRemed	1999	904,000.00	595,490.94	225,203.15	83,305.91
6522	NorLFCell3	1999	5,959,000.00	5,898,131.00	0.00	60,869.00
6528	JO LFRemed	2004	800,000.00	141,494.94	322,212.62	336,292.44
6531	NLScalehse	2008	136,500.00	127,654.06	0.00	8,845.94
6532	CloseLFRem	2009	100,000.00	12,090.85	15,443.15	72,466.00
6533	NLEntrance	2009	459,000.00	4,900.00	0.00	454,100.00
UTILITIES ENTERPRISE FUND						
6311	WatSewMetr	1999	1,484,155.00	1,438,774.15	0.00	45,380.85
6332	Tank-Paint	1999	603,181.50	186,733.73	0.00	416,447.77
6344	EffluentCh	1999	2,436,966.78	515,789.49	0.00	1,921,177.29
6358	HydLoopMan	2002	634,221.37	0.00	0.00	634,221.37
6359	HydrantRep	2002	928,550.00	835,921.20	0.00	92,628.80
6371	PRWWPSRen	2002	2,951,195.00	1,555,713.10	1,074,380.52	321,101.38
6378	ReliefSw#6	2002	957,000.00	173,408.84	0.00	783,591.16
6385	SewerStudy	2002	275,000.00	168,195.66	0.00	106,804.34
6388	PVBackWell	2004	280,992.69	0.00	0.00	280,992.69
6390	SykWatTank	2004	62,000.00	0.00	0.00	62,000.00
6398	GravMnNSta	2004	982,925.00	113,591.52	0.00	869,333.48
6403	ManholeReh	2007	772,900.00	368,424.78	11,200.00	393,275.22
6407	CarrHighPS	2008	401,280.00	276,654.55	0.00	124,625.45
6409	LoopMonroe	2008	74,800.00	0.00	0.00	74,800.00
6413	HSSludgTnk	2008	828,200.00	138,391.86	0.00	689,808.14
6414	MeterVault	2008	146,100.00	138,139.03	0.00	7,960.97
6416	FDLoopDckn	2009	5,000.00	0.00	0.00	5,000.00
6419	FWWTPENR	2010	1,500,000.00	0.00	0.00	1,500,000.00
6420	FWSAHAnal	2010	150,000.00	47,036.05	0.00	102,963.95
6421	SewerMainLining	2010	492,201.14	397,113.48	0.00	95,087.66

FY 11 New Projects Mid-Year

The following is a list of all the new projects created during FY 11. 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.

Date	Proj #	Project Name	\$ Budget
11/4/2010	8392	Charles Carroll Infield Mix & Pitching Machine (SH)	1,598.00
11/4/2010	8393	Equestrian Center Spectator Shade Structure (SH)	8,490.00
11/4/2010	8394	Freedom & Springfield Player Benches (SH)	1,970.00
11/4/2010	8395	NC Middle Field Restorations (SH)	5,350.00
11/4/2010	8396	Hampstead Elem. Ballfield Mix & Fence (SH)	9,800.00
11/4/2010	8397	Christmas Tree Park Infield Mix Field D (SH)	2,100.00
11/4/2010	8398	Christmas Tree Park Infield Mix Field C (SH)	2,688.00
11/4/2010	8399	Bark Hill Park Storage Shed (SH)	4,612.00
11/4/2010	8400	L.C. Burns Upper Field New Sod Placement (SH)	3,000.00
11/4/2010	8401	Westminster Concrete Slab Construction (SH)	3,000.00
11/4/2010	8402	Kate Wagner Field Lacrosse Goals (SH)	6,160.00
11/4/2010	8403	Robert Moton Basketball Electric Scoreboard (SH)	3,210.00
4/12/2011	8414	Arts Council Storage Space Construction (SH)	3,975.00
4/13/2011	8415	Cherrytown/Sports Complex Bleachers, Benches (SH)	2,731.00
4/20/2011	8416	Christmas Tree Park Baseball Field Renovations (SH)	\$5,000.00
4/21/2011	8417	Cranberry Station and Winters Mill Field Renovations (SH)	\$4,000.00

FY 11 Closures

This listing contains a record of all capital projects closed during FY 11 from July 1, 2010 through May 31, 2011. 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

Project Number	Project Name	Total Spent
6339	Freedom Well Ground Water	2,872,971.60
6343	Small Sanitary Survey	10,227.94
6347	Freedom District Water Treatment Plant Expansion	26,301,696.70
6370	PineHill Pumping Station	551,060.42
6389	Shiloh Pumping Station	1,369,273.65
6400	Bramble Hills Well System	51,076.42
6410	Freedom Well Treatment Plant- Transmission Main	3,500,846.49
6415	Snowdens Run WasteWater Pumping Station	542,102.50
6805	Land Sales	67,910.00
6812	T-Hangars	-
6816	Corporate Hangars	-
6817	Terminal Building	-
8036	Junction Renovations	50,000.00
8079	Union Mills Trail (SH)	1,230.28
8129	Keyville Frederick County Bridge	503,846.21
8132	HVAC West Middle School	2,237,725.31
8139	Hodges Park Field Upgrade (SH)	631.50
8149	Cherrytown Road Ballfield Parking Lot (SH)	2,193.61
8149	CRB Parking Lot	2,193.61
8178	Falls Road Improvements	774,818.75
8215	Piney Run Butterfly and Wildflower Garden (SH)	3,002.09
8244	Robert Moton Elementary School HVAC	2,167,950.82
8256	Freedom Park Ballfield Improvements	370.72
8271	Library Westminster Branch	210,000.00
8304	Hodges Park Field #2 Pad (SH)	1,379.00
8337	Piney Run Picnic Pavilion (SH)	6,550.00
8346	Linton Springs Elementary Lower Field Improv (SH)	8,268.27
8366	Cape Horn Park Fence Installment (SH)	4,880.00
8367	Taneytown Memorial Park Grandstand Renov (SH)	1,983.00
8369	Mayeski Soccer Goals (SH)	7,379.97
8374	Mayeski Park Field 1 Ballfield Mix (SH)	2,478.73
8375	Mayeski Park Field 2 Ballfield Mix (SH)	2,078.73

PUBLIC SCHOOLS

Overview of Public Schools CIP

The Public Schools Community Investment Plan (CIP) includes school construction, such as additions and modernizations, as well as other school related projects. For more than a decade school construction has been primarily funded by impact fees, dedicated income tax revenue, and State funding. As we moved into more troubled economic times, impact fees have dropped, and State funding is at risk to be reduced. As a result there is a greater reliance on income tax to fund capital projects.

Developing the school construction plan is a complex process involving the Board of Education's plans, priorities and requests, enrollment projections, redistricting plans, and projected development. Historically, the County generally provided funding for three-quarters or more of the school CIP. In the current plan the county is providing eighty percent of funding.

The Commissioners' efforts in recent years have nearly eliminated capacity needs. The FY 12-17 CIP includes funding for a new Mt. Airy Middle School which is the final capacity project in this CIP. Due to the combination of fiscal concerns and the fact that capacity concerns have been largely addressed, funding for relocateable classrooms was eliminated in FY 11 and funding for Full Day Kindergarten additions was eliminated in FY 12.

The focus of the plan is moving towards paying the debt service costs on the new projects and funding the school system's systemic needs such as HVAC improvements and replacements, roof replacements and repairs, and paving. In FY 11, the Commissioners provided one-time technology funding to the school system and eliminated on-going funding in the six-year plan.

Several notable projects were recently completed or are under construction. Manchester Valley High School opened in August 2009, South Carroll's Fine Arts addition opened in August 2010, and the replacement of the HVAC system at Westminster High School is expected to be completed in December of 2011. Even with the recently completed projects, those under construction, and the \$139 million included in the plan, all project requests could not be included. The Board of Education in recent years has identified a number of needs that have no existing or planned funding. High priorities include:

- Construction of a new Career & Technology Center
- Charles Carroll Elementary School modernization
- William Winchester Elementary School modernization
- Westminster West Middle School modernization
- Westminster East Middle School modernization

Following this overview are copies of the Board of Education's 2011-2020 Educational Facilities Master Plan and the FY 12 State Capital Improvement Plan Budget Request/FY 2013-2017 Capital Improvement Plan. For additional information on Public School projects please refer to the individual project pages.

FY 2012 CAPITAL IMPROVEMENT PROGRAM BUDGET REQUEST

(\$,000 omitted)

Priority			Occupy	Prior Authorization/Allocation			Fiscal Year 2012 Funding Request				Total Request
State	Local			State	County	Total	State	Request For	County	Request For	
1		Westminster HS HVAC Replacement		\$ 13,191	\$ 11,423	\$ 24,614	\$ 2,070	(SR)			\$ 2,070
2		Hampstead ES HVAC Replacement		\$ 600	\$ 1,050	\$ 1,650	\$ 667	(SR)			\$ 667
3	1	Freedom ES Roof Replacement			\$ 110	\$ 110	\$ 850	(SR)	\$ 670	(C)	\$ 1,520
4	2	Charles Carroll ES Heat Plant Conversion			\$ 200	\$ 200	\$ 1,350	(SR)	\$ 1,150	(C)	\$ 2,500
5	3	Mt. Airy MS Replacement			\$ 13,050	\$ 13,050	\$ 12,775	(P & C)	\$ 3,950	(C)	\$ 16,725
6	4	Taneytown ES Kindergarten Addition			\$ -	\$ -		(LP)	\$ 75	(P)	\$ 75
7		Northwest MS Open Space Enclosures				\$ -	\$ 944	(C)			\$ 944
8		Westminster ES Open Space Enclosures				\$ -	\$ 1,491	(C)			\$ 1,491
	5	Sykesville MS Addition			\$ -	\$ -			\$ 318	(P)	\$ 318
	6	William Winchester ES Roof Replacement							\$ 75	(P)	\$ 75
	7	West MS Roof Replacement							\$ 235	(P)	\$ 235
	8	C. Carroll ES Roof Replacement							\$ 60	(P)	\$ 60
	9	Freedom ES Heat Plant Conversion							\$ 205	(P)	\$ 205
	12	Relocatable Classroom Movement				\$ -			\$ 460	(C)	\$ 460
	13	Paving			\$ 300	\$ 300			\$ 700	(C)	\$ 700
	14	Technology Improvements			\$ 775	\$ 775			\$ 675	(C)	\$ 675
	15	Roofing Improvements			\$ 135	\$ 135			\$ 140	(C)	\$ 140
	16	Barrier Free Modifications			\$ 20	\$ 20			\$ 37	(C)	\$ 37
				\$ 13,791	\$ 27,063	\$ 40,854	\$ 20,147		\$ 8,750		\$ 28,897

NOTE: All dollar figures are shown in thousands

(S) = HVAC Scope Study
 (FS) = PSCP Required Feasibility Study
 (P) = Planning Approval [State] or Planning Funds [County]
 (SR) = Systemic Renovation
 (C) = Construction Funding
 (E) = Furniture & Equipment Funds

FY 2013-2017 CAPITAL IMPROVEMENT PROGRAM PLAN

(\$,000 omitted)

Grades	Capacity	Project Title	Occupy	FY2013		FY2014		FY2015		FY2016		FY2017		Total
				State	Local	State	Local	State	Local	State	Local	State	Local	
		Taneytown ES Kindergarten Addition		\$ 682	\$593									\$ 1,275
		Sykesville Middle Addition			\$5,666									\$ 5,666
		Wm. Winchester Roof Replacement		\$ 555	\$440									\$ 995
		West Middle Roof Replacement		\$ 1,791	\$1,409									\$ 3,200
		C. Carroll Roof Replacement		\$ 436	\$344									\$ 780
		Freedom Heat Plant Conversion		\$ 1,547	\$1,183									\$ 2,730
		Kindergarten Additions					\$82	\$753	\$655		\$90	\$ 828	\$731	\$ 3,139
		CCCTC Replacement			\$4,603	\$ 23,812	\$27,330		\$8,133					\$ 63,878
		Charles Carroll Modernization			\$65		\$978	\$ 6,128	\$7,039					\$ 14,210
		William Winchester Modernization					\$65		\$1,444	\$ 8,421	\$ 11,020			\$ 20,950
		East Middle Modernization						\$ 65		\$ 3,025		\$ 19,665	\$20,862	\$ 43,617
		West Middle Modernization											\$ 70	\$ 70
		Open Space Classroom Enclosure												\$ -
		Eldersburg Elementary				\$ 1,500								\$ 1,500
		Science Room Renovation												\$ -
		North Carroll High			\$185	\$ 1,343	\$1,318							\$ 2,846
		Westminster High					\$176	\$ 1,281	\$1,265					\$ 2,722
		South Carroll High							\$94	\$ 679	669			\$ 1,442
		Liberty High									\$110	798	\$783	\$ 1,691
		Annual Requests												\$ -
		Relocatable Classroom Movement			\$ 480		\$ 500		\$ 520		\$ 540		\$ 560	\$ 2,600
		Paving			\$ 735		\$ 775		\$ 815		\$ 855		\$ 900	\$ 4,080
		Technology Improvements			\$ 1,565		\$ 1,090		\$ 1,090		\$ 1,140		\$ 1,090	\$ 5,975
		Roofing Improvements			\$ 145		\$ 150		\$ 155		\$ 160		\$ 165	\$ 775
		Barrier Free Modifications			\$ 39		\$ 41		\$ 43		\$ 45		\$ 47	\$ 215
														\$ -
		HVAC-Replacements			\$250	\$ 1,263	\$1,057	\$ 1,278	\$1,067	\$ 1,293	\$ 1,077	\$ 1,299	\$ 1,081	\$ 9,665
		Roof Replacements			\$336	\$ 2,557	\$2,231	\$ 1,646	\$1,807	\$ 3,888	\$ 3,298	\$ 2,335	\$ 1,975	\$ 20,073
														\$ -
		Electrical Service Upgrades						\$ 305	\$295					\$ 600
		Fire Alarm Replacement				215	\$235							\$ 450
		Window Replacements						\$ 305	\$295					\$ 600
														\$ -
				\$ 5,011	\$18,038	\$ 30,690	\$36,028	\$ 11,761	\$24,717	\$ 14,281	\$22,029	\$ 24,925	\$28,264	\$ 215,744

CARROLL COUNTY PUBLIC SCHOOLS TEN YEAR FACILITIES MASTER PLAN CALENDAR

CAPACITY PROJECTS	Completion Date	Fiscal Year										Notes
		11	12	13	14	15	16	17	18	19	20	
Mount Airy Middle Replacement This replacement is scheduled ahead of where its combined assessment score would place it due to capacity needs. The school is currently configured to accommodate 175 students per grade, but the feeder system is consistently sending 200 – 230 students per grade.	Aug. 2013	P	C	C	O							Project is included in Recommended Community Investment Plan (CIP) for Fiscal Years 2011-2016 as an addition only.
Sykesville Middle Addition This project is for a classroom addition to provide capacity relief. Electrical Service Upgrades and Window Replacements will be incorporated into this project.	Aug. 2013		P	C	O							Project is not included in Recommended CIP for Fiscal Years 2011-2016.
New South Carroll Area Elementary School This project is a new elementary school located in the elementary school located in the Freedom CPA that would alleviate overcrowding the southeast area cluster.	TBD											Ten year enrollment projections do not justify a new elementary school at this time. However, based on the County's expectation for housing growth in this area, it is anticipated that a new elementary school in the Southeast Area will be needed in the future.

FS = Feasibility Study

P = Planning

C = Construction

O = Occupancy

Highlighted Projects are not included in County Recommended 2011-2016 CIP

CARROLL COUNTY PUBLIC SCHOOLS TEN YEAR FACILITIES MASTER PLAN CALENDAR

MODERNIZATION PROJECTS	Completion Date	Fiscal Year										Notes
		11	12	13	14	15	16	17	18	19	20	
New Career & Technology Center (Replacement) This project involves the design and construction of a new Career and Technology Center to replace the aging Carroll County Career and Technology Center. In addition to providing a modern school facility to meet the current career and technology curriculum, this school will also provide additional space to accommodate additional programs that have been added over the years.	Aug. 2016			P	P/C	C	C	O				Project is not included in Recommended CIP for Fiscal Years 2011-2016.
Charles Carroll Elementary Modernization Any renovations to the current building will need to address the functional assessment inadequacies without adding square footage due to site constraints. Limited Renovation could be a possibility for this school.	Aug. 2016			FS	P	C	C	O				Project is not included in Recommended CIP for Fiscal Years 2011-2016.
William Winchester Elementary Modernization Existing Site Constraints may limit possible solutions to address all inadequacies at this school. Limited Renovation could be a possibility for this school.	August 2017				FS	P	C	C	O			Project is not included in Recommended CIP for Fiscal Years 2011-2016.
Westminster East Middle Modernization Scheduled Systemic Renovations would be included as part of the project.	Aug. 2018					FS	P	C	C	O		Project is not included in Recommended CIP for Fiscal Years 2011-2016.

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Highlighted Projects are not included in County Recommended 2011-2016 CIP

CARROLL COUNTY PUBLIC SCHOOLS TEN YEAR FACILITIES MASTER PLAN CALENDAR

MODERNIZATION PROJECTS (cont.)	Completion Date	Fiscal Year										Notes
		11	12	13	14	15	16	17	18	19	20	
Westminster West Middle Modernization This school has just received an HVAC replacement, and window replacement. Scheduled Systemic Renovations would be included as part of this project. Since this school is located on the same site as William Winchester Elementary, the possibility of combining the two projects should be explored	Aug. 2019							FS	P	C	C	
Freedom Elementary Modernization Existing Site Constraints may limit possible solutions to address all inadequacies at this school. Limited Renovation could be a possibility for this school.	Aug. 2020								FS	P	C	
Westminster High Modernization Scheduled Systemic Renovations would be included as part of this project.	Aug. 2021									FS	P	
South Carroll High Modernization Scheduled Systemic Renovations would be included as part of this project.	Aug. 2022										FS	

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O = Occupancy

CARROLL COUNTY PUBLIC SCHOOLS TEN YEAR FACILITIES MASTER PLAN CALENDAR

INSTRUCTIONAL PROGRAM IMPROVEMENT PROJECTS	Completion Date	Fiscal Year										Notes
		11	12	13	14	15	16	17	18	19	20	
Robert Moton Kindergarten Addition This addition is needed to accommodate full day Kindergarten.	Aug. 2011	C	O									Project is included in Recommended CIP for Fiscal Years 2011-2016.
Taneytown Kindergarten Addition This addition is needed to accommodate full day Kindergarten.	Aug. 2013		P	C	O							Kindergarten Addition Project is included in Recommended CIP for Fiscal Years 2011-2016.
Cranberry Station Kindergarten Addition This addition is needed to accommodate full day Kindergarten.	Aug. 2015				P	C	O					Kindergarten Addition Project is included in Recommended CIP for Fiscal Years 2011-2016.
Friendship Valley Kindergarten Addition This addition is needed to accommodate full day Kindergarten.	Aug. 2017						P	C	O			Kindergarten Addition Project is included in Recommended CIP for Fiscal Years 2011-2016.
Sandymount Kindergarten Addition This addition is needed to accommodate full day Kindergarten	Aug. 2019								P	C	O	Kindergarten Addition Project is included in Recommended CIP for Fiscal Years 2011-2016.

FS = Feasibility Study

P = Planning

C = Construction

O = Occupancy

CARROLL COUNTY PUBLIC SCHOOLS TEN YEAR FACILITIES MASTER PLAN CALENDAR

INSTRUCTIONAL PROGRAM IMPROVEMENT PROJECTS (cont.)	Completion Date	Fiscal Year										Notes
		11	12	13	14	15	16	17	18	19	20	
Northwest Middle Open Space Enclosures Construction is scheduled to start in June 2009.	Aug. 2010	O										Funding was included in FY08 capital budget for open space enclosures.
Westminster Elementary Open Space Enclosures Design is scheduled to begin in fiscal year 2010 pending State share of previous two projects.	Aug. 2011	C	O									Funding was included in FY08 capital budget for open space enclosures.
Eldersburg Elementary Open Space Enclosures Design is scheduled to begin in fiscal year 2011 pending State share of previous two projects.	Aug. 2013		P	C	O							Project is dependent upon receipt of State share of Northwest, and Westminster projects.
North Carroll High Science Room Renovations This project involves 6 science rooms that were not renovated as part of the initial round of science room renovations.	Aug. 2014			P	C	O						Project is not included in Recommended CIP for Fiscal Years 2011-2016.
Westminster High Science Room Renovations This project involves 6 science rooms that were not renovated as part of the initial round of science room renovations.	Aug. 2015				P	C	O					Project is not included in Recommended CIP for Fiscal Years 2011-2016.
South Carroll High Science Room Renovations This project involves 2 science rooms that were not renovated as part of the initial round of science room renovations.	Aug. 2016					P	C	O				Project is not included in Recommended CIP for Fiscal Years 2011-2016.
Liberty High Science Room Renovations This project involves 4 science rooms that were not renovated as part of the initial round of science room renovations.	Aug. 2017						P	C	O			Project is not included in Recommended CIP for Fiscal Years 2011-2016.

FS = Feasibility Study

P = Planning

C = Construction

O = Occupancy

Highlighted Projects are not included in County Recommended 2011-2016 CIP

CARROLL COUNTY PUBLIC SCHOOLS TEN YEAR FACILITIES MASTER PLAN CALENDAR

CAPITAL RENEWAL PROJECTS	Completion Date	Fiscal Year										Notes
		11	12	13	14	15	16	17	18	19	20	
ROOF REPLACEMENTS (Projects are included in the Recommended FY2011-2016 County CIP.)												
Hampstead Elementary	Aug 2011	C										Replacement of roofing system expected due to age and condition. Eligible for State systemic renovation funding. * These projects have modernizations scheduled in the construction calendar. If the modernization is included in the Carroll County CIP, then that roof replacement would occur with the modernization project. However, if the modernization is not recognized in the County CIP, then the roof replacement would occur as scheduled.
Freedom Elementary	Aug 2012	P	C									
William Winchester Elementary*	Aug 2013		P	C								
Westminster West Middle *	Aug 2013		P	C								
Charles Carroll Elementary*	Aug 2013		P	C								
Career & Technology Center *	Aug 2014			P	C							
Sandymount Elementary	Aug. 2014			P	C							
Carroll Springs	Aug. 2015				P	C						
Manchester Elementary	Aug 2015				P	C						
Mechanicsville Elementary	Aug. 2016					P	C					
South Carroll High*	Aug. 2016					P	C					
Francis Scott Key High	Aug 2017						P	C				
Westminster East Middle*	Aug 2018							P	C			
Westminster High*	Aug 2019								P	C		
Winfield Elementary	Aug 2020									P	C	
Oklahoma Road Middle	Aug. 2020									P	C	
Taneytown Elementary	Aug. 2021										P	

S = Scope Study

P = Planning

C = Construction

CARROLL COUNTY PUBLIC SCHOOLS TEN YEAR FACILITIES MASTER PLAN CALENDAR

CAPITAL RENEWAL PROJECTS (cont.)	Completion Date	Fiscal Year										Notes
		11	12	13	14	15	16	17	18	19	20	
HVAC REPLACEMENTS/AIR-CONDITIONING IMPROVEMENTS (Projects are included in the Recommended FY2011-2016 County CIP.)												
Westminster High (System Replacement/Improvements)	TBD after Coordination of schedule and sequence of work with school’s administration	C	C									Replacement of HVAC system components expected due to age and condition. Eligible for State systemic renovation funding. * These projects have modernizations scheduled in the construction calendar. If the modernization is included in the Carroll County CIP, then that replacement would occur with the modernization project. If the modernization is not recognized in the County CIP, then the replacement would occur as scheduled.
Hampstead Elementary (System Replacement)		C										
C. Carroll Elementary (Heat Plant Conversion)		P	C									
Freedom Elementary (Heat Plant Conversion)*			P	C								
Carrolltowne Elementary (Boiler)				C								
Northwest Middle (Boiler)				C								
Wm. Winchester Elementary (Boiler)*				C								
East Middle (System Replacement)*		S		P	C							
Carroll Springs (Boiler)					C							
Mt. Airy Elementary (Boiler)					C							
Manchester Elementary (System Replacement)			S		P	C						
Liberty High (Boiler)						C						
Career & Technology Ctr. (System Replacement)*				S		P	C					
South Carroll High (Boiler/Chiller Replacement)*						P	C					
Spring Garden Elementary (System Replacement)					S		P	C				
Sykesville Middle (Boiler)								C				
Runnymede Elementary (Boiler & Chiller)						S		P	C			
Westminster Elementary (Boiler)									C			
Sandymount Elementary (System Replacement)							S		P	C		
Winfield Elementary (Boiler & Chiller)								S		P	C	
New Windsor Middle (System Replacement)									S		P	

S = Scope Study

P = Planning

C = Construction

CARROLL COUNTY PUBLIC SCHOOLS TEN YEAR FACILITIES MASTER PLAN CALENDAR

CAPITAL RENEWAL PROJECTS (cont.)	Completion Date	Fiscal Year											Notes
		11	12	13	14	15	16	17	18	19	20		
ELECTRICAL SERVICE UPGRADE													
Westminster High*	2016						C					* Project would be incorporated into Modernization or Addition if recognized in the County CIP.	
Sykesville Middle *	2017							C					
FIRE ALARM REPLACEMENT													
Westminster West Middle *	2014				C							* Project would be incorporated into Modernization if recognized in the County CIP.	
Mt. Airy Elementary	2015					C							
Westminster East Middle*	2016						C						
South Carroll High*	2017							C				** Project is scheduled to be done as part of Open Space Enclosures Project if funding is available.	
Eldersburg Elementary**	2018								C				
North Carroll High	2019									C			
WINDOW REPLACEMENTS													
Sykesville Middle *	2014				C							* Project would be incorporated into Modernization or Addition if recognized in the County CIP.	
Westminster East Middle*	2015					C							
South Carroll High School*	2016						C						
Carroll County Career & Technology Center*	2017							C					
Westminster High School*	2018								C				

S = Scope Study

P = Planning

C = Construction

Highlighted Projects are not included in County Recommended 2011-2016 CIP

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2012 TO 2017
Adopted

	Fiscal Year						Prior	Balance to	Total
	2012	2013	2014	2015	2016	2017	Allocation	Complete	Project Cost
PUBLIC SCHOOLS:									
<u>New Construction, Additions, Modernizations</u>									
Mt. Airy Middle School	\$16,725,000	\$0	\$0	\$0	\$0	\$0	\$10,750,000	\$0	\$27,475,000
<u>New Construction, Additions, Modernizations Total</u>	<u>\$16,725,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$10,750,000</u>	<u>\$0</u>	<u>\$27,475,000</u>
<u>Other Projects</u>									
Freedom Elementary Heat Plant Conversion	\$205,000	\$2,730,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,935,000
Freedom Elementary Roof Replacement	1,520,000	0	0	0	0	0	110,000	0	1,630,000
HVAC - Improvements and Replacements	0	0	2,775,000	2,890,000	3,000,000	3,110,000	0	0	11,775,000
Paving	310,000	315,000	330,000	340,000	350,000	360,000	0	0	2,005,000
Roof Repairs	140,000	145,000	150,000	155,000	160,000	165,000	0	0	915,000
Roof Replacements	0	0	105,980	2,120,770	2,307,500	2,366,000	0	0	6,900,250
Transfer to Operating Budget for BOE Debt Service	11,550,000	11,932,755	12,906,276	13,269,591	12,793,316	12,221,244	0	0	74,673,182
West Middle Roof Replacement	235,000	3,200,000	0	0	0	0	0	0	3,435,000
William Winchester Elementary Roof Replacement	75,000	995,000	0	0	0	0	0	0	1,070,000
<u>Other Projects Total</u>	<u>\$14,035,000</u>	<u>\$19,317,755</u>	<u>\$16,267,256</u>	<u>\$18,775,361</u>	<u>\$18,610,816</u>	<u>\$18,222,244</u>	<u>\$310,000</u>	<u>\$0</u>	<u>\$105,538,432</u>
PUBLIC SCHOOLS TOTAL	<u>\$30,760,000</u>	<u>\$19,317,755</u>	<u>\$16,267,256</u>	<u>\$18,775,361</u>	<u>\$18,610,816</u>	<u>\$18,222,244</u>	<u>\$11,060,000</u>	<u>\$0</u>	<u>\$133,013,432</u>
SOURCES OF FUNDING:									
Transfer from General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$50,490	\$0	\$50,490
Local Income Tax	12,000,000	12,392,755	13,386,276	13,764,591	13,303,316	12,746,244	0	0	77,593,182
Property Tax	0	0	0	0	0	0	4,191,365	0	4,191,365
Bonds	1,185,000	3,032,000	1,282,441	2,233,947	2,360,000	2,431,400	6,818,145	0	19,342,932
Impact Fee - Schools	3,950,000	0	0	0	0	0	0	0	3,950,000
State Interagency Committee	13,625,000	3,893,000	1,598,539	2,776,824	2,947,500	3,044,600	0	0	27,885,463
PUBLIC SCHOOLS TOTAL	<u>\$30,760,000</u>	<u>\$19,317,755</u>	<u>\$16,267,256</u>	<u>\$18,775,361</u>	<u>\$18,610,816</u>	<u>\$18,222,244</u>	<u>\$11,060,000</u>	<u>\$0</u>	<u>\$133,013,432</u>

Mt. Airy Middle School

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

District Location: 4

8348

This project provides planned funding for the construction of a 113,000 square foot middle school, and the demolition of the existing Mt. Airy Middle School. This new school will address the need to modernize the aging Mt. Airy Middle School building and the need to provide additional middle school capacity in the southern area of the County. Based on the recommendation of the Feasibility Study, the existing Mt. Airy Middle School building will be replaced with a new 750 seat middle school.



County funding for this project is contingent on receiving State funding.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							1,965,000		1,965,000
Land Acquisition									0
Site Work							2,434,000		2,434,000
Construction	16,225,000						6,351,000		22,576,000
Equipment/Furnishings	500,000								500,000
Other									0
EXPENDITURES									
TOTAL	16,725,000	0	0	0	0	0	10,750,000	0	27,475,000

SOURCES OF FUNDS									
Transfer from General Fund							50,490		50,490
Local Income Tax									0
Property Tax							4,191,365		4,191,365
Bonds							6,508,145		6,508,145
Impact Fee - Schools	3,950,000								3,950,000
State Interagency Committee	12,775,000								12,775,000

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Freedom Elementary Heat Plant Conversion

District Location: 5

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

8404

This project provides funding for the replacement of the steam boilers with new hot water boilers, the replacement of the old steam and condensate piping, the replacement of the terminal heat units in the classrooms, the replacement of the pneumatic controls, and the testing and balancing of the system.



County funding for this project is contingent on receiving State funding.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	205,000								205,000
Land Acquisition									0
Site Work									0
Construction		2,540,000							2,540,000
Equipment/Furnishings									0
Other		190,000							190,000

EXPENDITURES

TOTAL	205,000	2,730,000	0	0	0	0	0	0	2,935,000
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SOURCES OF FUNDS

Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	205,000	1,183,000							1,388,000
State Interagency Committee		1,547,000							1,547,000

PROJECTED OPERATING IMPACTS

0	0	0	0	0	0
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Freedom Elementary Roof Replacement

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

District Location: 5

8378

This project provides funding for the replacement of 50,168 square feet of roofing. This includes replacing the insulation system, roof drains and flashings. Funding for design was included in FY 11 and construction funding, from both the County and the State, is included in FY 12.



County funding for this project is contingent on receiving State funding.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							110,000		110,000
Land Acquisition									0
Site Work									0
Construction	1,390,000								1,390,000
Equipment/Furnishings									0
Other	130,000								130,000

EXPENDITURES

TOTAL	1,520,000	0	0	0	0	0	110,000	0	1,630,000
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SOURCES OF FUNDS

Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	670,000						110,000		780,000
State Interagency Committee	850,000								850,000

PROJECTED OPERATING IMPACTS

0	0	0	0	0	0	0
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HVAC - Improvements and Replacements

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

9974

This on-going project provides 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. Improvements and replacements may be delayed or changed if State funding is not approved. The Board of Education identified the following projects as their priorities; however funding is not adequate to complete all projects.

Projects tentatively scheduled include:

FY14 - Carrolltowne ES, Northwest MS, & William Winchester ES (Boiler Replacement)

FY14 - East MS (System Replacement)

FY14 - Carroll Springs and Mt. Airy ES (Boiler Replacement)

FY15 - Manchester ES (System Replacement)

FY15 - Liberty HS (Boiler Replacement)

FY16 - Carroll County Career and Technology Center (System Replacement)

FY16 - South Carroll HS (Boiler/Chiller Replacement)

FY17 - Spring Garden ES (System Replacement)

FY17 - Sykesville MS (Boiler Replacement)

County funding for this project is contingent on receiving State funding.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design			250,000	250,000	250,000	250,000			1,000,000
Land Acquisition									0
Site Work									0
Construction			2,525,000	2,640,000	2,750,000	2,860,000			10,775,000
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	0	0	2,775,000	2,890,000	3,000,000	3,110,000	0	0	11,775,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds			1,234,750	1,279,600	1,322,500	1,365,400			5,202,250
State Interagency Committee			1,540,250	1,610,400	1,677,500	1,744,600			6,572,750

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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Paving

Terry Cannon, Management and 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 Board of Education identified the following projects as their priorities; however, funding is not adequate to complete all projects. Additional funding for inflation has been included.

Projects tentatively scheduled include:

Carroll Springs (Main Parking Lot)

Hampstead Elementary (Main Parking Lot)

West Middle (Monroe Street Parking Lot and Service Area)

West Middle and William Winchester Elementary (Main Parking Lot)

Carroll County Career & Technology Center (Main Parking Lot)

Francis Scott Key High (Bus Loop, Service Drive, and Upper Parking Lots)

Westminster High (Student Lot and Stadium Lot)

North Carroll High (Bus Loop, Service Area and Lower Lot)

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	310,000	315,000	330,000	340,000	350,000	360,000			2,005,000
Equipment/Furnishings									0
Other									0

EXPENDITURES

TOTAL	310,000	315,000	330,000	340,000	350,000	360,000	0	0	2,005,000
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SOURCES OF FUNDS

Transfer from General Fund									0
Local Income Tax	310,000	315,000	330,000	340,000	350,000	360,000			2,005,000
Property Tax									0
Bonds									0
State Interagency Committee									0

PROJECTED OPERATING IMPACTS

0	0	0	0	0	0	0
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Roof Repairs

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

9746

This project provides on-going funding for general repairs on roofs that do not require replacement. These repairs are generally minor in nature and provide the preventative maintenance necessary to maintain the integrity and warranty of the roof systems. Additional funding for inflation is included annually.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	140,000	145,000	150,000	155,000	160,000	165,000			915,000
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	140,000	145,000	150,000	155,000	160,000	165,000	0	0	915,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Local Income Tax	140,000	145,000	150,000	155,000	160,000	165,000			915,000
Property Tax									0
Bonds									0
State Interagency Committee									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Roof Replacements

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

8379

This project provides funding to replace deteriorating roofs in order to protect the building components and contents. These projects are usually a full or partial replacement. The Board of Education identified the following projects as priorities; however, funding is not adequate to complete all projects.

Projects tentatively scheduled include:

Charles Carroll Elementary - Design (FY 14) and Construction (FY15)
 Career & Technology Center - Design (FY14) and Construction (FY15)
 Sandymount Elementary - Design (FY15) and Construction (FY16)
 Manchester Elementary - Design (FY15) and Construction (FY16)
 Carroll Springs - Design (FY16) and Construction (FY17)
 South Carroll High - Design (FY16) and Construction (FY17)
 Mechanicsville Elementary - Design (FY17) and Construction (FY18)
 Francis Scott Key High - Design (FY17) and Construction (FY18)

County funding for this project is contingent on receiving State funding.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design			105,980	225,200	230,750	236,600			798,530
Land Acquisition									0
Site Work									0
Construction				1,877,485	1,961,375	2,011,100			5,849,960
Equipment/Furnishings									0
Other				18,085	115,375	118,300			251,760
EXPENDITURES									

TOTAL	0	0	105,980	2,120,770	2,307,500	2,366,000	0	0	6,900,250
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SOURCES OF FUNDS									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds			47,691	954,347	1,037,500	1,066,000			3,105,538
State Interagency Committee			58,289	1,166,424	1,270,000	1,300,000			3,794,713

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Transfer to Operating Budget for BOE Debt Service

Terry Cannon, Management and 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 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings									0
Other	11,550,000	11,932,755	12,906,276	13,269,591	12,793,316	12,221,244			74,673,182

EXPENDITURES

TOTAL	11,550,000	11,932,755	12,906,276	13,269,591	12,793,316	12,221,244	0	0	74,673,182
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SOURCES OF FUNDS

Transfer from General Fund									0
Local Income Tax	11,550,000	11,932,755	12,906,276	13,269,591	12,793,316	12,221,244			74,673,182
Property Tax									0
Bonds									0
State Interagency Committee									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0	0	0	0
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West Middle Roof Replacement

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

8424

This project provides funding for the replacement of a 115,325 square feet of roofing, associated tapered insulation system, and roof drains and flashings. The 2012 funding is for design. Construction funding is planned for fiscal year 2013.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	235,000								235,000
Land Acquisition									0
Site Work									0
Construction		2,935,000							2,935,000
Equipment/Furnishings									0
Other		265,000							265,000

EXPENDITURES

TOTAL	235,000	3,200,000	0	0	0	0	0	0	3,435,000
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SOURCES OF FUNDS

Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	235,000	1,409,000							1,644,000
State Interagency Committee		1,791,000							1,791,000

PROJECTED OPERATING IMPACTS

0	0	0	0	0	0
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William Winchester Elementary Roof Replacement

District Location: 3

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

8405

This project provides funding for the replacement of 35,220 square feet of roofing, associated tapered insulation system, roof drains, and flashings. The 2012 funding is for design. Construction funding is planned for fiscal year 2013.



County funding for this project is contingent on receiving State funding.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	75,000								75,000
Land Acquisition									0
Site Work									0
Construction		910,000							910,000
Equipment/Furnishings									0
Other		85,000							85,000

EXPENDITURES

TOTAL	75,000	995,000	0	0	0	0	0	0	1,070,000
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SOURCES OF FUNDS

Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	75,000	440,000							515,000
State Interagency Committee		555,000							555,000

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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CONSERVATION AND OPEN SPACE

Overview of Conservation and Open Space CIP

The FY 12-17 Conservation and Open Space CIP includes funding for land preservation and water resources. Approximately \$43 million is planned for the Agricultural Preservation Program in both the Capital and Operating budgets and is funded with a combination of dedicated Property Tax revenue, Bonds, Agricultural Transfer Tax revenue and State participation. Property Tax funding is included to allow for the acquisition of easements through Installment Purchase Agreements and for the payment of interest to landowners.

In order to address current and future water supply issues in Carroll County, \$30 million is planned in the FY 12-17 CIP for water infrastructure projects such as wells, pumping stations, and pipelines.

The FY 12-17 CIP continues funding to maintain the County's permit associated with the Federal National Pollutant Discharge Elimination System (NPDES) program. The draft 2010-2015 NPDES permit requires an additional two times the level of impervious surface remediation from the 2005-2010 permit. The new permit will also be linked to the Watershed Implementation Plan of the Chesapeake Bay Total Maximum Daily Load (TMDL). The Chesapeake Bay TMDL will set requirements for improving water quality by placing limits on allowable pollutants in bodies of water. The funding levels required for assessment of the watersheds, installation of remediation projects, and post-monitoring efforts to meet the Chesapeake Bay TMDL's have not been clearly defined.

For additional information on these or other Conservation and Open Space projects, please refer to the individual project pages.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2012 TO 2017
Adopted

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2012	2013	2014	2015	2016	2017			
CONSERVATION AND OPEN SPACE:									
Agricultural Land Preservation - IPA	\$4,226,420	\$2,370,160	\$1,832,380	\$1,337,430	\$954,070	\$827,080	\$0	\$0	\$11,547,540
Agricultural Land - Maryland Ag Land Preservation Program	2,583,330	2,583,330	2,583,330	2,583,330	2,583,350	2,583,350	0	0	15,500,020
Environmental Compliance	100,000	100,000	100,000	100,000	100,000	100,000	0	0	600,000
Rural Legacy	1,000,000	0	0	0	0	0	0	0	1,000,000
Storm Water Facility Reconstruction	1,115,000	855,000	640,000	704,000	960,000	920,000	0	0	5,194,000
Water Development	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	22,757,009	0	52,757,009
Watershed Assessment and Improvement (NPDES)	2,030,000	3,605,000	2,930,000	2,240,000	2,190,000	2,600,000	0	0	15,595,000
CONSERVATION AND OPEN SPACE TOTAL	\$16,054,750	\$14,513,490	\$13,085,710	\$11,964,760	\$11,787,420	\$12,030,430	\$24,392,660	\$0	\$103,829,220
SOURCES OF FUNDING:									
Transfer from General Fund	\$1,234,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,234,000
Property Tax	2,992,420	2,350,160	1,802,380	1,297,430	904,070	767,080	1,260,000	0	11,373,540
Bonds	6,378,330	10,893,330	10,003,330	9,377,330	9,583,350	9,953,350	14,586,409	0	70,775,429
Bond Interest	0	0	0	0	0	0	3,000,000	0	3,000,000
Reallocated Bonds	3,200,000	0	0	0	0	0	5,494,270	0	8,694,270
Reallocated GF Transfer	0	0	0	0	0	0	5,730	0	5,730
Ag Transfer Tax	0	20,000	30,000	40,000	50,000	60,000	0	0	200,000
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
Grants - Private	1,000,000	0	0	0	0	0	46,251	0	1,046,251
CONSERVATION AND OPEN SPACE TOTAL	\$16,054,750	\$14,513,490	\$13,085,710	\$11,964,760	\$11,787,420	\$12,030,430	\$24,392,660	\$0	\$103,829,220

Agricultural Land Preservation - IPA

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

9007

This project provides funding for the Carroll County Agricultural Land Preservation Installment Purchase Program (IPA) by encouraging landowners to make a long-term commitment to agriculture by offering financial incentives in exchange for giving up 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.

In FY 10, the rate of easement purchases were accelerated by adopting a new strategy of using installment purchase agreements and by forward funding the program in FY 10 and reducing funding levels in the later years. Operating impacts are interest payments to landowners and are paid from the general fund debt service budget. The total cost of the agricultural land preservation program is the sum of the capital appropriation and interest payments. Total Agricultural Land Preservation funding for the six-year plan is shown on the following page titled Agricultural Land - Maryland Ag Preservation Program.

At the end of FY 10, more than 56,600 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 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition	4,226,420	2,370,160	1,832,380	1,337,430	954,070	827,080			11,547,540
Site Work									0
Construction									0
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	4,226,420	2,370,160	1,832,380	1,337,430	954,070	827,080	0	0	11,547,540
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SOURCES OF FUNDS									
Transfer from General Fund	1,234,000								1,234,000
Property Tax	2,992,420	2,350,160	1,802,380	1,297,430	904,070	767,080			10,113,540
Bonds									0
Ag Transfer Tax		20,000	30,000	40,000	50,000	60,000			200,000
State Ag. Preservation (MALPF)									0

PROJECTED OPERATING IMPACTS	1,224,000	1,824,000	2,424,000	3,024,000	3,557,800	3,839,800			15,893,600
Total Appropriation for Ag Pres-IPA	5,450,420	4,194,160	4,256,380	4,361,430	4,511,870	4,666,880			27,441,140

Agricultural Land - Maryland Ag Land Preservation Program

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

9007

This portion of the Agricultural Land Preservation program is funded by the State through the Maryland Agricultural Land Preservation Foundation (MALPF) and a required funding match by the County.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition	2,583,330	2,583,330	2,583,330	2,583,330	2,583,350	2,583,350			15,500,020
Site Work									0
Construction									0
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	2,583,330	2,583,330	2,583,330	2,583,330	2,583,350	2,583,350	0	0	15,500,020
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SOURCES OF FUNDS									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	1,333,330	1,333,330	1,333,330	1,333,330	1,333,350	1,333,350			8,000,020
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

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Total Agricultural Land - MALPH	2,583,330	2,583,330	2,583,330	2,583,330	2,583,350	2,583,350	0	0	15,500,020
Total Agricultural Land - IPA	5,450,420	4,194,160	4,256,380	4,361,430	4,511,870	4,666,880	0	0	27,441,140
Total Agricultural Land Preservation	8,033,750	6,777,490	6,839,710	6,944,760	7,095,220	7,250,230	0	0	42,941,160

Environmental Compliance

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8328

This on-going project provides funding for remediation efforts for compliance with state and federal environmental permits.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	100,000	100,000	100,000	100,000	100,000	100,000			600,000
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	100,000	100,000	100,000	100,000	100,000	100,000	0	0	600,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	100,000	100,000	100,000	100,000	100,000	100,000			600,000
Private									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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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.

Little Pipe Creek



Upper Patapsco Watershed



	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition	1,000,000								1,000,000
Site Work									0
Construction									0
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	1,000,000	0	0	0	0	0	0	0	1,000,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds									0
Grants (MDE, Rural Legacy)	1,000,000								1,000,000

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Storm Water Facility Reconstruction

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 to collect water during storm events. The ponds reduce potential flooding and runoff caused by development and paved surfaces and help to clean the water through natural ground filtration. Reconstruction of these facilities count towards the remediation of impervious surface under the County's National Pollutant Discharge Elimination Systems (NPDES) permit requirements.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	60,000	90,000	90,000	90,000	90,000	70,000			490,000
Land Acquisition									0
Site Work									0
Construction	1,055,000	765,000	550,000	614,000	870,000	850,000			4,704,000
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	1,115,000	855,000	640,000	704,000	960,000	920,000	0	0	5,194,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	1,115,000	855,000	640,000	704,000	960,000	920,000			5,194,000
Private									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Water Development

District Location: 1

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

8294

This existing project provides funding for infrastructure to transport water and for water source development in order to address current and future water supply issues throughout Carroll County. Water source development may include new groundwater wells, surface water intake, and storage facilities.



	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							4,000,000		4,000,000
Land Acquisition							18,757,009		18,757,009
Site Work									0
Construction	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000			30,000,000
Equipment/Furnishings									0
Other									0
EXPENDITURES									
TOTAL	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	22,757,009	0	52,757,009
SOURCES OF FUNDS									
Property Tax							1,260,000		1,260,000
Bonds	1,800,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	12,997,009		39,797,009
Bond Interest							3,000,000		3,000,000
Reallocated Bonds	3,200,000						5,494,270		8,694,270
Reallocated GF Transfer							5,730		5,730
PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			

Watershed Assessment and Improvement (NPDES)

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

9920

The Federal Clean Water Act requires the County to secure a permit under the National Pollutant Discharge Elimination System (NPDES) for 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 FY 05-10 permit required the County to implement regular watershed improvement projects and provide for restored management to an area equivalent to 10 percent of the County's impervious area or 938 acres. The FY 10-15 permit requires the County to provide restored management to an area equivalent to an additional 20 percent of the County's impervious area or 1,875 acres.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	210,000	145,000	60,000	140,000	110,000	100,000			765,000
Land Acquisition									0
Site Work									0
Construction	1,820,000	3,460,000	2,870,000	2,100,000	2,080,000	2,500,000			14,830,000
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	2,030,000	3,605,000	2,930,000	2,240,000	2,190,000	2,600,000	0	0	15,595,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	2,030,000	3,605,000	2,930,000	2,240,000	2,190,000	2,600,000			15,595,000
Private									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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CULTURE AND RECREATION

Overview of Culture and Recreation CIP

The Culture and Recreation portion of the FY 12-17 CIP provides facilities for passive (natural park areas) and active (ballfields) recreational opportunities. The primary sources of funding for recreation projects are impact fees and Program Open Space (POS) funding. Impact fees are charged to the developers of new homes in Carroll County to partially offset the cost of providing recreation facilities to serve those new homes. POS funding is provided as a portion of the State real estate transfer tax for the acquisition and development of park facilities. Culture and Recreation projects are related to the Farm Museum, Union Mills, and Recreation and Parks.

Funding is provided in the FY 12-17 CIP for the replacement of three tot lots. These structures will be replaced at Mayeski Park, Piney Run Park, and Sandymount Park primarily through the use of state-funded Program Open Space dollars.

Two new trail projects are included in the plan, including a project that will create a macadam pedestrian walkway/trail connecting the newly restored Bennett Cerf Park to the existing sidewalks at Hahn Road. The Landon C. Burns Connector Trail will open the Farm Museum and Landon C. Burns Park to pedestrian traffic by connecting the existing Center street sidewalk, ending at Bishop Street, to the park.

Included in the plan, beginning with design funding in FY 13, is the Westminster Community Park. This active new park will include two ballfields, a multi-purpose field, a playground, mini-pavilions, a walking trail, and a parking area through the use of impact fees and Program Open Space funding.

The FY 12-17 CIP continues to fund Self-Help projects. These projects are cooperative ventures between local community groups and the County which enable the County's recreation councils to define and design projects to enhance park facilities county-wide.

For additional information on Culture and Recreation projects please refer to the individual project pages.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2012 TO 2017
Adopted

	2012	2013	Fiscal Year		2016	2017	Prior Allocation	Balance to Complete	Total Project Cost
			2014	2015					
CULTURE AND RECREATION:									
Community Self-Help Projects	\$64,000	\$66,000	\$68,000	\$70,000	\$72,000	\$74,200	\$0	\$0	\$414,200
Landon C. Burns Connector Trail Development	70,000	0	0	0	0	0	0	0	70,000
Park Restoration	84,500	87,000	90,000	93,000	96,000	99,000	0	0	549,500
Program Open Space Unallocated	86,878	245,000	262,000	281,000	320,000	356,000	0	0	1,550,878
Tot Lot Replacement	76,000	0	94,000	0	105,000	0	184,238	0	459,238
Town Fund	3,800	4,500	4,900	5,200	5,900	6,600	0	0	30,900
Westminster Community Park	0	146,000	0	2,000,000	0	0	0	0	2,146,000
Westminster Community Trail Development	150,000	0	0	0	0	0	0	0	150,000
CULTURE AND RECREATION TOTAL	\$535,178	\$548,500	\$518,900	\$2,449,200	\$598,900	\$535,800	\$184,238	\$0	\$5,370,716

SOURCES OF FUNDING:

Transfer from General Fund	\$159,900	\$157,500	\$172,300	\$168,200	\$184,400	\$179,800	\$36,311	\$0	\$1,058,411
Impact Fee - Parks	0	146,000	0	300,000	0	0	0	0	446,000
Reallocated Impact Fee - Parks	40,000	0	0	0	0	0	0	0	40,000
Reallocated Program Open Space	180,000	0	0	1,700,000	0	0	0	0	1,880,000
Program Open Space Unallocated	86,878	245,000	262,000	281,000	320,000	356,000	147,927	0	1,698,805
POS - Park Development	68,400	0	84,600	0	94,500	0	0	0	247,500
CULTURE AND RECREATION TOTAL	\$535,178	\$548,500	\$518,900	\$2,449,200	\$598,900	\$535,800	\$184,238	\$0	\$5,370,716

Community Self-Help Projects

Heidi Pepin, 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 ongoing program has enabled communities to help themselves with recreational programs they define and design. Typical projects include ballfield renovations, pavilions, 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 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	64,000	66,000	68,000	70,000	72,000	74,200			414,200
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	64,000	66,000	68,000	70,000	72,000	74,200	0	0	414,200
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SOURCES OF FUNDS									
Transfer from General Fund	64,000	66,000	68,000	70,000	72,000	74,200			414,200
Property Tax									0
Bonds									0
Reallocated Property Tax									0
Program Open Space									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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Landon C. Burns Connector Trail Development

District Location: 3

Heidi Pepin, Budget Analyst (410) 386-2082

8410

This project provides funding to develop a 6' wide macadam trail which will extend from an existing concrete sidewalk at Bishop Street to Landon C. Burns Park. This sidewalk/walking trail will allow pedestrians an alternate means of transportation from downtown Westminster to visit the Ag Center, Landon C. Burns Park, and The Farm Museum without driving their motor vehicles.



	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work	70,000								70,000
Construction									0
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	70,000	0	0	0	0	0	0	0	70,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Reallocated Impact Fee - Parks	10,000								10,000
Reallocated POS - Park Development	60,000								60,000
Program Open Space									0
POS - Park Development									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Park Restoration

Heidi Pepin, Budget Analyst (410) 386-2082

8232

This project provides ongoing funding for the maintenance and renovation of County park sites due to age and deterioration, such as general building repairs and pavilion repairs and replacement. Listed below are projects in priority order; however, funding is not adequate to complete all projects.

Sandymount and Mayeski Parks - Pavilion roof repairs
 Bear Branch Nature Center - Roof replacement and repairs
 Piney Run Nature Center - Roof replacement and repairs
 Piney Run Park - Replace pavilion #1
 Hashawha Environmental Center - Replace two pavilions
 Sports Complex - Overlay of existing drive and parking lots
 Sports Complex - Backstop and outfield fence replacement
 Deer Park - Pavilions repairs and roof replacement
 Landon C. Burns Park - Pavilion repairs and roof replacement

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work	84,500	87,000	90,000	93,000	96,000	99,000			549,500
Construction									0
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	84,500	87,000	90,000	93,000	96,000	99,000	0	0	549,500
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SOURCES OF FUNDS									
Transfer from General Fund	84,500	87,000	90,000	93,000	96,000	99,000			549,500
Impact Fee - Parks									0
Reallocated Program Open Space									0
Program Open Space									0
POS - Park Development									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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Program Open Space Unallocated

Heidi Pepin, Budget Analyst (410) 386-2082

8315

This project provides anticipated funding from the 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.

Projections for POS funding are subject to change due to the housing market and decisions made at the State level.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings									0
Other	86,878	245,000	262,000	281,000	320,000	356,000			1,550,878
EXPENDITURES									

TOTAL	86,878	245,000	262,000	281,000	320,000	356,000	0	0	1,550,878
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SOURCES OF FUNDS									
Transfer from General Fund									0
Impact Fee - Parks									0
Reallocated Program Open Space									0
Program Open Space Unallocated	86,878	245,000	262,000	281,000	320,000	356,000			1,550,878
POS - Park Development									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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Tot Lot Replacement

Heidi Pepin, Budget Analyst (410) 386-2082

9925

This project provides planned funding to replace tot lots that have reached their 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 12-17 Community Investment Plan:

FY 12 - Mayeski Park

FY 14 - Lower Piney Run Park Unit

FY 16 - Sandymount Park

Projected operating impacts include the replacement of mulch every two years.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	76,000		94,000		105,000		184,238		459,238
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	76,000	0	94,000	0	105,000	0	184,238	0	459,238
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SOURCES OF FUNDS									
Transfer from General Fund	7,600		9,400		10,500		36,311		63,811
Impact Fee - Parks									0
Reallocated Program Open Space									0
Program Open Space							147,927		147,927
POS - Park Development	68,400		84,600		94,500				247,500

PROJECTED OPERATING IMPACTS	0	0	870	0	930	0			
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Town Fund

Heidi Pepin, 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 County's acreage goal for parkland 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.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	3,800	4,500	4,900	5,200	5,900	6,600			30,900
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	3,800	4,500	4,900	5,200	5,900	6,600	0	0	30,900
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SOURCES OF FUNDS									
Transfer from General Fund	3,800	4,500	4,900	5,200	5,900	6,600			30,900
Local Income Tax									0
Property Tax									0
Bonds									0
Reallocated Property Tax									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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Westminster Community Park

District Location: 3

Heidi Pepin, Budget Analyst (410) 386-2082

Proj. #

This project provides planned funding for the design, engineering, and construction of a 32-acre parcel in the Westminster area into a new active park, including two ballfields, a multi-purpose field, a playground, mini-pavilions, a walking trail, and a parking area.



Projected operating impacts include the replacement of mulch, mowing, and general maintenance.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design		146,000							146,000
Land Acquisition									0
Site Work				800,000					800,000
Construction				700,000					700,000
Equipment/Furnishings				500,000					500,000
Other									0
EXPENDITURES									

TOTAL	0	146,000	0	2,000,000	0	0	0	0	2,146,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Impact Fee - Parks		146,000		300,000					446,000
Reallocated POS - Park Development				1,700,000					1,700,000
Program Open Space									0
POS - Park Development									0

PROJECTED OPERATING IMPACTS	0	0	0	0	5,090	5,240
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Westminster Community Trail Development

Heidi Pepin, Budget Analyst (410) 386-2082

District Location: 3

8411

This project provides funding to establish a 6' wide macadam pedestrian walkway/trail connecting Bennett Cerf Park to the existing sidewalks at Hahn Road. The section of trail to the north of Hahn Road will require the installation of a pre-engineered bridge to cross the existing stream. This proposed walking trail will allow pedestrians to have an alternate means of transportation from downtown Westminster to visit Bennett Cerf Park and shop at numerous stores on Hahn Road without driving their vehicles.



	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work	90,000								90,000
Construction	60,000								60,000
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	150,000	0	0	0	0	0	0	0	150,000
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SOURCES OF FUNDS									
Impact Fee - Parks									0
Reallocated Impact Fee - Parks	30,000								30,000
Reallocated POS - Park Development	120,000								120,000
Program Open Space									0
POS - Park Development									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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PUBLIC WORKS

Overview of Public Works CIP

The Public Works FY 12-17 CIP includes two separate sections: Roads and Bridges.

Approximately \$9.5 million is in the FY 12 CIP for Overlays, Low Volume Road Improvements, Neighborhood Overlays, and Microsurfacing to maintain roads throughout the County. The budget also includes on-going bridge maintenance and replacement.

During FY 11, the Board of County Commissioners made the decision to move forward with the extension of Dickenson Road. A project has been added in FY 12.

For additional information on these or other Public Works projects please refer to the individual project pages.

ROADS

COMMUNITY INVESMENT PLAN FOR FISCAL YEARS 2012 TO 2017

Adopted

	Fiscal Year						Prior	Balance to	Total
	2012	2013	2014	2015	2016	2017	Allocation	Complete	Project Cost
ROADS:									
Dickenson Road	\$170,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$170,000
Low Volume Road Improvements	1,320,000	1,631,000	1,408,000	1,471,000	2,000,000	2,373,000	0	0	10,203,000
Microsurfacing	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	0	0	6,600,000
Neighborhood Overlays	1,684,000	2,439,000	1,860,000	2,475,000	1,583,000	2,077,000	0	0	12,118,000
Overlays	5,422,000	4,860,000	5,208,000	5,644,000	5,359,000	5,356,000	0	0	31,849,000
Small Drainage Structures	70,000	73,000	76,000	79,000	81,000	84,000	0	0	463,000
ROADS TOTAL	\$9,766,000	\$10,103,000	\$9,652,000	\$10,769,000	\$10,123,000	\$10,990,000	\$0	\$0	\$61,403,000
SOURCES OF FUNDING:									
Transfer from General Fund	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$0	\$0	\$8,400,000
Property Tax	103,680	102,600	103,900	106,300	109,700	113,300	0	0	639,480
Bonds	1,505,702	7,924,400	7,472,100	8,586,700	7,937,300	8,800,700	0	0	42,226,902
Reallocated Bonds	2,212,245	0	0	0	0	0	0	0	2,212,245
Reallocated GF Transfer	844,735	0	0	0	0	0	0	0	844,735
Reallocated Property Tax	3,023,639	0	0	0	0	0	0	0	3,023,639
Highway Administration	176,000	176,000	176,000	176,000	176,000	176,000	0	0	1,056,000
Highway User Revenue	500,000	500,000	500,000	500,000	500,000	500,000	0	0	3,000,000
ROADS TOTAL	\$9,766,000	\$10,103,000	\$9,652,000	\$10,769,000	\$10,123,000	\$10,990,000	\$0	\$0	\$61,403,000

Dickenson Road

Robin Hooper, Budget Analyst (410) 386-2082

District Location: 5

8316

Functional Classification: Minor Collector

Length: 150 feet

Limits: Hemlock Lane to existing street end



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 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work	14,000								14,000
Construction	140,000								140,000
Equipment/Furnishings									0
Other	16,000								16,000
EXPENDITURES									

TOTAL	170,000	0	0	0	0	0	0	0	170,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Reallocated GF Transfer	170,000								170,000
Private									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Low Volume Road Improvements

Robin Hooper, Budget Analyst (410) 386-2082

8406

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 are planned in the FY 12 budget:

Emory Church Road
Gablehammer Road
Rupp Road
Springdale Road

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	1,200,000	1,483,000	1,280,000	1,337,000	1,818,000	2,157,000			9,275,000
Equipment/Furnishings									0
Other	120,000	148,000	128,000	134,000	182,000	216,000			928,000
EXPENDITURES									

TOTAL	1,320,000	1,631,000	1,408,000	1,471,000	2,000,000	2,373,000	0	0	10,203,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Property Tax									0
Bonds	586,123	1,631,000	1,408,000	1,471,000	2,000,000	2,373,000			9,469,123
Reallocated Bonds	733,877								733,877
Highway User Revenue									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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Microsurfacing

Robin Hooper, Budget Analyst (410) 386-2082

8407

This on-going project provides funding to place a maintenance seal coat, or microsurface, on various roads. Microsurfacing is used as an economical treatment for sealing and extending the life of roads.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000			6,600,000
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	0	0	6,600,000
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SOURCES OF FUNDS									
Transfer from General Fund	600,000	600,000	600,000	600,000	600,000	600,000			3,600,000
Property Tax									0
Bonds									0
Reallocated Bonds									0
Highway User Revenue	500,000	500,000	500,000	500,000	500,000	500,000			3,000,000

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Neighborhood Overlays

Robin Hooper, Budget Analyst (410) 386-2082

8408

This on-going project provides funding to correct structural deficiencies and overlay existing subdivision roads.



The following neighborhoods are planned in the FY 12 budget:

Glenvue Acres (Glenvue, Blue Bird, Cardinal)

Brilhart Terrace (Schaefer, Brilhart)

Oakdale Manor (Oakdale, Diane, Sue-Dan)

Northbrook (Allview, Broadmoor, Glenside, Midvale, Northbrooke, Woodholme)

Highfield Dr, Highfield Ct, Terrace, Dana Ave, Dana Ct, Willow, Eve's Way, Blugrass, Castle

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	1,531,000	2,217,000	1,691,000	2,250,000	1,439,000	1,888,000			11,016,000
Equipment/Furnishings									0
Other	153,000	222,000	169,000	225,000	144,000	189,000			1,102,000
EXPENDITURES									

TOTAL	1,684,000	2,439,000	1,860,000	2,475,000	1,583,000	2,077,000	0	0	12,118,000
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SOURCES OF FUNDS									
Transfer from General Fund	260,766								260,766
Property Tax	103,680	102,600	103,900	106,300	109,700	113,300			639,480
Bonds	849,579	2,336,400	1,756,100	2,368,700	1,473,300	1,963,700			10,747,779
Reallocated Bonds	469,975								469,975
Highway User Revenue									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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Overlays

Robin Hooper, Budget Analyst (410) 386-2082

8409

This on-going project provides 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 costly road reconstruction projects. The planned funding in each year addresses the roads to be overlayed in that year and the deep milling and patching to prepare for overlaying the roads scheduled for the next year.



The following roads are planned in the FY 12 budget:

Cape Horn Road

Carrollton Road

Falls Road

Maple Grove Road

Meadow Branch Road

St. Paul Road

Trenton Mill Road

Water Tank Road

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	130,000	130,000	130,000	130,000	130,000	130,000			780,000
Land Acquisition									0
Site Work									0
Construction	4,811,000	4,462,000	4,716,000	5,196,000	4,958,000	4,955,000			29,098,000
Equipment/Furnishings									0
Other	481,000	268,000	362,000	318,000	271,000	271,000			1,971,000
EXPENDITURES									
TOTAL	5,422,000	4,860,000	5,208,000	5,644,000	5,359,000	5,356,000	0	0	31,849,000

SOURCES OF FUNDS									
Transfer from General Fund	539,234	800,000	800,000	800,000	800,000	800,000			4,539,234
Bonds		3,884,000	4,232,000	4,668,000	4,383,000	4,380,000			21,547,000
Reallocated Bonds	1,008,392								1,008,392
Reallocated GF Transfer	674,735								674,735
Reallocated Property Tax	3,023,639								3,023,639
Highway Administration	176,000	176,000	176,000	176,000	176,000	176,000			1,056,000

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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Small Drainage Structures

Robin Hooper, Budget Analyst (410) 386-2082

9847

This on-going project provides funding to repair or replace deteriorated drainage structures including culvert pipes, headwalls, and ancillary drainage features. Recently completed sites include: Fleming Road, Sells Mill Road, Cherry Tree Lane, and Kern Road.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	70,000	73,000	76,000	79,000	81,000	84,000			463,000
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	70,000	73,000	76,000	79,000	81,000	84,000	0	0	463,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Property Tax									0
Bonds	70,000	73,000	76,000	79,000	81,000	84,000			463,000
Highway User Revenue									0
Federal Highway/Bridge									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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BRIDGES

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2012 TO 2017
Adopted

	Fiscal Year						Prior	Balance to	Total
	2012	2013	2014	2015	2016	2017	Allocation	Complete	Project Cost
BRIDGES:									
Bixlers Church Road over Big Pipe Creek	\$0	\$598,000	\$0	\$0	\$0	\$0	\$193,000	\$0	\$791,000
Bridge Inspection and Inventory	0	55,000	0	60,500	0	65,000	0	0	180,500
Bridge Maintenance and Structural Repairs	42,000	44,000	46,000	48,000	50,000	52,000	0	0	282,000
Cape Horn Road over Unnamed Stream	0	0	0	129,000	249,000	0	0	0	378,000
Cleaning and Painting of Existing Bridge Structural Steel	54,000	56,000	58,000	60,000	62,000	64,000	0	0	354,000
Falls Road over Indian Run	207,000	0	0	0	0	0	593,391	0	800,391
Shepherds Mill over Little Pipe Creek	3,740,400	0	0	0	0	0	250,000	0	3,990,400
Stone Chapel Road over Little Pipe Creek	0	0	157,000	603,000	0	0	0	0	760,000
White Rock Road over Piney Run	803,000	0	0	0	0	0	140,000	0	943,000
BRIDGES TOTAL	\$4,846,400	\$753,000	\$261,000	\$900,500	\$361,000	\$181,000	\$1,176,391	\$0	\$8,479,291
SOURCES OF FUNDING:									
Transfer from General Fund	\$96,000	\$155,000	\$104,000	\$168,500	\$112,000	\$181,000	\$0	\$0	\$816,500
Bonds	1,087,191	119,600	31,400	249,600	249,000	0	618,600	0	2,355,391
Reallocated Bonds	28,489	0	0	0	0	0	0	0	28,489
Reallocated GF Transfer	0	0	0	0	0	0	26,539	0	26,539
Federal Highway/Bridge	3,634,720	478,400	125,600	482,400	0	0	531,252	0	5,252,372
BRIDGES TOTAL	\$4,846,400	\$753,000	\$261,000	\$900,500	\$361,000	\$181,000	\$1,176,391	\$0	\$8,479,291

Bixlers Church Road over Big Pipe Creek

District Location: 1

Robin Hooper, Budget Analyst (410) 386-2082

8383

Functional Classification: Local

Average Daily Traffic: 625

Bridge No.: CL 390



This project, located east of Union Mills, provides funding to replace the existing two cell culvert with a new structure. 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 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							185,000		185,000
Land Acquisition							8,000		8,000
Site Work		49,000							49,000
Construction		494,000							494,000
Equipment/Furnishings									0
Other		55,000							55,000

EXPENDITURES

TOTAL	0	598,000	0	0	0	0	193,000	0	791,000
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SOURCES OF FUNDS

Transfer from General Fund									0
Property Tax									0
Bonds		119,600					38,600		158,200
Reallocated Bonds									0
Federal Highway/Bridge		478,400					154,400		632,800

PROJECTED OPERATING IMPACTS

0	0	0	0	0	0	0
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Bridge Inspection and Inventory

Robin Hooper, Budget Analyst (410) 386-2082

9684

This on-going project provides funding for the inspection of nineteen small structures that do not qualify for Federal funds. The nineteen small structures are inspected on the same two-year cycle as the 133 major County-owned and maintained structures. 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.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design		55,000		60,500		65,000			180,500
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings									0
Other									0

EXPENDITURES

TOTAL	0	55,000	0	60,500	0	65,000	0	0	180,500
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SOURCES OF FUNDS

Transfer from General Fund		55,000		60,500		65,000			180,500
Property Tax									0
Bonds									0
Reallocated Bonds									0
Federal Highway/Bridge									0

PROJECTED OPERATING IMPACTS

0	0	0	0	0	0	0
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Bridge Maintenance and Structural Repairs

Robin Hooper, Budget Analyst (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, traffic barrier replacement, and roadway approach repairs.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	42,000	44,000	46,000	48,000	50,000	52,000			282,000
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	42,000	44,000	46,000	48,000	50,000	52,000	0	0	282,000
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SOURCES OF FUNDS									
Transfer from General Fund	42,000	44,000	46,000	48,000	50,000	52,000			282,000
Property Tax									0
Bonds									0
Reallocated Bonds									0
Federal Highway/Bridge									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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Cape Horn Road over Unnamed Stream

District Location: 1

Robin Hooper, Budget Analyst (410) 386-2082

Proj #

Functional Classification: Minor Collector

Average Daily Traffic: 2,310

Bridge No.: CL387



This project, located at the intersection of Cape Horn Road and Harvey Gummel Road, provides planned funding to rehabilitate the existing bridge. The structure is a rolled beam bridge on concrete abutments. The scope of the rehabilitation includes removing the existing superstructure and installing new beams with a concrete deck. The existing substructure is in good condition and will be reused.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design				125,000					125,000
Land Acquisition				4,000					4,000
Site Work					6,000				6,000
Construction					218,000				218,000
Equipment/Furnishings									0
Other					25,000				25,000

EXPENDITURES

TOTAL	0	0	0	129,000	249,000	0	0	0	378,000
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SOURCES OF FUNDS

Transfer from General Fund									0
Property Tax									0
Bonds				129,000	249,000				378,000
Reallocated Bonds									0
Federal Highway/Bridge									0

PROJECTED OPERATING IMPACTS

0	0	0	0	0	0	0
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Cleaning and Painting of Existing Bridge Structural Steel

Robin Hooper, Budget Analyst (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 steel structures.



The following bridges will be painted in the summer of 2011:

CL225 Mumma Ford Road over Monocacy River

CL236 McKinstry's Mill Road over Little Pipe Creek

CL253 Winters Church Road over Little Pipe Creek

CL308 Grimville Road over Gillis Falls

CL310 Woodbine Road over South Branch Patapsco River

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	54,000	56,000	58,000	60,000	62,000	64,000			354,000
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	54,000	56,000	58,000	60,000	62,000	64,000	0	0	354,000
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SOURCES OF FUNDS									
Transfer from General Fund	54,000	56,000	58,000	60,000	62,000	64,000			354,000
Property Tax									0
Bonds									0
Reallocated Bonds									0
Federal Highway/Bridge									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Falls Road over Indian Run

District Location: 2

Robin Hooper, Budget Analyst (410) 386-2311

8240

Functional Classification: Minor Rural Collector

Average Daily Traffic: 2,221

Bridge No.: CL382



This project, located near the Carroll/Baltimore County line, east of Manchester, provides funding to replace the small bridge and abutments.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							111,539		111,539
Land Acquisition							5,000		5,000
Site Work							34,000		34,000
Construction	207,000						404,852		611,852
Equipment/Furnishings							38,000		38,000
Other									0

EXPENDITURES

TOTAL	207,000	0	0	0	0	0	593,391	0	800,391
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SOURCES OF FUNDS

Transfer from General Fund									0
Bonds	207,000						502,000		709,000
Reallocated Bonds									0
Reallocated GF Transfer							26,539		26,539
Federal Highway/Bridge							64,852		64,852

PROJECTED OPERATING IMPACTS

0	0	0	0	0	0	0
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Shepherds Mill over Little Pipe Creek

District Location: 4

Robin Hooper, Budget Analyst (410) 386-2082

8384

Functional Classification: Minor Collector

Average Daily Traffic: 846

Bridge No.: CL 245



This project, located east of Union Bridge, provides funding to replace the existing bridge.

This project qualifies for Federal aid funding, which will cover 80 percent of the engineering, inspection, and construction costs.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							250,000		250,000
Land Acquisition									0
Site Work	162,000								162,000
Construction	3,238,400								3,238,400
Equipment/Furnishings									0
Other	340,000								340,000
EXPENDITURES									

TOTAL	3,740,400	0	0	0	0	0	250,000	0	3,990,400
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SOURCES OF FUNDS									
Transfer from General Fund									0
Property Tax									0
Bonds	748,080						50,000		798,080
Reallocated Bonds									0
Federal Highway/Bridge	2,992,320						200,000		3,192,320

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Stone Chapel Road over Little Pipe Creek

District Location: 3

Robin Hooper, Budget Analyst (410) 386-2082

Proj #

Functional Classification: Minor Collector
Average Daily Traffic: 4,100
Bridge No.: CL 363



This project, located outside of Westminster near state road MD 31, provides planned funding to rehabilitate the existing bridge. Current weight restrictions prevent truck traffic from efficient access to state road MD 31. The scope of the rehabilitation 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 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design			150,000						150,000
Land Acquisition			7,000						7,000
Site Work				50,000					50,000
Construction				498,000					498,000
Equipment/Furnishings									0
Other				55,000					55,000
EXPENDITURES									
TOTAL	0	0	157,000	603,000	0	0	0	0	760,000

SOURCES OF FUNDS									
Transfer from General Fund									0
Property Tax									0
Bonds			31,400	120,600					152,000
Reallocated Bonds									0
Federal Highway/Bridge			125,600	482,400					608,000

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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White Rock Road over Piney Run

District Location: 4

Robin Hooper, Budget Analyst (410) 386-2082

8385

Functional Classification: Minor Collector

Average Daily Traffic: 4,013

Bridge No.: CL 318



This project, located west of Eldersburg, provides funding to replace the existing two cell culvert. An engineering evaluation will be completed to determine the most cost-effective replacement structure.

This project qualifies for Federal aid funding, which will cover 80 percent of the engineering, inspection, and construction costs.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							140,000		140,000
Land Acquisition									0
Site Work	67,000								67,000
Construction	663,000								663,000
Equipment/Furnishings									0
Other	73,000								73,000
EXPENDITURES									
TOTAL	803,000	0	0	0	0	0	140,000	0	943,000

SOURCES OF FUNDS									
Transfer from General Fund									0
Property Tax									0
Bonds	132,111						28,000		160,111
Reallocated Bonds	28,489								28,489
Federal Highway/Bridge	642,400						112,000		754,400

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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GENERAL GOVERNMENT

Overview of General Government CIP

The General Government portion of the Community Investment Plan (CIP) addresses capital projects that do not specifically fit in one of the other five categories: Culture and Recreation, Public Works, Board of Education, Conservation and Open Space, and Enterprise Funds. General Government projects are typically related to the Office of Public Safety, Carroll Community College, Carroll County Public Library, Sheriff's Services, and Senior Centers.

Funding is included for maintaining and upgrading the County's 911 Radio System. Currently the focus is on purchasing parts and equipment to maintain the existing analog radio system. Conversion to a digital system is planned for FY 13.

Included in FY 12–17 is funding for systemic improvements and renovations for County facilities, including roofs, parking lots, and HVAC systems.

Funding is included in the CIP for technology improvements and a replacement telephone system for the County Government.

In FY 12, a project is included for improvements to the Mount Airy branch of the Carroll County Public Library. This project is contingent on matching funds from the State's Library Capital Grant program and will consist of a parking lot overlay, roof replacement, and interior enhancements.

For additional information on General Government projects please refer to the individual project pages.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2012 TO 2017
Adopted

	Fiscal Year						Prior	Balance to	Total
	2012	2013	2014	2015	2016	2017	Allocation	Complete	Project Cost
GENERAL GOVERNMENT:									
Carroll County 911 Radio System	\$0	\$3,225,000	\$22,500,000	\$0	\$0	\$0	\$4,409,468	\$0	\$30,134,468
County Building Systemic Renovations	475,000	500,000	525,000	550,000	575,000	600,000	0	0	3,225,000
County Phone System Replacement	850,000	0	0	0	0	0	0	0	850,000
County Technology Improvements	425,000	442,000	444,000	780,000	459,000	623,000	0	0	3,173,000
Fleet Management - Lift Replacements	150,000	0	0	0	0	0	338,915	0	488,915
GIS Digital Orthophotography	0	182,000	0	194,000	0	206,000	0	0	582,000
Library - Mount Airy Branch Improvements	467,800	0	0	0	0	0	0	0	467,800
Parking Lot Overlays	53,000	56,000	59,000	62,000	65,000	68,000	0	0	363,000
Voting Machines - New Optical Scan	0	0	0	100,000	100,000	100,000	220,000	0	520,000
GENERAL GOVERNMENT TOTAL	\$2,420,800	\$4,405,000	\$23,528,000	\$1,686,000	\$1,199,000	\$1,597,000	\$4,968,383	\$0	\$39,804,183
SOURCES OF FUNDING:									
Transfer from General Fund	\$585,209	\$680,000	\$503,000	\$1,136,000	\$624,000	\$997,000	\$653,383	\$0	\$5,178,592
Property Tax	0	0	0	0	0	0	420,000	0	420,000
Bonds	707,610	3,725,000	23,025,000	550,000	575,000	600,000	3,795,000	0	32,977,610
Reallocated Bonds	2,190	0	0	0	0	0	0	0	2,190
Reallocated GF Transfer	315,545	0	0	0	0	0	95,152	0	410,697
Reallocated Property Tax	577,246	0	0	0	0	0	4,848	0	582,094
MD Library Development	233,000	0	0	0	0	0	0	0	233,000
GENERAL GOVERNMENT TOTAL	\$2,420,800	\$4,405,000	\$23,528,000	\$1,686,000	\$1,199,000	\$1,597,000	\$4,968,383	\$0	\$39,804,183

Carroll County 911 Radio 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. Currently the focus is on purchasing equipment and parts to maintain the existing analog radio system. This project will also provide the foundation for the transition to a digital radio system. To accomplish this, existing microwave links and communications equipment will be replaced 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 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design		2,500,000							2,500,000
Land Acquisition									0
Site Work									0
Construction		725,000	22,500,000				2,875,000		26,100,000
Equipment/Furnishings							1,534,468		1,534,468
Other									0
EXPENDITURES									
TOTAL	0	3,225,000	22,500,000	0	0	0	4,409,468	0	30,134,468
SOURCES OF FUNDS									
Transfer from General Fund							414,468		414,468
Local Income Tax									0
Property Tax							420,000		420,000
Bonds		3,225,000	22,500,000				3,575,000		29,300,000
PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			

County Building Systemic Renovations

Heidi Pepin, 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. Listed below are projects in priority order; however, funding is not adequate to complete all projects.

Health Department roof - \$370,000
 Community College Building "M" roof - \$345,000
 Detention Center roof - \$261,000
 Mt. Airy Senior Center roof - \$120,000
 Old South Carroll Senior Center roof - \$306,000
 Citizen Services (Barrel House) Roof - \$932,000
 Community College Building "C" and Learning Resource Center roofs - \$838,000
 Community College Building "A" and Main Building boilers - \$260,000
 Detention Center chillers - \$120,000
 Courthouse Annex chillers - \$239,000
 Community College Building "A" and Main chillers - \$239,000

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	475,000	500,000	525,000	550,000	575,000	600,000			3,225,000
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	475,000	500,000	525,000	550,000	575,000	600,000	0	0	3,225,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds	475,000	500,000	525,000	550,000	575,000	600,000			3,225,000

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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County Phone System Replacement

Heidi Pepin, Budget Analyst (410) 386-2082

8412

This project provides 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, 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 currently incompatible with Voice Over Internet Protocol technology.

Projected operating impacts include annual maintenance and telephone replacement costs.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	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
EXPENDITURES									

TOTAL	850,000	0	0	0	0	0	0	0	850,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Property Tax									0
Bonds									0
Reallocated GF Transfer	272,754								272,754
Reallocated Property Tax	577,246								577,246

PROJECTED OPERATING IMPACTS	0	0	30,000	30,900	31,830	32,790
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County Technology Improvements

Heidi Pepin, 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 planned at 3% annually.

Included in the plan are the following replacements:

FY 12 - Production Services copier replacement

FY 13 - CourtSmart replacement; seven-year replacement schedule

FY 15 - Virtual server replacement plus one additional server due to reaching maximum capacity

FY 17 - Virtual server replacement plus one additional server due to reaching maximum capacity

Projected operating impacts include maintenance costs on the storage device.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings	425,000	442,000	444,000	780,000	459,000	623,000			3,173,000
Other									0
EXPENDITURES									

TOTAL	425,000	442,000	444,000	780,000	459,000	623,000	0	0	3,173,000
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SOURCES OF FUNDS									
Transfer from General Fund	425,000	442,000	444,000	780,000	459,000	623,000			3,173,000
Local Income Tax									0
Property Tax									0
Bonds									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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Fleet Management - Lift Replacements

District Location: 3

Heidi Pepin, Budget Analyst (410) 386-2082

9956

This project provides funding to continue the replacement of aging vehicle lifts at the maintenance facility. There are nine lifts in total: five aboveground and four belowground lifts. This project will replace two of the below ground lifts and one will be converted into an aboveground asymmetrical lift. These lifts will replace those installed twenty-six years ago when the maintenance facility was constructed.



	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings	135,000						338,915		473,915
Other	15,000								15,000
EXPENDITURES									

TOTAL	150,000	0	0	0	0	0	338,915	0	488,915
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SOURCES OF FUNDS									
Transfer from General Fund	150,000						118,915		268,915
Local Income Tax									0
Property Tax									0
Bonds							220,000		220,000

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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GIS Digital Orthophotography

Heidi Pepin, 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 456 square miles of the County. The County began using orthophotography in the early 1990's. Orthophotography refers to aerial photography that is converted into digital data. Distortions due to hills, streams, 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 1" to 100' scale photography provides greater accuracy and detail for use in public safety, planning, and development within the County.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings		182,000		194,000		206,000			582,000
Other									0
EXPENDITURES									

TOTAL	0	182,000	0	194,000	0	206,000	0	0	582,000
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SOURCES OF FUNDS									
Transfer from General Fund		182,000		194,000		206,000			582,000
Local Income Tax									0
Property Tax									0
Bonds									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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Library - Mount Airy Branch Improvements

District Location: 4

Heidi Pepin, Budget Analyst (410) 386-2082

8413

This project will renovate the 19 year old Mt. Airy Branch of the Carroll County Public Library. Funding will cover improvements to the exterior of the building including a roof replacement, sidewalk improvements between the parking lot and main entrance for ADA compliance, and parking lot overlay. Interior improvements include the addition of a computer room, consolidation of customer service desks, increasing express checkout work areas, and enhancing the existing public computer area to better accommodate WiFi users.



This project is contingent on State funding.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	467,800								467,800
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	467,800	0	0	0	0	0	0	0	467,800
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SOURCES OF FUNDS									
Transfer from General Fund									0
Property Tax									0
Bonds	232,610								232,610
Reallocated Bonds	2,190								2,190
MD Library Development	233,000								233,000

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Parking Lot Overlays

Heidi Pepin, Budget Analyst (410) 386-2082

9921

This on-going project provides funding to overlay parking lots at County facilities. Listed below are tentatively scheduled projects with estimated costs.

North Carroll Library - \$78,700

Sandymount Park - \$42,500

Taneytown Library - \$38,300

Deer Park - \$46,900

Landon C. Burns Park - \$46,900

Maintenance Center - \$240,000

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	53,000	56,000	59,000	62,000	65,000	68,000			363,000
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	53,000	56,000	59,000	62,000	65,000	68,000	0	0	363,000
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SOURCES OF FUNDS									
Transfer from General Fund	10,209	56,000	59,000	62,000	65,000	68,000			320,209
Local Income Tax									0
Property Tax									0
Bonds									0
Reallocated GF Transfer	42,791								42,791

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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Voting Machines - New Optical Scan

Johanna Saltysiak, Budget Analyst (410) 386-2082

8361

This project provides planned funding for the County's share of the new State mandated optical scan voting machine. Maryland law requires a voter-verified paper trail. The State's estimated cost for the purchase and implementation for the optical scan voting machines is approximately \$30 million, half of which will be passed to each of the counties based on their percentage of voting-age population. Carroll's current percentage of the State's voting age population is 3%.

The Governor's budget for FY 11 did not include funding for the anticipated purchase of the new voting machines but did not completely eliminate the possibility of moving forward with the new system. Indicators are the State will move forward no sooner than FY 14.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings				100,000	100,000	100,000	220,000		520,000
Other									0
EXPENDITURES									

TOTAL	0	0	0	100,000	100,000	100,000	220,000	0	520,000
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SOURCES OF FUNDS									
Transfer from General Fund				100,000	100,000	100,000	120,000		420,000
Local Income Tax									0
Property Tax									0
Bonds									0
Reallocated GF Transfer							95,152		95,152
Reallocated Property Tax							4,848		4,848

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Enterprise Funds

Airport Enterprise Fund

Airport Enterprise Fund Summary

Sources of Funding	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Fuel Sales	\$53,571	\$126,000	\$57,565	\$59,400	-52.86%	3.19%
Rents	149,561	153,040	149,340	152,540	-0.33%	2.14%
Corporate Hangar Rental	313,420	492,130	424,225	433,550	-11.90%	2.20%
Pass-Through Utilities/Taxes	0	147,860	115,100	143,560	-2.91%	24.73%
Miscellaneous	2,030	0	19,830	950	0.00%	0.00%
Transfers to Capital Projects	23,300	25,590	25,590	26,320	2.85%	2.85%
State Funding (MAA)	659	0	0	0	0.00%	0.00%
Federal Funding (FAA)	25,010	0	0	0	0.00%	0.00%
Total Sources of Funding	\$567,550	\$944,620	\$791,650	\$816,320	-13.58%	3.12%

Uses of Funding						
Airport Operations	\$747,929	\$919,030	\$766,060	\$790,000	-14.04%	3.13%
Capital Projects	81,682	25,590	25,590	26,320	2.85%	2.85%
Total Uses of Funding	\$829,611	\$944,620	\$791,650	\$816,320	-13.58%	3.12%

Airport Enterprise Fund Sources of Funding:

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 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$247,203	\$245,260	\$197,930	\$197,930	-19.30%	0.00%
Operating	333,265	305,230	262,980	288,070	-5.62%	9.54%
Capital Outlay	274,245	368,540	305,150	304,000	-17.51%	-0.38%
Total	\$854,712	\$919,030	\$766,060	\$790,000	-14.04%	3.13%
Employees FTE	3.50	3.50	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

Joe McKelvey, Airport Manager (410) 876-9885

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

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

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
- 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

- An Environmental Assessment (EA) for the runway extension project was performed in FY 09. Based on the EA findings, the Federal Aviation Administration issued a Finding of No Significant Impact (FONSI).
- Skytech, Inc. provides airport Fixed Based Operator (FBO) services including aircraft fueling, maintenance, sales, avionics, flight instruction, and charter.
- Skytech, Inc. invested \$1.7M in 2009 to renovate a County owned terminal/maintenance facility and construct a new 7,000 square foot aviation support facility.

Budget Changes

- In FY 12 there are no salary increases.
- The 19.3% decrease in personnel is due to reduction of FTE's from 3.5 to 2.9.
- The 17.5% decrease in Capital Outlay is primarily due to a reduction in depreciation and bond interest expense.

Positions

Title	Type	FTE
<i>Administrator</i>	Full-time	1.00
<i>Airport Coordinator</i>	Contractual	1.00
<i>Airport Technician</i>	Full-time	.40
<i>Service/Maintenance</i>	Contractual	0.50
Total		2.90

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2012 TO 2017

Adopted

	Fiscal Year						Prior	Balance to	Total
	2012	2013	2014	2015	2016	2017	Allocation	Complete	Project Cost
AIRPORT ENTERPRISE:									
Grounds and Maintenance Equipment	\$26,320	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$0	\$0	\$151,320
AIRPORT ENTERPRISE TOTAL	\$26,320	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$0	\$0	\$151,320
SOURCES OF FUNDING:									
Enterprise Fund - Airport	\$26,320	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$0	\$0	\$151,320
AIRPORT ENTERPRISE TOTAL	\$26,320	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$0	\$0	\$151,320

Grounds and Maintenance Equipment

District Location: 3

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

6818

This project provides funding for airport grounds and 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 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings	26,320	25,000	25,000	25,000	25,000	25,000			151,320
Other									0
EXPENDITURES									

TOTAL	26,320	25,000	25,000	25,000	25,000	25,000	0	0	151,320
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SOURCES OF FUNDS									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds									0
Enterprise Fund - Airport	26,320	25,000	25,000	25,000	25,000	25,000			151,320

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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Solid Waste Fund

Solid Waste Enterprise Fund Summary

Sources of Funding	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Tipping Fees	\$4,994,423	\$5,115,050	\$6,090,000	\$6,687,400	30.74%	9.81%
County Hauling	440,584	365,000	365,000	380,000	4.11%	4.11%
Interest Income	25,567	23,800	20,000	20,000	-15.97%	0.00%
Rents and Royalties	189,980	176,900	176,900	177,460	0.32%	0.32%
Recycling	461,818	391,870	450,000	472,500	20.58%	5.00%
Miscellaneous	6,917	9,600	9,600	30,000	212.50%	100.00%
Transfers in from the General Fund	2,545,000	2,545,000	2,545,000	2,545,000	0.00%	0.00%
Transfer to Capital Projects	0	0	0	0	0.00%	0.00%
Bonds *	0	115,000	115,000	0	-100.00%	-100.00%
Total Sources of Funding	\$8,664,290	\$8,742,220	\$9,771,500	\$10,312,360	17.96%	5.54%

* In FY 10 \$9,479 in actual bonds were sold. However, they are not considered a source of funding for this chart.

Uses of Funding						
Solid Waste Management	\$300,897	\$400,610	\$971,620	\$1,336,570	233.63%	37.56%
Closed Landfills	150,730	133,220	133,220	132,570	-0.49%	-0.49%
County Waste Removal	190,390	215,680	215,680	209,160	-3.02%	-3.02%
Northern Landfill	1,999,042	2,095,170	2,090,030	2,307,040	10.11%	10.38%
Recycling Operations	303,497	393,080	393,080	346,730	-11.79%	-11.79%
Solid Waste Accounting	1,195,002	876,020	876,020	683,710	-21.95%	-21.95%
Solid Waste Transfer Station	3,991,084	4,513,440	4,976,850	5,296,580	17.35%	6.42%
Capital Projects	779,093	115,000	115,000	0	-100.00%	-100.00%
Total Uses of Funding	\$8,909,735	\$8,742,220	\$9,771,500	\$10,312,360	17.96%	5.54%

Solid Waste Enterprise Fund Sources of Funding:

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. The 30.74% increase in tipping fee revenue from the Original FY 11 Budget to the FY 12 Budget is primarily due to an increase in the tipping fee from \$60 per ton to \$62 per ton and an increase in projected tonnage.

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 a source of funding for capital projects.

Solid Waste Operating Summary

	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Solid Waste Management	\$712,941	\$400,610	\$998,920	\$1,336,570	233.63%	33.80%
Closed Landfills	150,730	133,220	133,220	132,570	-0.49%	-0.49%
County Waste Removal	202,390	215,680	215,680	209,160	-3.12%	-3.12%
Northern Landfill	2,152,321	2,095,170	2,090,030	2,307,040	10.11%	10.38%
Recycling Operations	303,497	393,080	393,080	346,730	-11.79%	-11.79%
Solid Waste Accounting	1,236,526	876,020	848,720	683,710	-21.95%	-19.44%
Solid Waste Transfer Station	4,027,267	4,513,440	4,976,850	5,296,580	17.35%	6.42%
Total Solid Waste	\$8,785,672	\$8,627,220	\$9,656,500	\$10,312,360	19.53%	6.79%

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.

Highlights, Changes and Useful Information

- In calendar year 2010, the landfill received 101,900 tons of waste. 87,700 tons or approximately 86% were transferred to out-of-county landfills for disposal.
- In calendar year 2009, the County achieved a 38.05% recycling rate and a 4% source reduction credit for a total recycling rate of 42.05%. This is significantly higher than the state requirement of 20% and surpassed the County's stated goal of reaching 40% recycling rate.
- In calendar year 2010:
 - 14,100 tons of rubble, sludge, and municipal solid waste were landfilled in Cell-3,
 - 11,000 tons of yard waste were processed into mulch and given back to residents,
 - 260 tons of scrap tire were collected and disposed,
 - 5.5 million gallons of leachate were collected and hauled to a wastewater treatment facility for disposal, and
 - 2,335 tons of waste and 588 tons of recyclables were collected from government facilities.

Operating Budget Changes

- The 233.63% increase in Solid Waste Management from the Original FY 11 Budget is primarily due to an increase in the amount of tonnage received (20,500 tons) and an increase in the tipping fee in FY 12 from \$60 per ton to \$62 per ton. This increases the amount available in the reserve for contingency. The reserve for contingency funds bond principal payments, equipment replacement, and unforeseen expenses throughout the fiscal year.
- The 3.12% decrease in County Waste Removal is primarily due to a reduction in repairs and maintenance due to equipment replacements in prior years.
- The 10.11% increase in Northern Landfill is primarily due to the replacement of a rubber tire loader used in landfill operations.
- The 11.79% decrease in Recycling Operations is primarily due to a decrease in cost of electronics recycling removal services.
- The 21.95% decrease in Solid Waste Accounting is primarily due to a reduction in bond interest expense associated with a bond refinancing and a reduction in landfill closure/post-closure expense. This expense is based on projected tonnage to be landfilled in Northern Landfill Cell 3 for FY 12.
- The 17.35% increase in Solid Waste Transfer Station is due to an increase in the anticipated amount of waste to be transferred and an increase in transfer price. Transfer tonnage is anticipated to increase by 13,175 tons and price is anticipated to increase by \$1.08 per ton.

Solid Waste Management

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$223,623	\$221,620	\$221,620	\$235,380	6.21%	6.21%
Operating	489,317	81,350	81,350	129,820	59.58%	59.58%
Capital/Depreciation	0	97,640	695,950	971,370	894.85%	39.57%
Total	\$712,941	\$400,610	\$998,920	\$1,336,570	233.63%	33.80%
Employees FTE	1.85	1.85	1.85	2.35	-----	-----

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

Contact

Tom Rio, Director of Public Works (410) 386-2076
Deborah Effingham, Management and Budget Project
Coordinator (410) 386-2082

<http://ccgoverment.carr.org/ccg/solidwaste/default.asp>

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 and minimize liability.

Description

Solid Waste Management Supervision is responsible for:

- Carroll County's only full-time operational landfill (Northern)
- Hoods Mill Landfill residential drop off site
- Monitoring of the four closed landfills; Bark Hill, Hodges, John Owings, 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 transfers of waste and recycling materials

Program Highlights

- The prior Board of County Commissioners authorized the Department of Public Works to proceed with engineering and permitting for the construction of a shared waste-to-energy facility, working with Frederick County, the Northeast Maryland Waste Disposal Authority, and Wheelabrator Technologies, Inc. The design and permitting phase is currently underway and is expected to take two years to complete.

- Continue an effective transfer operation to dispose of most County waste in Pennsylvania landfills at a projected cost of \$56.18 per ton for FY 12.
- In calendar year 2010, the landfill received 101,900 tons of waste. 87,700 tons or approximately 86% were transferred to out-of-county landfills for disposal.
- In calendar year 2009, the County achieved a 38.05% recycling rate and a 4% source reduction credit for a total recycling rate of 42.05%. This is significantly higher than the state requirement of 20% and exceeds the County's stated goal of 40%.

Budget Changes

- There are no salary increases in FY 12.
- The increase in Personnel in FY 12 is due to the transfer of 0.5 of an Administrative Office Associate position from the General Fund to the Solid Waste Enterprise Fund.
- The increase in operating expenses from the FY 11 Original Budget to the Adjusted is due to an increase in the annual Northeast Maryland Waste Disposal Authority fees.
- The increase in Capital from the FY 11 Original Budget to the Adjusted is due to an increase in retained earnings for FY 12. Retained earnings are based on all revenues less all expenditures for the Fund. The reserve funds the payment of bond principal, equipment replacement and unforeseen expenses that may occur during the fiscal year.

Positions

Title	Type	FTE
<i>Administrative Office Associate II</i>	Full-time	0.50
<i>Bureau Chief, Solid Waste</i>	Full-time	1.00
<i>Deputy Director, Enterprise Funds Management</i>	Full-time	0.45
<i>Financial Manager</i>	Full-time	0.40
Total		2.35

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. 40% of the Administrative Office Associate position is charged to the General Fund, 10% to the Utilities Enterprise Fund, and 50% to Solid Waste.

Closed Landfills

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	144,765	127,250	127,250	126,600	-0.51%	0.51%
Capital/Depreciation	5,965	5,970	5,970	5,970	0.00%	0.00%
Grand Total	\$150,730	\$133,220	\$133,220	\$132,570	-0.49%	-0.49%
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 Ingram, Bureau Chief of Solid Waste (410) 386-2633
Deborah Effingham, Management and Budget Project
Coordinator (410) 386-2082

Mission

To ensure all regulatory requirements of the Environmental Protection Agency and Maryland Department of the Environment are met.

Description

The funds in this budget support four closed landfills in the County:

- Hoods Mill Landfill
- Bark Hill Landfill
- Hodges Landfill
- John Owings Landfill

Federal law requires 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 Pennsylvania for disposal. Recyclables and yard trim are hauled to Northern Landfill and handled on site.

Program Highlights

- Hoods Mills residential drop-off site serves approximately 165 residents each Saturday. Approximately \$60,000 in tipping fee revenue is generated annually.
- A new methane gas collection system was installed at the Hoods Mill landfill in calendar year 2010.

County Waste Removal

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$116,692	\$110,940	\$110,940	\$118,420	6.74%	6.74%
Operating	31,876	53,940	53,940	42,940	-20.39%	-20.39%
Capital/Depreciation	53,822	50,800	50,800	47,800	-5.91%	-5.91%
Total	\$202,390	\$215,680	\$215,680	\$209,160	-3.12%	-3.12%
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

Chuck Ingram, Bureau Chief of Solid Waste (410) 386-2633
Deborah Effingham, Management and Budget Project
Coordinator (410) 386-2082

Positions

Title	Type	FTE
Landfill Equipment Operator	Full-time	2.00
Total		2.00

Mission

To provide the most efficient and lowest cost trash and recyclable removal services at approximately ninety public locations.

Description

The Bureau of Solid Waste collects approximately 3,000 tons of solid waste annually from County-owned and public school facilities. The bureau operates and maintains three 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 Pennsylvania for disposal. The recyclable materials are sent to our material recovery facility.

Program Highlights

- In 2010, approximately 2,300 tons of solid waste was collected from the Board of Education and County facilities. In addition, 560 tons of recyclables were collected from governmental facilities.
- Revenues and expenses, such as labor, fuel, and equipment repairs and maintenance, are monitored to ensure this effort is self-supporting. FY 12 revenues are estimated at \$380,000.

Budget Changes

- In FY 12 there are no salary increases. The increase in personnel from FY 11 Original to the FY 12 Budget is due to an increase in health and fringe benefit costs.
- The 20.39% decrease in operating is due to a reduction in repairs and maintenance associated with the replacement of equipment.

Northern Landfill

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$868,194	\$759,360	\$754,220	\$794,580	4.64%	5.35%
Operating	708,708	717,400	717,400	714,400	-0.42%	-0.42%
Capital/Depreciation	575,419	618,410	618,410	798,060	29.05%	29.05%
Total	\$2,152,321	\$2,095,170	\$2,090,030	\$2,307,040	10.11%	10.38%
Employees FTE	10.00	10.00	10.00	10.00	-----	-----

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

Contact

Chuck Ingram, Bureau Chief of Solid Waste (410) 386-2633
Deborah Effingham, Management and Budget Project
Coordinator (410) 386-2082

<http://ccgoverment.carr.org/ccg/recycle/docs/northern.pdf>

Mission

To ensure adequate space for landfilling non-transferable waste by conserving existing air space and planning for landfill cell expansion when needed.

Description

Northern Landfill is the County's only operational landfill and waste transfer station. Facilities are provided for:

- Waste disposal
- Recycling
- Acceptance and processing of yard waste
- Waste oil and antifreeze drop-off
- Scrap tire collection
- Swap shop
- Scrap metal and appliances
- Vinyl siding recycling

To conserve space and prolong the life of the Northern Landfill, approximately 90% of the waste materials are collected and transferred to landfills located in Pennsylvania.

Program Highlights

In 2010:

- 14,100 tons of rubble, sludge, and trash were landfilled in Cell SW-3
- Nearly 11,000 tons of yard waste were processed into mulch and given back to residents
- 260 tons of scrap tires were collected and disposed
- 5,500,000 gallons of leachate were collected and hauled to a wastewater treatment facility.

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- The increase in personnel from FY 11 Original Budget to the FY 12 Budget is due to an increase in the cost of health and fringe benefits.
- The increase in capital is due to the one-time replacement of a rubber tire loader for use in landfill operations.

Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Foreman</i>	Full-time	2.00
<i>Heavy Equipment Mechanic</i>	Full-time	1.00
<i>Landfill Equipment Operator</i>	Full-time	4.00
<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
Total		10.00

Recycling Operations

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$79,821	\$78,590	\$78,590	\$78,780	0.24%	0.24%
Operating	199,960	294,380	294,380	247,840	-15.81%	-15.81%
Capital/Depreciation	23,715	20,110	20,110	20,110	0.00%	0.00%
Total	\$303,497	\$393,080	\$393,080	\$346,730	-11.79%	-11.79%
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

Chuck Ingram, Bureau Chief of Solid Waste (410) 386-2633
Deborah Effingham, Management and Budget Project
Coordinator (410) 386-2082

<http://ccgoverment.carr.org/ccg/recycle/default.asp>

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 and businesses. Licensed haulers are required to offer all of their customers a curbside recycling service. A full-service recycling center is located at the Northern Landfill for all residents and businesses that wish to self-haul their recyclables. The items the County accepts for recycling include:

- Paper and cardboard
- Plastics and rigid plastics
- DVD/CD cases and disks
- Grocery and empty clear food bags
- Textiles
- Car and truck batteries
- Aluminum
- White goods/scrap metal
- Yard trimmings
- Glass
- Electronics

The services at the recycling center are provided through the Association for Retarded Citizens (The Arc) and volunteers through the Community Volunteer Services Program. The collected scrap metal is sold through an agreement with M.A.S. Company, Inc. Scrap batteries are managed through an agreement with Interstate Battery-Baltimore and electronics through a contract with CDM e-cycling. 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 38.05% recycling rate and a 4% source reduction credit in 2009. The mandated recycling rate by the State of Maryland is 20%. The County has a recycling goal of 40%.

Budget Changes

- In FY 12 there are no salary increases.
- The 15.81% decrease in operating is due to a decrease in the cost for electronics recycling. Electronics recycling is a free service offered to the citizens of the County but has a cost to the enterprise fund for removal.

Positions

Title	Type	FTE
<i>Recycling Manager</i>	Full-time	1.00
Total		1.00

Solid Waste Accounting Administration

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$345,467	\$354,190	\$354,190	\$366,510	3.48%	3.48%
Operating	845,400	489,800	489,800	312,670	-36.16%	-36.16%
Capital/Depreciation	45,659	32,030	4,730	4,530	-85.86%	-4.23%
Total	\$1,236,526	\$876,020	\$848,720	\$683,710	-21.95%	-19.44%
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
- Billing
- Calculating bond interest
- Calculating depreciation

Budget Changes

- There are no salary increases for FY 12. The increase in personnel in FY 12 is due to the cost of health and fringe benefits.
- The 36.16% decrease in operating is due to a reduction in the amount of closure/post-closure expense for FY 12.

Positions

Title	Type	FTE
Accounting Associate	Full-time	0.50
Accounting Supervisor	Full-time	0.50
Weighmaster	Full-time	4.75
Total		5.75

50% of the Accounting Associate and Accounting Supervisor's positions are charged to the Utilities Enterprise fund.

Solid Waste Transfer Station

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	4,027,267	4,513,440	4,976,850	5,296,580	17.35%	6.42%
Capital/Depreciation	0	0	0	0	0.00%	0.00%
Total	\$4,027,267	\$4,513,440	\$4,976,850	\$5,296,580	17.35%	6.42%
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 Ingram, Bureau Chief of Solid Waste (410) 386-2633
Deborah Effingham, Management and Budget Project
Coordinator (410) 386-2082

Mission

To ensure facilities and resources are in place to manage approximately 100,000 tons per year of solid waste with an out of county transfer/disposal operation.

Description

The transfer station became operational on December 1, 1998. It allows the County to accept solid waste from residents and businesses and then transport the waste to a landfill in Pennsylvania for disposal. Approximately ten to fifteen trailers are loaded daily for the trip to the landfill in Pennsylvania.

Transferring solid waste instead of burying it in the landfill saves County landfill space, which is expensive to create and maintain.

Budget Changes

The increase in Operating in FY 12 from the FY 11 Original budget is primarily due to an increase in tonnage transferred and the anticipated increase in transfer rate from \$55.08 per ton to \$56.18 per ton in FY 12.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2012 TO 2017

Adopted

	2012	2013	Fiscal Year				Prior	Balance to	Total
			2014	2015	2016	2017	Allocation	Complete	Project Cost
SOLID WASTE ENTERPRISE:									
Northern Landfill - Equipment Run-In Shed	\$0	\$120,600	\$0	\$0	\$0	\$0	\$0	\$0	\$120,600
Northern Landfill - Remediation	0	0	150,000	0	0	0	904,000	0	1,054,000
Northern Landfill - Replacement Scales	0	250,000	0	0	0	0	0	0	250,000
SOLID WASTE ENTERPRISE TOTAL	\$0	\$370,600	\$150,000	\$0	\$0	\$0	\$904,000	\$0	\$1,424,600
SOURCES OF FUNDING:									
Bonds	\$0	\$250,000	\$0	\$0	\$0	\$0	\$700,005	\$0	\$950,005
Enterprise Fund - Solid Waste	0	120,600	150,000	0	0	0	203,995	0	474,595
SOLID WASTE ENTERPRISE TOTAL	\$0	\$370,600	\$150,000	\$0	\$0	\$0	\$904,000	\$0	\$1,424,600

Northern Landfill - Equipment Run-In Shed

District Location: 2

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

Proj #

This project provides planned funding for the construction of a new 50' x 100' 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 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design		13,000							13,000
Land Acquisition									0
Site Work		11,400							11,400
Construction		91,200							91,200
Equipment/Furnishings									0
Other		5,000							5,000
EXPENDITURES									

TOTAL	0	120,600	0	0	0	0	0	0	120,600
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SOURCES OF FUNDS									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds									0
Enterprise Fund - Solid Waste		120,600							120,600

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Northern Landfill - Remediation

District Location: 2

Deborah Effingham, Management and Budget Project Coordinator (410) 386-2082

6521

Methane is a landfill emission that is regulated by the Clean Air Act of 1992. This project provides planned funding for the installation of equipment to help control the movement and collection of methane gas at Northern Landfill.



	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction			150,000				904,000		1,054,000
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	0	0	150,000	0	0	0	904,000	0	1,054,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds							700,005		700,005
Enterprise Fund - Solid Waste			150,000				203,995		353,995

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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Northern Landfill - Replacement Scales

District Location: 2

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 12	FY 13	FY 14	FY 15	FY 16	FY 17	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
EXPENDITURES									

TOTAL	0	250,000	0	0	0	0	0	0	250,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Local Income Tax									0
Property Tax									0
Bonds		250,000							250,000

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Utilities Fund

Utilities Enterprise Fund Summary

Sources of Funding	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
MES Reimbursement	\$211,529	\$21,500	\$21,500	\$21,500	0.00%	0.00%
Water Usage	2,689,836	3,225,725	3,225,725	3,357,000	4.07%	4.07%
Sewer Usage	3,353,918	4,758,610	4,758,610	5,222,300	9.74%	9.74%
Lateral/Meter Service	4,680	30,000	30,000	25,000	-16.67%	-16.67%
Interest Income	187,044	51,530	51,530	40,000	-22.38%	-22.38%
Rents	106,992	131,000	131,000	107,900	-17.63%	-17.63%
Miscellaneous	112,346	45,950	45,950	62,350	35.69%	35.69%
Transfers in from the General Fund	200,200	212,830	212,830	199,510	-6.26%	-6.26%
Reallocated Enterprise Fund Utilities	0	110,700	110,700	0	100.00%	100.00%
Bonds *	0	0	0	0	0.00%	0.00%
Retained Earnings	0	809,314	804,225	330,795	-59.13%	-58.87%
Enterprise Fund - Utilities	1,576,650	1,612,116	1,612,116	1,449,129	-10.11%	-10.11%
Maintenance Fees W/S	1,432,610	223,716	223,716	29,139	-86.98%	-86.98%
Area Connection Charges	235,848	1,344,168	1,344,168	41,832	-96.89%	-96.89%
Total Sources of Funding	\$10,111,654	\$12,577,159	\$12,572,070	\$10,886,455	-13.44%	-13.41%

* In FY 10 \$1,817,700 in actual bonds were sold. However, they are not considered a source of funding for this chart.

Uses of Funding						
Utilities Administration	\$1,727,051	\$1,266,399	\$1,266,399	\$1,221,977	-3.51%	-3.51%
Board of Education Facilities	449,173	212,830	212,990	199,510	-6.26%	-6.33%
Freedom Area Sewer	3,321,664	3,231,072	3,235,672	3,229,720	-0.04%	-0.18%
Freedom Area Water	3,046,209	3,217,126	3,173,204	3,306,731	2.79%	4.21%
Hampstead Area Sewer	1,561,300	1,147,541	1,181,787	1,196,236	4.24%	1.22%
Other Water and Sewer	191,892	211,491	211,318	212,181	0.33%	0.41%
Capital Projects	192,357	3,290,700	3,290,700	1,520,100	-53.81%	-53.81%
Total Uses of Funding	\$10,489,646	\$12,577,159	\$12,572,070	\$10,886,455	-13.44%	-13.41%

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. 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 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig FY 11	% Change From Adj FY 11
BOU Administration	\$1,750,177	\$1,266,399	\$1,266,399	\$1,221,977	-3.51%	-3.51%
Board of Education Facilities	433,434	212,830	212,990	199,510	-6.26%	-6.33%
Freedom Sewer	3,317,917	3,231,072	3,235,672	3,229,720	-0.04%	-0.18%
Freedom Water	3,069,550	3,217,125	3,173,204	3,306,731	2.79%	4.21%
Hampstead Sewer	1,157,232	1,147,541	1,181,787	1,196,236	4.24%	1.22%
Other Water and Sewer	213,483	211,491	211,318	212,181	0.33%	0.41%
Total Bureau of Utilities	\$9,941,793	\$9,286,458	\$9,281,370	\$9,366,355	0.86%	0.92%

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.

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 8,170 sewer customers. The plant is owned by Carroll County and operated by Maryland Environmental Services. The system has one hundred five miles of collection lines and eleven pumping stations. The Hampstead Sewer System serves 2,256 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, Francis Scott Key High School Pumping Station, and Pleasant Valley Community Sewer.
- There are four water treatment facilities operated by the County. The Bark Hill Community Water System is a groundwater system that includes a 100,000 gallon water tank and serves sixty customers. Bramble Hills is a groundwater system that serves twelve customers. The Pleasant Valley Community Water System is a groundwater system that serves fifty-four customers. The Freedom Water System includes a water treatment plant to treat water that is drawn from Liberty Reservoir, 139 miles of water distribution lines and five water tanks that serve 8,170 water customers.

Budget Changes

- The increase from the FY 11 Original Budget to the FY 11 Adjusted Budget in Freedom Sewer and the Hampstead Sewer and the decrease in Freedom Water is primarily due to a change in the salary allocation of the Utility Maintenance Worker.
- The increase in Freedom Water in FY 12 is due to an increase in depreciation expense associated with the new Water Treatment Plant and Transmission Main, partially offset with decrease in electricity and sludge removal.
- The increase in Hampstead Sewer in FY 12 is primarily due to depreciation expense for improvements to Shiloh Pumping Station.

Bureau of Utilities Administration

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig FY 11	% Change From Adj FY 11
Personnel	\$620,567	\$514,946	\$514,946	\$512,818	-0.41%	-0.41%
Operating	1,102,770	482,575	482,575	451,876	-6.36%	-6.36%
Capital Outlay	26,840	0	0	0	0.00%	0.00%
Contingency	0	268,878	268,878	257,283	-4.31%	-4.31%
Depreciation	0	0	0	0	0.00%	0.00%
Total	\$1,750,177	\$1,266,399	\$1,266,399	\$1,221,977	-3.51%	-3.51%
Employees FTE	6.85	6.85	6.85	6.95	-----	-----

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
Department of Public Works (410) 386-2035
Robin Hooper, Budget Analyst (410) 386-2082
<http://ccgoverment.carr.org/ccg/util/default.asp>

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 twenty-five 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
- Water booster pumping stations and one hundred twenty miles of water distribution lines
- Seven water tanks
- Four groundwater facility
- Four water treatment facilities

Total number of users:

2007	2008	2009	2010
10,478	10,508	10,520	10,555

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- The decrease in Personnel is due to salary and fringe adjustments associated with employee turnover.

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
Total		2.00

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	1.10
<i>Bureau Chief</i>	Full-time	1.00
<i>Deputy Director of Public Works</i>	Full-time	0.45
<i>Financial Manager</i>	Full-time	0.40
<i>Office Associate</i>	Full-time	1.00
<i>Water and Sewer Engineer</i>	Full-time	1.00
Total		4.95

10% of the Deputy Director's, 20% of the Financial Manager's and 40% of an Administrative Office Associate's salaries are charged to the General Fund. 45% of the Deputy Director's, 40% of the Financial Manager's and 50% of an Administrative Office Associate's salaries are charged to Solid Waste Enterprise Fund.

Board of Education Facilities

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig FY 11	% Change From Adj FY 11
Personnel	\$107,085	\$107,013	\$107,173	\$105,653	-1.27%	-1.42%
Operating	54,729	62,089	62,089	61,729	-0.58%	-0.58%
Capital Outlay	2,320	25,000	25,000	13,400	-46.40%	-46.40%
Depreciation	269,299	18,728	18,728	18,728	0.00%	0.00%
Total	\$433,434	\$212,830	\$212,990	\$199,510	-6.26%	-6.33%
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

Thomas J. Rio, Director
Department of Public Works (410) 386-2035
Robin Hooper, 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

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- The decrease in Personnel is due to salary and fringe adjustments associated with employee turnover.

Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Apprentice Operator</i>	Full-time	0.67
<i>Laboratory Technician</i>	Full-time	0.25
<i>WWTP Assistant Superintendent</i>	Full-time	0.67
Total		1.59

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 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig FY 11	% Change From Adj FY 11
Personnel	\$366,525	\$413,697	\$418,297	\$422,872	2.22%	1.09%
Operating	2,093,980	1,972,755	1,972,755	1,987,375	0.74%	0.74%
Capital Outlay	72,650	53,130	53,130	15,200	-71.39%	-71.39%
Depreciation	784,762	791,490	791,490	804,273	1.62%	1.62%
Total	\$3,317,917	\$3,231,072	\$3,235,672	\$3,229,720	-0.04%	-0.18%
Employees FTE	6.50	6.50	6.83	6.83	-----	-----

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
Department of Public Works (410) 386-2035
Robin Hooper, 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 five miles of collection lines
- Eleven pumping stations
- A wastewater treatment plant

The service area covers a population of over 24,900 citizens providing sewer services to 8,170 customers.

The wastewater treatment plant can process 3.5 million gallons per day. The County generates 82% of the flows and the State generates 18%. The County owns the facility and contracts with Maryland Environmental Services (MES) to operate the plant.

Budget Changes

- There are no salary increases in FY 12.
- The increase in Personnel is due to the change in the allocation of the Maintenance Worker position.
- The 0.74% increase in Operating is due to an increase in expenses paid to Maryland Environmental Services for operations.

Positions

Title	Type	FTE
<i>Apprentice Operator</i>	Full-time	2.00
<i>Collection System Operator</i>	Full-time	1.00
<i>Collection Superintendent</i>	Full-time	1.00
<i>Maintenance Mechanic I</i>	Full-time	2.00
<i>Maintenance Worker</i>	Full-time	0.33
<i>Utilities Operations Superintendent</i>	Full-time	0.50
Total		6.83

50% of Utilities Operations Superintendent charged to Freedom Water.
33% of the Utilities Maintenance Worker is charged to Hampstead Sewer and 34% is charged to Freedom Water

Freedom Water

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig FY 11	% Change From Adj FY 11
Personnel	\$936,253	\$989,149	\$945,228	\$898,953	-9.12%	-4.90%
Operating	1,301,883	1,438,025	1,438,025	1,334,245	-7.22%	-7.22%
Capital Outlay	68,350	16,670	16,670	10,325	-38.06%	-38.06%
Depreciation	763,065	773,281	773,281	1,063,208	37.49%	37.49%
Total	\$3,069,550	\$3,217,125	\$3,173,204	\$3,306,731	2.79%	4.21%
Employees FTE	14.50	14.50	13.84	13.84	-----	-----

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
Department of Public Works (410) 386-2035
Robin Hooper, 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:

- One hundred thirty-nine miles of water distribution lines
- One pumping station
- Five water tanks
- Two ground wells

The service area covers a population of approximately 24,900 citizens providing water services to 8,170 customers.

The water treatment plant was built in 1969 and has been expanded and upgraded numerous times. The new 4.0 million gallons water treatment plant was completed in the spring of 2009. All water treated is purchased from Baltimore City and is taken from Liberty Reservoir.

There is one pumping station located at Martz Road and it is 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
- Kabik Court
- Martz Road
- Linton Road
- Liberty High School

The total holding capacity of the tanks is approximately 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.

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- The decrease in Personnel is due to salary and fringe adjustments associated with employee turnover, and a change in allocation of the Maintenance Worker.

Positions

Title	Type	FTE
<i>Apprentice Operator I</i>	Full-time	4.00
<i>Distributions Superintendent</i>	Full-time	1.00
<i>Maintenance Mechanic I</i>	Full-time	1.00
<i>Maintenance Mechanic III</i>	Full-time	2.00
<i>Maintenance Workers</i>	Full-time	0.34
<i>Plant Assistant Superintendent</i>	Full-time	2.00
<i>Treatment Plant Operator</i>	Full-time	2.00
<i>Treatment Plant Superintendent</i>	Full-time	1.00
<i>Utilities Operations Superintendent</i>	Full-time	0.50
Total		13.84

50% of Utilities Operations Superintendent charged to Freedom Sewer. 33% of the Utilities Maintenance Worker is charged to Hampstead Sewer and 33% is charged to Freedom Sewer.

Hampstead Sewer

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig FY 11	% Change From Adj FY 11
Personnel	\$305,667	\$286,166	\$320,412	\$333,888	16.68%	4.21%
Operating	580,248	552,500	552,500	522,380	-5.45%	-5.45%
Capital Outlay	8,627	47,480	47,480	40,820	-14.03%	-14.03%
Depreciation	262,691	261,395	261,395	299,148	14.44%	14.44%
Total	\$1,157,232	\$1,147,541	\$1,181,787	\$1,196,236	4.24%	1.22%
Employees FTE	4.50	4.50	4.83	4.83	-----	-----

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
Department of Public Works (410) 386-2035
Robin Hooper, 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 2,256 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

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- The increase in Personnel is due to salary and fringe adjustments associated with employee turnover, and a change in allocation of the Maintenance Worker.

Positions

Title	Type	FTE
<i>Apprentice Operator</i>	Full-time	2.00
<i>Laboratory Technician</i>	Full-time	0.50
<i>Maintenance Mechanic III</i>	Full-time	1.00
<i>Maintenance Worker</i>	Full-time	0.33
<i>Treatment Plant Superintendent</i>	Full-time	1.00
Total		4.83

25% of the Laboratory Technician position is charged to the Board of Education Facilities and 25% is charged to Other Water/Sewer projects. 34% of the Utilities Maintenance Worker is charged to Freedom Water and 33% is charged to Freedom Sewer.

Other Water/Sewer

Description	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig FY 11	% Change From Adj FY 11
Personnel	\$57,807	\$57,968	\$57,795	\$57,198	-1.33%	-1.03%
Operating	50,595	59,530	59,530	56,790	-4.60%	-4.60%
Capital Outlay	7,831	4,470	4,470	12,670	183.45%	183.45%
Depreciation	97,250	89,523	89,523	85,523	-4.47%	-4.47%
Total	\$213,483	\$211,491	\$211,318	\$212,181	0.33%	0.41%
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

Thomas J. Rio, Director
Department of Public Works (410) 386-2035
Robin Hooper, 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-four 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.

In June 2010, an agreement was executed between the Mayor of Westminster and the County Commissioners that will enable the City of Westminster to assume responsibility of operation and maintenance of water lines to the Bramble Hills residents. The transfer of responsibility has not yet taken place.

Budget Changes

- In FY 12 there are no salary increases and operating budgets are generally held flat or reduced from FY 11.
- The decrease in Personnel is due to salary and fringe adjustments associated with employee turnover.
- The increase in Capital Outlay is primarily due to the one-time replacement purchases of pumps and alarm system.

Positions

Title	Type	FTE
<i>Apprentice Operator</i>	Full-time	0.33
<i>Laboratory Technician</i>	Full-time	0.25
<i>Plant Superintendent</i>	Full-time	0.33
Total		0.91

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.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2012 TO 2017

Adopted

	Fiscal Year						Prior	Balance to	Total
	2012	2013	2014	2015	2016	2017	Allocation	Complete	Project Cost
UTILITIES ENTERPRISE:									
Bark Hill Water Treatment Plant Improvements	\$0	\$0	\$0	\$0	\$0	\$105,000	\$0	\$0	\$105,000
Freedom District - Hydraulic Looping along Dickenson Road	13,500	0	0	0	0	0	5,000	0	18,500
Freedom District - Relief Sewer No. 2	0	0	0	86,000	492,000	0	0	0	578,000
Freedom District - Relief Sewer No. 4 (Snowden's Creek)	0	0	32,000	183,000	0	0	0	0	215,000
Freedom District - Relief Sewer No.10 (Sykesville Interceptor)	36,000	0	243,000	0	0	0	0	0	279,000
Freedom WWTP Enhanced Nutrient Removal	600,000	3,200,000	3,200,000	0	0	0	1,500,000	0	8,500,000
Gravity Sewer Main - Houcksville Rd to Treatment Plant	0	0	0	0	139,000	0	0	637,000	776,000
Hampstead Grit Removal System	0	0	0	0	107,000	0	0	611,000	718,000
Hydrant Replacements	111,100	116,700	122,500	128,600	135,000	142,000	0	0	755,900
North Carroll Farms Pump Station Rehabilitation	0	0	457,000	0	0	0	0	0	457,000
North Pump Station Wet Well and Pump Rehabilitation	0	182,000	1,048,000	0	0	0	0	0	1,230,000
Sewer Main Lining	260,000	274,000	287,000	301,000	317,000	334,000	0	0	1,773,000
Sewer Manhole Rehabilitation	173,600	182,300	191,400	201,000	211,100	222,000	0	0	1,181,400
Sewer Studies	0	90,000	0	0	0	0	275,000	0	365,000
Stone Manor Pump Station Rehabilitation	0	0	0	0	0	528,000	0	0	528,000
Tank Painting, Repair and Rehabilitation	47,000	47,000	47,000	47,000	47,000	47,000	0	0	282,000
Water Main Blow-off Replacements	0	0	125,000	131,000	138,000	145,000	0	0	539,000
Water Main Loops	59,000	260,000	0	0	0	0	0	0	319,000
Water Meters	219,900	230,900	242,400	254,500	267,200	281,000	0	0	1,495,900
Water Service Line Replacement	0	0	0	0	170,000	179,000	0	0	349,000
West Hampstead Collector Sewer Main Upgrade/ Repair	0	0	86,000	0	495,000	0	0	0	581,000
UTILITIES ENTERPRISE TOTAL	\$1,520,100	\$4,582,900	\$6,081,300	\$1,332,100	\$2,518,300	\$1,983,000	\$1,780,000	\$1,248,000	\$21,045,700
SOURCES OF FUNDING:									
Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$0	\$150,000
Enterprise Fund - Utilities	1,449,129	1,748,900	2,973,300	1,063,100	2,026,300	1,983,000	1,500,000	1,248,000	13,991,729
Maintenance Fee	29,139	1,417,000	1,474,575	57,297	104,796	0	0	0	3,082,807
Area Connection Charges	41,832	1,417,000	1,633,425	211,703	387,204	0	130,000	0	3,821,164
UTILITIES ENTERPRISE TOTAL	\$1,520,100	\$4,582,900	\$6,081,300	\$1,332,100	\$2,518,300	\$1,983,000	\$1,780,000	\$1,248,000	\$21,045,700

Bark Hill Water Treatment Plant Improvements

District Location: 1

Bark Hill Water

Proj #

Robin Hooper, Budget Analyst (410) 386-2082

This project provides planned funding to replace the electric conduit, electric lines, and the water lines from the primary well to the treatment plant. The distance from the well to the treatment plant is 1000'. A spare conduit line will be added as part of this project. The electric lines will be increased in gauge to replace the existing undersized wiring. There will be component upgrades in the plant building to coordinate with the new wiring.



	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction						95,000			95,000
Equipment/Furnishings									0
Other						10,000			10,000
EXPENDITURES									

TOTAL	0	0	0	0	0	105,000	0	0	105,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities						105,000			105,000
Maintenance Fee									0
Area Connection Charges									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Freedom District - Hydraulic Looping along Dickenson Road

District Location: 5

Freedom Water

6416

Robin L. Hooper, Budget Analyst (410) 386-2082

This project provides funding to connect water mains along Dickenson Road to provide adequate looping in the Freedom water system. Looping mains will connect 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 in FY 12. Design of the water line will be part of the road plans.



	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design							5,000		5,000
Land Acquisition									0
Site Work									0
Construction	11,500								11,500
Equipment/Furnishings									0
Other	2,000								2,000
EXPENDITURES									

TOTAL	13,500	0	0	0	0	0	5,000	0	18,500
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SOURCES OF FUNDS									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities									0
Maintenance Fee									0
Area Connection Charges	13,500						5,000		18,500

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Freedom District - Relief Sewer No. 2

District Location: 5

Freedom Sewer

6374

Robin Hooper, Budget Analyst (410) 386-2082

This project provides planned funding to replace the existing eight-inch sewer main with a sixteen-inch main to the Carroll Highlands Pump Station. The existing sewer main is currently flowing at three-quarter to full capacity. Enlarging the main will provide relief to the sewer system, allow for increased flows resulting from future development and/or major storm events, and eliminate inflow and infiltration.



	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design				86,000	22,000				108,000
Land Acquisition									0
Site Work									0
Construction					427,000				427,000
Equipment/Furnishings									0
Other					43,000				43,000
EXPENDITURES									

TOTAL	0	0	0	86,000	492,000	0	0	0	578,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities									0
Maintenance Fee				18,318	104,796				123,114
Area Connection Charges				67,682	387,204				454,886

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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Freedom District - Relief Sewer No. 4 (Snowden's Creek)

District Location: 5

Freedom Sewer

6376

Robin Hooper, Budget Analyst (410) 386-2082

This project provides planned funding for replacing 2,043 feet of a sewer main that parallels Snowdens Creek Road. A video camera inspection shows numerous sags in the main which constrict flow and allow inflow and infiltration into the system. The mains were originally constructed in 1978.



	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design			32,000	8,000					40,000
Land Acquisition									0
Site Work									0
Construction				159,000					159,000
Equipment/Furnishings									0
Other				16,000					16,000
EXPENDITURES									

TOTAL	0	0	32,000	183,000	0	0	0	0	215,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities									0
Maintenance Fee			6,816	38,979					45,795
Area Connection Charges			25,184	144,021					169,205

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Freedom District - Relief Sewer No.10 (Sykesville Interceptor)

District Location: 5

Freedom Sewer

6382

Robin Hooper, Budget Analyst (410) 386-2082

This project provides funding for the upgrade and repair of a twelve-inch sewer main that runs parallel to the railroad tracks and the South Branch Patapsco River and ends at the Sykesville Pump Station. This section of main was constructed in 1969.



	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	36,000		9,000						45,000
Land Acquisition									0
Site Work									0
Construction			180,000						180,000
Equipment/Furnishings									0
Other			54,000						54,000
EXPENDITURES									

TOTAL	36,000	0	243,000	0	0	0	0	0	279,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities									0
Maintenance Fee	7,668		51,759						59,427
Area Connection Charges	28,332		191,241						219,573

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Freedom WWTP Enhanced Nutrient Removal

District Location: 5

Freedom Sewer

6419

Robin Hooper, Budget Analyst (410) 386-2082

This project provides funding for the necessary upgrade at the Freedom District WWTP. The Maryland Department of the Environment (MDE) is requiring this wastewater treatment facility to meet the Enhanced Nutrient Removal (ENR) effluent limits. Maryland Environmental Services (MES) operates, maintains, and currently holds the National Pollution Discharge Elimination System Permit (NPDES) issued by the MDE. The cost estimate is provided by MES and this represents Bureau of Utilities portion.



	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	600,000	3,200,000	3,200,000				1,500,000		8,500,000
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	600,000	3,200,000	3,200,000	0	0	0	1,500,000	0	8,500,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities	600,000	366,000	367,000				1,500,000		2,833,000
Maintenance Fee		1,417,000	1,416,000						2,833,000
Area Connection Charges		1,417,000	1,417,000						2,834,000

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Gravity Sewer Main - Houcksville Rd to Treatment Plant

District Location: 2

Hampstead Sewer

Proj #

Robin Hooper, Budget Analyst (410) 386-2082

This project provides planned funding to replace the existing ten-inch gravity sewer main that receives flows from an existing ten-inch force main near Houcksville Road and multiple house connections throughout 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 off-site property will also be evaluated. This project will be coordinated with the Hampstead Grit Removal system.



	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design					111,000			28,000	139,000
Land Acquisition					28,000				28,000
Site Work									0
Construction								553,000	553,000
Equipment/Furnishings									0
Other								56,000	56,000

EXPENDITURES

TOTAL	0	0	0	0	139,000	0	0	637,000	776,000
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SOURCES OF FUNDS

Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities					139,000			637,000	776,000
Maintenance Fee									0
Area Connection Charges									0

PROJECTED OPERATING IMPACTS

0	0	0	0	0	0	0
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Hampstead Grit Removal System

District Location: 2

Hampstead WWTP

Proj #

Robin Hooper, 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. This project will be designed and constructed along with the Gravity Sewer Main - Houcksville Rd. to Treatment Plant project.



	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design					107,000			27,000	134,000
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings								531,000	531,000
Other								53,000	53,000
EXPENDITURES									

TOTAL	0	0	0	0	107,000	0	0	611,000	718,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities					107,000			611,000	718,000
Maintenance Fee									0
Area Connection Charges									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Hydrant Replacements

Freedom Water

6359

Robin Hooper, Budget Analyst (410) 386-2082

This project provides on-going funding to replace the County's 900 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 twenty-five hydrants.

The following list identifies the sites planned for FY 12.

3 hydrants Marvin Avenue	1 hydrant Phaedra Court	1 hydrant Bridoon Avenue
2 hydrants Gemini Drive	1 hydrant Andylin Way	1 hydrant Pommel Drive
7 hydrants MacBeth Way	1 hydrant Stirrup Court	1 hydrant Liberty Road
1 hydrant Tabetha Drive	1 hydrant Jasmine Court	1 hydrant Mineral Hill Road
1 hydrant Sherryl Avenue	1 hydrant Gardenia Street	
1 hydrant Ridge Road	1 hydrant Tulip Court	

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings	111,100	116,700	122,500	128,600	135,000	142,000			755,900
Other									0

EXPENDITURES

TOTAL	111,100	116,700	122,500	128,600	135,000	142,000	0	0	755,900
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SOURCES OF FUNDS

Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities	111,100	116,700	122,500	128,600	135,000	142,000			755,900
Maintenance Fee									0
Area Connection Charges									0

PROJECTED OPERATING IMPACTS

0	0	0	0	0	0	0
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North Carroll Farms Pump Station Rehabilitation

District Location: 2

Hampstead Sewer

Proj #

Robin Hooper, Budget Analyst (410) 386-2082

This project provides planned funding to renovate the North Carroll Farms Pumping Station with new pumps and controls, the generator, and an upgrade of the electrical system.



	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings			415,000						415,000
Other			42,000						42,000
EXPENDITURES									

TOTAL	0	0	457,000	0	0	0	0	0	457,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities			457,000						457,000
Maintenance Fee									0
Area Connection Charges									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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North Pump Station Wet Well and Pump Rehabilitation

District Location: 2

Hampstead Sewer

Proj #

Robin Hooper, 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.



	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design		182,000	46,000						228,000
Land Acquisition									0
Site Work									0
Construction			911,000						911,000
Equipment/Furnishings									0
Other			91,000						91,000

EXPENDITURES

TOTAL	0	182,000	1,048,000	0	0	0	0	0	1,230,000
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SOURCES OF FUNDS

Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities		182,000	1,048,000						1,230,000
Maintenance Fee									0
Area Connection Charges									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Sewer Main Lining

Freedom/Hampstead Sewer

6421

Robin Hooper, Budget Analyst (410) 386-2082

This project provides on-going funding for the lining of the sanitary sewer mains. This increases the life of the sewer mains by sealing the joints and cracks with a continuous liner to stop tree roots and inflow and infiltration from damaging the system. More lines will be identified as video inspection work is completed.

Identified sewer mains include:

Hickory Lane - 1,100 feet

Gemini Drive - 400 feet

Macbeth Way - 3,000 feet

Oak Hill Drive - 5,400 feet

Pinyon Pine Court - 1,000 feet

Jennifer Way (Concord Lane to Kalorama) - 800 feet

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	237,000	249,000	261,000	274,000	288,000	303,000			1,612,000
Equipment/Furnishings									0
Other	23,000	25,000	26,000	27,000	29,000	31,000			161,000
EXPENDITURES									

TOTAL	260,000	274,000	287,000	301,000	317,000	334,000	0	0	1,773,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities	260,000	274,000	287,000	301,000	317,000	334,000			1,773,000
Maintenance Fee									0
Area Connection Charges									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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Sewer Manhole Rehabilitation

Freedom/Hampstead Sewer

6403

Robin Hooper, Budget Analyst (410) 386-2082

This project provides on-going 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 most cost effective repairs. The funding for this project will address 25 to 40 manholes annually. Repair strategies include foam injection rehabilitation and structure rehabilitation through spray on lining.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	173,600	182,300	191,400	201,000	211,100	222,000			1,181,400
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	173,600	182,300	191,400	201,000	211,100	222,000	0	0	1,181,400
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SOURCES OF FUNDS									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities	173,600	182,300	191,400	201,000	211,100	222,000			1,181,400
Maintenance Fee									0
Area Connection Charges									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Sewer Studies

Freedom/Hampstead Sewer

6385

Robin Hooper, 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 is utilized to inspect as much of the system as can be accessed. These inspections will help determine sections of sanitary lines with deficiencies. Spot inspections will take place in areas where video camera inspection is not feasible. Flow monitoring during the wet time of the year will provide information on any infiltration and inflow problems that may exist. This information can be used in modeling the system and pumping stations as well as helping to determine needs for modifications to system capacity or efficiency. The funding in FY 13 will be for the Freedom District.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design		90,000					275,000		365,000
Land Acquisition									0
Site Work									0
Construction									0
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	0	90,000	0	0	0	0	275,000	0	365,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Bonds							150,000		150,000
Enterprise Fund - Utilities		90,000							90,000
Maintenance Fee									0
Area Connection Charges							125,000		125,000

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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Stone Manor Pump Station Rehabilitation

District Location: 5

Freedom Sewer

Proj #

Robin Hooper, Budget Analyst (410) 386-2082

This project provides planned funding to renovate the Stone Manor Pump Station, which was built in 1997, with new pumps and controls, a generator, and upgrade of the electrical system.



	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction						480,000			480,000
Equipment/Furnishings									0
Other						48,000			48,000
EXPENDITURES									

TOTAL	0	0	0	0	0	528,000	0	0	528,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities						528,000			528,000
Maintenance Fee									0
Area Connection Charges									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Tank Painting, Repair and Rehabilitation

Robin Hooper, Budget Analyst (410) 386-2082

6332

This project provides on-going funding to provide protective coatings to water storage tanks. The Bartholow tank and Bark Hill tank have been painted in the past few years. The following water tank sites are planned for painting as funds become available:



Martz Road
Linton Springs
Liberty

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	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
EXPENDITURES									

TOTAL	47,000	47,000	47,000	47,000	47,000	47,000	0	0	282,000
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SOURCES OF FUNDS									
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

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Water Main Blow-off Replacements

Freedom Water

Proj #

Robin Hooper, Budget Analyst (410) 386-2082

This project provides planned funding to replace the County's 280 water main blow-off valves. Blow-off valves allow for the flushing of the water lines to reduce the buildup of sediment and stagnant water. Some of these blow-offs have surpassed the estimated useful life of thirty years. The planned annual allocation will fund approximately twenty five blow-off valve replacements a year.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction			125,000	131,000	138,000	145,000			539,000
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	0	0	125,000	131,000	138,000	145,000	0	0	539,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities			125,000	131,000	138,000	145,000			539,000
Maintenance Fee									0
Area Connection Charges									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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Water Main Loops

District Location: 5

Freedom Water

6425

Robin Hooper, Budget Analyst (410) 386-2082

This project provides funding to connect various water mains in the Freedom area to provide adequate looping in the Freedom water system. Looping mains connect dead ends of two separate water lines. By connecting these lines water flows more evenly throughout the system and helps to maintain water quality. This project will coincide with the Freedom District Water Model study currently being done.



	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design	59,000								59,000
Land Acquisition									0
Site Work									0
Construction		236,000							236,000
Equipment/Furnishings									0
Other		24,000							24,000
EXPENDITURES									

TOTAL	59,000	260,000	0	0	0	0	0	0	319,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities	59,000	260,000							319,000
Maintenance Fee									0
Area Connection Charges									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Water Meters

Robin Hooper, Budget Analyst (410) 386-2082

6311

This on-going project provides funding for the upgrade and replacement of the existing 9,000 meters. The upgrade will include software and hardware equipment that will enable staff to collect meter readings while driving by homes and could also include replacement of the vault and/or conversion from curb stop type water house connections to meter vault type connections. The conversion to meter vaults would move the meter from inside private houses to a vault located in the County right of way to allow easier maintenance and meter readings by county personnel and reduce liability.

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction	46,300	48,600	51,000	53,500	56,200	59,000			314,600
Equipment/Furnishings	173,600	182,300	191,400	201,000	211,000	222,000			1,181,300
Other									0
EXPENDITURES									

TOTAL	219,900	230,900	242,400	254,500	267,200	281,000	0	0	1,495,900
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SOURCES OF FUNDS									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities	198,429	230,900	242,400	254,500	267,200	281,000			1,474,429
Maintenance Fee	21,471								21,471
Area Connection Charges									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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Water Service Line Replacement

District Location: 5

Freedom Water

Proj #

Robin Hooper, Budget Analyst (410) 386-2082

This project provides planned on-going funding to replace approximately 500 water service lines in the Freedom area of the County. These water service lines were installed in the late 60's to early 70's and have reached or surpassed the estimated useful life of 30-40 years. The annual allocation for this project funds the replacement of approximately 50 water service lines each year, beginning in FY 16.

Below is a priority list of locations planned for FY 16 and beyond.

Oakland Mills Road	Lakeside	Mineral Hill Road
Snowdens Run Road	Cutsail Court	Forest Court
Bomek Circle	Lakeview	Arthur Avenue
Hanna Road	Old Liberty Road	Westchester Hill Court
Greenville Road	Oklahoma Road	Melville Road
Carroll Dale Road	Haight Avenue	Oakview Drive

	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design									0
Land Acquisition									0
Site Work									0
Construction					170,000	179,000			349,000
Equipment/Furnishings									0
Other									0
EXPENDITURES									

TOTAL	0	0	0	0	170,000	179,000	0	0	349,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities					170,000	179,000			349,000
Maintenance Fee									0
Area Connection Charges									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0			
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West Hampstead Collector Sewer Main Upgrade/ Repair

District Location: 2

Hampstead Sewer

Proj #

Robin Hooper, 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.



	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	Prior Allocation	Balance to Complete	Total Project Cost
Engineering/Design			86,000		22,000				108,000
Land Acquisition									0
Site Work									0
Construction					430,000				430,000
Equipment/Furnishings									0
Other					43,000				43,000
EXPENDITURES									

TOTAL	0	0	86,000	0	495,000	0	0	0	581,000
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SOURCES OF FUNDS									
Transfer from General Fund									0
Bonds									0
Enterprise Fund - Utilities			86,000		495,000				581,000
Maintenance Fee									0
Area Connection Charges									0

PROJECTED OPERATING IMPACTS	0	0	0	0	0	0
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Septage Enterprise Fund

Septage Enterprise Fund Summary

	Actual	Original	Adjusted	Budget	% Change	% Change
Sources of Funding:	FY 10	Budget FY 11	Budget FY 11	FY 12	From Orig. FY 11	From Adj. FY 11
Septage Processing Fees	\$603,550	\$516,725	\$516,725	\$572,000	10.70%	10.70%
Interest Income	1,104	1,350	1,350	1,250	-7.41%	-7.41%
Total Sources of Funding:	\$604,654	\$518,075	\$518,075	\$573,250	10.65%	10.65%

Uses of Funding:						
Septage Facility Operations	\$474,195	\$518,075	\$518,075	\$573,250	10.65%	10.65%
Septage Capital Projects	0	0	0	0	0.00%	0.00%
Total Uses of Funding:	\$474,195	\$518,075	\$518,075	\$573,250	10.65%	10.65%

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 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	448,895	454,600	454,600	489,675	7.72%	7.72%
Capital Outlay	6,772	0	0	0	0.00%	0.00%
Contingency	0	34,575	34,575	54,675	58.13%	58.13%
Depreciation	18,528	28,900	28,900	28,900	0.00%	0.00%
Total	\$474,195	\$518,075	\$518,075	\$573,250	10.65%	10.65%
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 J. Rio, Director

Department of Public Works (410) 386-2248

Robin Hooper, Budget Analyst (410) 386-2082

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.

Budget Changes

The 10.65% increase is due to an increase the contingency (generally the contingency is estimated revenues less estimated expenditures).

Firearms Enterprise Fund

Firearms Enterprise Fund Summary

Sources of Funding	Actual FY 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
User Fees	\$107,910	\$79,250	\$79,250	\$108,000	36.28%	36.28%
Concession Fees	4,075	3,000	3,000	4,000	33.33%	33.33%
Interest Income	497	750	750	750	0.00%	0.00%
Total Sources of Funding	\$112,482	\$83,000	\$83,000	\$112,750	35.84%	35.84%

Uses of Funding						
Firearms Operations	\$76,282	\$83,000	\$83,000	\$112,750	35.84%	35.84%
Total Uses of Funding	\$76,282	\$83,000	\$83,000	\$112,750	35.84%	35.84%

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 10	Original Budget FY 11	Adjusted Budget FY 11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Personnel	\$55,588	\$53,755	\$53,755	\$54,040	0.53%	0.53%
Operating	11,416	19,960	19,960	24,425	22.37%	22.37%
Capital Outlay	9,278	9,285	9,285	34,285	269.25%	269.25%
Total	\$76,282	\$83,000	\$83,000	\$112,750	35.84%	35.84%
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, Administrator of Recreation and Parks

(410) 386-2103

Heidi Pepin, Budget Analyst (410) 386-2082

<http://ccgoverment.carr.org/ccg/recpark/hapbaker.pdf>

Mission and Goals

To provide a safe facility for firearms enthusiasts to practice sporting activities and for police personnel to train, practice and obtain certification.

Goals include:

- Provide a place for hunters to sight-in rifles and for target shooting enthusiasts to practice their sport.
- Promote safety, education, training and good sportsmanship.

Description

The Hap Baker Firearms Facility 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 10, approximately 7,500 individuals used the facility.

Budget Changes

- There are no salary increases in FY 12.
- The 269.25% increase in Capital Outlay is for the purchase of a tractor with front end loader equipment.

Positions

Title	Type	FTE
Ranger	Contractual	3.13
Total		3.13

Grant Fund

Grant Fund Summary

Sources of Funding	Actual FY 10	Original Budget FY 11	Adjusted Budget FY11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Federal	\$5,417,026	\$5,065,169	\$5,065,169	\$6,403,833	26.43%	26.43%
Federal / Pass thru State	4,019,067	3,012,023	3,281,165	3,111,783	3.31%	-5.16%
State	4,426,103	3,100,990	3,695,701	2,786,014	-10.16%	-45.00%
Farm Museum Endowment & Patron	23,526	28,025	28,025	30,000	7.05%	7.05%
Alternative Program Fees	272,474	187,000	187,000	187,000	0.00%	0.00%
Miscellaneous	110,612	0	43,554		0.00%	-100.00%
Donations	116,049	97,500	89,000	105,752	0.00%	18.82%
County Match	1,621,448	1,622,140	1,621,345	1,577,887	-2.73%	-2.68%
Total Sources of Funding	\$16,006,303	\$13,112,847	\$14,010,959	\$14,202,269	8.31%	1.37%

Uses of Funding	Actual FY 10	Original Budget FY 11	Adjusted Budget FY11	Budget FY 12	% Change From Orig. FY 11	% Change From Adj. FY 11
Aging	\$1,400,614	\$1,487,523	\$1,594,507	\$1,576,626	5.99%	-1.12%
BERC	881,258	516,303	905,379	470,454	-8.88%	-48.04%
Carroll Community College	300,000	300,000	300,000	300,000	0.00%	0.00%
Circuit Court	572,785	752,790	752,790	759,984	0.96%	0.96%
Citizen Services Other	192,000	4,000	408,500	4,000	0.00%	-99.02%
Citizen Services Transportation	0	0	1,650,758	1,406,500	100.00%	-14.80%
Conservation and Natural Resources	2,844	0	0	0	0.00%	0.00%
Emergency Services/Public Safety	625,307	345,000	296,577	418,340	21.26%	41.06%
Farm Museum Endowment	45,172	28,025	28,025	30,000	7.05%	7.05%
Housing and Community Development	6,169,600	5,508,403	5,903,769	6,700,585	21.64%	13.50%
Local Management Board	1,530,302	1,156,813	764,594	1,202,024	3.91%	57.21%
Land Use, Planning and Development	2,418,383	1,651,420	0	0	-100.00%	-100.00%
Public Works - Solid Waste	14,988	0	0	0	0.00%	0.00%
Risk Management	1,240	0	0	0	0.00%	0.00%
Recreation	263,656	195,100	195,100	195,100	0.00%	0.00%
Sheriff's Services	556,052	236,690	267,259	185,550	-21.61%	-30.57%
State's Attorney	869,703	905,780	918,701	903,106	-0.30%	-1.70%
Tourism	22,468	25,000	25,000	50,000	100.00%	100.00%
Total Uses of Funding	\$15,866,372	\$13,112,847	\$14,010,959	\$14,202,269	8.31%	1.37%

* At the time the FY 11 Budget was adopted, it was still uncertain if the County would continue to receive some 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 Fund Summary

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.

Citizen Services- Transportation 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.

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.

FY 12 Program Summary by Function

Function	County Match/Contribution	Grant Funding	Total Program
Aging	\$111,850	\$1,464,776	\$1,576,626
Business and Employment Resource Center	0	470,454	470,454
Carroll Community College	300,000	0	300,000
Circuit Court	178,700	581,284	759,984
Citizen Services Other	4,000	0	4,000
Citizen Services Transportation	621,662	784,838	1,406,500
Emergency Services	0	418,340	418,340
Farm Museum Endowment	0	30,000	30,000
Housing and Community Development	0	6,700,585	6,700,585
Local Management Board	71,500	1,130,524	1,202,024
Recreation	8,100	187,000	195,100
Sheriff's Services	22,875	162,675	185,550
State's Attorney's Office	259,200	643,906	903,106
Tourism	0	50,000	50,000
Total Grants	\$1,577,887	\$12,624,382	\$14,202,269

Aging – Grants

Grant Title	FY 10 Budget	FY 11 Budget	FY 12 Budget	Percent Change	County Match
Title III C1 (Congregate Meals)	\$216,804	\$205,641	\$215,056	4.58%	\$0
Title III C2 (Home Delivered Meals)	74,141	88,240	89,973	1.96%	0
Title III B (Supportive Services)	121,087	145,696	160,603	10.23%	0
Title III D (Health Promotion)	9,000	9,000	14,552	61.69%	0
Senior Inclusion Program	205,529	204,707	202,259	(1.20%)	40,100
Senior Guardianship Program	56,544	59,044	41,044	(30.49%)	0
Senior Information and Assistance	77,994	76,345	81,345	6.55%	61,500
Senior Health Insurance Counseling	27,423	17,923	32,500	81.33%	0
Senior Coordinated Community Care	237,418	232,349	235,518	1.36%	5,250
Senior Assisted Housing	108,452	101,698	80,416	(20.93%)	0
Senior Medicare Patrol Program	6,391	6,391	6,399	0.13%	0
Maryland Access Point	0	68,127	80,494	18.15%	0
Medicaid Waiver	126,948	136,948	171,185	25.00%	5,000
Money Follows Person	0	25,614	49,362	92.71%	0
National Caregiver	46,490	46,647	46,540	(0.22%)	0
Ombudsman Elder Abuse	15,672	16,099	16,368	1.67%	0
Ombudsman Initiative	51,509	36,451	42,409	16.35%	0
Vulnerable Elder Abuse	10,603	10,603	10,603	0.00%	0
Total Aging Grants	\$1,395,005	\$1,487,523	\$1,576,626	5.99%	\$111,850

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 required match for these grants and supports an operating budget for Aging of \$721,150

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.

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

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.

Maryland Access Point

These funds are used to support the establishment of an Aging and Disability Resource Center: a single point of entry for adults age 50-up or adults age 18-up with disabilities to receive information and assistance in obtaining available benefits and services.

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.

Money Follows Person

This program helps people transition from an institution, for example a nursing facility, to community living in an apartment, private home, or small group setting.

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.

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	1.00
<i>Aging and Disability Supervisor</i>	Full-time	1.00
<i>Program Coordinator</i>	Full-time	2.75
<i>Program Coordinator</i>	Contract	0.75
<i>Program Technician</i>	Full-time	1.00
<i>Program Specialist</i>	Full-time	2.75
<i>Program Specialist</i>	Contract	2.31
<i>Program Aide</i>	Full-time	2.25
<i>Office Associate</i>	Full-time	1.00
<i>Total</i>		14.81

Business and Employment Resource Center – Grants

Grant Title	FY 10 Budget	FY 11 Budget	FY 12 Budget	Percent Change	County Contribution
WIA Title I-Adult	\$41,004	\$37,102	\$41,927	13.0%	\$0
WIA Title I-Dislocated Worker	437,642	393,147	342,310	(12.9%)	0
WIA Title I-Youth	37,984	34,424	39,172	13.8%	0
WIA Admin	57,404	51,630	47,045	(8.9%)	0
Local Youth Program	23,870	0	0	0.0%	0
Total BERC Grants	\$597,904	\$516,303	\$470,454	(8.9%)	\$0

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 and assessment
- Job search and placement assistance
- Career counseling
- Labor market information
- Access to training

Intensive Level

- Individual employment plans
- Planning and case management
- Training Services
- Short term prevocational services
- Support services (transportation and child care)

Clients that receive welfare or other low income individuals, lack high school diplomas/GED, have reading and math deficiencies, are ex-offenders, disabled, or homeless are given priority.

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.

Business and Employment Resource Center – Grants

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>Business Consultant</i>	Full-time	0.85
<i>Employment Consultant</i>	Full-time	2.00
<i>Employment Supervisor</i>	Full-time	1.00
<i>Youth Program Coordinator</i>	Full-time	1.00
<i>Resource and Data Specialist</i>	Full-time	1.00
<i>Total</i>		5.85

85% of the Business Consultant position is grant funded and 15% County funded.

Carroll Community College - Grant

Grant Title	FY 10 Budget	FY 11 Budget	FY 12 Budget	Percent Change	County Match
Adult Basic Education	\$300,000	\$300,000	\$300,000	0.00%	\$300,000
Total Community College Grants	\$300,000	\$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. In addition to the County match, the State is projected to provide a \$300,000 grant to the College.

Circuit Court – Grants

Grant Title	FY 10 Budget	FY 11 Budget	FY 12 Budget	Percent Change	County Match
Family Law Administration	\$616,470	\$484,500	\$504,544	4.14%	\$115,230
Child Support Enforcement	32,690	32,540	31,675	(2.65%)	11,930
Drug Treatment Court	213,975	235,750	223,765	(5.08%)	51,540
Total Circuit Court Grants	\$863,135	\$752,790	\$759,984	0.96%	\$178,700

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. The reimbursement for these services is 66% 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>Administrative Assistant</i>	Contractual	.75
<i>Bailiff</i>	Contractual	.44
<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	1.44
<i>Visitation Services Coordinator</i>	Full time	1.00
Total		9.63

Citizen Services Other – Grants

Grant Title	FY 10 Budget	FY11 Budget	FY12 Budget	Percent Change	County Match
Health Department- Emergency Funds	\$4,000	\$4,000	\$4,000	0.00%	\$4,000
Total Citizen Services Other	\$4,000	\$4,000	\$4,000	0.00%	\$4,000

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 (250% of Federal poverty level). These funds will only be used for direct diagnostic and treatment services for specified medical conditions.

Citizen Services Transportation – Grants

Grant Title	FY 10 Budget	FY 11 Budget	FY 12 Budget	Percent Change	County Match
Section 5311-Capital Outlay	\$376,285	\$427,420	\$282,500	(33.90%)	\$17,000
Section 5311-Operating	261,441	261,441	261,441	0.00%	129,405
SSTAP Operating	218,951	218,951	218,951	0.00%	67,922
Section 5307-Operating	643,608	643,608	643,608	0.00%	407,335
Section 5303/5304-Technical Assistance	0	100,000	0	(100.00%)	0
Total Planning Grants	\$1,500,285	\$1,651,420	\$1,406,500	(14.83%)	\$621,662

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. Carroll Transit provides this service for Carroll County. A transportation consulting expense of \$24,000 is included in this budget and is 100% county funded.

Section 5303/5304-Technical Assistance

A transportation development plan (TDP), as required by Maryland Transit Authority and the Federal Transportation Authority, needs to be performed every five years. In FY 11, the estimated cost for the TDP was \$100,000 with a 10% local match of \$10,000.

Emergency Services – Grants

Grant Title	FY 10 Budget	FY 11 Budget	FY 12 Budget	Percent Change	County Match
Hazardous Material Emergency Planning	\$90,000	\$120,000	\$114,440	(4.63%)	\$0
Homeland Security Grants	450,000	225,000	303,900	35.07%	0
Total Emergency Services Grants	\$540,000	\$345,000	\$418,340	21.29%	\$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

Farm Museum Endowment – Grant

Grant Title	FY 10 Budget	FY 11 Budget	FY 12 Budget	Percent Change	County Match
Farm Museum Endowment	\$32,025	\$28,025	\$30,000	7.04%	\$0
Total Farm Museum Endowment Grant	\$32,025	\$28,025	\$30,000	7.04%	\$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 10 Budget	FY 11 Budget	FY 12 Budget	Percent Change	County Match
HUD Housing Choice-Voucher	\$4,524,662	\$5,011,091	\$6,350,301	26.72%	\$0
Family Self Sufficiency	88,013	54,078	53,532	(1.01%)	0
Rental Allowance	30,000	40,000	40,000	0.00%	0
Department of Energy-Weatherization	136,846	211,742	42,653	(79.86%)	0
Emergency and Transitional Housing Services	55,730	50,157	55,730	11.11%	0
Homeless Prevention Program	12,500	12,500	12,500	0.00%	0
The Emergency Food Assistance Program	18,966	18,966	36,000	89.81%	0
Women's Shelter	109,869	109,869	109,869	0.00%	0
Total Housing and Community Development Grants	\$4,976,586	\$5,508,403	\$6,700,585	21.64%	\$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

This federally funded program's goal is to increase participants' economic independence within five years. Qualified families can contract to establish escrow accounts proportionate to their 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 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.

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, and items for personal hygiene. Additional services are provided in an effort to help the client become independent. The staff counsels the clients on the barriers that have placed them in their current situation, setting goals and establishing time lines for reaching their goals. The staff also sets a fee for services if the applicant has income. This program is administered through the Human Services Program of Carroll County.

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.

Homeless Prevention Program

These funds are usually used to supplement other programs adding 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.

Positions

Title	Type	FTE
Accountant	Full-time	1.00
Administrative Assistant	Full-time	0.20
Family Sufficiency Case Worker	Full-time	1.00
Family Sufficiency Coordinator	Full-time	1.00
Housing Inspector	Full-time	1.00
Housing Specialist	Full-time	3.00
Housing Counselor	Contractual	1.00
Program Manager	Full-time	1.00
Deputy Director	Full-time	0.40
CSP Analyst	Contractual	1.00
Office Associate III	Full-time	0.60
Total		11.20

Local Management Board – Grants

Grant Title	FY 10 Budget	FY 11 Budget	FY 12 Budget	Percent Change	County Match
Adventure Diversion Program	\$50,000	\$0	\$90,000	100.00%	\$0
Brief Strategic Family Therapy	130,000	124,506	124,506	0.00%	0
Community Service Initiative	71,974	0	0	0.00%	0
Cultural Navigator	25,000	27,601	27,601	0.00%	0
Get Connected Family Resource Center	118,286	118,286	118,286	0.00%	0
Interactive Group Therapy	56,250	0	0	0.00%	0
Interagency Family Preservation	395,832	395,832	395,830	0.00%	0
Local Coordinating Council	85,227	0	0	0.00%	0
MOU Administration	245,700	189,765	136,500	(28.07%)	71,500
Parents as Teachers	175,000	175,000	183,478	4.84%	0
Safe and Stable Families	97,232	125,823	125,823	0.00%	0
Total Local Management Board Grants	\$1,450,501	\$1,156,813	\$1,202,024	3.91%	\$71,500

Adventure Diversion Program

The funds from this grant supported an alternative intervention program for juveniles who violated Court orders and were at risk for out-of-home placement

Brief Strategic Family Therapy (BSFT)

This grant supports family based intervention aimed at treating child adolescent behavior problems. The goal is to improve child behavior by improving family interaction and communication.

Community Service Initiative

This grant provided intensive service coordination and individualized services for youth who receive services from a Lead Agency/State Custody and must have a recommendation for residential placement.

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.

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.

Interactive Group Therapy

This grant provides interactive group therapy and psychiatric services for adolescents at-risk or under the Department of Juvenile Services supervision.

Interagency Family Preservation Program

This state grant supports the Interagency Family Preservation Program. This program provides intensive interagency crisis intervention and stabilization services for 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.

Local Coordinating Council

This State grant funding provided administrative support to the interagency council that reviews, considers and approves residential placement for children.

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

Parents as Teachers

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.

Local Management Board – Grants

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 conducts The Under Five Family Preservation Program 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 operates 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.

Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Contract Specialist</i>	Full-time	0.80
<i>Manager</i>	Full-time	1.00
<i>Office Associate</i>	Cont	0.56
<i>Total</i>		2.36

Recreation – Grant

Grant Title	FY 10 Budget	FY 11 Budget	FY 12 Budget	Percent Change	County Contribution
Community Recreation Programs	\$95,100	\$95,100	\$95,100	0.00%	\$8,100
Community Recreation Trips	100,000	100,000	100,000	0.00%	0
Total Recreation Grants	\$195,100	\$195,100	\$195,100	0.00%	\$8,100

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.

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Office Associate</i>	Full-time	0.50
<i>Total</i>		0.50

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 10 Budget	FY 11 Budget	FY 12 Budget	Percent Change	County Match
Child Support	\$178,510	\$178,510	\$126,850	(28.93%)	\$12,500
VAWA	58,180	58,180	58,700	0.89%	10,375
Total Sheriff's Services Grants	\$236,690	\$236,690	\$185,550	(21.60%)	\$22,875

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.

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.

Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Administrative Secretary</i>	Full-time	1.50
<i>Corporal</i>	Full-time	1.00
<i>Total</i>		2.50

State's Attorney's Office – Grants

Grant Title	FY 10 Budget	FY 11 Budget	FY 12 Budget	Percent Change	County Match
Violence Against Women	\$116,510	\$116,700	\$114,022	(2.29%)	\$47,029
Child Support Unit	803,525	779,080	779,084	0.00%	212,171
National Children's Alliance	10,000	10,000	10,000	0.00%	0
Total State's Attorney's Grants	\$930,035	\$905,780	\$903,106	(2.29%)	\$259,200

Violence Against Women

The Violence Against Women grant funds a portion of the salary of a full-time attorney who deals solely in the area of Domestic Violence.

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.

National Children's Alliance

The National Children's Alliance grant funds training for the staff of the Carroll County Advocacy and Investigation Center (CCAIC). The unit provides services to children who are or have been physically and/or sexually abused as well as those who have been victims of sexual assault.

The unit is made up of staff from:

- Carroll County State's Attorney's Office
- Carroll County Sheriff's Office
- Department of Social Services
- Family and Children's Services
- Maryland State Police
- Westminster City Police

Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Case Technician</i>	Full-time	1.00
<i>Investigator I</i>	Full-time	1.00
<i>Investigator II</i>	Full-time	1.00
<i>Prosecution Aide</i>	Full-time	2.00
<i>Prosecution Assistant</i>	Full-time	4.00
<i>Senior Assistant State's Attorney</i>	Full-time	1.00
<i>Specialty Unit Supervisor</i>	Full-time	2.00
Total		12.00

Tourism – Grant

Grant Title	FY 10 Budget	FY 11 Budget	FY 12 Budget	Percent Change	County Match
Maryland Tourism Development Board	\$35,000	\$25,000	\$50,000	100.00%	\$0
Total Tourism Grants	\$35,000	\$25,000	\$50,000	100.00%	\$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*

***OPEB,
Trust,
and
Special Revenue Funds***

Other Post Employment Benefits Trust Fund

Other Post Employment Benefits (OPEB) includes medical and prescription coverage for retirees. Funds are being accumulated to meet this future liability.

Sources of Funding	FY 10 Actual	FY 11 Budget	FY 12 Budget	Increase (Decrease)
General Fund Contribution	\$6,225,000	\$7,298,000	\$7,852,800	\$554,800
Internal Service Fund Contribution	0	0	0	0
Retiree Contributions	401,040	0	0	0
Interest	4,231	0	0	0
Unrealized Gain/(Loss)	1,432,223	0	0	0
Total Sources of Funding	\$8,062,494	\$7,298,000	\$7,852,800	\$554,800

Uses of Funding				
Post Employment Benefit Payments-County	\$0	\$4,250,000	\$4,500,000	\$250,000
Audit fees	4,000	0	0	0
Consulting fees	9,860	0	0	0
Retiree Health Benefit Payments	3,094,470	3,048,000	3,352,800	304,800
Total Uses of Funding	\$3,108,330	\$7,298,000	\$7,852,800	\$554,800

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 80. In 2010, the 401k Plan was replaced with an enhanced pension plan. 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.

Sources of Funding	FY 10 Actual	FY 11 Budget	FY 12 Budget	Increase (Decrease)
General Fund Contribution	\$2,910,000	\$3,590,000	\$3,441,200	(\$148,800)
Unrealized Gain/Loss	3,317,074	0	0	0
Pension Contribution	1,538,538	0	0	0
Interest	1,679	0	0	0
Total Sources of Funding	\$7,767,291	\$3,590,000	\$3,441,200	(\$148,800)

Beginning in FY 10 additional funding is included for an enhanced law enforcement pension.

Uses of Funding				
Legal Fees	\$18,642	\$0	\$0	\$0
Audit fees	4,000	0	0	0
Consulting fees	74,616	0	0	0
Bank Services	2,358	0	0	0
Employee Pension Fund Payments	408,688	3,000,000	2,741,200	(258,800)
Certified Law Officers Pension Fund Payments	17,407	590,000	700,000	110,000
Total Uses of Funding	\$525,711	\$3,590,000	\$3,441,200	(\$148,800)

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 10 Actual	FY 11 Budget	FY 12 Budget	Increase (Decrease)
Unrealized Gain/(Loss)	\$933,808	\$0	\$0	\$0
Interest	209	0	0	0
Transfer from General Fund	0	0	0	0
Total Sources of Funding	\$934,017	\$0	\$0	\$0

Uses of Funding	FY 10 Actual	FY 11 Budget	FY 12 Budget	Increase (Decrease)
Death Benefits	\$15,000	\$0	\$0	\$0
Audit fees	2,000	0	0	0
Actuarial fees	0	0	0	0
Consulting fees	13,773	0	0	0
LOSAP Pension Fund Payments	497,041	0	0	0
Total Uses of Funding	\$527,814	\$0	\$0	\$0

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. This budget is decreasing in FY 12 largely due to a one-time transfer to the Capital budget in FY 11. 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 FY 12 appropriation is for the the Mt. Airy Middle School project. 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 10	FY 11	FY 12	Increase
	Actual	Budget	Budget	(Decrease)
Ag Transfer Tax	\$24,199	\$0	\$0	\$0
Cable Franchise Fee	1,142,957	1,905,000	883,620	(1,021,380)
Hotel Rental Tax	287,849	280,000	266,380	(13,620)
Impact Fees	1,304,575	28,000	3,950,000	3,922,000
Interest and Gain/Loss	8,445	0	0	0
Total Sources of Funding	\$2,768,025	\$2,213,000	\$5,100,000	\$2,887,000

Uses of Funding				
Transfer to Capital	\$0	\$1,103,000	\$3,950,000	\$2,847,000
Transfer to Operating	1,166,550	1,110,000	1,150,000	40,000
Total Uses of Funding	\$1,166,550	\$2,213,000	\$5,100,000	\$2,887,000

Internal Service Funds

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 10 Actual	FY 11 Budget	FY 12 Budget	Increase (Decrease)
General Fund	\$12,413,000	\$8,884,630	10,084,000	\$1,199,370
Grant Fund	539,633	601,040	622,290	21,250
Enterprise Fund	729,523	800,330	757,210	(43,120)
Interest and Gain/Loss	30,924	0	0	0
Total Sources of Funding	\$13,713,080	\$10,286,000	\$11,463,500	\$1,177,500

The increase in the General Fund is primarily due to projecting medical costs to increase 7.5%, adding medical costs for 14 additional deputy positions, nine recruits, and 5 Communication Specialist positions, and reducing the amount to rebalance the Internal Service Fund.

Uses of Funding				
Employee Fringe Benefits	\$12,632,898	\$10,286,000	\$11,463,500	\$1,177,500
Transfer to Other Post Employment Benefits	0	0	0	0
Total Uses of Funding	\$12,632,898	\$10,286,000	\$11,463,500	\$1,177,500

Risk Management Liability ISF

This Internal Service Fund is used to account for and finance the County's uninsured risk. This fund accounts for losses relating to property and liability claims filed against the County.

	FY 10	FY 11	FY 12	Increase
Sources of Funding	Actual	Budget	Budget	(Decrease)
General Fund	\$115,000	\$2,115,000	\$1,815,000	(\$300,000)
Insurance	65,966	0	0	0
Total Sources of Funding	\$180,966	\$2,115,000	\$1,815,000	(\$300,000)

The \$300K decrease in this budget from FY 11 to FY 12 is due to reducing the amount to rebalance the Internal Service Fund.

Uses of Funding				
Claims	(\$14,592)	\$2,115,000	\$1,815,000	(\$300,000)
Total Uses of Funding	(\$14,592)	\$2,115,000	\$1,815,000	(\$300,000)

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 10	FY 11	FY 12	Increase
	Actual	Budget	Budget	(Decrease)
General Fund	\$115,000	\$115,000	\$115,000	\$0
Insurance	23,392	0	0	0
Total Sources of Funding	\$138,392	\$115,000	\$115,000	\$0

Uses of Funding				
Vehicle Repairs	\$93,286	\$115,000	\$115,000	\$0
Total Uses of Funding	\$93,286	\$115,000	\$115,000	\$0

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 10	FY 11	FY 12	Increase
	Actual	Budget	Budget	(Decrease)
General Fund	\$40,000	\$40,000	\$40,000	\$0
Total Sources of Funding	\$40,000	\$40,000	\$40,000	\$0

Uses of Funding				
Public Official, Police and General Comp Liability	\$14,009	\$40,000	\$40,000	\$0
Total Uses of Funding	\$14,009	\$40,000	\$40,000	\$0

Position Summary

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 with salaries set by law (By-Law).

Some of the positions included in the summary are paid by the County, but do not report to the County Commissioners. They are listed under the Sheriff, Detention Center, Circuit Court, Circuit Court Masters, Volunteer Community Service Program, State's Attorney, Victim Witness, Child Support, and Soil Conservation.

The overall number of authorized positions for FY 12 is 967.13 positions. Thirty-one positions are planned to be added in FY 12 and include 23 certified and 2 civilian positions for the Sheriff's Office, 5 Communication Specialists for the Office of Public Safety, and 1 Network Security Analyst for Office of Technology Services. Without the new positions in FY 12, the workforce decreased by 24.75 positions from FY 11.

Authorized Position History

General Fund	FY 10 Adjusted FTE				FY 11 Budget FTE				FY 11 Adjusted FTE				FY 12 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Circuit Court	15.00	---	14.06	29.06	15.00	---	14.06	29.06	15.00	---	14.06	29.06	15.00	---	14.06	29.06
Circuit Court Masters	8.00	---	---	8.00	8.00	---	---	8.00	7.00	---	---	7.00	7.00	---	---	7.00
Vol. Community Services	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
Orphan's Court	0.75	---	---	0.75	0.75	---	---	0.75	0.75	---	---	0.75	0.75	---	---	0.75
Courts TOTAL	26.75	0.00	14.06	40.81	26.75	0.00	14.06	40.81	25.75	0.00	14.06	39.81	25.75	0.00	14.06	39.81
Detention Center	109.00	---	0.50	109.50	109.00	---	0.50	109.50	109.00	---	0.50	109.50	108.00	---	0.50	108.50
Sheriff's Services	96.00	---	2.00	98.00	96.00	---	2.00	98.00	105.00	---	2.00	107.00	121.00	---	2.00	123.00
Sheriff's Svcs. TOTAL	205.00	0.00	2.50	207.50	205.00	0.00	2.50	207.50	214.00	0.00	2.50	216.50	229.00	0.00	2.50	231.50
State's Attorney's Office	35.00	0.50	0.00	35.50	35.00	0.50	0.00	35.50	35.00	0.50	0.00	35.50	35.00	0.50	0.00	35.50
Victim Witness Assistance	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00
CC Advocacy and Investigation Center	1.00	---	1.00	2.00	1.00	---	1.00	2.00	1.00	---	1.00	2.00	1.00	---	1.00	2.00
State's Atty TOTAL	41.00	0.50	1.00	42.50	41.00	0.50	1.00	42.50	41.00	0.50	1.00	42.50	41.00	0.50	1.00	42.50
Engineering Admin.	4.00	---	---	4.00	4.00	---	---	4.00	3.00	---	---	3.00	3.00	---	---	3.00
Eng. Constr. Inspection	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00
Engineering Design	6.00	---	---	6.00	6.00	---	---	6.00	6.00	---	---	6.00	6.00	---	---	6.00
Engineering Survey	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00
Public Works Admin.	2.30	---	---	2.30	2.30	---	---	2.30	3.30	---	1.00	4.30	2.70	---	1.00	3.70
Roads Operations	104.00	0.50	0.40	104.90	104.00	0.50	2.40	106.90	104.00	0.50	2.40	106.90	103.00	0.50	2.40	105.90
General Services Administration	2.00	---	1.00	3.00	2.00	---	1.00	3.00	0.00	---	0.00	0.00	0.00	---	0.00	0.00
Building Construction	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	3.00	---	---	3.00
Central Warehouse	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
Facilities	53.00	---	0.50	53.50	53.00	---	0.50	53.50	53.00	---	0.50	53.50	51.00	---	0.50	51.50
Fleet Management	21.00	---	---	21.00	21.00	---	---	21.00	21.00	---	---	21.00	21.00	---	---	21.00
Permits and Inspection	23.00	---	---	23.00	23.00	---	---	23.00	23.00	---	---	23.00	22.00	---	---	22.00
Public Works TOTAL	233.30	0.50	1.90	235.70	233.30	0.50	3.90	237.70	231.30	0.50	3.90	235.70	225.70	0.50	3.90	230.10
Citizen Services Administration	2.80	---	---	2.80	2.80	---	---	2.80	2.80	---	---	2.80	2.80	---	---	2.80
Aging	19.00	---	---	19.00	19.00	---	---	19.00	19.00	---	---	19.00	19.00	---	---	19.00
Rec and Parks Administration	4.20	---	---	4.20	4.00	---	---	4.00	4.00	---	---	4.00	3.00	---	---	3.00
Hashawha	9.00	1.13	1.40	11.53	9.00	1.13	1.40	11.53	9.00	1.13	1.40	11.53	9.00	1.13	1.40	11.53
Piney Run	4.00	0.50	10.55	15.05	4.00	0.50	10.55	15.05	4.00	0.50	9.93	14.43	4.00	0.50	9.93	14.43
Recreation	5.00	---	3.16	8.16	5.00	---	3.16	8.16	5.00	---	3.16	8.16	4.50	---	3.16	7.66
Sports Complex	2.00	---	1.62	3.62	2.00	---	1.62	3.62	2.00	---	1.62	3.62	2.00	---	1.42	3.42
Farm Museum	7.00	1.23	2.99	11.22	7.00	1.23	2.99	11.22	7.00	1.23	2.99	11.22	7.00	1.23	1.84	10.07
Citizen Services TOTAL	53.00	2.86	19.72	75.58	52.80	2.86	19.72	75.38	52.80	2.86	19.10	74.76	51.30	2.86	17.75	71.91
Accounting	12.00	---	---	12.00	12.00	---	---	12.00	12.00	---	---	12.00	12.00	---	---	12.00
Collections Office	11.00	---	0.42	11.42	11.00	---	0.42	11.42	11.00	---	0.42	11.42	11.00	---	0.42	11.42
Comptroller Administration	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
Purchasing	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00
Comptroller TOTAL	32.00	0.00	0.42	32.42	32.00	0.00	0.42	32.42	32.00	0.00	0.42	32.42	32.00	0.00	0.42	32.42
County Attorney	12.00	0.75	0.63	13.38	12.00	0.75	0.63	13.38	11.00	0.75	0.63	12.38	11.00	0.75	0.63	12.38
County Attorney TOTAL	12.00	0.75	0.63	13.38	12.00	0.75	0.63	13.38	11.00	0.75	0.63	12.38	11.00	0.75	0.63	12.38
BERC	2.90	---	---	2.90	2.90	---	---	2.90	2.90	---	---	2.90	2.90	---	---	2.90
Economic Dev. Admin.	6.00	---	---	6.00	6.00	---	---	6.00	6.00	---	---	6.00	6.00	---	---	6.00
Tourism	1.00	---	2.36	3.36	1.00	---	2.36	3.36	1.00	---	1.80	2.80	1.00	---	1.80	2.80
Economic Dev. TOTAL	9.90	0.00	2.36	12.26	9.90	0.00	2.36	12.26	9.90	0.00	1.80	11.70	9.90	0.00	1.80	11.70
Administrative Services Admin	---	---	---	0.00	---	---	---	0.00	2.00	---	---	2.00	2.00	---	---	2.00
TV Production	2.40	---	---	2.40	2.40	---	---	2.40	2.00	---	---	2.00	2.00	---	---	2.00
Office of Public Information	2.00	---	---	2.00	2.00	---	---	2.00	0.00	---	---	0.00	0.00	---	---	0.00
Human Resources Administration	12.00	---	---	12.00	12.00	---	---	12.00	11.00	---	---	11.00	11.00	---	---	11.00
Personnel Services	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
Management Analysis	2.00	---	0.25	2.25	2.00	---	---	2.00	1.60	---	---	1.60	1.60	---	---	1.60
Office of Public Safety	31.00	---	5.63	36.63	31.00	---	5.63	36.63	31.00	---	5.63	36.63	36.00	---	3.75	39.75
Technology Services	26.75	---	---	26.75	26.75	---	---	26.75	26.75	---	---	26.75	27.75	---	---	27.75
Production & Distribution	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
Administrative Services TOTAL	82.15	0.00	5.88	88.03	82.15	0.00	5.63	87.78	80.35	0.00	5.63	85.98	86.35	0.00	3.75	90.10
Budget	8.00	---	---	8.00	8.00	---	---	8.00	8.00	---	---	8.00	7.00	---	---	7.00
Grants	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Mgmt. & Budget Admin	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00

Authorized Position History

General Fund	FY 10 Adjusted FTE				FY 11 Budget FTE				FY 11 Adjusted FTE				FY 12 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Risk Management	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
Mgmt. & Budget TOTAL	16.00	0.00	0.00	16.00	16.00	0.00	0.00	16.00	16.00	0.00	0.00	16.00	15.00	0.00	0.00	15.00
Comprehensive Planning	10.00	---	0.40	10.40	10.00	---	0.40	10.40	10.00	---	0.40	10.40	10.00	---	0.40	10.40
Administration	9.00	---	---	9.00	9.00	---	---	9.00	9.00	---	---	9.00	9.00	---	---	9.00
Environmental Compliance	0.00	---	---	0.00	0.00	---	---	0.00	0.00	---	---	0.00	0.00	---	---	0.00
Resource Management	18.00	---	---	18.00	18.00	---	---	18.00	17.00	---	---	17.00	17.00	---	---	17.00
Development Review	8.00	---	---	8.00	8.00	---	---	8.00	9.00	---	---	9.00	9.00	---	---	9.00
Zoning Administration	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
Land Use, Planning & Dev TOTAL	48.00	0.00	0.40	48.40	48.00	0.00	0.40	48.40	48.00	0.00	0.40	48.40	48.00	0.00	0.40	48.40
County Commissioners	11.10	---	---	11.10	15.60	---	---	15.60	11.38	---	---	11.38	11.38	---	---	11.38
Board of License Commissioners	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Board of Zoning Appeals	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Gen Govt. Other TOTAL	13.10	0.00	0.00	13.10	17.60	0.00	0.00	17.60	13.38	0.00	0.00	13.38	13.38	0.00	0.00	13.38
Soil Conservation	6.00	---	---	6.00	6.00	---	---	6.00	6.00	---	---	6.00	6.00	---	---	6.00
Cons. & Natural Res. TOTAL	6.00	0.00	0.00	6.00	6.00	0.00	0.00	6.00	6.00	0.00	0.00	6.00	6.00	0.00	0.00	6.00
TOTAL General Fund	778.20	4.61	48.87	831.68	782.50	4.61	50.62	837.73	781.48	4.61	49.44	835.53	794.38	4.61	46.21	845.20

Authorized Position History

Enterprise Funds	FY 10 Adjusted FTE				FY 11 Budget FTE				FY 11 Adjusted FTE				FY 12 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Solid Waste Management	1.85	---	---	1.85	1.85	---	---	1.85	1.85	---	---	1.85	2.35	---	---	2.35
County Waste Removal	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Northern Landfill	10.00	---	---	10.00	10.00	---	---	10.00	10.00	---	---	10.00	10.00	---	---	10.00
Recycling	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Solid Waste Accounting	5.75	---	---	5.75	5.75	---	---	5.75	5.75	---	---	5.75	5.75	---	---	5.75
Solid Waste TOTAL	20.60	0.00	0.00	20.60	20.60	0.00	0.00	20.60	20.60	0.00	0.00	20.60	21.10	0.00	0.00	21.10
BOU Accounting Admin.	6.85	---	---	6.85	6.85	---	---	6.85	6.85	---	---	6.85	6.95	---	---	6.95
BOE Facilities	1.59	---	---	1.59	1.59	---	---	1.59	1.59	---	---	1.59	1.59	---	---	1.59
Freedom Sewer	6.50	---	---	6.50	6.50	---	---	6.50	6.83	---	---	6.83	6.83	---	---	6.83
Freedom Water	14.50	---	---	14.50	14.50	---	---	14.50	13.84	---	---	13.84	13.84	---	---	13.84
Hampstead Sewer	4.50	---	---	4.50	4.50	---	---	4.50	4.83	---	---	4.83	4.83	---	---	4.83
Other Water/Sewer	0.91	---	---	0.91	0.91	---	---	0.91	0.91	---	---	0.91	0.91	---	---	0.91
BOU TOTAL	34.85	0.00	0.00	34.85	34.85	0.00	0.00	34.85	34.85	0.00	0.00	34.85	34.95	0.00	0.00	34.95
Airport	2.00	---	1.50	3.50	2.00	---	1.50	3.50	1.40	---	1.50	2.90	1.40	---	1.50	2.90
Firearms Facility	---	---	3.13	3.13	---	---	3.13	3.13	---	---	3.13	3.13	---	---	3.13	3.13
Septage Facilities	---	---	---	0.00	---	---	---	0.00	---	---	---	0.00	---	---	---	0.00
Enterprise Funds SUBTOTAL	2.00	0.00	4.63	6.63	2.00	0.00	4.63	6.63	1.40	0.00	4.63	6.03	1.40	0.00	4.63	6.03
TOTAL Enterprise Funds	57.45	0.00	4.63	62.08	57.45	0.00	4.63	62.08	56.85	0.00	4.63	61.48	57.45	0.00	4.63	62.08

Grant Funds	FY 10 Adjusted FTE				FY 11 Budget FTE				FY 11 Adjusted FTE				FY 12 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Aging	11.00	0.00	3.06	14.06	11.00	---	3.06	14.06	12.50	---	2.31	14.81	12.50	---	2.31	14.81
BERC	6.68	---	0.00	6.68	6.68	---	0.00	6.68	5.85	---	0.00	5.85	5.85	---	0.00	5.85
Circuit Court	7.00	---	2.63	9.63	7.00	---	2.63	9.63	7.00	---	2.63	9.63	7.00	---	2.63	9.63
Emergency Services	1.00	---	---	1.00	1.00	---	0.00	1.00	1.00	---	0.00	1.00	1.00	---	0.00	1.00
Housing and Comm. Dev.	11.20	---	---	11.20	11.20	---	0.00	11.20	11.20	---	0.00	11.20	11.20	---	0.00	11.20
Local Management Board	4.00	---	0.00	4.00	4.00	---	0.00	4.00	4.00	---	0.00	4.00	1.80	---	0.56	2.36
Recreation	---	---	0.00	0.00	0.00	---	0.00	0.00	0.00	---	0.00	0.00	0.50	---	0.00	0.50
Sheriff's Services	2.50	---	---	2.50	2.50	---	0.00	2.50	2.50	---	0.00	2.50	2.50	---	0.00	2.50
State's Attorney's Office	12.00	---	---	12.00	12.00	---	0.00	12.00	12.00	---	0.00	12.00	12.00	---	0.00	12.00
TOTAL Grant-Funded	55.38	0.00	5.69	61.07	55.38	0.00	5.69	61.07	56.05	0.00	4.94	60.99	54.35	0.00	5.50	59.85

TOTAL Government	FY 10 Adjusted FTE				FY 11 Budget FTE				FY 11 Adjusted FTE				FY 12 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
TOTAL General Fund	778.20	4.61	48.87	831.68	782.50	4.61	50.62	837.73	781.48	4.61	49.44	835.53	794.38	4.61	46.21	845.20
TOTAL Enterprise Funds	57.45	0.00	4.63	62.08	57.45	0.00	4.63	62.08	56.85	0.00	4.63	61.48	57.45	0.00	4.63	62.08
TOTAL Grant Funds	55.38	0.00	5.69	61.07	55.38	0.00	5.69	61.07	56.05	0.00	4.94	60.99	54.35	0.00	5.50	59.85
TOTAL FTE	891.03	4.61	59.19	954.83	895.33	4.61	60.94	960.88	894.38	4.61	59.01	958.00	906.18	4.61	56.34	967.13

Glossary

GLOSSARY OF TERMS

ADJUSTED BUDGET The annual operating budget with up-to-date modifications resulting from operations of County agencies since the budget adoption.

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.

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 30th.

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.

GOVERNMENTAL PARTNERS 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.

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.

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 \$1.028 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

ACRONYMS

AARP	American Association of Retired Persons
ACC	Area Connection Charges
ADA	American with Disabilities Act
ADAA	Alcohol and Drug Abuse Administration
AED	Automated External Defibrillator
AIM	Advanced Information Manager
APFO	Adequate Public Facilities Ordinance
ARC	Association of Retarded Citizens
ARRA	American Recovery and Reinvestment Act
BCC	Board of County Commissioners
BERC	Business Employment Resource Center
BGE	Baltimore Gas and Electric
BMC	Baltimore Metropolitan Council
BMP	Best Management Practice
BOE	Board of Education
BOU	Board of Utilities
BRPCP	Baltimore Regional Cooperative Purchasing Committee
CAA	Community Action Agency
CAD	Computer-Aided Design
CAFR	Comprehensive Annual Financial Report
CALEA	Commission on Accreditation for Law Enforcement Agencies, Inc.
CANS	Child and Adolescent Needs and Strengths
CATS	Carroll Area Transit System
CC	Carroll County
CCAC	Carroll County Arts Council
CCAIC	Carroll County Advocacy and Investigation Center
CCG24	Carroll County Governmental Cable Channel
CCPL	Carroll County Public Library
CCPN	Carroll County Public Network

CCPS	Carroll County Public Schools
CCSCD	Carroll County Soil Conservation District
CCYSB	Carroll County Youth Services Bureau
CDBG	Community Development Block Grant
CIP	Community Investment Plan
CMC	Community Media Center
COA	Council on Accreditation
COMAR	Code of Maryland Regulations
CORE	Carroll Outdoor Research and Extension Center
CRC	Cable Regulatory Commission
CREP	Conservation Reserve Enhancement Program
CSBG	Community Services Block Grant
CSP	Community Service Point
CY	Calendar Year
DDA	Disability Discrimination Act
DHCD	Department of Housing & Community Development
DHMH	Department of Health and Mental Hygiene
DHR	Maryland Department of Human Resources
DMB	Department of Management & Budget
DS	Debt Service
DSS	Department of Social Services
DTF	Drug Task Force
DVP	Domestic Violence Program
EA	Environmental Assessment
ED	Economic Development
ENR	Enhanced Nutrient Removal
EOC	Emergency Operations Center
EMS	Emergency Medical Services
EQIP	Environmental Quality Incentive Program
EVOD	Emergency Vehicle Operator Driver
FAA	Federal Aviation Administration

FBO	Fixed Base Operator (Airport)
FCS	Family and Children's Services
FEMA	Federal Emergency Management Agency
FIRMS	Flood Insurance Rate Maps
FONSI	Finding of No Significant Impact
FPM	Forest Pest Management
FSNE	Food Supplement Nutrition Education
FTE	Full-Time Equivalent
FY	Fiscal Year
GAAP	General Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
HAZ-MAT	Hazardous Materials
HMO	Health Maintenance Organization
HPP	Homeless Prevention Program
HSP	Human Services Programs
HUD	U.S. Department of Housing and Urban Development
HUR	Highway User Revenue
HVAC	Heating, Ventilation, and Air Conditioning
HWWTTP	Hampstead Waste Water Treatment Plant
ICE	Immigration and Customs Enforcement
IDA	Industrial Development Authority
ILMS	Integrated Land Management System
IPA	Installment Purchase Agreements
IRS	Internal Revenue Service
ISF	Internal Service Fund
LAP	Lethality Assessment Program
LEA	Local Emergency Assistance
LGIT	Local Government Insurance Trust
LMB	Local Management Board

LOSAP	Length of Service Award Program
M	Million
MAA	Maryland Aviation Administration
MACS	Maryland Agricultural Cost Share Program
MALPF	Maryland Agricultural Land Preservation Foundation
MAP	Maryland Access Point
MASCD	Maryland Association of Soil Conservation Districts
MAT	Multi-Agency Team
MCAA	Maryland Correctional Administrators Association
MCES	Maryland Cooperative Extension Service
MD	Maryland
MDA	Maryland Department of Agriculture
MES	Maryland Environmental Services
MOE	Maintenance of Effort
MOU	Memorandum of Understanding
MPPA	Maryland Public Purchasing Association
MSDE	Maryland State Department of Education
NACO	National Association of Counties
NIGP	National Institute of Governmental Purchasing
NIMS	National Incident Management System
NPDES	National Pollutant Discharge Elimination System
OHEP	Office of Home Energy Programs
OT	Overtime
OPEB	Other Post Employment Benefits
OPI	Office of Public Information
PAP	Patient Assistance Programs
PDS	Production Distribution Services
PEG	Public, Education, and Government
POS	Program Open Space
PPO	Preferred Provider Organization
PT	Part-Time

RAP	Rental Allowance Program
RCIS	Rape Crisis Intervention Service
RFP	Request for Proposal
RR & PU	Railroad & Public Utilities
RSMS	Road Surface Management System
SAMHSA	Substance Abuse and Mental Health Administration
SAO	State's Attorney's Office
SARA	Superfund Amendments and Reauthorization Act of 1986
SATC	Sexual Abuse Treatment Center
SCWQP	Soil Conservation and Water Quality Plan
SDAT	State Department of Assessments and Taxation
SHOUT	Students Helping Others Understand Themselves
SLH	Service Linked Housing
SSA	Social Services Administration
SSTAP	Statewide Special Transportation Assistance Program
TDP	Transportation Development Plan
TF-CBT	Trauma Focused Cognitive Behavior Therapy
TMDL	Total Maximum Daily Load
UME	University of Maryland Extension
USDA	United States Department of Agriculture
VAWA	Violence Against Women Act
VCSP	Volunteer Community Service Program
VESA	Volunteer Emergency Services Association
VOCA	Victim of Crime Assistance Program
VOIP	Voice Over Internet Protocol
WIA	Workforce Investment Act

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