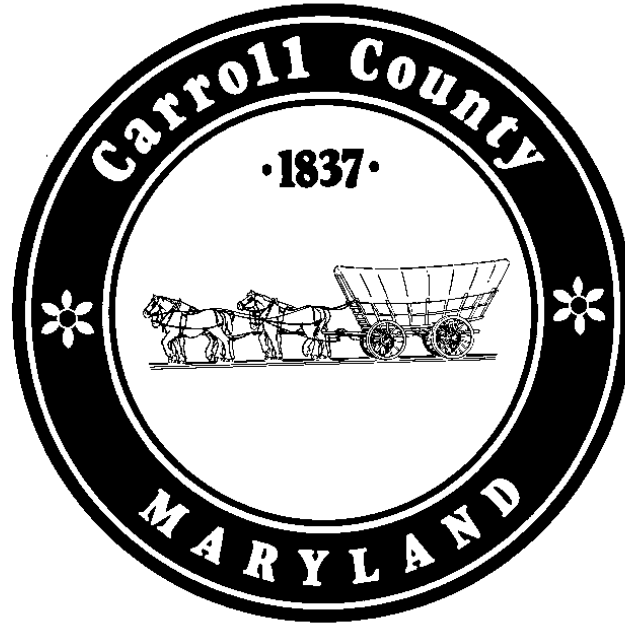


Carroll County Maryland

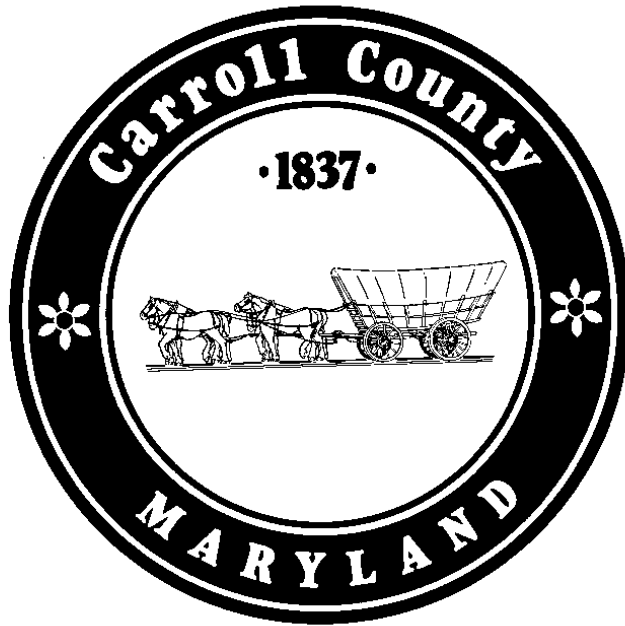


Department of Management & Budget

PROPOSED BUDGET

Operating Budget Fiscal Year 2014
Operating Plan Fiscal Years 2014-2019
And
Capital Budget Fiscal Years 2014-2019

Available online at <http://ccgovernment.carr.org/ccg/budget>



PRODUCED BY

The Department of Management and Budget

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Special thanks to the staff in Production and Distribution

Accessibility

The Americans with Disability Act applies to the Carroll County Government and its programs, services, activities and facilities. If you have questions, suggestions, or complaints, please contact Gina Valentine, the Carroll County Government Americans with Disabilities Coordinator, at (410) 386-3600 or TTY (410) 848-9747. The mailing address is: 10 Distillery Drive, First Floor, Suite 101, Westminster, Maryland 21157.

Board of County Commissioners

Board of County Commissioners



*Doug Howard
President
District 5*



*David H. Roush
Vice President
District 3*



*Haven N. Shoemaker, Jr.
Secretary
District 2*



*Richard S. Rothschild
District 4*



*Robin Bartlett Frazier
District 1*

Appointed Officials

*Steven D. Powell
Chief of Staff*

*Robert M. Burk
Comptroller*

*Timothy C. Burke
County Attorney*

*Philip R. Hager
Director of Land Use, Planning and Development*

*Tom Rio
Director of Public Works*

*Steven D. Powell
Acting Director of Citizen Services*

*Ted Zaleski, III
Director of Management and Budget*

*Jack Lyburn
Administrator of Economic Development, Strategic Accounts and Outreach*

*Jonathan Weetman
Administrator of Economic Development, Operations and Small Business Development*

*Scott R. Campbell
Administrator of Public Safety*

*Jeff R. Degitz
Administrator of Recreation and Parks*

*Kimberly L. Frock
Administrator of Human Resources*

*Mark Ripper
Administrator of Technology Services*

59th Board of Carroll County Commissioners

The 59th Board of Commissioners for Carroll County was 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:

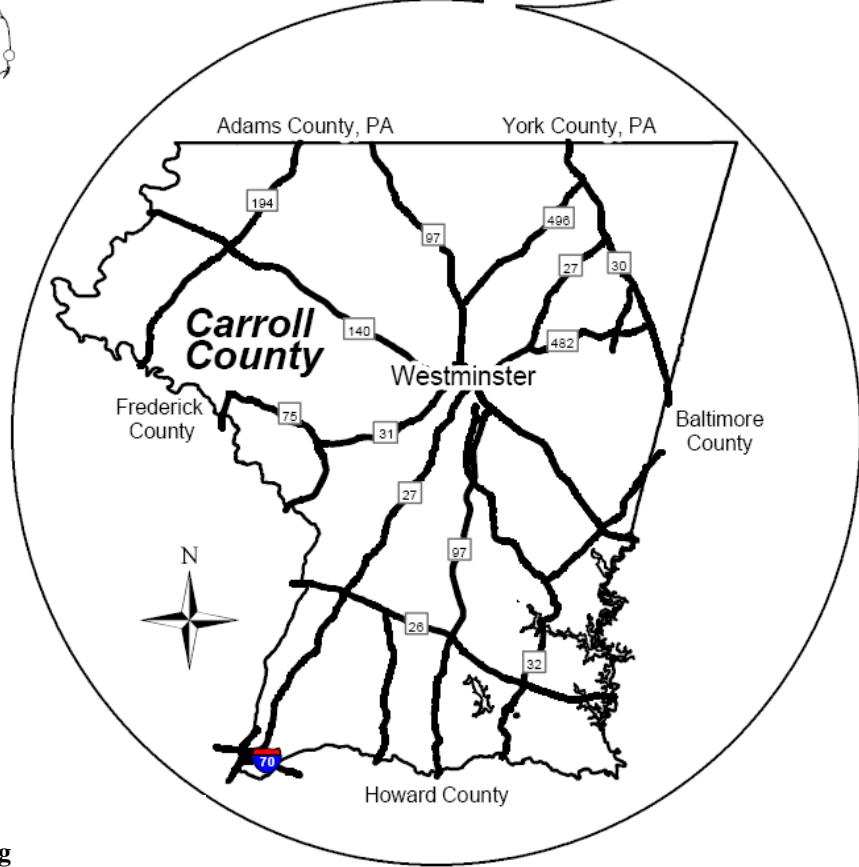
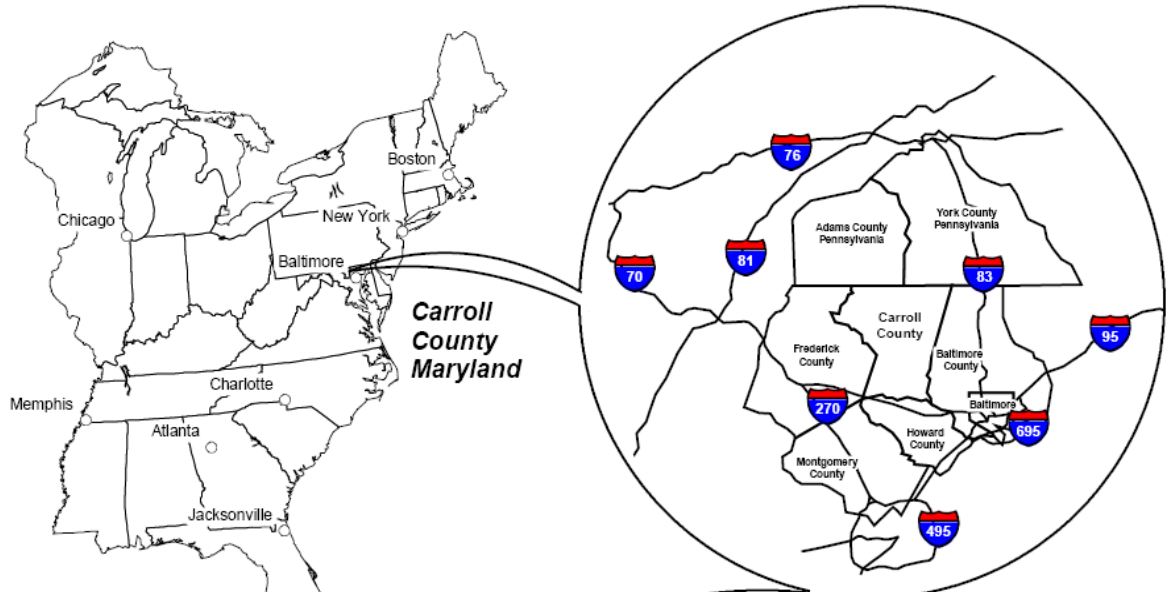
The Board of Carroll County Commissioners unveiled their Ten Governing Principles for their Administration. Board President Doug Howard said, “It is important for us to set a direction and we have worked collectively on this.” The principles are as follows:

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 and 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.

General Information

Geography/Demographics of Carroll County, Maryland



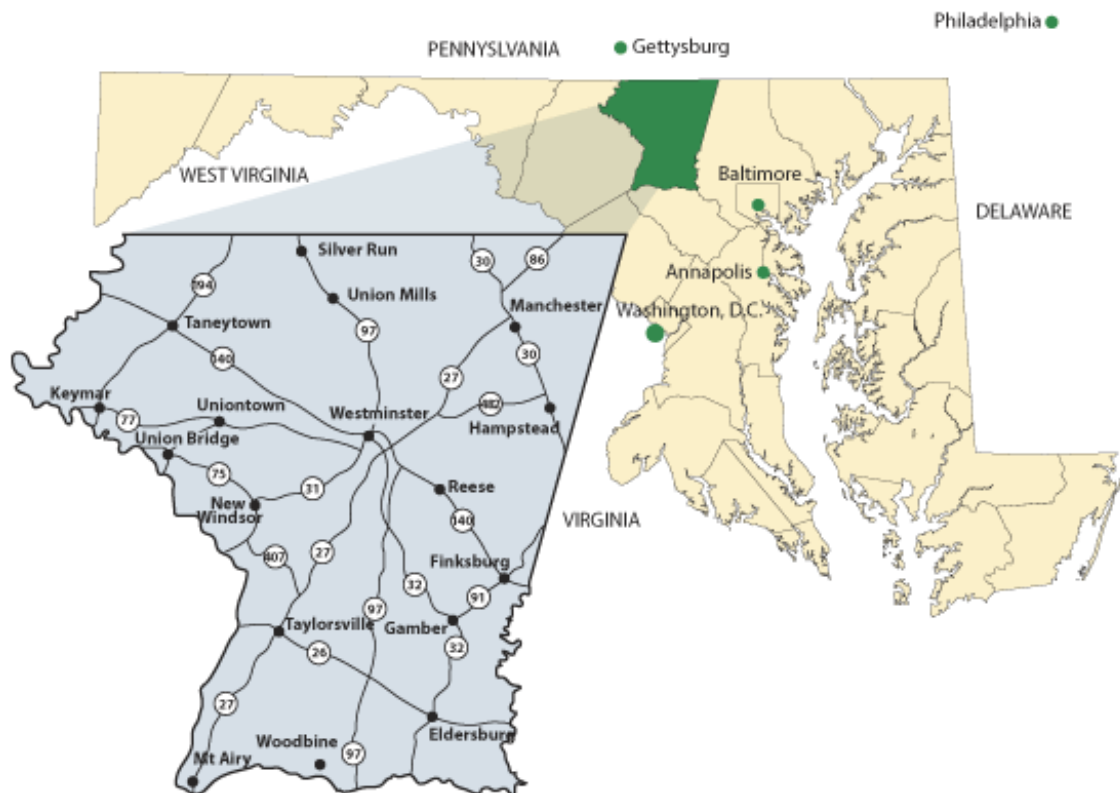
As of February 2013

Population:	169,217
Households:	61,198
Square Miles:	452
Persons Per Sq. Mile	374

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.



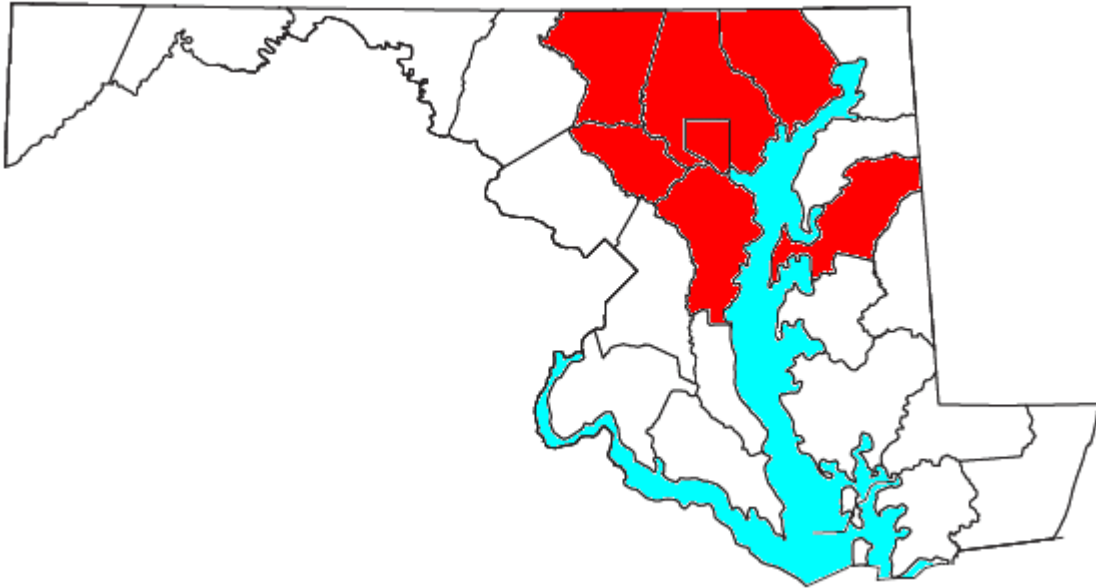
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Today

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 eight 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 exhibits detail 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://hsc.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

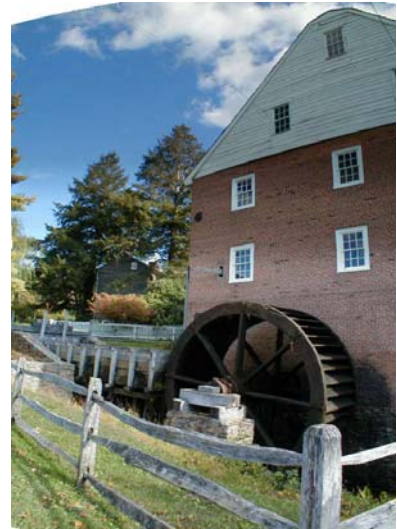
The Sykesville Gate House Museum strives to interpret the abundant history of the Town of Sykesville and its surrounding communities through its collections, exhibits, and special events. Historic home and architectural enthusiasts may opt to take the guided tour of the building's other purpose - home 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. The small settlement that grew around the Homestead also became known as Union Mills. For more information on the Union Mills Homestead, refer to: www.unionmills.org.



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



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

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

Among the Commissioners' duties are: establishing policy, adopting 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.

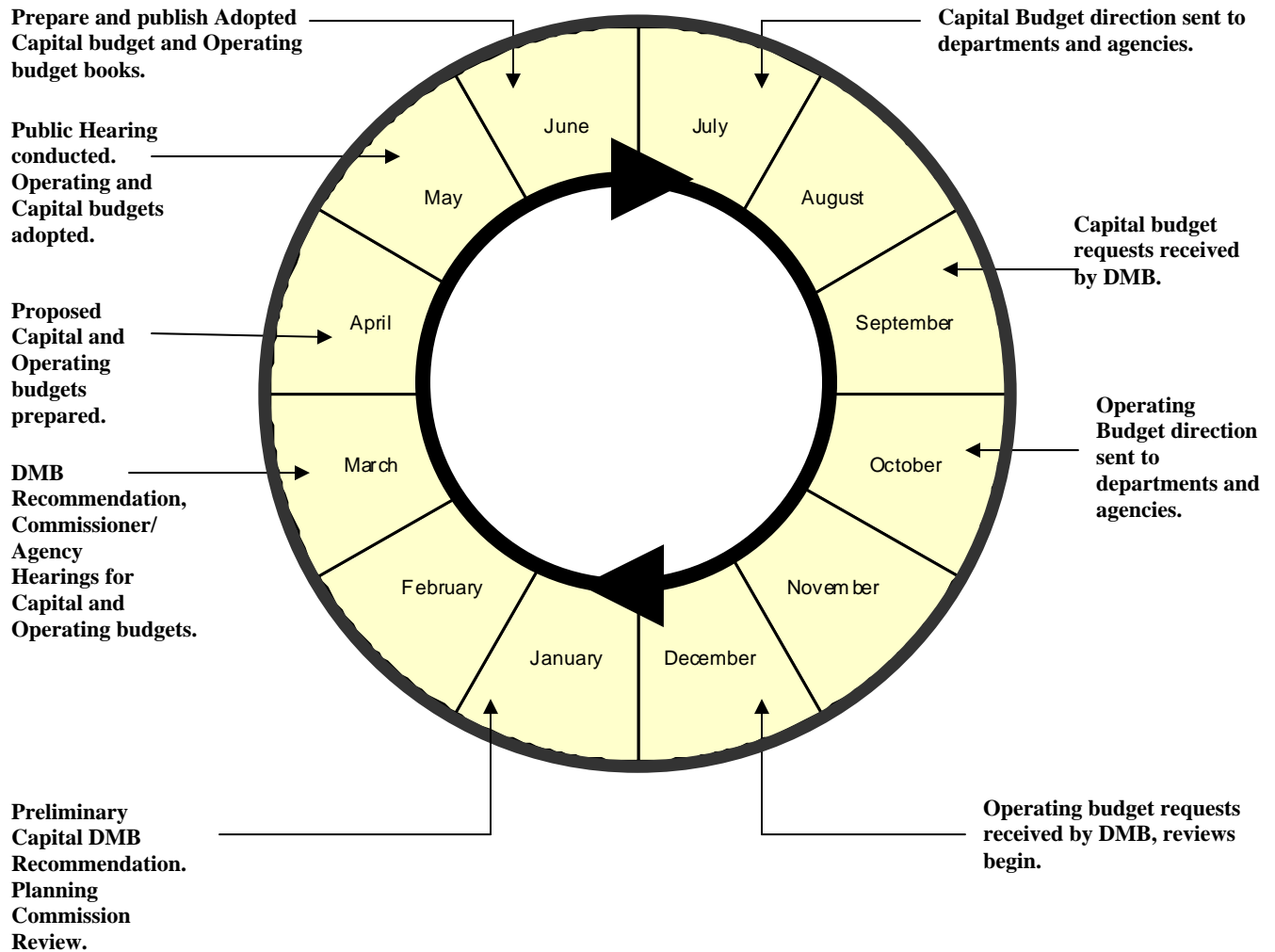
For the capital process, direction for preparation is sent out in July. Requests are then submitted in September to the budget office. The Department of Management and Budget then prepares the preliminary recommended capital budget for the ensuing fiscal year and the next five fiscal years to present 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

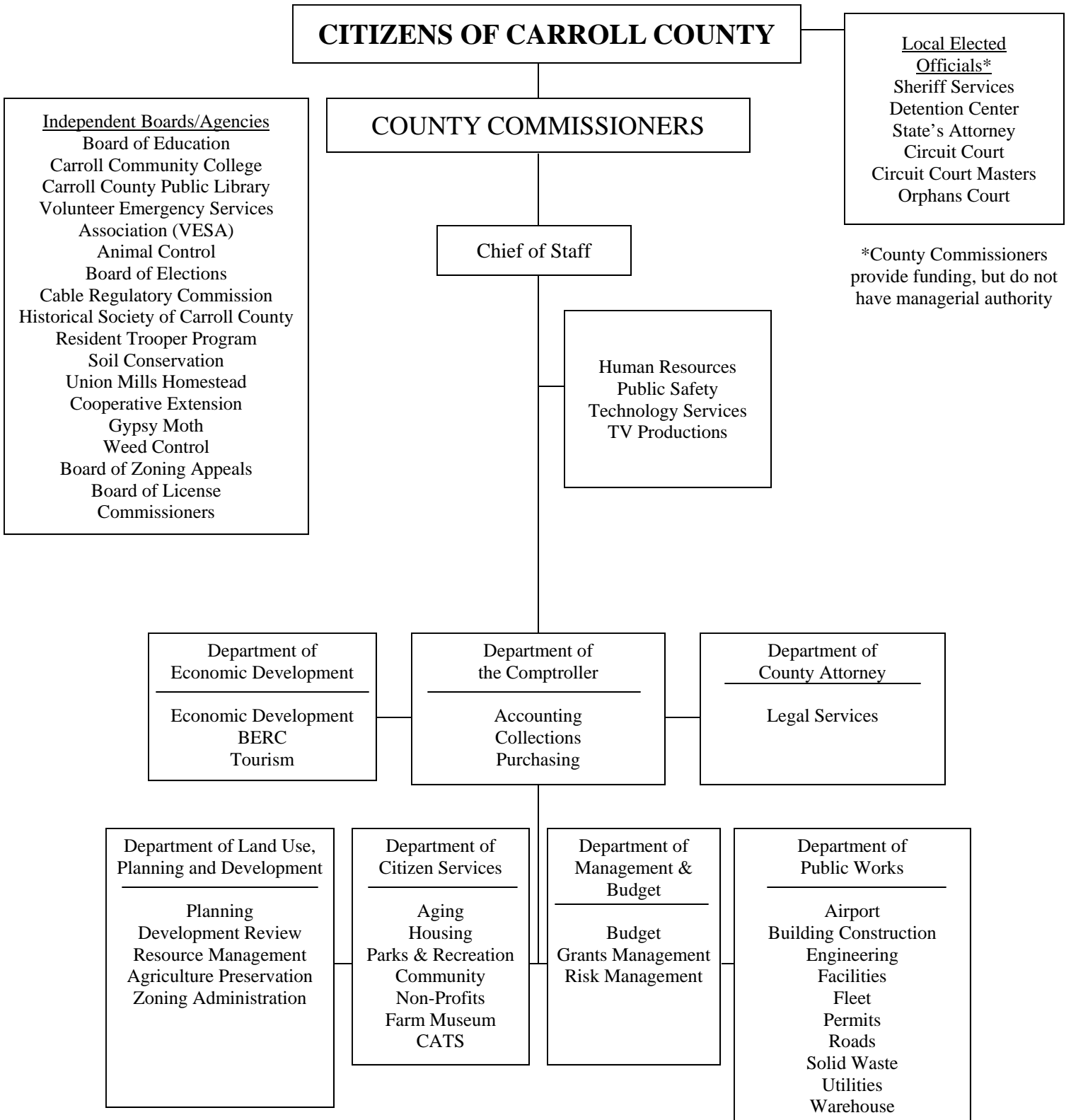
The following diagram illustrates the budget phases which span the fiscal year that begins July 1.



Once the Budget is adopted, 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 14 General Fund Budget of \$367,000,000 is \$3,670); 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.

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 to the County Master Plan, that current and long-range County planning serve to implement the Plan, and that land use and policy decisions are in accordance with the Plan. Among the ways the 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 2012 Master Plan Update

<http://ccgovernment.carr.org/ccg/compplan/masterplan2011/default.asp>

Carroll County Master Plan 2000

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

2011 Master Plan for Water and Sewerage (Pending MDE Approval):

<http://ccgovernment.carr.org/ccg/plan/w-splan/docs2011/plan.pdf>

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/>

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>

Draft 2012 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. Ongoing 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://ocgovernment.carr.org/ocg/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
Administrative Office Associate	Full-time	1.00
Boiler Mechanic	Full-time	1.00
Bureau Chief	Full-time	1.00
Custodian	Full-time	5.00
Electrician	Full-time	4.00
Facilities Manager	Full-time	2.00
Facilities Supervisor	Full-time	5.00
Forester	Full-time	1.00
HVAC Mechanic	Full-time	4.00
Maintenance Technician	Full-time	22.00
Service/Maintenance (?)	Contractual	0.50
Technical Support Coordinator	Full-time	1.00
Trades Specialist	Full-time	6.00
Total		53.50

Shows the budget of the department by type of expenditure

Full-time equivalent positions in the department

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

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

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

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

The *Fiber Network Enterprise Fund* accounts for the operation and infrastructure development of the Carroll County Fiber Network.

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.

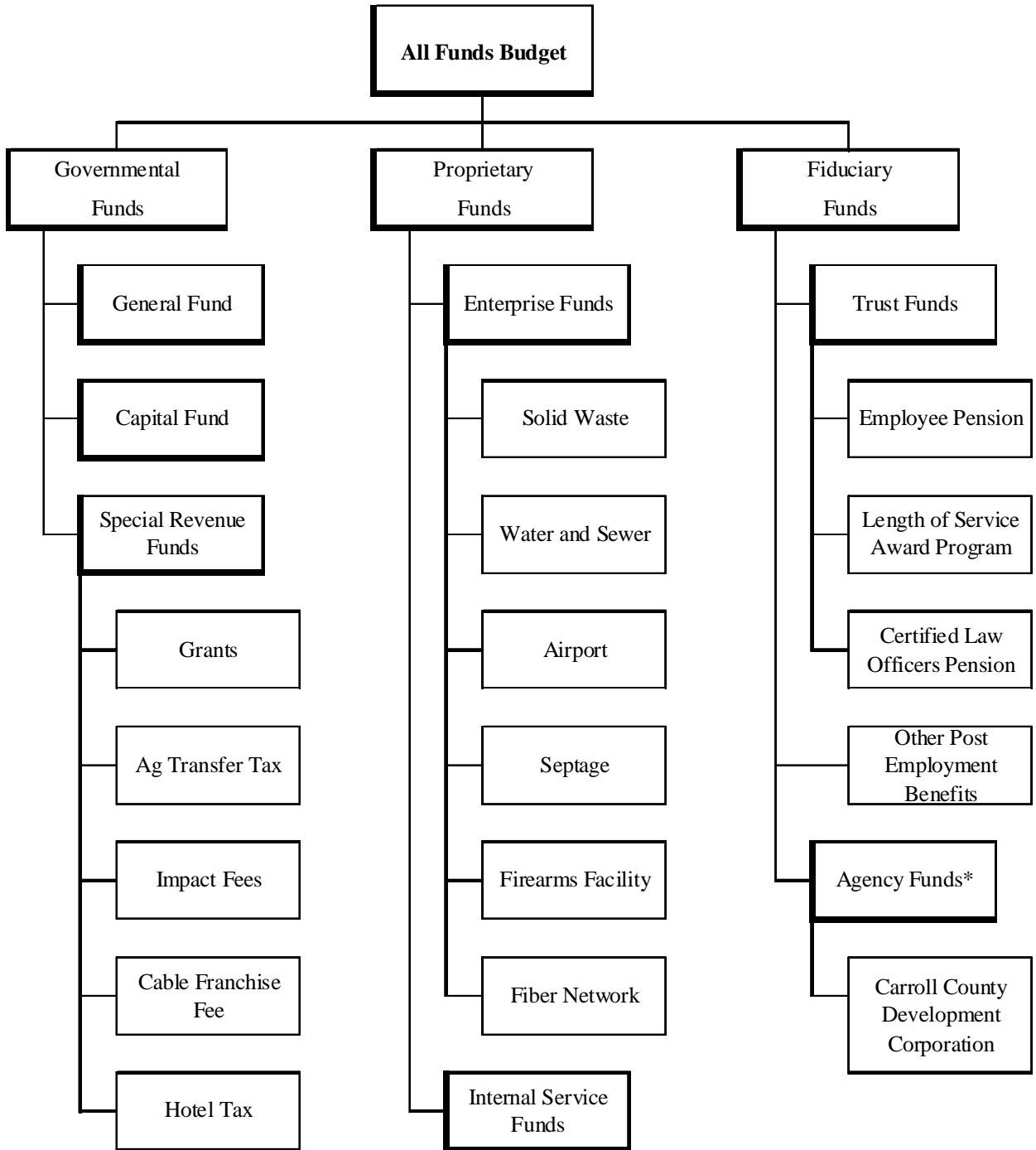
The *Pension Trust Fund* was established during FY 04 to account for the activities of the Carroll County Employee Retirement Plan, which accumulates resources for pension benefit payments to qualified employees.

The *Certified Law Officers Pension Trust* was established during FY10 to hold assets of the Carroll County Certified Law Officers Pension Plan. The assets in the Trust are invested to provide funding for the payment of future pension plan benefits for eligible certified law officers of the Carroll County Sheriff's Office.

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 equals expenditures. All funds are balanced except for the pension fund. The pension fund states employee pension assets and liabilities and is reported in the County's Audited Financial Statements.

Basis of Budgeting

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

- The County budgets the following 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
 - Fiber Network
 - Internal Service Funds

- Trust Funds:
 - Firemen's LOSAP Fund
 - Certified Law Officers Pension Trust 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 14 General Fund Budget of \$367,000,000 is \$3,670); 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 pay go 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 consists of anticipated current year unassigned funds.

Carroll County Government implemented GASB Statement No. 54 starting with the fiscal period that ended 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 authorizes 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 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 08	FY 09	FY 10	FY 11	FY 12
Budget	\$328.4	\$353.0	\$349.0	\$350.3	\$350.3
Fund Balance (unassigned)	\$14.9	\$8.1	\$8.0	\$16.8	\$14.8
% of Budget	4.54%	2.29%	2.29%	4.80%	\$4.22%

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.

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 2011

<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.....	50	1.1	338	0.6
Construction.....	948	20.2	5,094	9.3
Manufacturing.....	146	3.1	4,072	7.4
Trade, Transportation and Utilities.....	922	19.6	11,289	20.6
Information.....	47	1.0	482	0.9
Financial Activities.....	342	7.3	1,402	2.5
Professional and Business Services.....	925	19.7	6,527	11.9
Education and Health Services.....	487	10.4	9,533	17.4
Leisure and Hospitality.....	319	6.8	5,758	10.5
Other Services.....	420	8.9	2,187	4.0
Local Government.....	63	1.3	6,664	12.2
State Government.....	8	0.2	1,195	2.2
Federal Government.....	20	<u>0.4</u>	<u>292</u>	<u>0.5</u>
Unclassified	<u>1</u>			
Total.....	<u>4,698</u>	<u>100.0%</u>	<u>54,833</u>	<u>100.0%</u>

* Totals may not add due to rounding.

Source: Maryland Department of Labor, Licensing, and Regulation – Employment and Payrolls, 2011 Annual Average

Listed below are the 10 largest employers in Carroll County and an estimated of total employment as of September 2012.

<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...	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's FY 12, Comprehensive Annual Financial Report.

Unemployment

The labor force in Carroll County during July 2012 numbered 95,299. The unemployment for that period totaled 6,241 resulting in unemployment of 6.5%. Comparison unemployment rates for the Baltimore MSA and the State of Maryland are as follows:

	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>
Anne Arundel County.....	6.6%	6.6%	6.8%	6.5%	3.9%	3.1%
Baltimore City.....	11.0	10.3	10.9	10.4	6.8	5.7
Baltimore County.....	7.7	7.7	8.0	7.6	4.6	3.7
Carroll County.....	6.5	6.4	6.7	6.5	3.8	3.0
Harford County.....	7.4	7.3	7.5	7.3	4.3	3.5
Howard County.....	5.3	5.2	5.5	5.3	3.2	2.6
Queen Anne's County.....	6.3	7.0	7.0	6.8	4.2	3.2
State of Maryland.....	7.1	7.0	7.5	7.1	4.4	3.6
United States.....	8.2	9.0	9.6	9.3	5.8	4.6

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>2005</u>	<u>2010</u>	<u>% Increase</u>
Anne Arundel County.....	\$47,823	\$54,506	13.9%
Baltimore City.....	43,580	49,280	13.0
Baltimore County.....	32,270	40,030	24.0
Carroll County.....	38,431	44,247	15.1
Harford County.....	39,308	46,871	19.2
Howard County.....	54,844	63,375	15.5
Queen Anne's County.....	41,401	46,732	12.8
State of Maryland.....	42,405	49,023	15.6

Source: U.S. Bureau of Economic Analysis – Regional Economic Information System, Updated April 2012.

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</u> <u>(\$000's)</u>		<u>Percent Change</u> <u>From Previous Year</u>	
	<u>Carroll</u>	<u>State</u>	<u>Carroll</u>	<u>State</u>
2010.....	\$7,400,133	\$2,83,633,895	2.8%	3.1%
2009.....	7,192,191	274,980,101	2.4	0.9
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

Source: Maryland Department of Planning, Planning Data Services, from U.S. Bureau of Economic Analysis, April 2012.

Commuting Patterns

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

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

Source: Census 2010, American Community Survey, American Fact Finder.

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 2011 as a percentage of their ninth grade enrollment, four grades earlier, are presented below:

Anne Arundel County.....	90.8%
Baltimore City.....	71.8
Baltimore County.....	83.0
Carroll County.....	95.0
Harford County.....	89.6
Howard County.....	94.2
Queen Anne's County.....	90.8
State of Maryland.....	87.0

Source: Maryland State Department of Education – 2012 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 ongoing 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 is used to fund capital projects.

Paying for Capital Assets

There are two general approaches to paying for capital assets; paygo, or using current resources to pay as the expenditure occurs and debt financing, 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 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, 2012, 68.3% of long-term debt owed by the County will be retired within ten years and 38.2% will be retired in five years. New bonds issued in November 2012 have an aggregate principal amount of \$38.0 million, which includes \$21.5 million in new Consolidated Public Improvement Bonds and \$16.5 million in Refunding Bonds. This bond issue has a 20-year retirement schedule.

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

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

Ratings are initially made before issuance and are continuously reviewed and amended as necessary to reflect change in the issuer's credit position. According to

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 -.

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 calls provisions; prepares the official statement; selects 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. 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 which is debt that is backed by the government, but with an associated revenue stream separate from the general fund.

Schedule of Debt Service Requirements on Direct County Debt (1)

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, 2013

Fiscal Years Ending June 30	G.O. Bonds (2)		Watershed Bonds		Notes, Capital Leases, and Other Debt		General Obligation Debt		Total General Fund			Enterprise Fund			Grand
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Service	Principal	Interest	Total	Total Debt Service (1)
2014	\$ 26,743,690	\$ 11,662,585	\$ 47,346	\$ 27,331	\$ 193,522	\$ 69,779	\$ -	\$ 1,546,339	\$ 26,984,558	\$ 13,306,034	\$ 40,290,592	\$ 2,140,075	\$ 889,661	\$ 3,029,736	\$ 43,320,328
2015	26,559,546	10,652,587	49,039	25,638	201,774	61,527	0	1,546,339	26,810,359	12,286,091	39,096,450	2,085,762	804,943	2,890,705	41,987,155
2016	25,831,307	9,670,113	50,792	23,885	210,379	52,922	0	1,546,339	26,092,478	11,293,259	37,385,737	2,075,802	725,765	2,801,567	40,187,304
2017	24,852,731	8,689,647	52,608	22,069	219,350	43,951	0	1,546,339	25,124,689	10,302,006	35,426,695	2,061,450	636,181	2,697,631	38,124,326
2018	23,355,310	7,703,319	54,489	20,188	228,704	34,597	0	1,546,339	23,638,503	9,304,443	32,942,946	1,976,224	553,387	2,529,611	35,472,557
2019	21,813,074	6,759,007	56,437	18,240	238,456	24,845	1,201,212	1,546,339	23,309,179	8,348,431	31,657,610	1,921,103	472,836	2,393,939	34,051,549
2020	20,168,046	5,878,857	58,455	16,222	248,625	14,676	0	1,474,267	20,475,126	7,384,022	27,859,148	1,789,079	395,995	2,185,074	30,044,222
2021	17,011,622	5,081,795	60,546	14,132	193,402	4,074	0	1,474,267	17,265,570	6,574,268	23,839,838	1,486,778	326,410	1,813,188	25,653,026
2022	13,429,298	4,400,142	62,710	11,967	0	0	246,000	1,474,267	13,738,008	5,886,376	19,624,384	1,425,702	264,161	1,689,863	21,314,247
2023	12,531,947	3,820,367	45,198	9,724	0	0	680,930	1,442,821	13,258,075	5,272,912	18,530,987	1,313,053	203,894	1,516,947	20,047,934
2024	11,723,614	3,298,633	33,755	8,094	0	0	1,006,624	1,422,507	12,763,993	4,729,234	17,493,227	681,386	160,509	841,895	18,335,122
2025	9,819,163	2,832,016	30,776	7,021	0	0	2,179,934	1,312,541	12,029,873	4,151,578	16,181,451	510,837	132,174	643,011	16,824,462
2026	10,196,816	2,401,340	23,986	5,739	0	0	1,346,000	1,244,315	11,566,802	3,651,394	15,218,196	538,184	106,971	645,155	15,863,351
2027	10,597,707	1,946,165	24,861	4,864	0	0	2,584,000	1,197,428	13,206,568	3,148,457	16,355,025	567,293	80,922	648,215	17,003,240
2028	11,026,826	1,446,816	25,769	3,956	0	0	0	1,060,448	11,052,595	2,511,220	13,563,815	598,174	52,732	650,906	14,214,721
2029	11,479,173	911,040	26,709	3,016	0	0	107,290	1,060,448	11,613,172	1,974,504	13,587,676	630,827	22,715	653,542	14,241,218
2030	7,472,614	453,408	27,686	2,042	0	0	4,662,430	979,320	12,162,730	1,434,770	13,597,500	127,385	3,708	131,093	13,728,593
2031	3,657,229	195,233	28,264	1,031	0	0	13,115,500	606,339	16,800,993	802,603	17,603,596	2,771	68	2,839	17,606,435
2032	2,380,000	75,987	0	0	0	0	0	23,379	2,380,000	99,366	2,479,366	0	0	0	2,479,366
2033	<u>1,070,000</u>	<u>16,050</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>445,320</u>	<u>11,690</u>	<u>1,515,320</u>	<u>27,740</u>	<u>1,543,060</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,543,060</u>
	\$291,719,713	\$87,895,107	\$759,426	\$225,159	\$1,734,212	\$306,371	\$27,575,240	\$24,062,071	\$321,788,591	\$112,488,708	\$434,277,299	\$21,931,885	\$5,833,032	\$27,764,917	\$462,042,216

(1) Totals may not add due to rounding

(2) Loans paid from revenues or by repayments by others:

(a) Promissory Notes.....\$0

(b) Capital Leases.....\$1,734,212

Source: Carroll County Department of the Comptroller

**Projected Statement of Direct and Enterprise Fund Bonded
Debt Issued and Outstanding
As of June 30, 2013 (1)**

Direct Bonded Debt	Principal Date of Issue	Issued	Outstanding
Consolidated Public Improvements.....	11/14/02	16,200,000	0
Consolidated Public Improvement Refunding Bonds.....	08/05/03	29,232,224	545,443
Consolidated Public Improvements.....	11/01/03	7,600,000	526,900
Volunteer Fire Dept. Project Bonds.....	11/01/03	2,100,000	955,000
Consolidated Public Improvement Refunding Bonds.....	03/11/04	32,090,354	16,456,013
Consolidated Public Improvements.....	07/27/04	21,995,000	2,929,180
Taxable Pension Funding Bonds.....	07/27/04	12,800,000	5,960,000
Volunteer Fire Dept. Project Bonds.....	09/22/04	2,065,000	1,116,934
Consolidated Public Improvement.....	12/01/05	31,799,320	6,487,852
Volunteer Fire Dept. Project Bonds.....	12/01/05	2,900,000	1,535,000
Consolidated Public Improvement.....	10/10/06	20,260,000	5,398,417
Consolidated Public Improvement Refunding Bonds.....	01/09/07	23,165,983	18,004,024
Consolidated Public Improvement & Refunding.....	11/13/07	27,100,000	18,289,026
Consolidated Public Improvement.....	11/13/08	72,088,000	65,777,550
Consolidated Public Improvement & Refunding-Series A.....	11/12/09	30,931,089	18,885,479
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	8,551,704
Consolidated Public Improvement Refunding Fire Company Series B.....	10/21/10	2,210,000	1,465,000
Consolidated Public Improvement Series C.....	10/21/10	1,542,963	0
Consolidated Public Improvement Series D.....	10/21/10	19,649,128	19,649,128
Consolidated Public Improvements and Refunding.....	11/10/11	28,623,957	27,928,957
Consolidated Public Improvement and Refunding.....	11/08/12	37,680,345	37,680,345
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	2,215,126	2,215,126
Installment Purchase Agreements Issued Fiscal Year 2010.....	7/1/09-6/30/10	4,662,430	4,662,430
Installment Purchase Agreements Issued Fiscal Year 2011.....	7/1/10-6/30/11	13,115,500	13,115,500
Installment Purchase Agreements Issued Fiscal Year 2013.....	7/1/12-6/30/13	445,320	445,320
Farmers Home Administration:			
Watershed Bond — 1972.....	06/01/72	769,700	258,989
Watershed Bond — 1974.....	07/01/74	253,000	113,398
Watershed Bond — 1979.....	09/02/80	678,800	387,039
		<u>\$497,368,193</u>	<u>\$320,054,379</u>
Enterprise Fund Bonded Debt			
Consolidated Public Improvements.....	11/01/03	990,000	68,636
Consolidated Public Improvement Refunding Bonds.....	03/11/04	2,166,411	1,110,941
Consolidated Public Improvements.....	07/27/04	378,474	50,403
Consolidated Public Improvements.....	12/01/05	302,525	60,515
Consolidated Public Improvements.....	10/10/06	200,000	57,819
Consolidated Public Improvement Refunding Bonds.....	01/09/07	212,504	165,153
Consolidated Public Improvement & Refunding.....	11/13/07	9,401,000	6,263,550
Consolidated Public Improvements.....	11/13/08	7,616,000	6,981,600
Consolidated Public Improvement & Refunding Series A.....	11/12/09	745,461	549,580
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	4,365
Consolidated Public Improvement D.....	10/21/10	13,742	13,742
Consolidated Public Improvements and Refunding.....	11/10/11	484,429	484,429
Consolidated Public Improvement and Refunding.....	11/08/12	198,549	198,549
Water Quality Loan — MD Dept. of the Environment.....	03/22/00	532,680	244,664
Consolidated Public Improvement Refunding Bonds (Solid Waste).....	08/05/03	3,727,776	69,556

Consolidated Public Improvement Refunding Bonds (Solid Waste)	03/11/04	1,004,270	514,992
Solid Waste	07/27/04	2,449,026	326,148
Solid Waste.....	01/09/07	345,658	268,637
Solid Waste.....	11/13/07	604,000	402,424
Solid Waste.....	11/13/08	296,000	260,850
Solid Waste Series A.....	11/12/09	203,450	49,941
Solid Waste Series C.....	10/21/10	267,037	0
Solid Waste.....	11/10/11	789,648	789,648
Septage.....	10/09/06	200,000	48,764
Septage.....	11/08/12	62,391	62,391
Airport.....	11/13/01	2,200,000	990,000
Airport.....	11/01/03	425,000	29,466
Consolidated Public Improvement Refunding Bonds (Airport).....	03/11/04	278,964	143,053
Airport.....	07/27/04	407,500	54,269
Airport.....	12/01/05	58,155	11,633
Airport.....	01/09/07	240,854	187,186
Airport Series A.....	10/21/10	93,300	63,931
Airport Series D.....	10/21/10	27,130	27,130
Airport.....	11/10/11	286,966	286,966
Airport.....	11/08/12	18,715	18,715
		<u>\$ 38,306,225</u>	<u>\$ 21,931,885</u>
		<u>\$535,674,418</u>	<u>\$341,986,264</u>

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

(a) Promissory Notes	\$0
(b) Capital Lease Agreements.....	\$1,734,212
(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, 2013.

**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>
2013.....	\$320,054,379	169,085	\$18,861,958,000	\$1,892.86	1.70%
2012.....	323,601,170	168,570	19,813,576,019	1,919.68	1.63
2011.....	331,907,961	167,929	20,895,165,478	1,976.47	1.58
2010.....	319,629,519	167,134	22,066,168,625	1,912.41	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

**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>
2013.....	\$341,986,264	169,085	\$18,861,958,000	\$2,022.57	1.81%
2012.....	347,723,989	167,929	19,813,576,019	2,062.79	1.75
2011.....	359,464,291	167,929	20,895,165,478	2,140.57	1.72
2010.....	349,771,337	167,134	22,066,168,625	2,092.75	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

(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, 2013

Net assessed value- Real Property	\$ 18,269,133,000	
Debt limit - 6% of net total assessed value (1)		\$ 1,096,147,980
Assessed Value-Personal Property	592,825,000	
Debt limit- 15% of Net Assessed Value		88,923,750
Total Debt Limit		1,185,071,730
Amount of debt applicable to debt limit:		
Total Bonded Debt	\$ 341,741,600	
Less- Agricultural Preservation Program Self Supporting Debt	27,575,240	
Less- Fire Company Loans- Self Supporting Debt	9,860,595	
Less - Bureau of Utilities bonds and loans payable	17,081,521	
Less - Septage bonds payable	111,154	
Total amount of debt applicable to debt limit		287,113,090
Legal debt margin		\$ 897,958,640

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
2004-2013

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
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	20,409,412,280	6%/15%	1,274,735,894	268,496,244	1,006,239,650	21.06%
2010	22,066,168,625	6%/15%	1,373,814,980	303,156,906	1,070,658,074	22.07%
2011	20,895,165,478	6%/15%	1,302,726,361	301,960,750	1,000,765,611	23.18%
2012	19,813,576,019	6%/15%	1,248,709,194	292,937,714	955,771,480	23.46%
2013	18,861,958,000	6%/15%	1,185,071,730	287,113,090	897,958,640	24.23%

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. Non-spendable
2. Restricted
3. Committed
4. Assigned
5. Unassigned

Non-spendable funds are not in a spendable form or must be maintained intact. Examples of these 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 consists of anticipated current year unassigned funds.

Governments were required to implement GASB Statement No. 54 starting with the fiscal period that ended June 30, 2011.

Projected Fund Balance

Projected for 6/30/13
as of 3/31/13

<u>Beginning Fund Balance, 7/1/12</u>	\$108,677,023
Revenues	347,059,348
Expenditures	(356,045,000)
Bond proceeds, premium, and redemption	1,905,320
Non-Cash Notes	0
Projected Ending Fund Balance, 6/30/13	\$101,596,691

Nonspendable

Inventory	1,424,575
Prepaid expenses	115,055
Loans for Economic Development	5,728,083
Loans to Volunteer Fire Companies	14,812,946
Loans to Municipalities	141,695
Advances to Industrial Development Authority	1,145,560
Due from other governmental funds	7,759,479
Total Nonspendable	31,127,393

Restricted

Weed Control future truck equipment purchase	42,438
Agricultural Preservation Payables	23,818,974
Total Restricted	23,861,412

Committed

Stabilization Fund	18,365,000
Medical Claims Reserve	1,400,000
Total Committed	19,765,000

Assigned

Encumbrances	1,400,000
Appropriation of FY 12 Unassigned Fund Balance	14,827,374
Total Assigned	16,227,374

Unassigned

Current Year Unassigned	10,615,512
Total Unassigned	10,615,512

Summary

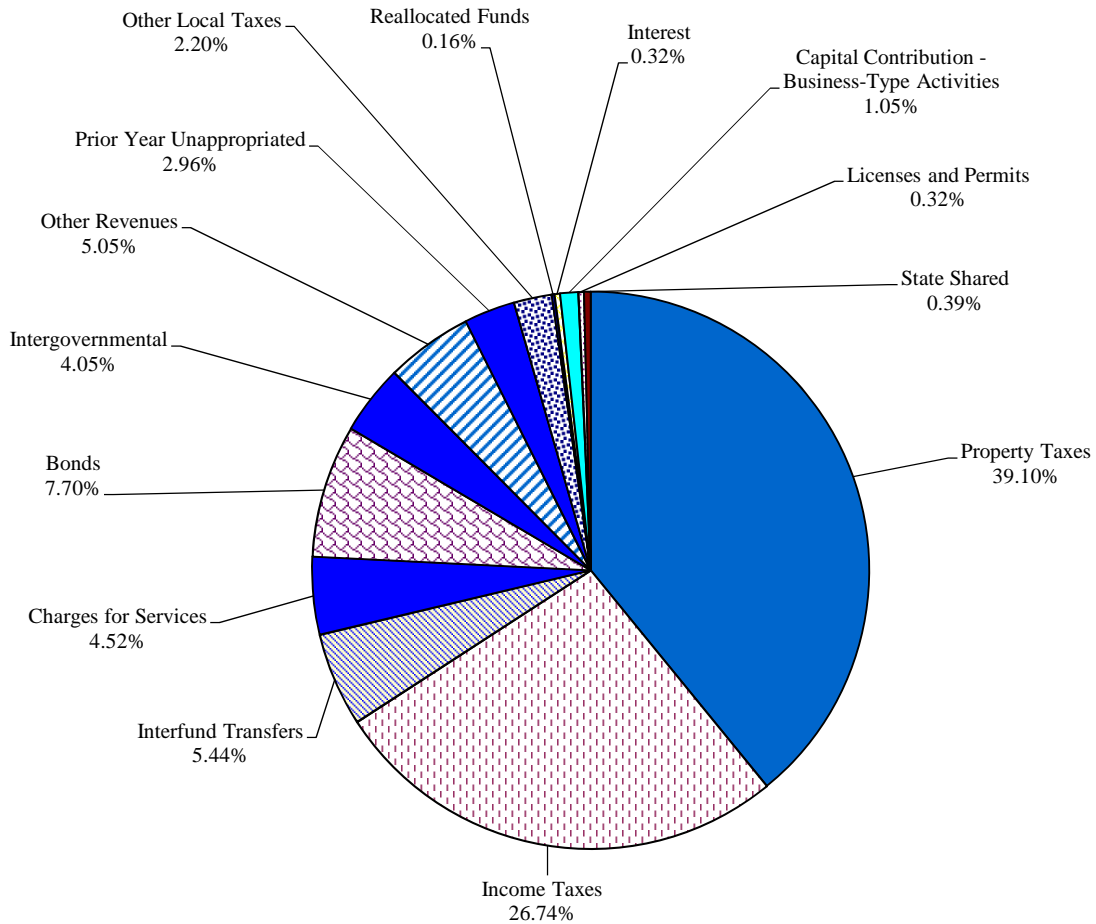
Projected Ending Fund Balance, 6/30/13	\$101,596,691
Less: Nonspendable	(31,127,393)
Less: Restricted	(23,861,412)
Less: Committed	(19,765,000)
Less: Assigned	(16,227,374)
Current Year Unassigned	\$10,615,512

Total Budget Summary

All Funds Sources - by Category

Fiscal Year 2014 Proposed Budget

\$500,428,611

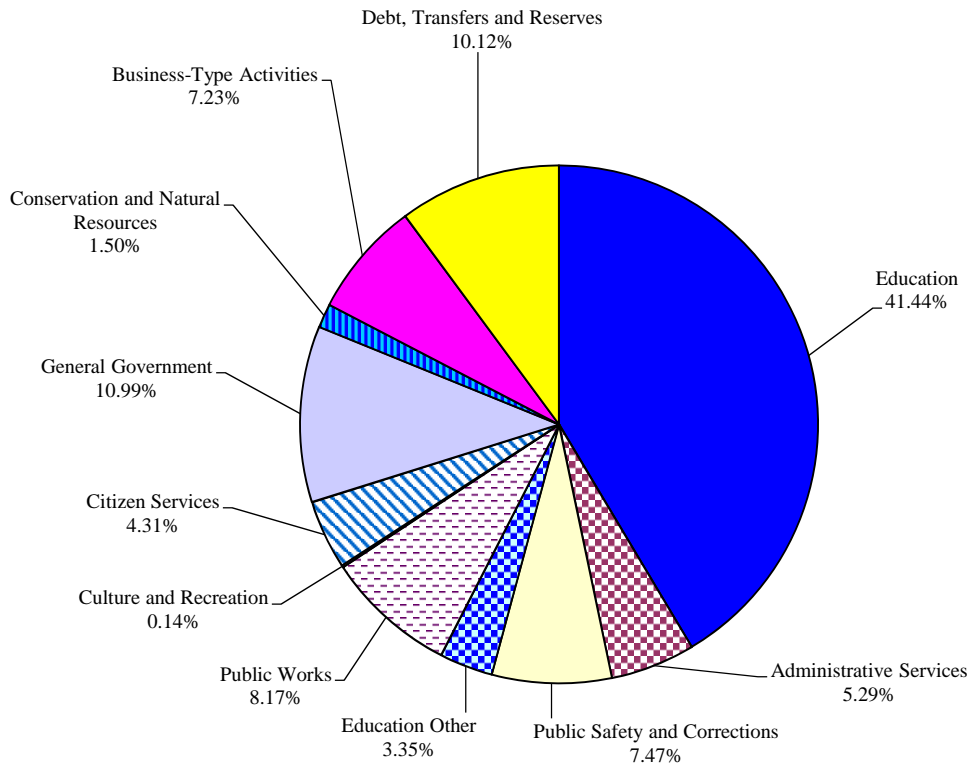


Category	FY 12 Budget	FY 13 Budget	% Chg from FY 12	FY 14 Proposed Budget	% Chg from FY 13
Property Taxes	\$204,596,100	\$198,595,000	-2.93%	\$195,668,370	-1.47%
Income Taxes	120,000,000	126,460,000	5.38%	133,803,415	5.81%
Interfund Transfers	25,797,506	33,817,911	31.09%	27,205,481	-19.55%
Charges for Services	23,861,444	24,970,325	4.65%	22,605,546	-9.47%
Bonds	10,863,833	23,533,571	116.62%	38,535,105	63.75%
Intergovernmental	33,973,379	20,898,953	-38.48%	20,282,154	-2.95%
Other Revenues	16,850,304	17,651,189	4.75%	25,261,825	43.12%
Prior Year Unappropriated	7,993,646	16,809,377	110.28%	14,827,375	-11.79%
Other Local Taxes	9,460,000	9,318,000	-1.50%	11,017,540	18.24%
Reallocated Funds	10,204,089	3,276,722	-67.89%	778,330	-76.25%
Interest	1,804,460	1,609,460	-10.81%	1,623,410	0.87%
Capital Contribution - Business-Type Activities	70,971	2,834,000	3893.18%	5,273,800	86.09%
Licenses and Permits	1,334,800	1,375,300	3.03%	1,616,260	17.52%
State Shared	1,120,000	1,120,000	0.00%	1,930,000	72.32%
Total	\$467,930,532	\$482,269,808	3.06%	\$500,428,611	3.77%

All Funds Uses - by Category

Fiscal Year 2014 Proposed Budget

\$500,428,611



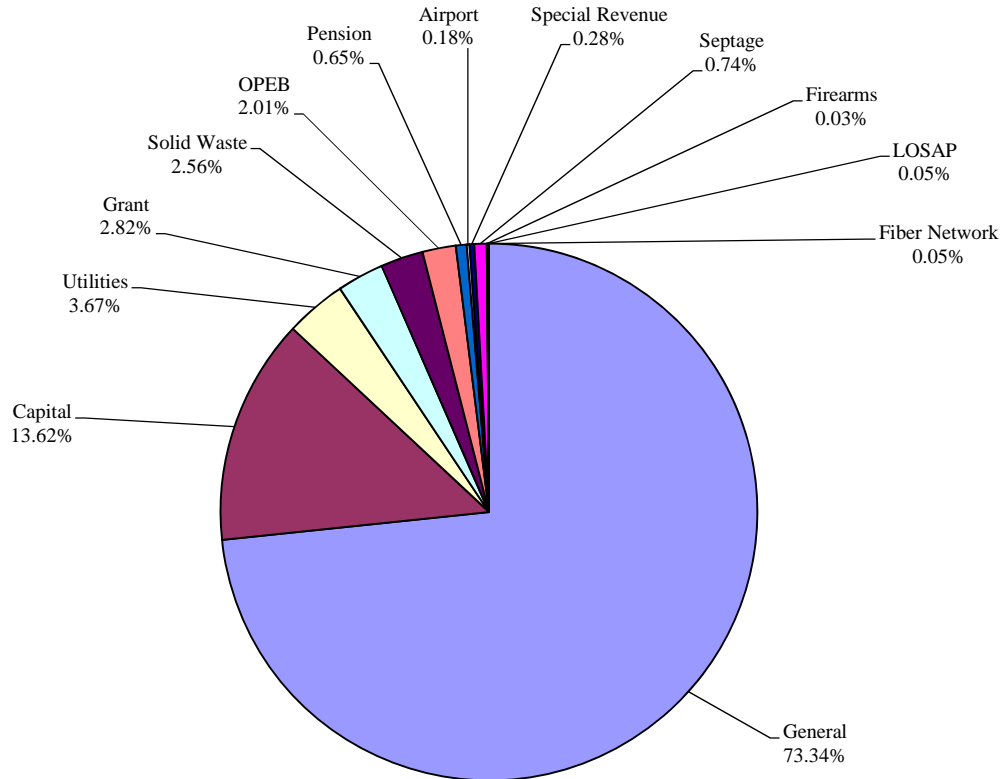
Category	*FY 12 Revised Budget	FY 13 Budget	% Chg from FY 12	FY 14 Proposed Budget	% Chg from FY 13
Education	\$208,020,000	\$205,675,944	-1.13%	\$207,367,315	0.82%
Administrative Services	22,025,606	16,887,211	-23.33%	26,463,320	56.71%
Public Safety and Corrections	38,526,534	38,212,250	-0.82%	37,358,442	-2.23%
Education Other	15,985,882	16,355,750	2.31%	16,753,080	2.43%
Public Works	42,149,246	40,504,260	-3.90%	40,876,261	0.92%
Culture and Recreation	760,278	1,043,660	37.27%	691,100	-33.78%
Citizen Services	22,206,413	20,900,852	-5.88%	21,576,930	3.23%
General Government	31,614,098	38,154,439	20.69%	55,006,222	44.17%
Conservation and Natural Resources	16,955,090	20,866,260	23.07%	7,514,030	-63.99%
Business-Type Activities	22,701,135	29,987,730	32.10%	36,192,861	20.69%
Debt, Transfers and Reserves	46,986,250	53,681,452	14.25%	50,629,050	-5.69%
Total	\$467,930,532	\$482,269,808	3.06%	\$500,428,611	3.77%

* For comparison purposes the FY 12 Revised Budget is the FY 12 Original Budget adjusted for benefit allocations.

All Funds Uses - by Fund

Fiscal Year 2014 Proposed Budget

\$500,428,611



<u>Fund</u>	FY 12 Budget	FY 13 Budget	% Chg from FY 12	FY 14 Proposed Budget	% Chg from FY 13
General	\$350,250,000	\$361,745,000	3.28%	\$367,000,000	1.45%
Capital	64,383,128	62,189,916	-3.41%	68,165,016	9.61%
Utilities	10,886,455	14,353,575	31.85%	18,372,066	28.00%
Grant	14,202,269	13,901,891	-2.12%	14,132,184	1.66%
Solid Waste	10,312,360	11,804,460	14.47%	12,794,660	8.39%
OPEB	7,852,800	8,438,080	7.45%	10,056,900	19.18%
Pension	3,441,200	3,372,176	-2.01%	3,235,760	-4.05%
Airport	816,320	2,857,660	250.07%	895,400	-68.67%
Special Revenue	5,100,000	2,635,015	-48.33%	1,395,890	-47.03%
Septage	573,250	766,000	33.62%	3,705,700	383.77%
Firearms	112,750	118,500	5.10%	165,500	39.66%
Fiber Network	0	87,535	100.00%	259,535	196.49%
LOSAP	0	0	0.00%	250,000	100.00%
Total	\$467,930,532	\$482,269,808	3.06%	\$500,428,611	3.77%

All Funds Revenue Summary

All Funds revenue is projected to be \$500.4 million in FY 14 with almost two-thirds of this amount coming from property taxes and income taxes. Total revenue is up \$18.2 million, or 3.8%, above FY 13. There are several revenues that are contributing to this increase such as Income Tax, Bond/Note proceeds, Recordation, and business-type activities for capital projects.

Revenue In Millions	FY 12 Budget	Percent of Total	FY 13 Budget	Percent of Total	FY 14 Proposed	Percent of Total	Cumulative Percent of Total
Property Taxes	\$204.6	43.7%	\$198.6	41.2%	\$195.7	39.1%	39.1%
Income Taxes	120.0	25.6%	126.5	26.2%	133.8	26.7%	65.8%
Interfund Transfers	25.8	5.5%	33.8	7.0%	27.2	5.4%	71.2%
Charges for Services	23.9	5.1%	25.0	5.2%	22.6	4.5%	75.7%
Bonds / Notes Proceeds	10.9	2.3%	23.5	4.9%	38.5	7.7%	83.4%
Intergovernmental	34.0	7.3%	20.9	4.3%	20.3	4.1%	87.5%
Other Revenues	16.8	3.6%	17.6	3.6%	25.3	5.1%	92.6%
Prior Year Unappropriated	8.0	1.7%	16.8	3.5%	14.8	2.9%	95.5%
Other Local Taxes	9.5	2.0%	9.3	1.9%	11.0	2.2%	97.7%
Reallocated Funds	10.2	2.2%	3.3	0.7%	0.8	0.2%	97.9%
Interest and Gain (Loss)	1.8	0.4%	1.6	0.3%	1.6	0.3%	98.2%
Capital Contribution – Business-Type Activities	0.0	0.0%	2.8	0.7%	5.3	1.1%	99.3%
Licenses and Permits	1.3	0.3%	1.4	0.3%	1.6	0.3%	99.6%
State Shared	1.1	0.2%	1.1	0.2%	1.9	0.4%	100.0%
Total Revenue	\$467.9	100.0%	\$482.2	100.0%	\$500.4	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 39.1% of the total. The Property Tax group includes twelve separate taxes, credits, and charges. The most significant is the Real Property tax. The Board of County Commissioners reduced this rate in FY 12 from \$1.048 per one hundred dollars of assessed value to \$1.028 and then to \$1.018 in FY 13. The Personal Property tax rate was also lowered in FY 12 from \$2.62 per one hundred dollars of assessed value to \$2.57 and then to \$2.545 in FY 13. The Board of County Commissioners is proposing another decrease in the personal property tax in FY 14 to \$2.515 per one hundred dollars, or a three-cent reduction from FY 13. The Homestead Tax Credit was significant in recent years, but due to three years of near 20% negative reassessments this credit is almost completely gone. This credit is set by the Board of County Commissioners and caps the amount that taxes can increase on a primary residence at 5% a year. Property tax is primarily a General Fund revenue; however, approximately 2.25% is dedicated to 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 website which can be accessed at www.dat.state.md.us/sdatweb/stats.

Income Tax

Second largest revenue at 26.7% of the total. Income tax is calculated as a percentage of net taxable State income. The State caps the rate at 3.20%. The Commissioners are proposing an income tax rate change from 3.05% to 3.04% in FY 14, a reduction of 0.01%. This rate would be effective on January 1, 2014. The Board of County Commissioners also voted to reduce the income tax another 0.01%, or to 3.03%, effective January 1, 2015 (FY 15). The State Comptrollers Office administers, collects, and distributes this tax to the counties and municipalities. Income tax is primarily a General Fund revenue; however, 9.1% of income tax is dedicated to the capital budget for school construction and debt service.

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

Bonds/Notes proceeds

Fourth largest revenue at 7.7% 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, where 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 14 we are budgeting \$38.5M in bonds, an increase from FY 13 of \$15M. This increase is due to the Carroll County 911 radio system in FY 14 of \$17.5M.

Inter-Fund Transfers

Fourth largest revenue at 5.4% 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.

Charges for Services

Fifth largest revenue at 4.5% 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 fees, water and sewer 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 derived through 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 to meet actual costs incurred. Rate studies are also performed for fees reimbursed by the State or Federal government to ensure accuracy.

Remaining All Fund Revenues

Other Revenues

5.1% 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.

Intergovernmental (State and Federal)

4.1% of the total. The County receives Federal and State funding for several reasons, including 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 grants 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.

Prior Year Unappropriated

2.9% 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. During the FY 14 Legislative process, the law was lifted for Carroll County effective October 1, 2013. The FY 14 budget is based on the audited fund balance of FY 12.

Other Local Taxes

2.2% of the total. This includes Recordation, 911 fees, Impact fees, and Admission fees. Recordation makes up about 85% of these fees. Trend analysis, current housing market, and opinions from industry experts are the sources of this budget.

Capital Contribution – Business-type activities

1.1% of the total. This category is based on specific and dedicated revenues that are budgeted to capital projects in the enterprise funds. Examples are 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 14.

State Shared

0.4% 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.

Interest & Gain/Loss

0.3% 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.

Reallocated funds

0.2% 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. These sources of funding are being reallocated to projects included in the FY 14 budget.

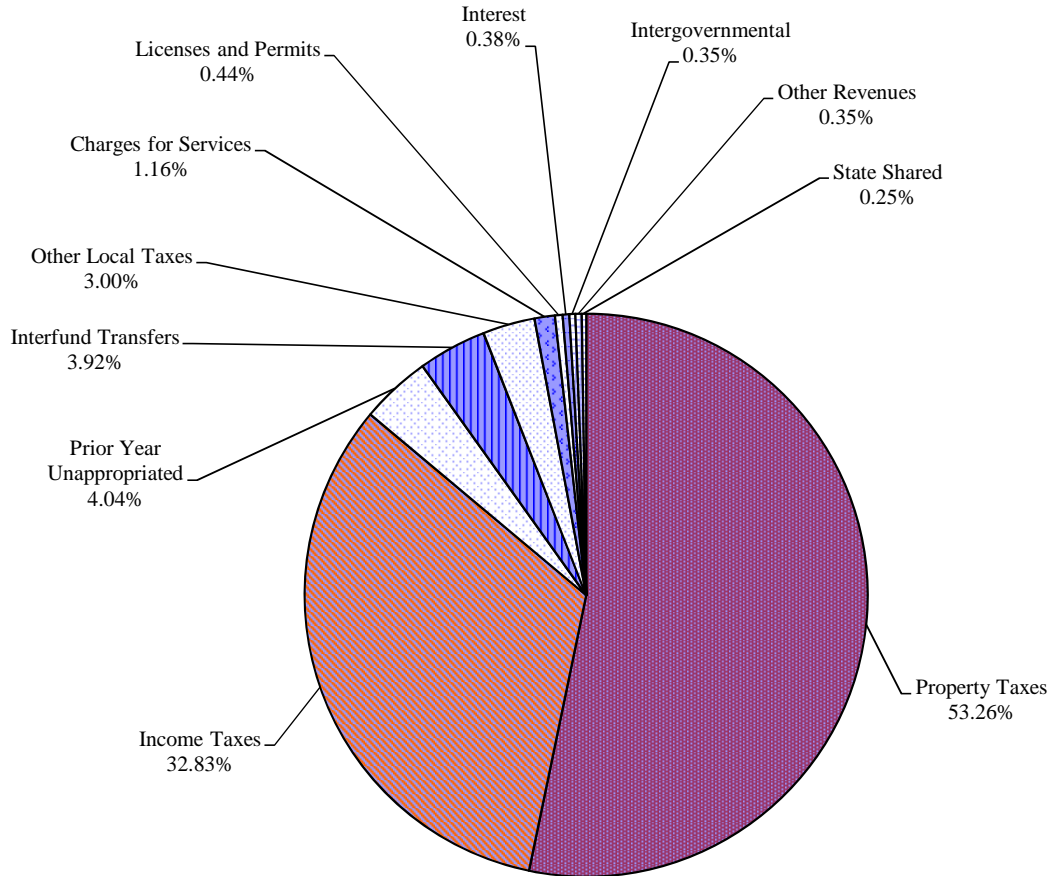
In FY 14 we are reallocating \$0.8 million in funds from 7 different projects. The amount that we can reallocate depends on numerous factors, including projects that were completed under budget or projects that were eliminated. The very nature of these types of decisions prevents it from being predictable or consistent with previous years.

General Fund Appropriations

General Fund Sources - by Category

Fiscal Year 2014 Proposed Budget

\$367,000,000

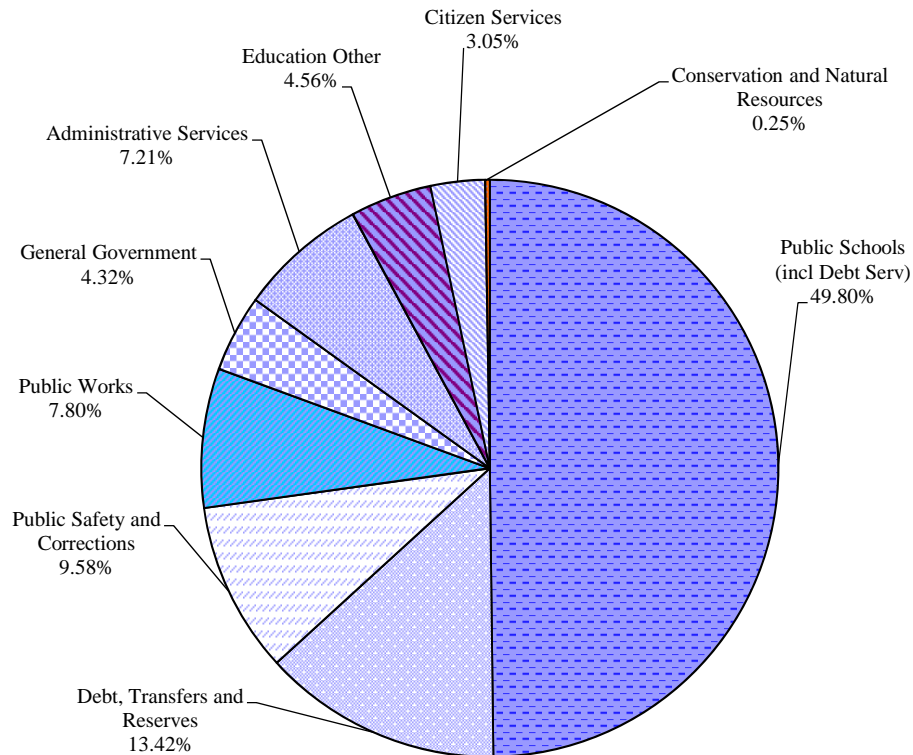


<u>Category</u>	FY 12 Budget	FY 13 Budget	% Chg from FY 12	FY 14 Proposed Budget	% Chg from FY 13
Property Taxes	\$201,500,000	\$198,411,800	-1.53%	\$195,461,970	-1.49%
Income Taxes	108,000,000	114,000,000	5.56%	120,502,100	5.70%
Prior Year Unappropriated	12,900,000	16,809,377	30.31%	14,827,375	-11.79%
Interfund Transfers	9,460,000	13,195,015	39.48%	14,398,605	9.12%
Other Local Taxes	7,993,646	9,318,000	16.57%	11,017,540	18.24%
Charges for Services	4,142,760	4,057,110	-2.07%	4,267,650	5.19%
Licenses and Permits	1,565,000	1,375,300	-12.12%	1,616,260	17.52%
Interest	1,421,794	1,348,000	-5.19%	1,400,000	3.86%
Intergovernmental	1,334,800	1,309,000	-1.93%	1,289,000	-1.53%
Other Revenues	1,312,000	1,301,398	-0.81%	1,289,500	-0.91%
State Shared	620,000	620,000	0.00%	930,000	50.00%
Total	\$350,250,000	\$361,745,000	3.28%	\$367,000,000	1.45%

General Fund Uses - by Category

Fiscal Year 2014 Proposed Budget

\$367,000,000



<u>Category</u>	FY 12 Revised Budget*	FY 13 Budget	% Chg from FY 12	FY 14 Proposed Budget	% Chg from FY 13
Public Schools (incl Debt Serv)	\$176,960,000	\$182,000,000	2.85%	\$182,778,000	0.43%
Debt, Transfers and Reserves	41,886,250	50,981,967	21.72%	49,233,160	-3.43%
Public Safety and Corrections	36,259,554	35,878,935	-1.05%	35,154,180	-2.02%
Public Works	27,536,846	28,103,260	2.06%	28,640,760	1.91%
General Government	17,378,844	19,702,429	13.37%	15,837,860	-19.61%
Administrative Services	22,025,606	16,887,211	-23.33%	26,463,320	56.71%
Education Other	15,985,882	16,355,750	2.31%	16,753,080	2.43%
Citizen Services	11,316,678	10,919,658	-3.51%	11,210,310	2.66%
Conservation and Natural Resources	900,340	915,790	1.72%	929,330	1.48%
Total	\$350,250,000	\$361,745,000	3.28%	\$367,000,000	1.45%

* For comparison purposes the FY 12 Revised Budget is the FY 12 Original Budget adjusted for benefit allocations.

General Fund Revenue Analysis

Carroll County's General Fund receives revenues from over 120 sources including taxes, permit fees, State aid, user fees and investment income. Approximately 86% of the revenue comes from Real Property and Income Taxes.

Revenue In Millions	FY 13 Budget	Percent of Total	FY 13 Revised Forecast	Percent of Total	FY 14 Proposed Budget	Percent of Total	Cumulative Percent of Total
Real Property	\$184.4	51.0%	\$184.1	50.2%	\$182.8	49.8%	49.8%
Income Tax	114.0	31.5%	115.8	31.6%	120.7	32.9%	82.7%
Recordation Tax	8.0	2.2%	8.8	2.4%	9.8	2.7%	85.4%
Railroad and Public Utilities	7.1	2.0%	6.5	1.8%	6.5	1.8%	87.1%
Ordinary Business	6.8	1.9%	6.3	1.7%	6.3	1.7%	88.8%
911 Service Fee	1.0	0.3%	1.0	0.3%	1.0	0.3%	89.1%
Interest	1.0	0.3%	1.0	0.3%	1.0	0.3%	89.4%
Building Permits	0.4	0.1%	0.4	0.1%	0.6	0.2%	89.6%
Total Major Revenues	\$322.7	89.2%	\$323.9	88.4%	\$328.7	89.6%	89.6%
Total Annual Revenues	331.7	91.7%	333.7	91.1%	337.8	92.0%	92.0%
Other Revenues	30.0	8.3%	32.8	8.9%	29.2	8.0%	100.0%
Total Revenue	\$361.7	100.0%	\$366.5	100.0%	\$367.0	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 49.8% of Total. The Real Property Tax group includes nine separate taxes, credits, and charges. The two most significant are the Real Property Tax and the Homestead Tax Credit.

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

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

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

In FY 12 the Board of Commissioners lowered the rate from \$1.048 per one hundred dollars of assessed value to \$1.028. In FY 13 the Board lowered it again to \$1.018. Each year the State reassesses one group, resulting in a complete reassessment of the County every three years. The Homestead Tax Credit, set by the County Commissioners, limits annual tax bill increases to no more than 5% 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 year following. 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.

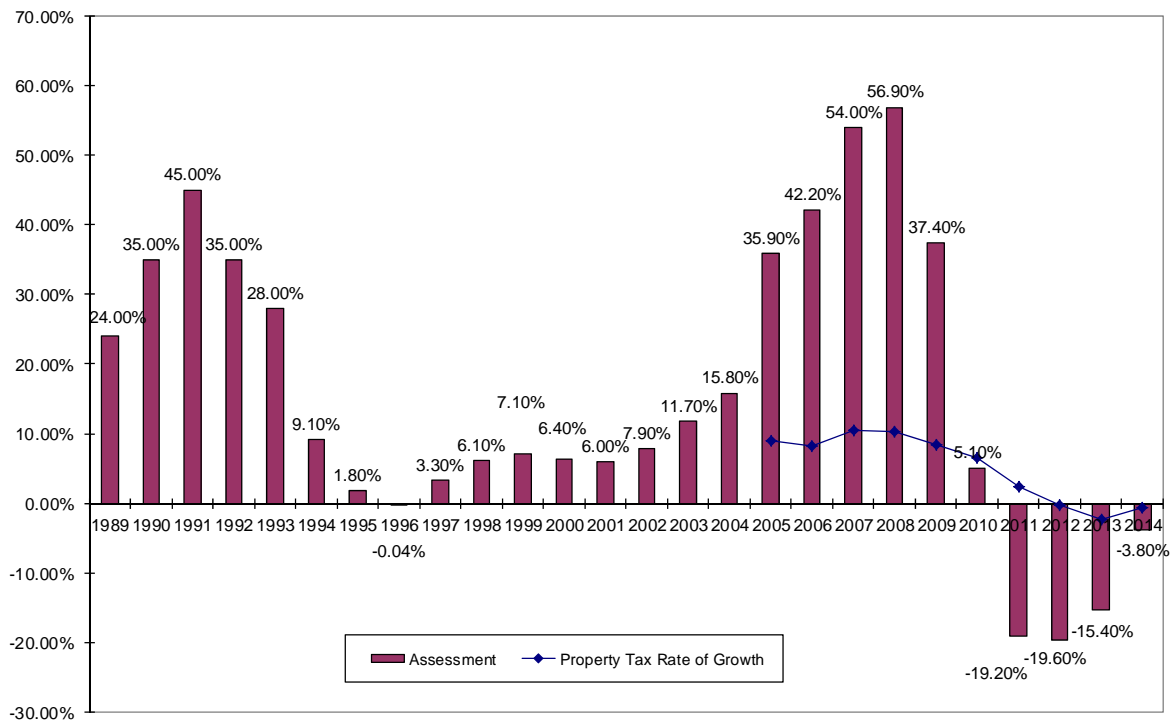
The hot real estate market of the early 2000's began to cool down in 2006 and by 2008 the market had slowed significantly. However, primarily due to the impact of the Homestead Tax Credit and to a lesser extent growth in reassessments, property tax revenue remained fairly strong through FY 10. This trend did not continue into FY 11. Steep negative residential reassessments hit all three groups in FY 11, FY 12, and FY 13. FY 14 also had a negative reassessment but a much smaller drop than FY 11 – 13. 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 in

FY 96 at 10% as a way to limit the amount a property tax bill could increase. During FY 06, the Commissioners lowered this credit to 7%. By lowering this cap during a time of rising reassessments a reserve of deferred growth was created. The thinking was that as assessments slowed or flattened, taxable assessments would catch up with actual assessments. The result was several years of 7% growth in property taxes. Whether assessments were rising, slowing, or flattening, the expectation was there would be a predictable growth pattern. In FY 11 the Commissioners decided to lower this credit to 5%.

The hope for a fairly steady growth pattern in Carroll was undercut by sharp decreases in assessments in all three Groups. In FY 11 the reassessment for Group 1 saw a drop of 19.2%. In FY 12 Group 2 saw a similar drop of 19.6%. This was followed in FY 13 by a similar drop for Group 3 of 15.4%. In FY 14, Group 1 experienced another negative reassessment but at a must smaller drop of 3.8%. This combination of negative reassessments resulted in almost all of the Homestead Tax credit reserves being eliminated. These negative reassessments, combined with a \$0.02 real property tax rate reduction in FY 12 and a \$0.01 reduction in FY 13, will result in decreasing tax revenue through FY 14. The expectation for FY 15 is to be relatively flat and FY 16 to see only slightly positive growth. The expectation for FY 17-19 is to see modest growth of 1.0% - 2.0%.

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



Income Tax

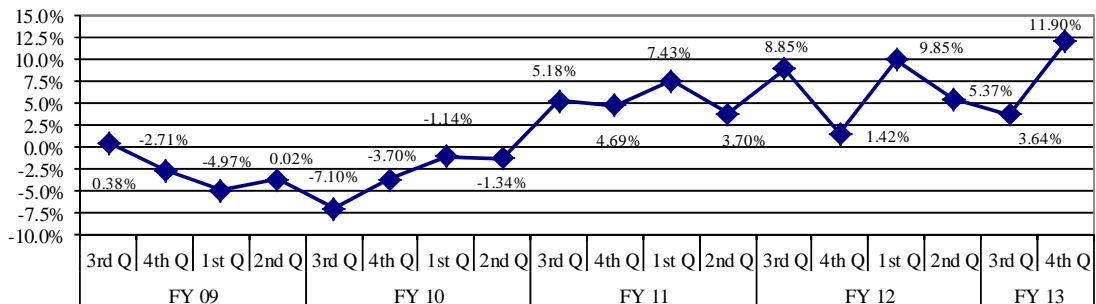
Second Largest Revenue Source at 32.9% of Total. Income tax is calculated as a percentage of net taxable State income. The State cap for income tax is 3.20%. The Board of County Commissioners is proposing to lower the current rate of 3.05% to 3.04% effective January 1, 2014. The Commissioners also plan to reduce it again effective January 1, 2015 to 3.03%. 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 14 Proposed Budget is set at \$120.7 million, which is \$6.7M above the FY 13 Budget of \$114.0M and \$4.9M above the FY 13 Forecast of \$115.8M. Our estimate of a 4.2% increase over the forecast is primarily due to the expected growth in distributions (+4.0%) and to a lesser extent a recent tax law change enacted by the Governor that will phase out personal exemptions for higher earners and result in additional growth. The first two distributions (+3.6 and +11.9%) received in FY 13 have shown good growth. The expectation is for continued growth; however, not at this level. Current State-wide forecasts for FY 14, exclusive of the tax law change, are for growth of 4.6%. Historically Carroll's growth has been higher than the State-wide figure. The main reason for this expectation is that Carroll's income levels are higher than the State-wide average, and Carroll's unemployment rate is lower than the state-wide average. In addition, a higher proportion of Carroll's income taxes come from withholding of wages and salaries. Other jurisdictions in the State have a higher portion of their income taxes coming from estimated payments, which cover everything from small businesses to investments. Estimated payments and the income associated with them are more volatile and have fallen at a greater rate than wage and salaries.

Approximately 90% of income tax revenue is received in quarterly distributions of withholdings and estimated payments. The graph below shows the growth in the distributions from the same period in the prior year. After seeing a period of negative distributions Carroll is now experiencing positive growth. Growth in distributions has been positive over the past ten quarterly distributions.

Growth on Quarterly Income Tax Distributions

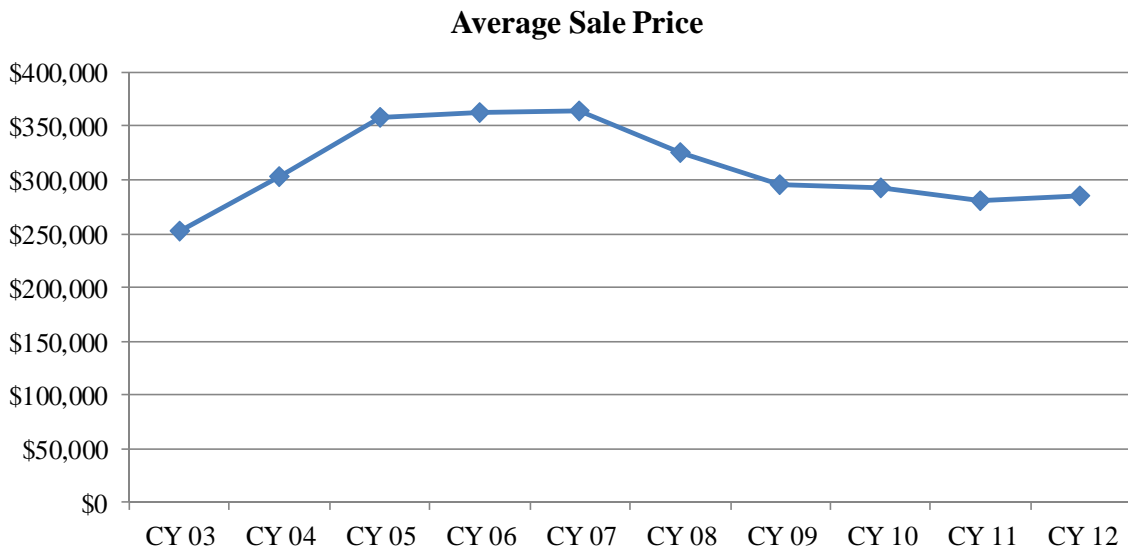


Recordation

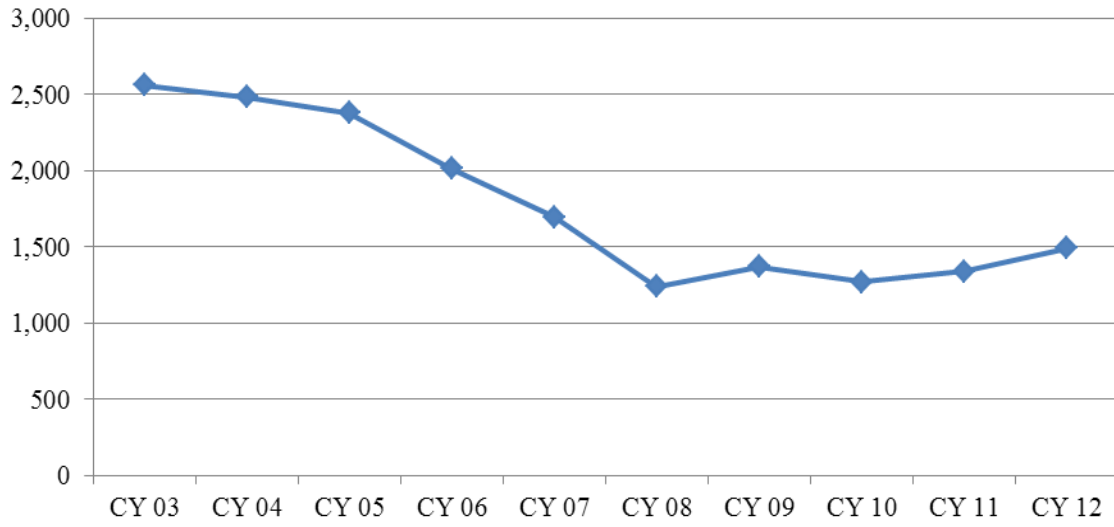
Third Largest Revenue Source at 2.7% of Total. Recordation tax is calculated on the value of recorded mortgages, deeds and other documents conveying title or creating liens on real and personal property. Recordation revenue is directly affected by the economy and housing market.

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 \$22.8M in FY 06. However, with the struggling housing market, recordation plummeted from the high in FY 06 to a bottom of \$7.7M in FY 11. FY 12 showed signs of improved housing transactions and reached \$8.5M. FY 13 shows continued growth and is expected to reach \$8.8M, \$0.8M above the FY 13 Budget. This trend is expected to continue at a stronger rate of growth and is projected to reach \$9.8M in FY 14.

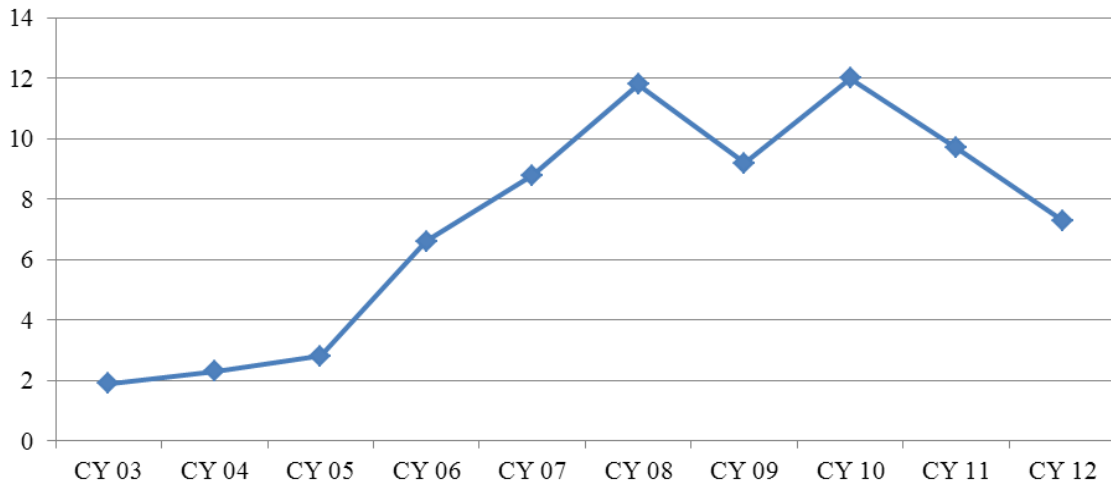
In addition to the historical collection data referenced above, we also review predictions from experts within the housing industry to determine the proper level for Recordation. Finally, we look to the local real estate market, particularly accessing the Metropolitan Regional Information Systems database, which provides sales data on existing properties. Factors such as average home sale price, total units sold, average days on the market, and active listings were reviewed. Average sales price in CY 12 of \$284K is showing positive growth for the first time since CY 07. Units sold increased over 11% from CY 12. Average days on the market decreased 9% from CY 11 and the average months of inventory is down 39% over the last two years. All of these indicators, as charted below, are showing positive signs of improvement in the housing market and will have a positive impact on the County's revenue picture.



Units Sold



Average Months of Inventory



Railroad and Public Utilities

Fourth Largest Revenue Source at 1.8% of Total. Property taxes for railroads and public utilities are combined into one revenue. In FY 12 the Board of Commissioners lowered the personal and real property tax rates from \$2.62 and \$1.048 per one hundred dollars of assessed value to \$2.57 and \$1.028, respectively. In FY 13 the Board lowered them further to \$2.545 and \$1.018. Prior to FY 14, the personal property tax rate was set by the State at 2.5 times the property tax. For FY 14, the State of Maryland is decoupling the personal property tax rate from the real property tax rate. The personal property tax rate can be no more than 2.5 times the real property tax rate. For FY 14, the Board of County Commissioners is proposing a personal property tax rate decrease of \$0.03, or from \$2.545 to \$2.515 per \$100 assessed value. The real property tax rate is applied to railroad real property, while the personal tax rate is applied to railroad personal property and to both the real and personal property of public utilities.

In Carroll County, approximately 85% of these collections come from two utility companies: BGE and Verizon. Railroad and public utilities revenue in FY 11 reached \$7.1M. In FY 12 it dropped to \$6.5M and is projected to remain flat in FY 13. The State of Maryland provides assessment estimates which can be accessed at www.dat.state.md.us/sdatweb/stats. In FY 14 it is budgeted to drop to \$6.4M due to flat forecasted assessments and the proposed drop in the personal property tax rate.

Ordinary Business

Fifth Largest Revenue Source at 1.9% of Total. All corporations are required to file personal property tax returns with the State. The taxable value of personal property is based on its original value less an annual depreciation allowance multiplied by the current tax rate. The County Commissioners lowered this rate from \$2.62 per \$100 of assessed value in FY 11 to \$2.57 in FY 12 and then again lowered it to \$2.545 in FY 13. In FY 14, the Board of County Commissioners are proposing this rate to drop to \$2.515 per \$100 of assessed value. Commercial and manufacturing inventory, manufacturing machinery, farm implements, and livestock are exempt from local taxation. Ordinary business is influenced by the economy and growth in the commercial/industrial base. State provided assessment estimates, which can be accessed at www.dat.state.md.us/sdatweb/stats.

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 follow the Federal Reserve pronouncements in order to determine the expected interest rate.

During FY 08 the housing market slowed dramatically. The Federal Reserve reacted by lowering the federal funds rate from 5.25% to 2.00%. During FY 09, as the economy continued to struggle the rate was lowered several more times. Ultimately it reached the 0%-0.25% target range. It has remained largely unchanged since then. Recent Federal Reserve statements suggest it will remain at this level at least through mid-2015 (FY 16).

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 \$8.6M. This amount dropped to \$4.0M in FY 09 followed by \$1.4M FY 10 and \$1.1M in FY 11. Approximately \$1M per year in interest revenue has been earned since FY 11 and is forecast to continue until FY 16.

The FY 13 weighted average of the current portfolio is down to 0.28%. This is a decrease from 0.34% in FY 12, 0.46% in FY 11, 0.67% in FY 10, and 2.0% in FY 09. The market rate for short-term investments is 0.19%. Getting rates higher than this are difficult and require longer commitments. For FY 14 \$1.0M is budgeted. This budget is primarily based on maintaining a \$200M portfolio earning an average rate of 0.3%. This revenue also includes approximately \$0.45M annually in interest associated with older Installment Purchase Agreements.

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 \$0.75 on all telephones, both cellular and landlines. With some decrease associated with the transition away from land lines, the FY 13 budget was lowered to \$1.0M and is projected to continue at \$1.0M in FY 14 and beyond.

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 \$1M 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 13 is \$0.44M. With signs of growth in the housing market, the budget for FY 14 is proposed at \$0.55M.

Annual Revenues

Annual revenues, ranging from property taxes to park entrance fees, generate approximately 92% of total revenue. Individually these revenues may experience varying

levels of growth or decline, but in total over the past ten years annual revenues as a whole have shown positive growth. FY 14 is budgeted to grow \$6.1M, or 1.8%, from FY 13.

Other Revenues

Revenues that are not considered reoccurring are given separate recognition in the Budget. Referred to as other revenues, or below the line revenues, these funds vary greatly from year to year. The largest component at \$14.8M in FY 14 is prior year unappropriated reserve, which is commonly referred to as the surplus. The second largest 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. This is budgeted at \$12.8M in FY 14.

Assessable Base

Comparison of Maryland Jurisdictions by Property Type

Jurisdiction	FY 11			FY 12			FY 13		
	Commercial/ Industrial	Residential	Agricultural	Commercial/ Industrial	Residential	Agricultural	Commercial/ Industrial	Residential	Agricultural
Baltimore City	23.01%	76.99%	0.00%	28.72%	71.28%	0.00%	29.04%	70.96%	0.00%
Washington	22.31%	72.97%	4.71%	23.46%	71.47%	5.07%	24.48%	70.73%	4.79%
Allegany	22.53%	74.27%	3.20%	22.95%	73.72%	3.33%	23.00%	73.47%	3.53%
Prince George's	17.75%	82.22%	0.03%	20.30%	79.66%	0.04%	21.83%	78.12%	0.05%
Wicomico	18.72%	76.17%	5.11%	19.97%	75.17%	4.86%	20.96%	74.26%	4.78%
Baltimore Co.	16.50%	82.06%	1.43%	19.05%	79.67%	1.29%	19.83%	78.85%	1.32%
Cecil	15.64%	78.96%	5.41%	17.35%	77.35%	5.30%	17.91%	76.59%	5.50%
Frederick	15.51%	79.60%	4.89%	17.30%	77.68%	5.02%	17.84%	77.33%	4.83%
Anne Arundel	15.96%	83.35%	0.69%	17.61%	81.66%	0.73%	17.72%	81.64%	0.65%
Dorchester	13.12%	76.55%	10.33%	16.95%	72.35%	10.70%	17.53%	72.34%	10.13%
Howard	15.07%	83.85%	1.08%	16.31%	82.75%	0.94%	16.91%	82.13%	0.97%
Charles	14.42%	82.73%	2.86%	15.69%	81.45%	2.86%	16.22%	81.08%	2.70%
Montgomery	15.38%	84.24%	0.39%	15.97%	83.62%	0.42%	16.21%	83.38%	0.41%
Harford	13.90%	83.04%	3.06%	15.40%	81.48%	3.12%	15.78%	81.06%	3.16%
Worcester	14.80%	83.38%	1.82%	14.70%	83.52%	1.78%	15.64%	82.39%	1.97%
Somerset	14.28%	75.86%	9.86%	14.93%	74.69%	10.38%	15.58%	74.00%	10.42%
Caroline	11.39%	74.85%	13.76%	12.82%	73.10%	14.08%	13.37%	72.45%	14.18%
Kent	11.07%	76.24%	12.68%	12.28%	74.67%	13.04%	12.24%	74.66%	13.10%
Carroll	10.70%	83.83%	5.47%	11.78%	82.74%	5.47%	11.65%	82.92%	5.43%
Queen Anne's	9.08%	80.99%	9.93%	10.94%	79.45%	9.61%	11.63%	78.43%	9.94%
Calvert	9.21%	88.34%	2.45%	10.24%	87.32%	2.53%	10.85%	86.65%	2.50%
St. Mary's	9.60%	85.01%	5.38%	10.43%	84.25%	5.32%	10.72%	83.89%	5.39%
Talbot	9.43%	79.00%	11.57%	10.04%	78.56%	11.39%	10.58%	78.20%	11.22%
Garrett	9.21%	86.32%	4.47%	9.38%	85.98%	4.63%	9.48%	85.65%	4.86%
State Total	15.77%	82.37%	1.85%	17.47%	80.67%	1.86%	18.01%	80.14%	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 Operating Revenues

Revenue	FY 12 Budget	FY 13 Budget	FY 14 Proposed	Increase (Decrease)	% Change
Real Property Tax	\$193,400,000	\$185,816,800	\$182,908,818	(\$2,907,982)	-1.56%
Taxes - Discounts	(800,000)	(800,000)	(750,000)	50,000	-6.25%
Senior Tax Credit	(25,000)	(20,000)	(20,000)	0	0.00%
Penalty and Interest	900,000	900,000	940,000	40,000	4.44%
Homestead Tax Credit	(6,300,000)	(1,800,000)	(663,848)	1,136,152	-63.12%
Non-Profit/Civic Group Tax Credit	(25,000)	(25,000)	(25,000)	0	0.00%
Personal Property Tax	250,000	250,000	247,000	(3,000)	-1.20%
Railroad & Public Utility	6,875,000	7,125,000	6,425,000	(700,000)	-9.82%
Ordinary Business Tax	6,775,000	6,500,000	5,930,000	(570,000)	-8.77%
Collections Office - Over/Under	0	0	0	0	0.00%
Prior Years Taxes Deferred	250,000	250,000	300,000	50,000	20.00%
Heavy Equipment tax	0	40,000	40,000	0	0.00%
Semi-Annual Service Charges	200,000	100,000	130,000	30,000	30.00%
Total Local Property Taxes	\$201,500,000	\$198,336,800	\$195,461,970	(\$2,874,830)	-1.45%
Income Tax	\$108,000,000	\$114,000,000	\$120,502,100	\$6,502,100	5.70%
Admissions	\$275,000	\$300,000	\$249,000	(\$51,000)	-17.00%
PILOT	20,000	18,000	18,540	540	3.00%
911 Service Fee	1,165,000	1,000,000	1,000,000	0	0.00%
Recordation Fee	8,000,000	8,000,000	9,750,000	1,750,000	21.88%
Other Local Taxes	\$9,460,000	\$9,318,000	\$11,017,540	\$1,699,540	18.24%
Police Aid - Regular Grant	\$620,000	\$620,000	\$930,000	\$310,000	50.00%
Total State Shared Taxes	\$620,000	\$620,000	\$930,000	\$310,000	50.00%
Beer, Wine, Liquor Licenses	\$200,000	\$200,000	\$206,000	\$6,000	3.00%
Amusements	8,000	8,000	8,240	240	3.00%
Traders Licenses	140,000	140,000	144,200	4,200	3.00%
Mobile Home Licenses	60,000	60,000	61,800	1,800	3.00%
Animal Licenses	110,000	100,000	103,000	3,000	3.00%
Building Permits	400,000	400,000	550,000	150,000	37.50%
Plumbing Licenses	13,000	44,000	45,320	1,320	3.00%
Marriage Licenses	30,000	30,000	30,900	900	3.00%
Electrical Licenses	17,000	52,000	50,000	(2,000)	-3.85%
Utility Construction Permits	33,000	33,000	33,990	990	3.00%
Electrical Permits	140,000	128,000	160,000	32,000	25.00%
Grading Permits	20,000	16,500	18,000	1,500	9.09%
Use and Occupancy Certificates	30,000	30,000	30,900	900	3.00%
Zoning Certificates/Ordinances	1,800	1,800	1,850	50	2.78%
Plumbing Permits	130,000	130,000	170,000	40,000	30.77%
Reinspection Fees	2,000	2,000	2,060	60	3.00%
Total Licenses and Permits	\$1,334,800	\$1,375,300	\$1,616,260	\$240,960	17.52%
State Aid - Fire Protection	\$265,000	\$265,000	\$265,000	\$0	0.00%
State Aid - Recreation & Parks Facilities	8,000	0	0	0	0.00%
Bond Interest Subsidy	874,000	874,000	854,000	(20,000)	-2.29%
Grand & Petit Jury Reimbursement	35,000	40,000	40,000	0	0.00%
Circuit Court Master Reimbursement	130,000	130,000	130,000	0	0.00%
Total Intergovernmental	\$1,312,000	\$1,309,000	\$1,289,000	(\$20,000)	-1.53%

General Fund Operating Revenues

Revenue	FY 12 Budget	FY 13 Budget	FY 14 Proposed	Increase (Decrease)	% Change
Lien Certification	\$135,000	\$135,000	\$160,000	\$25,000	18.52%
Data Processing Services	6,500	6,500	6,500	0	0.00%
Hearing Fees - Board of Zoning Appeals	8,000	8,000	15,000	7,000	87.50%
Copy Fees	12,000	11,000	11,330	330	3.00%
Telephone	2,500	4,000	10,000	6,000	150.00%
Health Dept - BGE	55,000	55,000	40,000	(15,000)	-27.27%
Hearing Fees - Zoning Administration	8,000	14,000	8,000	(6,000)	-42.86%
Total General Government	\$227,000	\$233,500	\$250,830	\$17,330	7.42%
Sheriff Salary Recovery	\$10,000	\$10,000	\$5,000	(\$5,000)	-50.00%
Sheriff Fees	120,000	120,000	110,000	(10,000)	-8.33%
Detention Center	210,000	240,000	240,000	0	0.00%
Sheriff - Town Deputies	85,000	85,000	87,550	2,550	3.00%
Inspection Fees - Roads	30,000	60,000	60,000	0	0.00%
Inspection Fees - Development Review	25,000	8,000	8,240	240	3.00%
Detention Center - Commissary	45,000	45,000	46,350	1,350	3.00%
Detention Center - Work Release	100,000	100,000	100,000	0	0.00%
Detention Center - Home Detention	10,000	10,000	18,000	8,000	80.00%
ICE Inmates	200,000	150,000	154,500	4,500	3.00%
ICE Transportation	200,000	0	0	0	0.00%
Detention Center - Juvenile Transport	70,000	85,000	87,550	2,550	3.00%
Circuit Court Annex - Rent and Heat	13,110	13,110	13,110	0	0.00%
Sex Offender Registry	0	0	28,000	28,000	100.00%
State Criminal Alien Asst. Program	14,150	17,500	0	(17,500)	-100.00%
Total Public Safety	\$1,132,260	\$943,610	\$958,300	\$14,690	1.56%
Vehicle Maintenance	\$325,000	\$425,000	\$437,750	\$12,750	3.00%
Road Maintenance	85,000	85,000	87,550	2,550	3.00%
Development Review Fees	200,000	125,000	140,000	15,000	12.00%
Flood Plain Review Fees	5,000	5,000	5,000	0	0.00%
Fuel Recovery	750,000	850,000	875,500	25,500	3.00%
Stormwater/Environmental Review Fees	40,000	30,000	30,900	900	3.00%
Engineering Review Fees	30,000	20,000	20,600	600	3.00%
Forest Conservation Review Fees	30,000	30,000	20,000	(10,000)	-33.33%
Tower Fees	5,000	7,500	4,000	(3,500)	-46.67%
Weed Control	20,000	20,000	35,000	15,000	75.00%
Total Public Works	\$1,490,000	\$1,597,500	\$1,656,300	\$58,800	3.68%
Hashawha General Public Programs	\$17,000	\$12,000	\$15,000	\$3,000	25.00%
Hashawha School Programs	9,000	9,000	9,270	270	3.00%
Hashawha Outdoor School - Meals	150,000	150,000	154,500	4,500	3.00%
Hashawha Concessions	2,000	2,000	800	(1,200)	-60.00%
Bear Branch Programs	0	0	5,000	5,000	100.00%
Farm Museum - Admissions	35,000	35,000	35,000	0	0.00%
Farm Museum - Wine Festival	400,000	400,000	426,050	26,050	6.51%
Farm Museum - Concessions	50,000	50,000	50,000	0	0.00%
Piney Run - Admissions	150,000	140,000	144,200	4,200	3.00%
Hashawha Fees	230,000	230,000	250,000	20,000	8.70%
Hashawha Milk Subsidy	2,000	0	0	0	0.00%
Pavilion and Facility Rentals	36,000	36,000	37,080	1,080	3.00%

General Fund Operating Revenues

Revenue	FY 12 Budget	FY 13 Budget	FY 14 Proposed	Increase (Decrease)	% Change
Piney Run Concessions	12,000	12,000	12,360	360	3.00%
Piney Run Boat Rentals	40,000	40,000	41,200	1,200	3.00%
Piney Run Programs	5,000	5,000	5,000	0	0.00%
Piney Run Nature Center Programs	8,000	8,000	8,240	240	3.00%
Piney Run Nature Center Facility	2,000	4,000	4,120	120	3.00%
Piney Run Nature Camp	42,000	40,000	40,000	0	0.00%
Piney Run Nature Center Concessions	4,000	3,000	3,000	0	0.00%
Sports Complex - Concessions	20,000	16,000	16,000	0	0.00%
Sports Complex - Rent/Lighting	75,000	90,000	80,000	(10,000)	-11.11%
Sports Complex - Advertisement	500	500	0	(500)	-100.00%
Farm Museum Sponsors	4,000		0	0	0.00%
Dog Park Memberships	0	0	5,400	5,400	100.00%
Total Recreation	\$1,293,500	\$1,282,500	\$1,342,220	\$59,720	4.66%
Westminster Senior Center Classes	\$0	\$0	\$11,000	\$11,000	100.00%
North Carroll Senior Center Classes	0	0	19,000	19,000	100.00%
South Carroll Senior Center Classes	0	0	16,500	16,500	100.00%
Taneytown Senior Center Classes	0	0	2,500	2,500	100.00%
Mt. Airy Senior Center Classes	0	0	11,000	11,000	100.00%
Total Aging	\$0	\$0	\$60,000	\$60,000	100.00%
Circuit Court Fines	\$40,000	\$40,000	\$40,000	\$0	0.00%
Liquor License Fines	2,000	2,000	2,000	0	0.00%
Animal Violation Fines	12,000	12,000	13,000	1,000	8.33%
Civil Zoning Violations	1,800	1,800	1,800	0	0.00%
Humane Society Impound Fees	25,000	25,000	25,750	750	3.00%
Parking Violations	1,000	1,000	1,000	0	0.00%
Total Fines and Forfeits	\$81,800	\$81,800	\$83,550	\$1,750	2.14%
Interest - Misc Loans	\$20,000	\$50,000	\$50,000	\$0	0.00%
Interest - Fire Company Loans	345,000	328,000	350,000	22,000	6.71%
Investment Interest	1,200,000	1,000,000	1,000,000	0	0.00%
Rents and Royalties	200,000	200,000	200,000	0	0.00%
Rent - Family Law	6,600	6,600	6,600	0	0.00%
Humane Society Refunds	100,000	10,000	10,000	0	0.00%
Advertising - Liquor Licenses	8,000	8,000	8,000	0	0.00%
Jury Duty	350	350	350	0	0.00%
Postage	20,000	23,000	25,000	2,000	8.70%
Equipment Sales	70,000	80,000	80,000	0	0.00%
Woodland Management	44	0	0	0	0.00%
Purchasing Card Rebate	0	0	15,000	15,000	100.00%
Miscellaneous	10,000	98,648	100,000	1,352	1.37%
Activities - Farm Museum General	40,000	35,000	35,000	0	0.00%
Total Other	\$2,019,994	\$1,839,598	\$1,879,950	\$40,352	2.19%

General Fund Operating Revenues

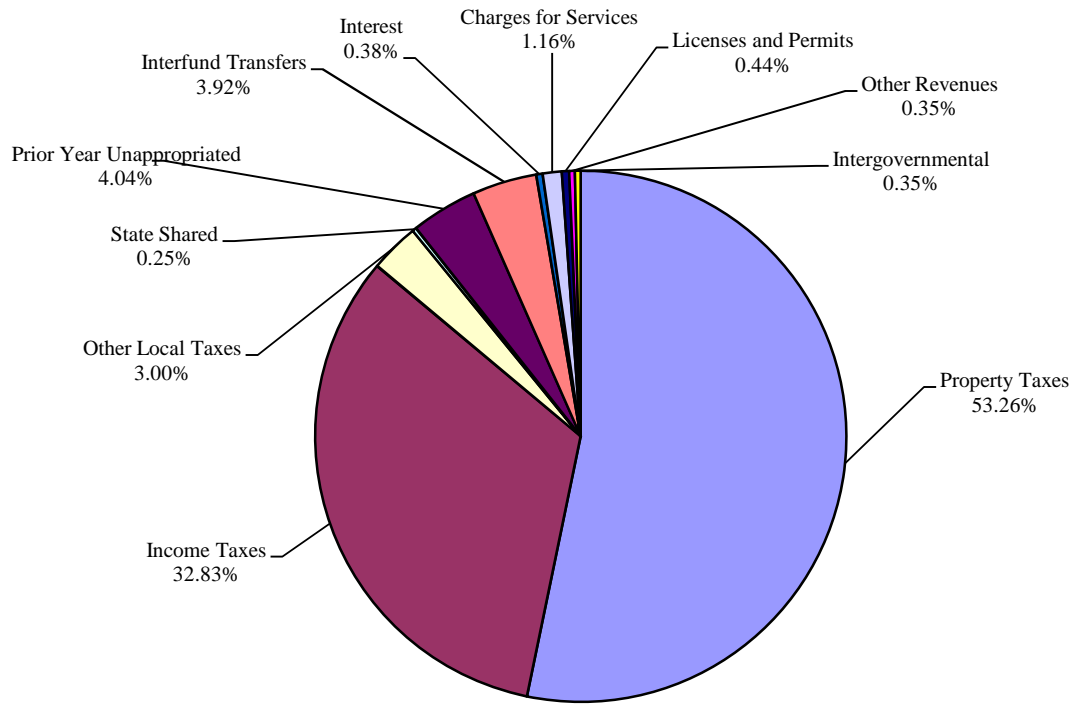
Revenue	FY 12 Budget	FY 13 Budget	FY 14 Proposed	Increase (Decrease)	% Change
Health Department	\$1,000	\$1,000	\$1,000	0	0.00%
Pension Recovery - Enterprise and Grants	300,000	300,000	310,000	10,000	3.33%
OPEB Recovery - Enterprise and Grants	400,000	318,000	225,000	(93,000)	-29.25%
State Retirement Recovery - Enterprise and Grants	7,000	7,000	13,000	6,000	85.71%
County Attorney Fees	177,000	177,000	177,000	0	0.00%
Total Cost Recovery	\$885,000	\$803,000	\$726,000	(\$77,000)	-9.59%
Total Annual Revenue	\$329,356,354	\$331,740,608	\$337,774,020	\$5,973,412	1.80%
Prior Year Unappropriated Reserve	\$7,993,646	\$16,809,377	\$14,827,375	(\$1,982,002)	-11.79%
Special Revenue Fund: Hotel Rental Tax	266,380	265,530	290,720	25,190	9.49%
Special Revenue Fund: Cable Franchise Fee	883,620	929,485	1,080,170	150,685	16.21%
Transfer from Capital Fund	11,550,000	12,000,000	13,027,715	1,027,715	8.56%
Prior Year IPA	200,000	0	0	0	0.00%
Total Operating Revenue	\$350,250,000	\$361,745,000	\$367,000,000	\$5,195,000	1.44%

Prior Year Unappropriated Reserve	Consists of revenues in excess of budget and unspent appropriated dollars. These funds are carried over to the next budget following the completion of an independent audit.
Special Revenue Fund: Hotel Rental Tax	Dedicated Hotel Tax revenue for tourism and promotion of the County that is transferred into the General Fund.
Special Revenue Fund: Cable Franchise Fee	Dedicated Cable Franchise Fee revenue that is transferred into the General Fund to pay expenses related to public service programming on cable television.
Transfer from Capital Fund	Dedicated local income tax revenue for Public School construction that is transferred into the General Fund to pay debt service on school construction.
Prior Year IPA	Agriculture Preservation funds from the Capital Budget transferred into the General Fund to pay for Debt Service on Installment Purchase Agreements.

Operating Budget Revenues

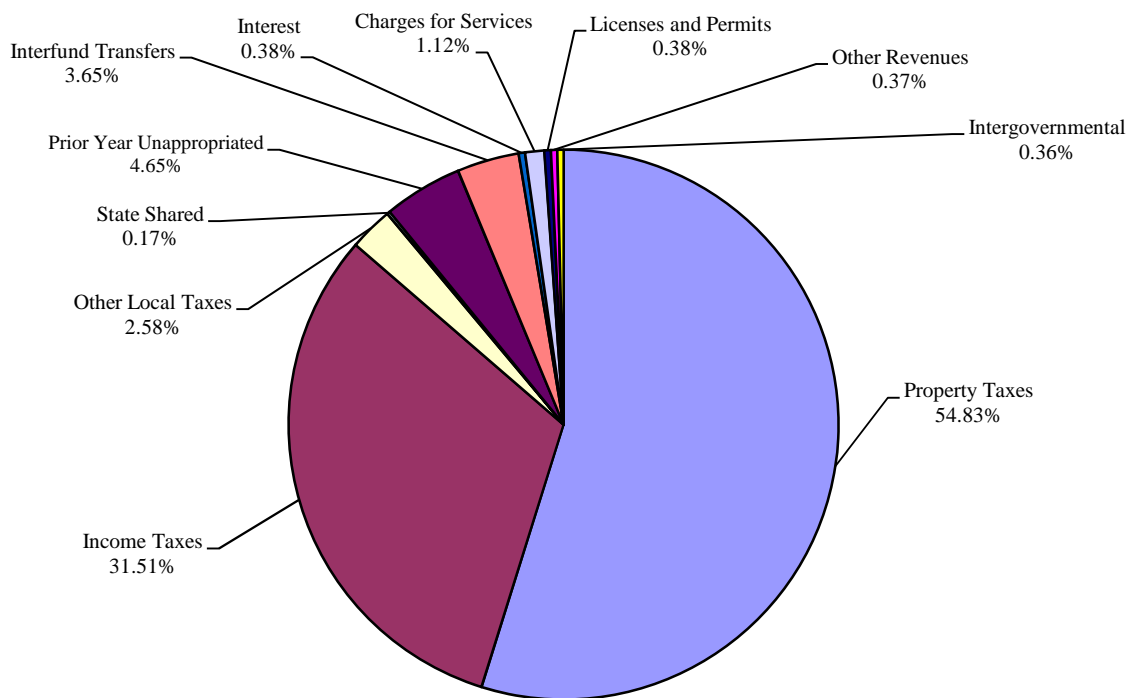
Fiscal Year 2014 Proposed Budget

\$367,000,000



Fiscal Year 2013 Budget

\$361,745,000



Operating Plan

Six Year Operating Revenue

	FY 14 Proposed	FY 15 Planned	FY 16 Planned	FY 17 Planned	FY 18 Planned	FY 19 Planned
Real Property - All Funds	182,819,970	182,944,419	183,554,234	185,389,776	188,479,606	192,249,198
% Change	-0.79%	0.07%	0.33%	1.00%	1.67%	2.00%
Prop Tax directly in Cap Fund	0	(496,700)	(2,346,700)	(2,303,600)	(2,334,000)	(2,361,600)
% Change	-100.00%	0.00%	372.46%	-1.84%	1.32%	1.18%
Railroad & Public Utility	6,425,000	6,425,000	6,521,375	6,619,196	6,718,484	6,819,261
% Change	0.00%	0.00%	1.50%	1.50%	1.50%	1.50%
Total Business Tax	6,217,000	6,217,000	6,341,340	6,468,167	6,597,530	6,729,481
% Change	0.00%	0.00%	2.00%	2.00%	2.00%	2.00%
Total Property Tax	\$195,461,970	\$195,089,719	\$194,070,249	\$196,173,539	\$199,461,620	\$203,436,339
% Change	-0.72%	-0.19%	-0.52%	1.08%	1.68%	1.99%
Income Tax	120,502,100	125,524,695	131,287,117	137,523,256	144,055,610	150,898,252
% Change	3.88%	4.17%	4.59%	4.75%	4.75%	4.75%
Recordation	9,750,000	10,500,000	11,500,000	13,000,000	14,500,000	14,500,000
% Change	11.43%	7.69%	9.52%	13.04%	11.54%	0.00%
Building Permits	550,000	660,000	770,000	880,000	990,000	1,113,750
% Change	25.00%	20.00%	16.67%	14.29%	12.50%	12.50%
911 Service Fee	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
% Change	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Investment Interest	1,000,000	1,000,000	3,000,000	6,000,000	6,300,000	6,615,000
% Change	0.00%	0.00%	200.00%	100.00%	5.00%	5.00%
Total Major Revenues	\$328,264,070	\$333,774,414	\$341,627,366	\$354,576,794	\$366,307,230	\$377,563,341
% Change	1.36%	1.68%	2.35%	3.79%	3.31%	3.07%
Tier 2 Revenues *	6,048,300	6,229,749	6,416,641	6,609,141	6,807,415	7,011,637
% Change	4.55%	3.00%	3.00%	3.00%	3.00%	3.00%
Tier 3 Revenues **	3,461,650	3,565,501	3,672,466	3,782,639	3,896,119	4,013,002
% Change	-14.22%	3.00%	3.00%	3.00%	3.00%	3.00%
Annual Revenues	\$337,774,020	\$343,569,663	\$351,716,473	\$364,968,574	\$377,010,763	\$388,587,981
% Change	1.22%	1.72%	2.37%	3.77%	3.30%	3.07%
Prior Year Unapprop Reserve	14,827,375	5,138,788	4,177,740	3,440,664	3,540,632	3,672,722
% Change	-11.79%	-65.34%	-18.70%	-17.64%	2.91%	3.73%
Transfer from Spec Rev Fund	1,370,890	1,412,017	1,454,377	1,498,009	1,482,949	1,527,437
% Change	14.72%	3.00%	3.00%	3.00%	-1.01%	3.00%
Transfer from Cap Fund - Inc Tax For Debt Service and PT Ag Pres	13,027,715	13,020,461	12,606,990	12,118,837	11,397,114	10,762,741
% Change	8.56%	-0.06%	-3.18%	-3.87%	-5.96%	-5.57%
Total Revenues	\$367,000,000	\$363,140,929	\$369,955,580	\$382,026,084	\$393,431,458	\$404,550,881
% Change	1.45%	-1.05%	1.88%	3.26%	2.99%	2.83%

Operating Plan

Fiscal Years 2014 - 2019

Department/Agency	FY 14 Proposed	FY 15 Planned	FY 16 Planned	FY 17 Planned	FY 18 Planned	FY 19 Planned
Public Schools						
Board of Education	163,500,000	162,000,000	162,000,000	167,000,000	172,000,000	175,000,000
Board of Education Debt Service	13,800,000	13,732,400	13,167,850	12,578,690	11,768,170	11,064,790
Teacher Pension	5,078,000	5,737,000	6,702,000	7,037,100	7,389,000	7,758,410
Total Public Schools	182,378,000	181,469,400	181,869,850	186,615,790	191,157,170	193,823,200
Education Other						
Cable Regulatory Commission	116,970	120,480	123,490	126,570	130,370	134,280
Carroll County Community College	7,140,990	7,355,220	7,539,100	7,727,580	7,959,410	8,198,190
Carroll County Public Library	8,929,350	9,249,350	9,542,130	9,846,280	10,204,590	10,578,240
Community Media Center	565,770	560,000	540,000	550,000	560,000	570,000
Education Opportunity Fund	400,000	0	0	0	0	0
Total Education Other	17,153,080	17,285,050	17,744,720	18,250,430	18,854,370	19,480,710
Public Safety and Correction						
Circuit Court	1,785,840	1,966,150	2,021,780	2,079,780	2,149,330	2,221,490
Circuit Court Masters	487,630	504,120	519,020	534,460	552,850	571,970
Orphan's Court	38,480	38,540	38,590	38,640	38,700	38,770
Volunteer Community Service Program	175,090	181,150	186,370	191,930	198,390	205,260
Total Courts	2,487,040	2,689,960	2,765,760	2,844,810	2,939,270	3,037,490
Detention Center	8,062,030	8,356,450	8,627,090	8,904,970	9,219,760	9,555,770
Sheriff Services	9,780,210	10,233,570	10,513,890	10,820,690	11,187,450	11,568,280
Total Sheriff Services	17,842,240	18,590,020	19,140,980	19,725,660	20,407,210	21,124,050
State's Attorney-Criminal Prosecution	2,693,160	2,787,800	2,874,060	2,963,510	3,069,490	3,179,820
Victim Witness Assistance	264,210	273,760	282,540	291,650	302,360	313,540
Carroll County Advocacy and Investigation	119,960	123,620	127,100	130,680	135,000	139,470
Total State's Attorney	3,077,330	3,185,180	3,283,700	3,385,840	3,506,850	3,632,830
Animal Control	883,370	915,810	900,750	927,360	1,002,120	992,110
Resident Trooper Program	64,200	0	0	0	0	0
EMS 24/7 Services	3,904,000	4,021,120	4,121,650	4,224,690	4,351,430	4,481,970
Volunteer Emergency Services Association	6,896,000	7,102,880	7,280,450	7,462,460	7,686,340	7,916,930
Total Public Safety and Correction Other	11,747,570	12,039,810	12,302,850	12,614,510	13,039,890	13,391,010
Total Public Safety and Correction	35,154,180	36,504,970	37,493,290	38,570,820	39,893,220	41,185,380
Public Works						
Public Works Administration	538,840	577,050	615,850	656,960	702,280	750,500
Engineering Administration	224,720	252,110	239,180	245,980	254,150	262,610
Engineering-Construction Inspection	347,390	359,440	370,350	381,660	395,070	409,040
Engineering-Design	425,710	440,110	453,040	466,410	482,370	498,950
Engineering-Survey	274,270	298,630	293,680	303,070	344,120	325,660
Roads Operations	7,281,370	7,531,220	7,755,920	7,988,640	8,265,500	8,553,660
Storm Emergencies	1,800,000	1,836,180	1,882,090	1,929,140	1,987,010	2,046,620
Traffic Control	331,850	341,800	350,350	359,110	369,880	380,980
Building Construction	177,980	183,970	189,340	194,890	201,520	208,410
Facilities	9,102,900	9,427,110	9,680,220	9,947,290	10,262,280	10,589,040
Fleet Management	6,852,400	7,333,730	7,521,770	7,956,060	8,248,290	8,567,680
Permits and Inspections	1,283,330	1,330,710	1,370,150	1,413,220	1,465,370	1,518,390
Total Public Works	28,640,760	29,912,060	30,721,940	31,842,430	32,977,840	34,111,540
Citizen Services						
Citizen Services Administration	307,450	348,670	360,840	373,500	388,290	403,740
Aging and Disabilities	1,054,480	1,092,640	1,127,770	1,164,320	1,207,180	1,251,950
Total Citizens Services	1,361,930	1,441,310	1,488,610	1,537,820	1,595,470	1,655,690
Access Carroll	20,000	20,000	20,000	20,000	20,000	20,000
ARC of Carroll County	234,340	222,620	211,490	200,910	190,870	181,330
Change	234,340	222,620	211,490	200,920	190,870	181,330
Recovery Support Services	970,000	999,100	1,024,080	1,049,680	1,081,170	1,113,600
Family and Children's Services Domestic Violence	70,950	67,400	64,030	60,830	57,790	54,900
Family and Children's Services Sexual Abuse	196,040	186,240	176,930	168,080	159,680	151,690
Mosaic Community Services Inc.	99,820	94,830	90,090	85,590	81,310	77,240
Health Department	3,152,760	3,215,710	3,279,910	3,345,400	3,412,200	3,480,340
Human Services Program	772,500	733,870	697,180	662,320	629,200	597,740
Flying Colors of Success	36,000	34,200	32,490	30,870	29,320	27,860
Rape Crisis Intervention Services	82,680	78,550	74,620	70,890	67,350	63,980
Social Services	45,000	45,000	45,000	45,000	45,000	45,000
Target Community and Educational Services	234,340	222,620	211,490	200,910	190,870	181,330
Youth Services Bureau	607,050	576,690	547,860	520,470	494,440	469,720
Total Citizens Services Other	6,755,820	6,719,450	6,686,660	6,661,870	6,650,070	6,646,060

Operating Plan

Fiscal Years 2014 - 2019

Department/Agency	FY 14 Proposed	FY 15 Planned	FY 16 Planned	FY 17 Planned	FY 18 Planned	FY 19 Planned
Recreation and Parks Administration	316,880	332,690	337,420	347,500	359,490	371,970
Hashawha	772,360	796,580	814,770	835,570	864,100	893,740
Piney Run Park	475,950	500,040	503,870	517,900	534,740	552,230
Recreation	385,720	398,600	410,100	422,000	436,220	451,000
Sports Complex	202,990	209,730	215,740	221,960	229,400	237,120
Farm Museum	858,660	878,830	904,200	930,440	961,820	994,400
Total Recreation and Parks	3,012,560	3,116,470	3,186,100	3,275,370	3,385,770	3,500,460
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	80,000	80,000	80,000	80,000	80,000	80,000
Total Citizens Services	11,210,310	11,357,230	11,441,370	11,555,060	11,711,310	11,882,210
Administrative Services						
TV Production	176,760	170,550	175,460	180,540	186,590	192,880
Health and Fringe Benefits	17,409,210	18,818,840	20,440,910	22,205,000	24,125,270	26,214,700
Human Resources Administration	660,980	684,070	705,020	726,740	752,480	779,270
Personnel Services	132,540	137,500	142,090	146,870	152,460	158,300
Total Human Resources	18,202,730	19,640,410	21,288,020	23,078,610	25,030,210	27,152,270
Office of Public Safety and 911	4,063,260	4,186,050	4,290,660	4,407,890	4,549,010	4,695,260
Total Public Safety	4,063,260	4,186,050	4,290,660	4,407,890	4,549,010	4,695,260
Technology Services	3,577,310	3,674,050	3,793,380	3,916,310	4,076,380	4,226,700
Production and Distribution	443,260	457,210	469,410	483,760	499,060	514,870
Total Technology Services	4,020,570	4,131,260	4,262,790	4,400,070	4,575,440	4,741,570
Total Administrative Services	26,463,320	28,128,270	30,016,930	32,067,110	34,341,250	36,781,980
General Government						
Comptroller Administration	428,660	342,500	352,220	362,250	374,300	386,800
Accounting	839,120	867,870	893,790	920,640	952,590	985,800
Bond Issuance Expense	168,000	173,040	177,370	181,800	187,250	192,870
Collections Office	1,143,460	1,180,670	1,213,630	1,247,650	1,288,590	1,331,030
Independent Post Audit	51,000	53,040	55,160	57,370	59,660	62,050
Purchasing	424,220	438,250	450,740	463,660	479,130	495,200
Total Comptroller	3,054,460	3,055,370	3,142,910	3,233,370	3,341,520	3,453,750
County Attorney	1,058,190	1,092,210	1,122,210	1,153,140	1,190,480	1,229,150
Total County Attorney	1,058,190	1,092,210	1,122,210	1,153,140	1,190,480	1,229,150
Economic Development	732,980	756,930	778,150	800,060	826,430	853,750
Business Employment and Resource Center	204,670	213,050	220,920	229,130	238,660	248,630
Economic Development Infrastructure and Grants	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000
Tourism	283,190	292,010	299,690	307,590	317,220	327,150
Total Economic Development	3,470,840	3,511,990	3,548,760	3,586,780	3,632,310	3,679,530
Land Use, Planning and Development	1,095,580	1,131,710	1,163,850	1,197,040	1,236,890	1,278,210
Comprehensive Planning	354,490	366,110	376,410	387,050	401,990	410,970
Development Review	488,940	505,560	520,510	535,980	558,700	569,300
Resource Management	1,172,330	1,205,370	1,242,120	1,278,950	1,322,820	1,369,980
Zoning Administration	221,670	229,620	236,900	244,470	253,370	262,670
Total Land Use, Planning and Development	3,333,010	3,438,370	3,539,790	3,643,490	3,773,770	3,891,130
Management and Budget Administration	233,540	241,200	248,000	255,010	263,450	272,190
Budget	536,360	562,370	571,480	596,750	609,300	638,730
Grant Management	127,330	131,470	135,140	138,930	143,500	148,220
Risk Management	2,109,140	2,199,350	2,287,440	2,379,430	2,480,200	2,585,520
Total Management and Budget	3,006,370	3,134,390	3,242,060	3,370,120	3,496,450	3,644,660
Board of Elections	751,830	774,080	793,430	813,260	837,660	862,790
County Commissioners	1,001,030	1,034,310	1,064,000	1,094,680	1,131,440	1,169,590
Board of License Commissioners	63,820	66,060	68,090	70,200	72,710	75,310
Board of Zoning Appeals	98,310	101,580	104,510	107,530	111,160	114,910
Total General Government Other	1,914,990	1,976,030	2,030,030	2,085,670	2,152,970	2,222,600
Total General Government	15,837,860	16,208,360	16,625,760	17,072,570	17,587,500	18,120,820

Operating Plan

Fiscal Years 2014 - 2019

Department/Agency	FY 14 Proposed	FY 15 Planned	FY 16 Planned	FY 17 Planned	FY 18 Planned	FY 19 Planned
Conservation and Natural Resources						
Cooperative Extension	451,510	465,060	476,680	488,600	503,260	518,360
Gypsy Moth	30,000	30,000	30,000	30,000	30,000	30,000
Soil Conservation	413,120	427,470	440,460	453,930	469,910	486,540
Weed Control	34,700	35,740	36,630	37,550	38,680	39,840
Total Conservation and Natural Resources	929,330	958,270	983,770	1,010,080	1,041,850	1,074,740
Debt and Transfers						
Debt Service	25,256,600	26,223,460	27,738,830	28,581,350	28,572,090	28,525,300
Debt Service - Ag Pres	1,892,560	2,082,760	2,246,560	2,330,980	2,370,040	2,395,638
Intergovernmental Transfers	3,021,690	2,882,120	2,939,770	2,998,560	3,058,530	3,119,700
Debt and Transfers	30,170,850	31,188,340	32,925,160	33,910,890	34,000,660	34,040,638
Reserves						
Reserve for Contingencies	6,401,324	6,631,410	6,699,560	6,820,260	6,934,310	7,045,510
Total Reserves	6,401,324	6,631,410	6,699,560	6,820,260	6,934,310	7,045,510
Interfund Transfers						
Transfer to Grant Fund - Aging	111,850	115,200	118,090	121,040	124,670	128,410
Transfer to Capital Fund	8,647,566	2,172,900	2,209,225	2,774,975	2,749,535	2,946,705
Transfer to Grant Fund - CCC for ABE	300,000	300,000	300,000	300,000	300,000	300,000
Transfer to Grant Fund - CATS	514,700	530,140	553,390	567,230	584,250	601,770
Transfer to Grant Fund - Housing	0	20,000	20,000	20,000	20,000	20,000
Transfer to Grant Fund - Recreation	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Grant Fund - Sheriff Services and Courts	156,510	161,200	165,230	169,370	174,450	179,680
Transfer to Grant Fund - State's Attorney	288,370	297,020	304,450	312,060	321,420	331,060
Transfer to Grant Fund - Local Management Board	71,500	73,650	75,490	77,370	79,690	82,090
Transfer to Grant Fund - Health Department	4,000	4,000	4,000	4,000	4,000	4,000
Transfer to OPEB/LOSAP	1,250,000	0	0	0	0	0
Transfer to Solid Waste Enterprise Fund	1,115,000	2,415,000	2,415,000	2,415,000	2,415,000	2,415,000
Transfer to Utilities Enterprise Fund	193,390	199,190	204,170	209,280	215,550	456,020
Total Interfund Transfers	12,660,986	6,296,400	6,377,145	6,978,425	6,996,665	7,472,835
Projected Revenue	367,000,000	363,140,929	369,955,580	382,026,084	393,431,458	404,550,881
Projected Expenditures	367,000,000	362,939,760	369,899,495	381,693,865	392,496,145	402,019,563
Balance	0	201,169	56,085	332,219	935,313	2,531,318
Balance as a Percent of Revenue	0.00%	0.06%	0.02%	0.09%	0.24%	0.63%

Public Schools Appropriations

Carroll County Public Schools Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Carroll County Public Schools	\$165,372,091	\$164,000,000	\$164,000,000	\$163,500,000	-0.30%	-0.30%
Carroll County Public Schools Debt Service	13,523,592	13,100,000	13,100,000	13,800,000	5.34%	5.34%
Teacher Pension	0	4,000,000	4,000,000	5,078,000	26.95%	26.95%
One-Time Funding	0	900,000	900,000	0	-100.00%	-100.00%
Total Public Schools	\$178,895,683	\$182,000,000	\$182,000,000	\$182,378,000	0.21%	0.21%

Core Statement

Carroll County Public Schools: Building the Future.

Core Values

The Board of Education establishes the following core values.

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

Highlights, Changes and Useful Information

- Carroll County Public Schools 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 14 is based on funding at \$2.6M over Maintenance of Effort (MOE). State law mandates that County governments spend the same amount per pupil, less one-time costs, from one year to the next. Each time a County government 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 is providing Teacher Pension funding of \$5.1M, and nearly \$2.0M of in-kind support. The bulk of this in-kind 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 Community Investment Plan, the County will provide \$98.0M of the total \$123.0M planned for school projects in FY 14 - 19.
- In FY 13, the State began passing along costs associated with the teacher pension system to the Counties. The State is phasing these costs in over a 4-year period. The State Department of Legislative Services has estimated the amount for Carroll at \$5.1M in FY 14.

Budget Changes

- Carroll County Public Schools' direct funding for FY 14 is \$163.5M, a decrease of \$0.5M from FY 13.
- The Board of County Commissioners has authorized the use of \$0.5M of the school system's fund balance for the Board of Education's FY 14 Operating Budget.
- Debt Service increases due to bond issuance associated with the construction of the new Mt. Airy middle school.
- The Board of County Commissioners funded \$0.9M in one-time expenditures in FY 13.

Carroll County Public Schools

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	165,372,091	164,000,000	164,000,000	163,500,000	-0.30%	-0.30%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$165,372,091	\$164,000,000	\$164,000,000	\$163,500,000	-0.30%	-0.30%
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
 Deborah Effingham, Bureau Chief of Budget (410) 386-2082
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Core Statement

Carroll County Public Schools: Building the Future.

Core Values

The Board of Education establishes the following core values.

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

Description

The school system includes the Carroll County Career and Technology Center, the Gateway School, the Carroll Springs special education center, twenty-three elementary schools, nine middle schools, and eight high schools.

Budget Changes

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

Source	FY 13 Budget	FY 14 Budget
County (incl. in-kind)	51.6%	52.4%
State	42.5%	42.4%
Federal	4.1%	4.1%
Other (incl. fund bal.)	1.8%	1.1%

- The following is a breakdown of anticipated funding sources, funding change from FY 13 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.
- The Board of County Commissioners funded \$0.9M in one-time expenditures in FY 13.
- The Board of Commissioners authorized the Board of Education to use \$0.5M of their fund balance in FY 14.

Funding Source	FY 14 Funding	Change from FY 13	Percent Change
County	\$163,500,000	(\$500,000)	(0.3%)
County One-time	0	(900,000)	(100.0%)
County In-Kind	1,978,900	-0-	0.0%
Teacher Pension	5,078,000	1,078,000	27.0%
Use of fund balance	500,000	(2,500,000)	(83.3%)
State	138,037,223	(2,975,015)	(2.1%)
Federal	13,418,846	(36,155)	(0.3%)
Other	2,967,089	(163,002)	(5.2%)
TOTAL	\$325,480,058	(\$5,996,172)	(1.8%)

Carroll County Public Schools Debt Service

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	13,523,592	13,100,000	13,100,000	13,800,000	5.34%	5.34%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$13,523,592	\$13,100,000	\$13,100,000	\$13,800,000	5.34%	5.34%
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

Deborah Effingham, Bureau Chief of Budget (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 local income tax rate is proposed to decrease from 3.05% to 3.04% effective January 1, 2014.

Program Highlights

The County opened seven schools over the last decade. Those schools are as follows:

- Manchester Valley High School in FY 10
- Ebb Valley Elementary School in FY 09
- Parr's Ridge Elementary School in FY 06
- Winters Mill High School in FY 03
- Century High School in FY 02
- Shiloh Middle School in FY 01
- Cranberry Station Elementary School in FY 00

Budget Change

- Operating increases due to bond issuance for the construction of the new Mt. Airy middle school project.
- Recent bond sales have been \$6.4M in FY 13, \$7.0M in FY 12, \$10.3M in FY 11, \$20.3M in FY 10, \$44.0M in FY 09, and \$2.0M in FY 08.

Teacher Pension

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	0	4,000,000	4,000,000	5,078,000	26.95%	26.95%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$0	\$4,000,000	\$4,000,000	\$5,078,000	26.95%	26.95%
Employees FTE						

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

Contact

Deborah Effingham, Bureau Chief of Budget (410) 386-2082

Budget Changes

Beginning in FY 13, the State began passing along costs associated with the teacher pension system to the Counties. The State is phasing these costs in over a 4-year period. State law requires Carroll to fund \$5.1M in FY 14, an increase of \$1.1M.

Education Other Appropriations

Education Other Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Cable Regulatory Commission	\$75,999	\$113,560	\$113,560	\$116,970	3.00%	3.00%
Carroll Community College	6,933,000	6,933,000	6,933,000	7,140,990	3.00%	3.00%
Carroll County Public Library	8,497,632	8,789,190	8,789,190	8,929,350	1.59%	1.59%
Community Media Center	445,000	520,000	520,000	565,770	8.80%	8.80%
Education Opportunity Fund	0	0	0	400,000	100.00%	100.00%
Total Education Other	\$15,951,631	\$16,355,750	\$16,355,750	\$17,153,080	4.87%	4.87%

Mission and Goals

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

Goals include:

- Serve the public interest.
- Promote global awareness and multi-cultural education through curriculum, service learning, and programs serving the community.
- Provide access to information and resources efficiently, cost effectively, accurately, and in 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 ongoing coverage of important local events and activities.
- Support and enhance the opportunities for non-public school children in Carroll County.

Highlights, Changes and Useful Information

- Enrollment at the College is projected to remain close to flat with 3,428 full time equivalent (FTE) students in FY 14.
- 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. Increased state funding to the College is expected while the Library is projected to be slightly reduced in FY14.
- 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

- Carroll Community College increases 3% in FY 14.
- The Carroll County Public Library increases for Sunday hours in Eldersburg on a partial year basis and an increase in OPEB allocations.
- The Community Media Center increases due to anticipated cable fee collections and to adjust for actual revenues collected in FY 12.
- In FY 14, the Board of Commissioners included one-time funding for the Education Opportunity Fund.

Cable Regulatory Commission

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$31,856	\$0	\$0	\$0	0.00%	0.00%
Benefits	2,436	0	0	0	0.00%	0.00%
Operating	41,707	113,560	113,560	116,970	3.00%	3.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$75,999	\$113,560	\$113,560	\$116,970	3.00%	3.00%
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

Carol Shawver, Cable Coordinator (410) 386-2095

Lynn Karr, Budget Analyst (410) 386-2082

www.carrollcable.tv

Mission and Goals

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

Goals include:

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

Description

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

Program Highlights

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

Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Cable Coordinator</i>	Full-time	1.00
<i>Total</i>		1.00

Carroll Community College

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	6,933,000	6,933,000	6,933,000	7,140,990	3.00%	3.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$6,933,000	\$6,933,000	\$6,933,000	\$7,140,990	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

Dr. Faye Pappalardo, President (410) 386-8100
Heidi K. Pepin, Senior Budget Analyst (410) 386-2082
<http://www.carrollcc.edu/>

Mission and Goals

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

Goals include:

- Promote student learning and achievement through effective teaching, a supportive learning environment, data-based enrollment management strategies, and activities to encourage student engagement and responsibility.
- Develop and implement new academic and continuing education programs to meet the postsecondary education and workforce development needs of Carroll County.
- Make optimal use of technology to promote student learning and increase the efficiency and effectiveness of College operations.
- Continually assess the effectiveness of the College's programs and services, use the findings to improve, and share the results as appropriate to provide accountability to stakeholders.
- Identify facilities enhancements as appropriate to support student access and success.
- Explore new funding sources to support new programs, workforce development, and technology initiatives.

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 \$7.1M the County provides the College with \$1.7M of in-kind services to maintain the campus. Other sources of revenue include \$13.4M from tuition and fees, \$7.5M from the State and \$1M in other revenue.

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

Revenue	Amount	% of Budget
Tuition and Fees	\$13,390,715	43.61%
County (includes in-kind)	8,824,024	28.74%
State Aid	7,467,154	24.32%
Other	1,025,005	3.34%
Total	\$30,706,898	100.00%

Program Highlights

- Over 25% of the County's high school graduates in 2012 enrolled at the College in fall 2012.
- A total of 13,881 individuals took a credit or continuing education class at the College during 2011 – 12.

Budget Changes

The Community College budget increases 3% for FY 14.

Carroll County Public Library

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	1,012,632	1,111,190	1,111,190	1,167,690	5.08%	5.08%
Operating	7,485,000	7,678,000	7,678,000	7,761,660	1.09%	1.09%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$8,497,632	\$8,789,190	\$8,789,190	\$8,929,350	1.59%	1.59%
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, Senior 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 technology and information about programs, services, and activities provided by the library and the community.

Description

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

There are six full service regional libraries:

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

The County provides Carroll County Public Library with in-kind services of approximately \$416,000 through the Bureau of Facilities to maintain the buildings within the branch system.

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

County - Direct Funding	\$7,761,660	85.14%
State Aid	923,713	10.13%
Other	430,715	4.72%
Total Revenue	\$9,116,088	100.00%

Program Highlights

- In the most recent official statewide library report, based on FY 10 statistics, CCPL had the highest per capita circulation in Maryland at 24.9.
- In FY 12 CCPL circulated 4.4 million items, a 2.5% increase over FY 11.

	FY 09	FY 10	FY 11	FY 12
Books	2,497,549	2,636,111	2,647,813	2,522,738
Video	753,576	917,551	926,073	973,462
Audio	468,609	467,538	461,667	476,562
Periodicals	85,642	87,840	73,203	73,252
Other	80,208	105,033	186,508	356,108
Total	3,885,584	4,214,073	4,295,264	4,402,122

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

Budget Changes

- Benefits increase due to an increase in OPEB allocations.
- In FY 14, the Board of Commissioners increased funding to the Library for Sunday hours in Eldersburg on a partial year basis.

Community Media Center

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	445,000	520,000	520,000	565,770	8.80%	8.80%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$445,000	\$520,000	\$520,000	\$565,770	8.80%	8.80%
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
 Lynn Karr, Budget Analyst (410) 386-2082
<http://www.carrollmediacenter.org/>

Mission and Goals

Build a stronger, more dynamic local community by using media and other resources to inform, link, engage and connect residents and organizations throughout Carroll County.

Goals include:

- Meet the needs of all Public, Education, and Government [PEG] partners for PEG services including facility access, equipment, and marketing of local channels to the public.
- Facilitate content that is relevant and essential to the Carroll County Community and distribute across multiple channels.
- Develop youth initiatives with Career & Technology and other education partners to engage and help youth interested in media careers to develop their skills through community based projects.
- Assess needs and requirements to develop a plan for digital transition.
- Continue to provide support to Carroll County Emergency in the way of emergency alerts on television channels, CMC website, social media outlets and other services.
- 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 and redesign History Project website.
- Maintain ongoing coverage of public meetings, important local events, and activities through Channel 19 and Channel 23.
- Develop larger and broader volunteer base to help support needs and demands of a growing community media center.

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

- Redesigned CMC website to include improved navigation features, mobile optimization, video sharing, dedicated municipal pages and a centralized, interactive community calendar to better serve Carroll County residents.
- Increased the number of local meetings and events that were distributed via live online video streaming.
- Scheduled a series of Community Forums at libraries across Carroll County to identify how use of media and other technologies can meet the needs of specific communities. Plans are to use these forums to develop programs and services to become the basis of a multi-year strategic plan.
- Formed partnership with Silver Oak Academy to train students in media production. Students are now recording the Taneytown Business Breakfast for air on Channel 23.
- Increased support to Carroll Emergency services, broadcasting emergency alert crawls on channels, website and social media outlets.
- Provided candidate profiles for 2013 Municipal Elections on CMC website and Channel 19.
- Partnered with NAACP to facilitate the production of a special Black Church History Collection: White Rock Church.

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 12. In FY 14 the budget is increasing to align funding with anticipated collections.

Education Opportunity Fund

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	0	0	0	400,000	100.00%	100.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$0	\$0	\$0	\$400,000	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

Audrey Cimino, Executive Director (410) 876-5505

Community Foundation of Carroll County

Lynn Karr, Budget Analyst (410) 386-2082

<http://carrollcommunityfoundation.org/>

Mission and Goals

The mission of the Education Opportunity Fund is to offer parity in opportunities for non-public school children in Carroll County Maryland to help them obtain a well-rounded and successful educational experience.

Goals include:

To provide funds for books, teaching materials, equipment, curricula, science and technology needs, and extra-curricular activities for non-public school children in Carroll County.

Description

The Education Opportunity Fund is a component fund of the Community Foundation of Carroll County. An Advisory Board consisting of citizens of Carroll County, Maryland, and chosen by the Community Foundation, will be established. The Advisory Board will review applications for grants and make recommendations to the Board of Directors of the Community Foundation of Carroll County, who will then make the final decisions about distributions from the fund.

Budget Changes

In FY 14 the Board of Commissioners included one-time funding to establish this fund.

*Public Safety and Corrections
Appropriations*

Public Safety and Corrections Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Circuit Court	\$1,553,203	\$1,682,982	\$1,682,977	\$1,785,840	6.11%	6.11%
Circuit Court Masters	497,900	482,425	482,425	487,630	1.08%	1.08%
Orphan's Court	37,432	38,110	38,110	38,480	0.97%	0.97%
Volunteer Community Service	165,144	172,615	172,615	175,090	1.43%	1.43%
Total Courts	\$2,253,679	\$2,376,132	\$2,376,127	\$2,487,040	4.67%	4.67%

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Detention Center	\$7,621,810	\$7,789,340	\$7,884,197	\$8,062,030	3.50%	2.26%
Sheriff Services	7,828,393	8,757,510	9,234,833	9,780,210	11.68%	5.91%
Total Sheriff Services	\$15,450,203	\$16,546,850	\$17,119,030	\$17,842,240	7.83%	4.22%

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
State's Attorney's Office	\$2,703,839	\$2,699,745	\$2,677,745	\$2,693,160	-0.24%	0.58%
Victim Witness Assistance	258,289	261,640	261,145	264,210	0.98%	1.17%
CC Advocacy & Investigation Center	110,627	119,510	119,510	119,960	0.38%	0.38%
Total State's Attorney	\$3,072,755	\$3,080,895	\$3,058,400	\$3,077,330	-0.12%	0.62%

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Animal Control	\$806,368	\$872,750	\$872,750	\$883,370	1.22%	1.22%
Resident Trooper	4,499,406	2,517,158	2,517,158	64,200	-97.45%	-97.45%
EMS 24/7 Services	3,679,760	3,790,150	3,790,150	3,904,000	3.00%	3.00%
Volunteer Emergency Services Association	6,634,243	6,695,000	6,695,000	6,896,000	3.00%	3.00%
Total Public Safety Other	\$15,619,777	\$13,875,058	\$13,875,058	\$11,747,570	-15.33%	-15.33%

Total Public Safety and Corrections	\$36,396,414	\$35,878,935	\$36,428,615	\$35,154,180	-2.02%	-3.50%
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Courts

Courts Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Circuit Court	\$1,553,203	\$1,682,982	\$1,682,977	\$1,785,840	6.11%	6.11%
Circuit Court Masters	497,900	482,425	482,425	487,630	1.08%	1.08%
Orphan's Court	37,432	38,110	38,110	38,480	0.97%	0.97%
Volunteer Community Service	165,144	172,615	172,615	175,090	1.43%	1.43%
Total Courts	\$2,253,679	\$2,376,132	\$2,376,127	\$2,487,040	4.67%	4.67%

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 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 involved in delinquent behavior to utilize the available resources to receive intervention from appropriate agencies.
- Provide prompt resolution of family law issues such as visitation, divorce, and custody.
- Ensure 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 salary and benefits of one Circuit Court Juvenile Master. The 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 benefits, building maintenance, technology services and support, access to the County's fleet of pool vehicles and Personnel Services' staff.

Budget Changes

The Circuit Court budget increases due to:

- The addition of a new Judge and Law Clerk.
 - The salaries for these positions are funded by the State.
 - The one-time costs of furniture and fixtures and ongoing operation costs are funded by the County.
 - The County will also fund a Judicial Assistant to support the Judge.
- In addition, an Administrative Support Specialist has been added to support the Jury Commissioner.

Circuit Court

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Personnel	\$1,218,674	\$1,283,495	\$1,283,490	\$1,334,530	3.98%	3.98%
Benefits	240,102	274,962	274,962	290,710	5.73%	5.73%
Operating	93,478	122,525	122,525	132,450	8.10%	8.10%
Capital Outlay	949	2,000	2,000	28,150	1307.50%	1307.50%
Total	\$1,553,203	\$1,682,982	\$1,682,977	\$1,785,840	6.11%	6.11%
Employees FTE	29.58	29.69	29.69	31.69	-----	-----

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

Sheree Lima, Management and Budget Project Coordinator (410) 386-2082

<http://ccgovernments.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.

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

- In FY 13, the State approved an additional Circuit Court Judge for Carroll County.
- Drug Treatment Court, implemented in FY 07, had 64 participants successfully complete the intensive thirteen month outpatient program.
- In FY 12, Drug Court was awarded The Drug Court Discretionary Grant, in the amount of \$633,046, to be paid over three years.

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Personnel increases due to the addition of a Judicial Assistant and an Administrative Support Specialist.
- Benefits increase due to Pension and OPEB allocations.

- Capital Outlay increases due to one-time costs associated with the new positions and the new Judge.

Positions

Title	Type	FTE
Support Specialist	Full-time	1.00
Bailiff	Contractual	14.69
Administrator	Full-time	1.00
Assignment Officer	Full-time	4.00
Court Reporter	Full-time	3.00
Reporter/Librarian	Full-time	1.00
Deputy Admin.	Full-time	1.00
Judicial Assistant	Full-time	4.00
Jury Commissioner	Full-time	1.00
Staff Attorney	Full-time	1.00
Total		31.69

Total County Funding to Circuit Court

Department	Estimated Cost
Circuit Court	\$1,785,840
Health Benefits	233,930
Utilities	185,000
Building Maintenance	80,200
Technology Support	43,417
Grant's Cash Match	138,430
Total	\$2,466,817

Circuit Court Masters

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Personnel	\$374,924	\$378,540	\$378,540	\$378,540	0.00%	0.00%
Benefits	117,478	98,660	98,660	102,680	4.07%	4.07%
Operating	5,498	5,225	5,225	6,310	20.77%	20.77%
Capital Outlay	0	0	0	100	100.00%	100.00%
Total	\$497,900	\$482,425	\$482,425	\$487,630	1.08%	1.08%
Employees FTE	7.00	7.00	7.00	7.00	-----	-----

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

Contact

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

Sheree Lima, Management and Budget Project Coordinator
(410) 386-2082

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

Mission

The mission of this court is to see that children 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. The Juvenile Court works closely with other agencies such as the Department of Juvenile Services, the Carroll County Department of Social Services, the State Attorney's Office, the Office of the Public Defender, and the Board of Education.

Program Highlights

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

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Operating increases for costs associated with updating the Annotated Code of Maryland.

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 for one Juvenile Master are reimbursed by the State. Three Juvenile Masters are paid directly by the State and are not included in the FTE numbers.

Total County Funding to Masters

Title	Estimated Cost
Circuit Court Master	\$487,630
Health Benefits	109,170
Total	\$596,800

Orphan's Court

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Personnel	\$30,117	\$30,000	\$30,000	\$30,000	0.00%	0.00%
Benefits	6,325	6,150	6,150	6,520	6.02%	6.02%
Operating	989	1,960	1,960	1,960	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$37,432	\$38,110	\$38,110	\$38,480	0.97%	0.97%
Employees FTE	3.00	3.00	3.00	3.00	-----	-----

Contact

The Honorable Dorothy V. Utz, Chief Judge (410) 386-2086
 Sheree Lima, Management and Budget Project Coordinator
 (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.

Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Judge Orphan's Court</i>	By-Law	3.00
<i>Total</i>		3.00

Volunteer Community Service Program

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Personnel	\$132,072	\$133,865	\$133,865	\$135,060	0.89%	0.89%
Benefits	\$32,458	\$33,090	\$33,090	\$34,360	3.84%	3.84%
Operating	614	5,660	5,660	5,670	0.18%	0.18%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$165,144	\$172,615	\$172,615	\$175,090	1.43%	1.43%
Employees FTE	3.00	3.00	3.00	3.00	-----	-----

Contact

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

Sheree Lima, Management and Budget Project Coordinator
(410) 386-2082

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

Program Highlights

There were 971 juvenile and adult offenders in the Community Service Program completing 28,932 hours of service, in FY 12.

In 2012, 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
- Trash pick-up at the Landfill
- Assisting New Windsor Volunteer Fire Department in their fall cleanup

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.

Positions

Title	Type	FTE
Caseworker	Full-time	1.00
Community Svc Coordinator	Full-time	1.00
Program Assistant	Full-time	1.00
Total		3.00

Total County Funding to VSCP

Title	Estimated Cost
Volunteer Community Service	\$175,090
Health Benefits	46,790
Fleet	500
Total	\$222,380

Sheriff Services

Sheriff Services Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Detention Center	\$7,621,810	\$7,789,340	\$7,884,197	\$8,062,030	3.50%	2.26%
Sheriff Services	7,828,393	8,757,510	9,234,833	9,780,210	11.68%	5.91%
Total Sheriff Services	\$15,450,203	\$16,546,850	\$17,119,030	\$17,842,240	7.83%	4.22%

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 (Commission on Accreditation for Law Enforcement Agencies) for 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, public safety, 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 three years and supplement the Sheriff's Office with additional Deputy Sheriff Positions.

Budget Changes

- Total Sheriff Service's increases from the FY 13 Original to the Adjusted due to salary adjustments associated with reinstatement of noncompetitive promotions.
- Sheriff Services increases from the FY 13 Adjusted due to the addition of five certified officers. FY 14 is the final year of a three-year transition from the Maryland State Police Resident Trooper Program to the Carroll County Sheriff's Office.
- In FY 14, the Commissioners approved an increase to the Sheriff Services budget of \$60,000 to establish an Eldersburg location and \$100,000 for positions to be identified.

Detention Center

Description	Actual FY 12	Revised Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$4,787,977	\$4,845,970	\$4,914,536	\$4,984,340	2.86%	1.42%
Benefits	1,363,893	1,406,920	1,433,211	1,474,180	4.78%	2.86%
Operating	1,422,034	1,513,450	1,513,450	1,573,010	3.94%	3.94%
Capital Outlay	47,906	23,000	23,000	30,500	32.61%	32.61%
Total	\$7,621,810	\$7,789,340	\$7,884,197	\$8,062,030	3.50%	2.26%
Employees FTE	108.50	108.50	108.50	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
 Heidi K. Pepin, Senior Budget Analyst (410) 386-2082
<http://ccgovernment.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 wellbeing 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

The Carroll County Detention Center recently received 100% compliance on an audit performed by the Maryland State Commission on Correctional Standards. The Commission staff audits correctional facilities to determine levels of compliance, develops audit reports and provides technical assistance to correct areas of noncompliance.

Budget Changes

- The increase from the FY 13 Original to the Adjusted is due to salary adjustments associated with reinstatement of noncompetitive promotions.
- Personnel increases due to an increase in overtime associated with bail reviews.
- Benefits increase due to Pension and OPEB allocations.
- Operating increases due to a projected increase in inmate medical costs and home monitoring equipment.

Positions

Title	Type	FTE
Administrative Assistant	Full-time	6.00
Cook I	Full-time	3.00
Cook I	Contractual	0.50
Correctional Officer	Full-time	91.00
Correctional Specialist	Full-time	4.00
Executive Secretary	Full-time	1.00
Information Tech. Specialist	Full-time	1.00
Kitchen Supervisor	Full-time	1.00
Warden	Full-time	1.00
Total		108.50

Total County Funding to Detention Center

Department	Estimated Cost
Detention Center	\$8,062,030
Health Benefits	1,692,100
Public Safety	13,600
Utilities	163,750
Building Repairs	114,500
Technology Support	51,000
Fleet	83,300
Total	\$10,180,280

Sheriff Services

Description	Actual FY 12	Revised Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$5,603,504	\$6,374,530	\$6,796,957	\$6,926,970	8.67%	1.91%
Benefits	1,815,592	1,976,130	2,031,026	2,260,720	14.40%	11.31%
Operating	401,347	406,350	406,350	592,020	45.69%	45.69%
Capital Outlay	7,950	500	500	500	0.00%	0.00%
Total	\$7,828,393	\$8,757,510	\$9,234,833	\$9,780,210	11.68%	5.91%
Employees FTE	123.00	137.00	137.00	142.00	-----	-----

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
Heidi K. Pepin, Senior Budget Analyst (410) 386-2082
<http://ccgoverment.carr.org/ccg/sheriff/>

- Operating increases for costs associated with the Resident Trooper transition. Also included in Operating is \$60,000 to establish an Eldersburg location and \$100,000 for positions to be identified.

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, including:

- Prevention of crime and protection of life and property
- Enforcement of laws and ordinances, including traffic laws
- 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
- Serving emergency evaluation and domestic violence orders

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 three years and supplement the Sheriff's Office with additional Deputy Sheriff Positions.

Budget Changes

- The increase from the FY 13 Original to the Adjusted is due to salary adjustments associated with reinstatement of the noncompetitive promotions.
- Personnel increases due to the planned addition of five certified positions.
- Benefits increase due to Pension and OPEB allocations.

Positions

Title	Type	FTE
<i>Administrative Assistant</i>	Full-time	4.00
<i>Administrative Secretary</i>	Full-time	3.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Captain</i>	Full-time	2.00
<i>Colonel</i>	Full-time	1.00
<i>Constable</i>	Contractual	2.00
<i>Corporal</i>	Full-time	11.00
<i>Court Security Officer</i>	Full-time	11.00
<i>Crime Scene Technician</i>	Full-time	2.00
<i>Deputy 1st Class/Probationer</i>	Full-time	47.00
<i>Executive Secretary</i>	Full-time	1.00
<i>Fiscal Coordinator</i>	Full-time	1.00
<i>Information Services Specialist</i>	Full-time	1.00
<i>Lieutenant</i>	Full-time	5.00
<i>Logistical Services Assistant</i>	Full-time	1.00
<i>Major</i>	Full-time	2.00
<i>Master Deputy</i>	Full-time	32.00
<i>Personnel Services Specialist</i>	Full-time	1.00
<i>Police Service Assistant</i>	Full-time	1.00
<i>Polygraph Examiner</i>	Full-time	1.00
<i>Sergeant</i>	Full-time	11.00
<i>Sheriff</i>	By-Law	1.00
Total		142.00

Total County Funding to Sheriff Services

Department	Estimated Cost
<i>Sheriff Services</i>	<i>\$9,780,210</i>
<i>Health Benefits</i>	<i>2,214,500</i>
<i>Public Safety</i>	<i>286,225</i>
<i>Utilities</i>	<i>18,600</i>
<i>Building Repairs</i>	<i>5,000</i>
<i>Technology Support</i>	<i>251,660</i>
<i>Fleet</i>	<i>1,226,160</i>
<i>Grant Cash Match</i>	<i>18,080</i>
Total	\$13,800,435

State's Attorney

State's Attorney Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
State's Attorney's Office	\$2,703,839	\$2,699,745	\$2,677,745	\$2,693,160	-0.24%	0.58%
Victim Witness Assistance	258,289	261,640	261,145	264,210	0.98%	1.17%
CC Advocacy & Investigation Center	110,627	119,510	119,510	119,960	0.38%	0.38%
Total State's Attorney	\$3,072,755	\$3,080,895	\$3,058,400	\$3,077,330	-0.12%	0.62%

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:

- Seek restitution in an attempt to make victims whole.
- Secure incarceration for individuals who commit crimes.
- Enhance the security of our community.

Highlights, Changes and Useful Information

- The State's Attorney is elected by the voters of Carroll County. While the Commissioners have a legal requirement to adequately fund the constitutional functions of the office, they do not have operational authority over the Department.
- In addition to direct funding to the State's Attorney Office, the County also provides in-kind support, including health coverage, building maintenance, vehicles and maintenance, technology services and support, and Personnel Services' staff.
- The chart below shows a history of new cases from 2009 to 2012:

	CY 09	CY 10	CY 11	CY 12
Circuit Court	1,380	1,409	1,186	1,376
District Court	4,784	4,821	4,912	4,789
Juvenile Court	277	255	262	264
Totals	6,441	6,485	6,360	6,429

Budget Changes

- The decrease from FY 13 Original to the Adjusted is due to salary adjustments associated with turnover.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.

State's Attorney's Office

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$2,057,726	\$2,018,560	\$1,999,400	\$2,003,050	-0.77%	0.18%
Benefits	551,111	573,385	570,545	582,300	1.55%	2.06%
Operating	94,799	107,350	107,350	107,360	0.01%	0.01%
Capital Outlay	203	450	450	450	0.00%	0.00%
Total	\$2,703,839	\$2,699,745	\$2,677,745	\$2,693,160	-0.24%	0.58%
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
 Sheree Lima, Management and Budget Project Coordinator
 (410) 386-2082
<http://ccgovernment.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:

- Seek restitution in an 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 10	CY11	CY 12
Circuit Court	1,409	1,186	1,376
District Court	4,821	4,912	4,789
Juvenile Court	255	262	264
Total	6,485	6,360	6,429

Budget Changes

- The decrease from FY 13 Original to the Adjusted is due to salary adjustments associated with turnover.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.

Positions

Title	Type	FTE
<i>Assistant State's Attorney I</i>	Full-time	3.00
<i>Assistant State's Attorney II</i>	Full-time	1.00
<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	5.00
<i>Specialty Unit Supervisor</i>	Full-time	3.00
<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>	\$2,693,160
<i>Health Benefits</i>	530,230
<i>Building Maintenance</i>	11,500
<i>Utilities</i>	26,400
<i>Technology Support</i>	10,066
<i>Fleet</i>	15,125
<i>Grant's Cash Match</i>	288,370
Total	\$3,574,851

Victim Witness Assistance

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$191,350	\$187,005	\$186,510	\$186,260	-0.40%	-0.13%
Benefits	62,726	62,810	62,810	65,450	4.20%	4.20%
Operating	4,213	11,825	11,825	12,500	5.71%	5.71%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$258,289	\$261,640	\$261,145	\$264,210	0.98%	1.17%
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
 Sheree Lima, Management and Budget Project Coordinator
 (410) 386-2082
<http://ccgoverment.carr.org/ccg/stateatt/index.html>

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 by 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 given 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 County.

Program Highlights

- In FY 12, the Victim Witness Staff processed 17,173 written, 2,125 telephone, and 270 email notifications to victims and witnesses.
- More than 1,309 victim interviews were conducted and over 237 referrals were given to victims in need of counseling or support services during 2012.

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.

Positions

Title	Type	FTE
Director	Full-time	1.00
Circuit Court Coordinator	Full-time	1.00
Family Violence Coordinator	Full-time	1.00
Prosecution Assistant	Full-time	2.00
Total		5.00

Total County Funding to Victim Witness

Department	Estimated Cost
Victim Witness	\$264,210
Health Benefits	77,980
Total	\$342,190

Carroll County Advocacy and Investigation Center

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$79,990	\$81,304	\$81,304	\$81,300	0.00%	0.00%
Benefits	14,724	15,366	15,366	15,870	3.28%	3.28%
Operating	15,276	22,620	22,620	22,540	-0.35%	-0.35%
Capital Outlay	637	220	220	250	13.64%	13.64%
Total	\$110,627	\$119,510	\$119,510	\$119,960	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
 Sheree Lima, Management and Budget Project Coordinator
 (410) 386-2082
<http://ccgovernment.carr.org/ccg/stateatt/index.html>

Mission and Goals

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

Goals include:

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

Description

The unit is comprised of a wide range of agencies and organizations. 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 12, CCAIC reviewed 727 cases and investigated 181.

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.

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	
CC Advocacy and Investigation Center	\$119,960
Health Benefits	15,595
Fleet	3,000
Total	\$138,555

Public Safety Other

Public Safety Other Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Animal Control	\$806,368	\$872,750	\$872,750	\$883,370	1.22%	1.22%
Resident Trooper	4,499,406	2,517,158	2,517,158	64,200	-97.45%	-97.45%
EMS 24/7 Services	3,679,760	3,790,150	3,790,150	3,904,000	3.00%	3.00%
Volunteer Emergency Services Association	6,634,243	6,695,000	6,695,000	6,896,000	3.00%	3.00%
Total Public Safety Other	\$15,619,777	\$13,875,058	\$13,875,058	\$11,747,570	-15.33%	-15.33%

Mission and Goals

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

Highlights, Changes and Useful Information

- 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 Carroll County Volunteer Emergency Services Association (CC VESA).
- In addition to direct funding, the County also provides varying levels of in-kind support to these organizations. All of the organizations benefit from the County maintaining the emergency communication system. For the Humane Society, the County provides health benefits, building maintenance and insurance. CC VESA receives radios and access to capital financing from the County's bonding authority.
- 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 a 3-year period and to supplement the Sheriff's Office with additional Deputy Sheriff Positions.
- Thirteen companies have at least one 24/7 paid medic unit. Sykesville-Freedom and Westminster each have two 24/7 paid medic units.

Budget Changes

Resident Trooper decreases due to a reduction in the number of contracted troopers for the county, from 15 to zero. This is offset by the additional positions in the Sheriff Services budget. Funding remains for half of a Resident Trooper for the Town of Mount Airy.

Animal Control

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	58,798	69,450	69,450	72,980	5.08%	5.08%
Operating	747,570	803,300	803,300	810,390	0.88%	0.88%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$806,368	\$872,750	\$872,750	\$883,370	1.22%	1.22%
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
Sheree Lima, Management and Budget Project Coordinator
(410) 386-2082
<http://www.carr.org/humane/>

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 Department need for assistance

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 regulation of their 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 a Memorandum of Understanding 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 28 animal licensing outlets throughout the County, including most County veterinarians.

Program Highlights

- During calendar year 2012:
 - 5,360 animals were received
 - Animal Control Officers responded to more than 1,600 calls for assistance from the public
 - 10,284 dog licenses were sold
 - 1,148 animals were adopted or placed with a rescue group
- During FY 12, Animal Control collected \$76,360 through the sale of dog tags. Proceeds are turned over to the County and recorded as revenue.

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

Budget Changes

Benefits increase due to OPEB allocations.

EMS 24/7 Service

Description	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 12	Budget FY 13	Budget FY 13	FY 14	From Orig. FY 13	From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	3,679,760	3,790,150	3,790,150	3,904,000	3.00%	3.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$3,679,760	\$3,790,150	\$3,790,150	\$3,904,000	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 Wantz, President, VESA (410) 848-1488

Lynn Karr, 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 Carroll County Volunteer Emergency Services 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 08, 13 of 14 stations have at least one 24/7 paid medic unit. Sykesville-Freedom and Westminster each have two 24/7 paid medic units.

Budget Changes

The increase in Operating is due to an overall increase in general operating expenses.

Resident Trooper Program

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	4,499,406	2,517,158	2,517,158	64,200	-97.45%	-97.45%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$4,499,406	\$2,517,158	\$2,517,158	\$64,200	-97.45%	-97.45%
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

Heidi K. Pepin, Senior Budget Analyst (410) 386-2082
<http://www.mdsp.org/>

Mission and Goals

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

Description

The Resident Trooper Program was established through a contractual agreement between the County and the State of Maryland. As of FY 14, the County has completed the transition away from the contractual relationship with the Resident Trooper Program to the Sheriff's Department.

Budget Changes

- The Resident Trooper program decreases due to a reduction in the number of contracted county-wide troopers, from 15 to zero. This is offset by the addition of positions in the Sheriff Services budget and associated one-time equipment costs in FY 14.
- Funding for FY 14 is for one-half of a position for the Resident Trooper Program in the Town of Mount Airy.

Volunteer Emergency Services Association

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	185,326	190,000	190,000	250,000	31.58%	31.58%
Operating	6,448,917	6,505,000	6,505,000	6,646,000	2.17%	2.17%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$6,634,243	\$6,695,000	\$6,695,000	\$6,896,000	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 Wantz, President (410) 848-1488
 Lynn Karr, 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 Gamber, Hampstead, Harney, Lineboro, Manchester, Mt. Airy, New Windsor, Pleasant Valley, Reese, Sykesville-Freedom, Taneytown, Union Bridge, Westminster, and Winfield fire companies.

Description

VESA is the hub of all the County fire department's administrations. Two representatives from each of the 14 fire departments meet on a monthly basis. County funding provided to VESA is allocated to the 14 fire companies and the following administrative budgets:

- Advanced Tactical Rescue (ATR) Team
- CC VESA Administration
- Critical Incident Stress Management (CISM)
- EMS Operations and Training
- Haz-Mat Program
- Information Technology
- Public Information
- Training Facility Management Committee (TFMC)

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

Program Highlights

The 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 10	CY 11	CY 12
Fire	2,743	2,815	2,594
EMS	12,554	12,655	13,052
Rescue	978	963	1,060
Mutual Aid	1,941	2,055	2,025
Total	18,216	18,488	18,731

Budget Changes

The increase in Operating is due to an increase in Worker's Compensation and overall increase in general operating expenses.

	Budget FY 13	Budget FY 14
Total Fire Company Operating Budgets	\$5,251,788	\$5,325,230
Administrative Budgets	\$630,167	\$697,725
Workers Compensation	190,000	250,000
Malpractice Insurance	15,435	15,435
EVODs	607,610	607,610
Subtotal Special Items	\$813,045	\$873,045
TOTAL	\$6,695,000	\$6,896,000

Total County Funding to VESA

Department	Estimated Cost
VESA	\$6,896,000
Public Safety	111,100
Total	\$7,007,100

Public Works Appropriations

Public Works Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Public Works Administration	\$374,985	\$402,940	\$403,235	\$538,840	33.73%	33.63%
Engineering Administration	217,097	222,025	222,025	224,720	1.21%	1.21%
Engineering Construction Inspection	331,676	344,160	344,160	347,390	0.94%	0.94%
Engineering Design	401,419	419,801	419,801	425,710	1.41%	1.41%
Engineering Survey	287,668	271,773	271,790	274,270	0.92%	0.91%
Roads Operations	5,861,362	7,089,236	7,243,396	7,281,370	2.71%	0.52%
Storm Emergencies	698,159	1,800,000	1,800,000	1,800,000	0.00%	0.00%
Traffic Control	205,021	331,850	331,850	331,850	0.00%	0.00%
Building Construction	166,888	176,540	176,540	177,980	0.82%	0.82%
Facilities	8,004,725	9,026,470	9,044,481	9,102,900	0.85%	0.65%
Fleet Management	5,419,456	6,535,675	6,769,178	6,852,400	4.85%	1.23%
Permits and Inspections	1,233,553	1,261,495	1,271,990	1,283,330	1.73%	0.89%
Total Public Works	\$23,399,526	\$28,103,260	\$28,298,446	\$28,640,760	1.91%	1.21%

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:

- 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 roads.
- Focus on preventative maintenance efforts to extend the life of County-owned buildings, vehicles, and equipment.

Highlights, Changes and Useful Information

- 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

- Total Public Works increases from the FY 13 Original to the Adjusted due to salary adjustments associated with career ladders and reclassification of the Road Equipment Operators.
- Public Works Administration increases due to OPEB associated with the Airport, Solid Waste, and Utilities Enterprise Funds and the transfer of a position from Fleet Management.
- Included in the FY 13 Fleet budget is \$189,000 for 6 additional police vehicles, the final year of a three-year transition from the Resident Trooper Program to the Sheriff's Office.

Public Works Administration

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$218,677	\$223,430	\$223,720	\$257,410	15.21%	15.06%
Benefits	151,870	171,045	171,050	272,970	59.59%	59.58%
Operating	2,638	8,465	8,465	8,460	-0.06%	-0.06%
Capital Outlay	1,800	0	0	0	0.00%	0.00%
Total	\$374,985	\$402,940	\$403,235	\$538,840	33.73%	33.63%
Employees FTE	3.70	3.64	3.64	4.64	-----	-----

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

<http://ccgovernment.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 an ongoing business plan for the Airport and continue to ensure a safe and viable facility.
- Coordinate with State Highway Administration on intersection safety.
- Continue to provide and maintain the building infrastructure necessary for government functions.
- Continue to provide dependable and economic fleet maintenance for the County vehicle fleet.
- Provide a courteous, informative and dependable staff to review, issue, and inspect all permitting activity.
- Plan for public utility systems' systemic repairs and ensure dependable continuity of service.
- Explore the long-range alternatives for the collection and disposal of solid waste.
- Continue to maintain the network of County roads to high standards.

Description

The Director of Public Works oversees the following bureaus:

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

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.
- Personnel increases due to the transfer of a position from Fleet Management to Public Works Administration as a GIS Analyst.
- Benefits increase due to OPEB allocations associated with the Airport, Solid Waste, and Utilities Enterprise Funds.

Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.20
<i>Deputy Director</i>	Full-time	0.25
<i>Director</i>	Full-time	0.85
<i>GIS Analyst</i>	Full-time	1.00
<i>Project Specialist</i>	Full-time	0.34
<i>Security Staff</i>	Contractual	1.00
Total		4.64

5% of the Director, 25% of the Deputy Director, 33% of the Project Specialist, and 75% of an Administrative Assistant are charged to the Solid Waste Enterprise Fund. In addition, 5% of the Director, 25% of the Deputy Director, 33% of the Project Specialist, 5% of an Administrative Assistant. The remaining 5% of the Director and 25% of the Deputy Director are charged to the Airport Enterprise Fund.

Engineering Administration

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$172,654	\$175,345	\$175,345	\$176,550	0.69%	0.69%
Benefits	37,865	39,460	39,460	41,130	4.23%	4.23%
Operating	6,578	7,220	7,220	7,040	-2.49%	-2.49%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$217,097	\$222,025	\$222,025	\$224,720	1.21%	1.21%
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

Thomas J. Rio, Director of Public Works
(410) 386-2248

Robin Hooper, Management and Project Coordinator (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 within the Bureau, to accomplish the tasks necessary for building a sound infrastructure to serve 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.
- Provide pre-qualification of contractors to ensure compliance with industry construction standards.
- Provide comprehensive review of water/wastewater plans and reports in a timely manner.

Description

Engineering Administration directs the operations of the following divisions:

- Construction Inspection
- Design
- Survey

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

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

Program Highlights

- During 2012, the Bureau administered ten engineering consultant contracts and eleven roadway, bridge, and utility construction projects.
- Average review time for water and wastewater plans was 7 days, which was within the goal of 30 days.

Budget Changes

A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.

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 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$257,816	\$267,165	\$267,165	\$267,170	0.00%	0.00%
Benefits	71,871	73,535	73,535	76,280	3.73%	3.73%
Operating	1,989	3,460	3,460	3,940	13.87%	13.87%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$331,676	\$344,160	\$344,160	\$347,390	0.94%	0.94%
Employees FTE	5.00	5.00	5.00	5.00	-----	-----

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

Contact

Thomas J. Rio, Director of Public Works
(410) 386-2248
Robin Hooper, Management and Budget Project
Coordinator (410) 386-2082

Mission and Goals

The mission of Engineering Construction Inspection 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 citizens' requests and concerns in a timely manner.

Description

The primary function of Engineering Construction Inspection is to ensure that community investment and neighborhood projects are constructed as specified using approved materials and built to proposed dimensions. The division also controls the measurement and quantities of materials used as well as, the collection of payments from the contractors.

Engineering Construction Inspection 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:

- Replacement of Falls Road over Indian Run Bridge
- Replacement of Bollinger Road over Beaver Run Bridge
- Culvert replacement/rehabilitation on twelve roads
- Three road maintenance projects

This division also inspects the construction of private development roads and infrastructure throughout the County. Developments inspected include:

- Oak Creek
- Windy Hills
- Piney Ridge Village, Section 7
- Long Reach Farm
- Pool Ridge
- Chimney Rock
- Walnut Ridge
- Jacob's Ridge
- Marabrooke Farms

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.
- Operating increases due to State recertification of inspectors every five years.

Positions

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

Engineering Design

Description	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 12	Budget FY 13	Budget FY 13	FY 14	From Orig. FY 13	From Adj. FY 13
Personnel	\$314,837	\$328,615	\$328,615	\$329,820	0.37%	0.37%
Benefits	81,921	84,381	84,381	87,750	3.99%	3.99%
Operating	4,661	6,805	6,805	8,140	19.62%	19.62%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$401,419	\$419,801	\$419,801	\$425,710	1.41%	1.41%
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

Thomas J. Rio, Director of Public Works
(410) 386-2248

**Robin Hooper, Management and Budget Project
Coordinator (410) 386-2082**

Mission and Goals

The mission of Engineering Design is to provide high-quality engineering and project management for building a sound infrastructure of roads, bridges, and drainage systems.

Goals include:

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

Description

The primary function of Engineering Design is to administer the following types of capital projects:

- Road maintenance
- Road construction
- Bridge rehabilitation/replacement
- Drainage systems

The division designs in-house projects and reviews designs of outside contractors. The use of Computer-Aided Design (CAD) and drafting system allows the division to do more in-house design projects including:

- Grading studies
- Parking lots
- Boundary plats
- Road design
- Highway safety improvements
- Drainage, slip-lining, and culvert design

After the division approves the design and completes the construction documents, the project is advertised to initiate the bid process and then to award the contract.

Program Highlights

- During 2012, Engineering Design managed six road and bridge projects, totaling \$10.1 million.
- During 2012, approximately 33 miles of roads were resurfaced.
- Of the 23 structures with sufficiency ratings less than 60, two were replaced in 2012, three are in progress, four are planned in the Community Investment Plan and one is permanently closed.

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.

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 12	Original	Adjusted	Budget FY 14	% Change	% Change
		Budget FY 13	Budget FY 13		From Orig. FY 13	From Adj. FY 13
Personnel	\$196,919	\$199,485	\$199,490	\$199,490	0.00%	0.00%
Benefits	61,863	63,618	63,630	66,310	4.23%	4.21%
Operating	4,176	8,670	8,670	8,470	-2.31%	-2.31%
Capital Outlay	24,710	0	0	0	0.00%	0.00%
Total	\$287,668	\$271,773	\$271,790	\$274,270	0.92%	0.91%
Employees FTE	5.00	5.00	5.00	5.00	-----	-----

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

Contact

Thomas J. Rio, Director of Public Works
(410) 386-2248
Robin Hooper, Management and Budget Project
Coordinator (410) 386-2082

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.

Mission and Goals

The mission of Engineering Survey 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 points on the County website for public access.

Positions

Title	Type	FTE
<i>County Surveyor</i>	Full-time	1.00
<i>GPS Technician</i>	Full-time	1.00
<i>Survey Helper</i>	Full-time	1.00
<i>Survey Party Chief</i>	Full-time	1.00
<i>Surveying Instrument Operator</i>	Full-time	1.00
Total		5.00

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 10	FY 11	FY 12
Topographic Surveys	109	140	86
Right-of Way/Easement Plats	44	33	26
Boundary Outline Surveys	71	67	49
New Deed Descriptions	37	45	22
Public Works Projects	76	72	99
Other County Agencies Projects	72	95	85

Roads Operations

Description	Actual	Original	Adjusted		% Change	% Change
	FY 12	Budget FY 13	Budget FY 13	Budget FY 14	From Orig. FY 13	From Adj. FY 13
Personnel	\$3,397,753	\$3,662,535	\$3,795,600	\$3,801,990	3.81%	0.17%
Benefits	1,181,785	1,250,531	1,271,626	1,302,590	4.16%	2.43%
Operating	1,276,705	2,173,220	2,173,220	2,172,340	-0.04%	-0.04%
Capital Outlay	5,119	2,950	2,950	4,450	50.85%	50.85%
Total	\$5,861,362	\$7,089,236	\$7,243,396	\$7,281,370	2.71%	0.52%
Employees FTE	105.90	105.90	105.90	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

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(410) 386-2248

**Robin Hooper, Management and Budget Project
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<http://ccgovernments.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

Budget Changes

- The increase from FY 13 Original to Adjusted is due to salary adjustments associated with the reclassification of Road Equipment Operators.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.

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>	Contractual	2.00
<i>Road Worker</i>	Full-time	11.00
<i>Roads Administrative Supervisor</i>	Full-time	1.00
<i>Technician</i>	Contractual	0.40
<i>Tree Trimming Inspector</i>	Full-time	1.00
Total		105.90

Storm Emergencies

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$195,842	\$422,520	\$422,520	\$435,600	3.10%	3.10%
Benefits	0	0	0	0	0.00%	0.00%
Operating	493,967	1,377,480	1,377,480	1,347,100	-2.21%	-2.21%
Capital Outlay	8,350	0	0	17,300	100.00%	100.00%
Total	\$698,159	\$1,800,000	\$1,800,000	\$1,800,000	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

Thomas J. Rio, Director of Public Works
(410) 386-2248

Robin Hooper, Management and Budget Project
Coordinator (410) 386-2082

Mission

To provide effective responses to emergencies that involves the County's highway system.

Description

The funds allocated to this budget are to cover the costs of snow removal operations and emergency response to damage from:

- Flooding
- Downed trees
- Cave-ins
- Vehicles accidents
- Other hazards

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

For snow removal operations, there are 63 snow plow routes. Forty-nine of these routes are covered by County owned equipment while the other 14 routes are contracted.

Budget Changes

- Operating decreases due to a decline in salt prices.
- Capital Outlay increases due to the purchase of an anti-icing spray unit.

Traffic Control

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	205,021	331,850	331,850	331,850	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$205,021	\$331,850	\$331,850	\$331,850	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

Thomas J. Rio, Director of Public Works
(410) 386-2248

Robin Hooper, Management and Budget Project
Coordinator (410) 386-2082

Mission and Goals

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

Goals include:

To minimize the amount of time that signs are down or missing and to have a reasonable schedule of re-stripping and replacing road markings.

Description

Traffic Control works in conjunction with the Bureau of Roads Operations and is responsible for using their paint 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.

Building Construction

Description	Actual FY 12	Original	Adjusted	Budget FY 14	% Change	% Change
		Budget FY 13	Budget FY 13		From Orig. FY 13	From Adj. FY 13
Personnel	\$131,856	\$134,265	\$134,265	\$134,270	0.00%	0.00%
Benefits	32,345	33,085	33,085	34,350	3.82%	3.82%
Operating	2,687	9,190	9,190	9,360	1.85%	1.85%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$166,888	\$176,540	\$176,540	\$177,980	0.82%	0.82%
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

Thomas J. Rio, Director of Public Works
(410) 386-2248

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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

In 2012, construction management projects included:

- Access Carroll Renovations
- Historic Courthouse Elevator
- Krimgold and Leister Parks

Budget Changes

A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.

Positions

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

Central Warehouse

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$145,596	\$166,290	\$0	\$0	-100.00%	0.00%
Benefits	48,924	51,305	0	0	-100.00%	0.00%
Operating	274,500	303,200	0	0	-100.00%	0.00%
Capital Outlay	(271,503)	(299,500)	0	0	-100.00%	0.00%
Total	\$197,517	\$221,295	\$0	\$0	-100.00%	0.00%
Employees FTE	4.00	4.00	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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Mission and Goals

Procure, store, and monitor inventory of warehouse purchases. Provide supplies necessary for the efficient operations of Carroll County Government agencies 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. It maintains inventory for the Bureaus of Aging, Facilities, and Roads Operations as well as a parts inventory for Fleet Management.

Some of the items available through the Central Warehouse are:

- Parts for vehicles, machinery and equipment
- Hand tools
- Safety equipment
- Plumbing and electrical supplies
- Paint and paint supplies
- Protection and safety materials
- Batteries, oils, and grease
- Air filters

Budget Changes

In FY 13 Central Warehouse was combined with the Fleet Management budget.

Facilities

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$2,078,102	\$2,214,335	\$2,209,709	\$2,210,610	-0.17%	0.04%
Benefits	606,101	585,385	608,022	661,190	12.95%	8.74%
Operating	5,383,381	6,209,530	6,209,530	6,206,890	-0.04%	-0.04%
Capital Outlay	(62,859)	17,220	17,220	24,210	40.59%	40.59%
Total	\$8,004,725	\$9,026,470	\$9,044,481	\$9,102,900	0.85%	0.65%
Employees FTE	51.50	51.50	51.50	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 Detention Center roof and elevator
- Parking lot overlay at the Westminster Library
- Upgrade of the fire alarm systems at various County buildings

Budget Changes

- Personnel increases from the FY 13 Original to the Adjusted due to salary adjustments.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.
- Operating for FY 14 includes ongoing maintenance costs for the Piney Run Dam.

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	3.00
<i>Facilities Manager</i>	Full-time	2.00
<i>Facilities Supervisor</i>	Full-time	5.00
<i>HVAC Mechanic</i>	Full-time	3.00
<i>Maintenance Technician</i>	Full-time	23.00
<i>Service/Maintenance</i>	Contractual	0.50
<i>Technical Support Coordinator</i>	Full-time	1.00
<i>Trades Specialist</i>	Full-time	7.00
Total		51.50

Fleet Management

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$778,449	\$853,105	\$1,026,591	\$996,490	16.81%	-2.93%
Benefits	231,005	242,920	299,737	302,960	24.72%	1.08%
Operating	2,882,979	3,303,650	3,606,850	3,966,950	20.08%	9.98%
Capital Outlay	1,527,023	2,136,000	1,836,000	1,586,000	-25.75%	-13.62%
Total	\$5,419,456	\$6,535,675	\$6,769,178	\$6,852,400	4.85%	1.23%
Employees FTE	21.00	21.00	25.00	24.00	-----	-----

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

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Mission and Goals

Provide safe and reliable transportation and equipment through efficient maintenance to all County agencies and other agencies in a cost-effective manner.

Goals include:

- Minimize vehicle downtime
- Operate efficiently and within approved budget
- Provide economical fuel source
- Support all County agencies as appropriate

Description

Fleet Management provides preventative maintenance services for County vehicles and equipment and associated agencies such as the Board of Education, Carroll Area Transit System, and the Carroll County Sheriff's Office. These vehicles and equipment range from heavy equipment, such as dump trucks, to lawn mowers and patrol vehicles.

Program Highlights

Below is a history of the Fleet revenue received from outside agencies for maintenance services provided and fuel dispensed:

FY 09	FY 10	FY 11	FY 12
\$1,095,344	\$1,018,131	\$1,179,466	\$1,283,910

Budget Changes

- Fleet Management increases from the FY 13 Original to the Adjusted for salary adjustments and transfer of the Central Warehouse budget.
- A 3% salary increase is included in FY 14. However salaries remain flat due to a one-time bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.
- Operating increases primarily for an increase in fuel prices.

- Included in the Capital Outlay portion of the budget are the following new vehicles and equipment:

Additional Type	Number	Amount
Full-size Sedan	6	189,000
Pickup Truck	1	32,000
Van	1	40,000
Total	8	\$261,000

- Included in the Capital Outlay portion of the budget are the following replacement vehicles and equipment:

Replacement Type	Number	Amount
Bucket Truck	1	130,000
Dump Truck	4	580,000
Emergency Response Truck	1	35,000
Flatbed Truck	1	175,000
Full-size Sedan	13	366,000
Gator	1	12,000
Mid-size Sedan	1	22,000
Mowers/Tractors	5	112,000
Pickup Truck	4	106,000
Radar Units	5	9,000
Trailers	5	43,000
Wet Systems	5	24,000
Total	46	\$1,614,000

Positions

Title	Type	FTE
Bureau Chief	Full-time	1.00
Fiscal Specialist	Full-time	1.00
Fleet Specialist	Full-time	1.00
Foreman	Full-time	2.00
Information System Specialist	Full-time	1.00
Mechanic	Full-time	12.00
Office Associate	Full-time	1.00
Parts Clerk	Full-time	2.00
Service Worker	Full-time	1.00
Service Writer	Full-time	1.00
Warehouse Technician	Full-time	1.00
Total		24.00

Permits and Inspections

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$942,584	\$955,890	\$965,000	\$965,650	1.02%	0.07%
Benefits	277,802	288,280	289,665	301,920	4.73%	4.23%
Operating	13,167	17,325	17,325	15,760	-9.03%	-9.03%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$1,233,553	\$1,261,495	\$1,271,990	\$1,283,330	1.73%	0.89%
Employees FTE	22.00	22.00	22.00	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:

- Maintain a streamlined operation while being prompt, accurate, and responsible to the public and other agencies.
- Continue to establish requirements to safeguard public health, safety, and general welfare in residential and commercial construction.

Description

The Bureau of Permits and Inspections is responsible for enforcing building, mechanical, electrical, plumbing, handicap, energy, livability, and life safety codes adopted through local ordinances and/or Maryland State law. The bureau accepts, processes, and issues all building, plumbing and electrical permits as well as licensing electricians, plumbers, gas fitters, and utility contractors. The Permits and Inspections staff ensures buildings are safe for occupancy and work in coordination with public safety personnel to protect the health and safety of the citizens of Carroll County.

Program Highlights

Over the past four years, 90% of permits applications were processed on the first day and 99% were processed within ten days.

Inspections	2009	2010	2011	2012
Building	12,865	11,545	12,903	14,378
Electrical	12,119	10,844	10,017	10,807
Plumbing/Site Compliance	12,734	10,684	10,376	10,799
Total	37,718	33,073	33,296	36,132

Budget Changes

- Personnel increases from the FY 13 Original to the Adjusted due to salary adjustments.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.

Positions

Title	Type	FTE
<i>Building Inspector</i>	Full-time	2.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Chief Building Inspector</i>	Full-time	1.00
<i>Chief Electrical Inspector</i>	Full-time	1.00
<i>Chief Plumbing Inspector</i>	Full-time	1.00
<i>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 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Citizen Services Administration	\$252,775	\$275,275	\$266,240	\$307,450	11.69%	15.48%
Aging and Disabilities	1,013,215	1,016,083	992,848	1,054,480	3.78%	6.21%
Total Citizen Services	\$1,265,990	\$1,291,358	\$1,259,088	\$1,361,930	5.46%	8.17%

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Access Carroll	\$20,000	\$20,000	\$20,000	\$20,000	0.00%	0.00%
Carroll County Arc	234,340	234,340	234,340	234,340	0.00%	0.00%
CHANGE, Inc.	234,340	234,340	234,340	234,340	0.00%	0.00%
Family and Children's Services DV	73,150	73,150	73,150	70,950	-3.01%	-3.01%
Family and Children's Services SATC	202,100	202,100	202,100	196,040	-3.00%	-3.00%
Flying Colors of Success	36,000	36,000	36,000	36,000	0.00%	0.00%
Health Department	3,333,974	3,152,760	3,152,760	3,152,760	0.00%	0.00%
Human Services Programs	796,390	796,390	796,390	772,500	-3.00%	-3.00%
Mosaic Community Services	102,910	102,910	102,910	99,820	-3.00%	-3.00%
Rape Crisis Intervention	85,240	85,240	85,240	82,680	-3.00%	-3.00%
Recovery Support Services	1,020,663	775,000	775,000	970,000	25.16%	25.16%
Social Services	20,000	20,000	45,000	45,000	125.00%	0.00%
Target Community and Educational Services	234,340	234,340	234,340	234,340	0.00%	0.00%
Youth Services Bureau	625,820	625,820	625,820	607,050	-3.00%	-3.00%
Total Citizen Services Other	\$7,019,267	\$6,592,390	\$6,617,390	\$6,755,820	2.48%	2.09%

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Recreation and Parks Administration	\$296,119	\$309,695	\$309,695	\$316,880	2.32%	2.32%
Farm Museum	805,176	833,840	833,840	858,660	2.98%	2.98%
Hashawha	731,412	741,720	741,720	772,360	4.13%	4.13%
Piney Run	427,986	469,990	469,990	475,950	1.27%	1.27%
Recreation	381,545	396,965	384,485	385,720	-2.83%	0.32%
Sports Complex	190,689	203,700	203,700	202,990	-0.35%	-0.35%
Total Recreation and Parks	\$2,832,927	\$2,955,910	\$2,943,430	\$3,012,560	1.92%	2.35%

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
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	\$80,000	\$80,000	\$80,000	\$80,000	0.00%	0.00%

Total Citizen Services	\$11,198,184	\$10,919,658	\$10,899,908	\$11,210,310	2.66%	2.85%
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Citizen Services

Citizen Services Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Citizen Services Administration	\$252,775	\$275,275	\$266,240	\$307,450	11.69%	15.48%
Aging and Disabilities	1,013,215	1,016,083	992,848	1,054,480	3.78%	6.21%
Total Citizen Services	\$1,265,990	\$1,291,358	\$1,259,088	\$1,361,930	5.46%	8.17%

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:

	FY 10	FY11	FY 12
Meals served	27,228	30,004	33,606
Older Adults Registered at Senior and Community Centers	5,034	5,074	5,040
Income Tax Forms prepared by AARP at Bureau	1,111	1,178	1,310

Budget Changes

- The decrease from FY 13 Original to the Adjusted is due to salary adjustments associated with turnover.
- Citizen Services Administration increases due to the addition of the Veteran Services Assistant.
- Aging increases due to classes offered at the Senior Centers. These expenses will be offset by fees for the classes.

Citizen Services Administration

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Personnel	\$186,853	\$202,603	\$194,210	\$221,950	9.55%	14.28%
Benefits	60,630	63,602	62,960	76,130	19.70%	20.92%
Operating	5,292	9,070	9,070	9,370	3.31%	3.31%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$252,775	\$275,275	\$266,240	\$307,450	11.69%	15.48%
Employees FTE	2.80	2.80	3.00	3.50	-----	-----

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

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:

- Aging and Disabilities
- Housing and Community Development
- Local Management Board

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

Budget Changes

- The decrease from the FY 13 Original to the Adjusted is due to salary adjustments associated with turnover.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13. Personnel increases due to the addition of the Veteran Services Assistant.
- Benefits increase due to Pension and OPEB allocations.

Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Deputy Director</i>	Full-time	0.60
<i>Director</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	0.40
<i>Veteran Services Assistant</i>	Contractual	0.50
Total		3.50

Aging and Disabilities

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Personnel	\$695,033	\$693,921	\$673,505	\$675,480	-2.66%	0.29%
Benefits	277,348	263,452	260,633	257,800	-2.15%	-1.09%
Operating	38,891	51,000	51,000	110,700	117.06%	117.06%
Capital Outlay	1,943	7,710	7,710	10,500	36.19%	36.19%
Total	\$1,013,215	\$1,016,083	\$992,848	\$1,054,480	3.78%	6.21%
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.

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- Housing counseling and assistance
- Medical assistance programs
- Energy assistance
- Caregiver counseling
- Support groups

Mission and Goals

The Bureau of Aging and Disabilities is dedicated to providing the highest quality of services, programs, and assistance to promote choice, dignity, and independence for older adults, adults with disabilities, and those who care for them.

Goals include:

- Promote independent living
- Minimize or prevent inappropriate institutional placement
- Assure a dignified level of living for those requiring a more structured living environment

Description

The Bureau of Aging and Disabilities is responsible for a wide range of programs and services for older adults (60 and over) and disabled adults (18 and older) at the five Senior and Community Centers in Carroll County. Combined Federal, State, and County funding support the programs which provide essential services for Carroll County:

- Information and Assistance
- Maryland Access Point (MAP)
- Senior and Community Centers
- Elder abuse prevention and awareness
- Guardianship
- Transportation
- Pharmacy assistance program
- Curbing Medicare and Medicaid abuse
- Income tax assistance
- Meals
- Tax abatement programs
- Long-term care ombudsman
- Legal assistance
- Medicaid Waiver Administration and case management
- Health screenings
- Family caregiver programs
- Nutrition education and counseling

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, 5,040 older adults are registered.
- From October 1, 2011 to September 30, 2012, 1,006 individual college classes were run in the center. There were 1,241 older adults who took advantage of these classes.

Budget Changes

- The decrease from the FY 13 Original to the Adjusted is due to salary adjustments associated with turnover.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.
- Operating increases due to classes offered at the Senior Centers. These expenses will be offset by fees for the classes.

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 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Access Carroll	\$20,000	\$20,000	\$20,000	\$20,000	0.00%	0.00%
Carroll County Arc	234,340	234,340	234,340	234,340	0.00%	0.00%
CHANGE, Inc.	234,340	234,340	234,340	234,340	0.00%	0.00%
Family and Children's Services DV	73,150	73,150	73,150	70,950	-3.01%	-3.01%
Family and Children's Services SATC	202,100	202,100	202,100	196,040	-3.00%	-3.00%
Flying Colors of Success	36,000	36,000	36,000	36,000	0.00%	0.00%
Health Department	3,333,974	3,152,760	3,152,760	3,152,760	0.00%	0.00%
Human Services Programs	796,390	796,390	796,390	772,500	-3.00%	-3.00%
Mosaic Community Services	102,910	102,910	102,910	99,820	-3.00%	-3.00%
Rape Crisis Intervention	85,240	85,240	85,240	82,680	-3.00%	-3.00%
Recovery Support Services	1,020,663	775,000	775,000	970,000	25.16%	25.16%
Social Services	20,000	20,000	45,000	45,000	125.00%	0.00%
Target Community and Educational Services	234,340	234,340	234,340	234,340	0.00%	0.00%
Youth Services Bureau	625,820	625,820	625,820	607,050	-3.00%	-3.00%
Total Citizen Services Other	\$7,019,267	\$6,592,390	\$6,617,390	\$6,755,820	2.48%	2.09%

Mission and Goals

Citizen Services Other is a functional grouping of outside agencies that provide a variety of services to fulfill the basic needs of children, youth, older adults, and the disabled in the community. The Department of Citizen Services is the coordinating agency for all human service functions funded by Carroll County Government.

Goals include:

- Linking citizens to community services.
- 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.
- 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

- Carroll County Arc, Change, Inc., Flying Colors of Success, and Target Comm. and Educational Services are held flat from FY 13.
- Most non-profits decrease 3%, a change from a planned 5% decrease.
- Recovery Support Services increases due to the current vendor contract.

Access Carroll

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	20,000	20,000	20,000	20,000	0.00%	0.00%
Capital 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

Tammy Black, RN, BSN – Executive Director 410-871-1478
Robin Hooper, Management and Budget Project
Coordinator (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 receiving coordinated health care.

Description

Access Carroll is a primary care medical office located at 10 Distillery Drive in Westminster, MD. Access Carroll provides free medical care and health education to uninsured Carroll County residents who are at 200% or below the Federal Poverty Level. 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. In 2013, on-site services will also include family dental care.

In addition to primary health care, services also include:

- Medication Assistance
- Laboratory Testing
- Radiology Testing
- Referrals to Specialists

In addition to the direct contribution of \$20,000, the County provides Access Carroll with \$198,250 of in-kind services through building space at the Citizen Services Distillery Building

Program Highlights

- Access Carroll serviced 6,198 individual patients, including 459 new ones in FY 12.
- Access Carroll utilizes the services of over 267 volunteers, which provided 10,525 hours of professional and clinical services in FY 12.
- In FY 12, over \$1,035,000 of chronic medications were acquired for patients at no cost through the Patient Assistance Programs (PAPs).

The Arc of Carroll County

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	234,340	234,340	234,340	234,340	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$234,340	\$234,340	\$234,340	\$234,340	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

Donald Rowe, Executive Director (410) 848-4124
Robin Hooper, Management and Budget Project
Coordinator (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 individuals 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 12, employment services were provided to 150 individuals.
- In FY 12, individual and family support services were provided to 74 clients.
- In FY 12, residential services were provided to 28 clients.

Budget Changes

This budget is held flat from FY 13.

CHANGE, Inc.

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	234,340	234,340	234,340	234,340	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$234,340	\$234,340	\$234,340	\$234,340	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

Richard Glaser, Executive Director (410) 876-2179

Robin Hooper, Management and Budget Project

Coordinator (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 70 adults and children.
- Provide respite services for 70 adults and children 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.

In addition to the direct contribution of \$234,340, the County provides Change, Inc. with \$120,850 of in-kind services at the Robert Moton Building.

Program Highlights

- In FY 12, 227 individuals were served.
- Vocational Opportunities for Independent Change and Empowerment (VOICE) is a program that works with the clients on in-home living skills.

Budget Changes

This budget is held flat from FY 13.

Family and Children's Services Domestic Violence

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	73,150	73,150	73,150	70,950	-3.01%	-3.01%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$73,150	\$73,150	\$73,150	\$70,950	-3.01%	-3.01%
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

Robin Hooper, Management and Budget Project
Coordinator (410) 386-2082

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

Mission and Goals

To foster safety, autonomy, and resiliency in families through the provision of 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 in Carroll County
- Assist children, adolescents, teens, and adults to maintain healthy relationships

Description

In Carroll County, the Domestic Violence Program (DVP) of Family and Children's Services (FCS) of Central Maryland are 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 include: Abuser Intervention, Anger Management, and Appropriate Responses to Abuse.

Program Highlights

- In FY 12, the Safe House and the alternative shelter setting provided 24 hour a day crisis counseling to 23 adults and 14 children for a total of 1,016 bed nights.
- Court-based assistance, crisis intervention, and counseling services were provided to 1,191 victims and their children, which included over 5,425 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 12, 848 victims were provided these services.

Budget Changes

This budget is decreasing 3%, instead of a planned 5% decrease.

Family and Children's Services Sexual Abuse Treatment

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	202,100	202,100	202,100	191,995	-5.00%	-5.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$202,100	\$202,100	\$202,100	\$191,995	-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

Connie Sgarlata, LCSW-C, Asst Executive Director
(410) 876-1233
Robin Hooper, Management and Budget Project
Coordinator (410) 386-2082

Mission and Goals

Family and Children's Services of Central Maryland is a private, non-profit, non-sectarian social services agency that provides services to any victim of childhood sexual and physical abuse and neglect that lives or works in Carroll County or in the immediate surrounding area.

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 are 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 is 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 12, 1,915 counseling sessions were provided to 195 victims.
- SATC served 89 non-offending parents and other family members of victims in 449 counseling sessions.

Budget Changes

This budget is decreasing 3%, instead of a planned 5% decrease.

Flying Colors of Success

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	36,000	36,000	36,000	36,000	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$36,000	\$36,000	\$36,000	\$36,000	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

C. Michael Hardesty, M.S. President/CEO (410)876-0838
 Robin Hooper, Management and Budget Project
 Coordinator (410) 386-2082
<http://www.flyingcolorsofsuccess.org/>

Program Highlights

- In FY 12, FCS provided Residential services for 29 individuals.
- The Non-Traditional Day Program is licensed for ten clients and provides one-on-one support for three individuals.

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 who 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.

Budget Changes

This budget is held flat from FY 13.

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.

Mosaic Community Services, Inc.

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	102,910	102,910	102,910	99,820	-3.00%	-3.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$102,910	\$102,910	\$102,910	\$99,820	-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
Robin Hooper, Management and Budget Project
Coordinator (410) 386-2082
<http://www.mosaicinc.org/>

Mission and Goals

Mosaic Community Services is a comprehensive non-profit community behavioural health organization devoted to enhancing 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 psychiatric treatment services 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 28 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 (a program of Mosaic Community Services) is Carroll County's largest provider of publicly supported outpatient mental health services to adults and older teens. The organization's two primary services include the clinic and group practice and the Psychiatric Rehabilitation Program.

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

- Psychiatric evaluation
- Medication evaluation, treatment, and monitoring
- Individual, group, and family therapy
- Treatment planning and coordination
- Case management and coordination with other providers

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

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

Budget Changes

This budget is decreasing 3%, instead of a planned 5% decrease.

Health Department

Description	Actual FY 12	Original	Adjusted	Budget FY 14	% Change	% Change
		Budget FY 13	Budget FY 13		From Orig. FY 13	From Adj. FY 13
Personnel	\$5,020	\$5,000	\$5,000	\$5,000	0.00%	0.00%
Benefits	384	384	384	384	0.00%	0.00%
Operating	3,328,570	3,147,376	3,147,376	3,147,376	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$3,333,974	\$3,152,760	\$3,152,760	\$3,152,760	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

Larry Leitch, Health Director (410) 857-5000
Robin Hooper, Management and Budget Project
Coordinator (410) 386-2082
<http://www.carrollhealthdepartment.dhmd.gov/>

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:

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.

- 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

Goals include:

- Minimize the incidence of preventable illness, disability and premature death in Carroll County residents from environmental and organic causes.
- Promote good health practices by educating the public about health issues.
- Protect the public from environmental hazards by keeping the environment clean, healthy and safe.
- Establish a program to protect County citizens against bioterrorism and other disasters with public health implications.

County funding is estimated to represent approximately 22% of the total Health Department budget. State and Federal funding represent close to 66% of the budget, and the remaining 12% is obtained through private 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>

Description

Since 1934, each of Maryland's 23 counties and Baltimore City has established its own local health department. From 2001 to 2009, local health departments were overseen by the Community Health Administration within the Department of Health and Mental Hygiene (DHMH). Beginning in July 2009, oversight responsibility was transferred to Public Health Services within DHMH in order to ensure basic public health services are provided in all parts of Maryland.

Budget Changes

Funding for this budget was held flat in FY 14.

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

Human Services Programs

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	796,390	796,390	796,390	772,500	-3.00%	-3.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$796,390	\$796,390	\$796,390	\$772,500	-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

Cindy Parr, Director (410) 386-6620
Robin Hooper, Management and Budget Project
Coordinator (410) 386-2082
<http://www.hspinc.org/>

- Housing Programs
 - Rental Allowance Program (RAP)
 - Homeless Prevention Program

Mission and Goals

To help improve the quality of life and self-sufficiency of at-risk and low-income Carroll County residents by providing assistance with basic needs, advocacy, linkages to resources, and opportunities to enhance life skills. Services involve three main divisions: emergency assistance, housing and shelters for the homeless, and a family support center.

Goals include:

To assist low-income and at-risk residents with:

- Employment
- Education
- Income management
- Housing
- Emergency services
- Nutrition
- Self-sufficiency

Description

Human Services Programs (HSP) located at 10 Distillery Drive, Westminster, MD. HSP is a private, non-profit agency. HSP is the County's designated Community Action Agency (CAA) that serves as the point of entry for accessing the many services countywide that fight poverty and promote self-sufficiency for low-income individuals and families to enable them to achieve economic independence. Programs and Services offered include:

- Emergency and Energy
- Family Support Center
- Child and Adult Food Program
- Shelters:
 - Safe Haven Shelter
 - Cold Weather Shelter
 - The Women and Children's Shelter
 - The Intact Family Shelter
 - Men's Shelter
 - Domestic Violence Shelter

Constituents Served

	Clients	Households
FY 12	9,499	5,002
FY 11	8,860	3,704
FY 10	5,853	2,609

In addition to the direct contribution of \$772,500, the County provides Human Service Programs with \$506,300 of estimated in-kind services through building space at the Citizen Services Distillery Building and \$152,500 for the space provided for Safe Haven.

Program Highlights

In FY 12:

- 60 adults and 50 children were housed in the Women's Shelter.
- 181 adults were served at the Cold Weather Shelter.
- 37 households avoided an impending eviction as a result of assistance received through the Homeless Prevention Program (HPP).
- 3,668 households needed assistance with energy and emergency services.

Budget Changes

This budget is decreasing 3%, instead of a planned 5% decrease.

Recovery Support Services

Description	Actual	Original Budget	Adjusted Budget	Budget	% Change From	% Change From
	FY 12	FY 13	FY 13	FY 14	Orig. FY 13	Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	1,020,266	775,000	775,000	970,000	25.16%	25.16%
Capital Outlay	397	0	0	0	0.00%	0.00%
Total	\$1,020,663	\$775,000	\$775,000	\$970,000	25.16%	25.16%
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

Steven D. Powell, Chief of Staff
(410) 386-3600

Robin Hooper, Management and Budget Project
Coordinator (410) 386-2082

Mission and Goals

To provide a Residential Crisis Service Program for Carroll County individuals who have substance use or co-occurring substance use and mental health disorders, to improve their quality of life and to foster self-sufficiency, dignity and respect.

Goals include:

- To improve the quality of life by providing an integrated network of comprehensive, effective and efficient behavioral health services that foster self-sufficiency, dignity and respect.
- Increase ability to perform daily activities to achieve self-care standards that allow for independent living.

Description

This program is a recovery-oriented system of behavioral health care that offers residents an array of accessible services and support from which they will be able to choose the services and support that addresses their particular behavioral health condition. The County anticipates that this program will serve an active residential capacity of up to 48 individuals with four beds serving as crisis beds.

Budget Changes

Operating increases due to the current vendor contract.

Rape Crisis Intervention Service

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	85,240	85,240	85,240	82,680	-3.00%	-3.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$85,240	\$85,240	\$85,240	\$82,680	-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

Janice Kispert, Director (410) 857-0900
Robin Hooper, Management and Budget Project
Coordinator (410) 386-2082
<http://www.rapecrisiscc.org/>

Mission and Goals

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

Goals include:

- Develop service plans for clients receiving in-person counseling
- Have clients meet their goals as outlined in their service plans 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 non-profit organization located at 224 North Center Street, Room 102, Westminster, MD. RCIS serves the residents of Carroll County aged 12 and older who have been affected by any type of sexual violence.

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

- Free confidential crisis counseling services are available on a walk-in basis, and same day service is provided.
- The 24-hour hotline provides fast access, 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 \$82,680 the County provides RCIS with \$28,600 of estimated in-kind services through building space.

Program Highlights

A comparison of services provided in FY 11 and FY 12 are as follows:

Services Provided	FY 11	FY 12
Telephone		
Hotline/Crisis Calls	383	387
Counseling/Follow-up	204	359
Therapy		
Individual Sessions	503	541
Walk-In Crisis	136	117

Budget Changes

This budget is decreasing 3%, instead of a planned 5% decrease.

Social Services

Description	Actual	Original Budget	Adjusted Budget	Budget	% Change From	% Change From
	FY 12	FY 13	FY 13	FY 14	Orig. FY 13	Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	20,000	20,000	45,000	45,000	125.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$20,000	\$20,000	\$45,000	\$45,000	125.00%	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. Andalora, Assistant Director (410) 386-3339
Robin Hooper, Management and Budget Project
Coordinator (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.

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

- In FY 12, two children were formally adopted and 31 were placed in foster care.
- In FY 12, the Child Support Division established 242 paternity orders and 61 new court orders.
- Child Protective Services unit received 2,529 case referrals and investigated 682 cases.

Budget Changes

- The increase from the FY 13 Original to the Adjusted is due to the addition of the Veteran Services Shuttle.
- Funding for this budget was held flat in FY 14.

Target Community and Educational Services

Description	Actual FY 12	Original	Adjusted	Budget FY 14	% Change	% Change
		Budget FY 13	Budget FY 13		From Orig. FY 13	From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	234,340	234,340	234,340	234,340	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$234,340	\$234,340	\$234,340	\$234,340	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

Thomas Zirpoli, Director (410) 848-9090
Robin Hooper, Management and Budget Project
Coordinator (410) 386-2082
<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 10 through FY12:

Type of Service	FY 10	FY 11	FY 12
Alternative Living Services	21	21	12
Family Support Services	8	10	13
Autism Program	18	22	21
Supportive Employment	28	28	27
Rehabilitative Services	30	46	74
Post -Secondary	30	32	30
Day Program	15	19	19
Totals	150	178	205

Budget Changes

This budget is held flat from FY 13.

Youth Services Bureau

Description	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 12	Budget FY 13	Budget FY 13		FY 14	From Orig. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	625,820	625,820	625,820	607,050	-3.00%	-3.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$625,820	\$625,820	\$625,820	\$607,050	-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

Lynn Davis, Director (410) 848-2500
 Robin Hooper, Management and Budget Project Coordinator
 (410) 386-2082
<http://www.ccysb.org/>

Mission and Goals

To provide a community-based, comprehensive mental health and substance abuse clinic for children, adults and families in Carroll County with a strong focus on prevention through early intervention and education. The Carroll County Youth Services Bureau (CCYSB) serves people with a variety of behavioral and emotional illness, including at-risk children and adolescents, severely emotionally disturbed children, adolescents, and the chronically mentally ill. The CCYSB 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 staying current in clinical knowledge and statistical trends and by continually evaluating the effectiveness through a quality assurance system.

Description

Since late October 2009, the CCYSB has operated from its new building on donated County property at 59 Kate Wagner Road.

Westminster. Serving the Carroll County community since 1972, CCYSB is an outpatient mental health clinic for children, adults, and families and the organization receive 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. On July 1, 2011 CCYSB took over the management of the substance abuses services formally provided by Junction, Inc.

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

- Violence Assessment Program
- Mobile Treatment Program
- Intensive Family Preservation Services
- Safe & Stable Family Preservation program
- Brief Strategic Family Therapy
- Parenting Education Workshops
- Suicide/Self-Injury Intervention Program
- Interactive Group Therapy
- Parents as Teachers

Program Highlights

- In FY 12 CCYSB
 - Served 2,810 Clients
 - Conducted 17,306 psychotherapy sessions
 - Served 68 individuals in the Mobile Treatment program
- In FY 12, 30 new families were served in Safe and Stable Family Preservation
- Brief Strategic Family Therapy served 48 at-risk families in FY 12. The 48 cases consisted of serving 186 individuals

Budget Changes

This budget is decreasing 3%, instead of a planned 5% decrease.

Recreation and Parks

Recreation and Parks Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Recreation and Parks Administration	\$296,119	\$309,695	\$309,695	\$316,880	2.32%	2.32%
Farm Museum	805,176	833,840	833,840	858,660	2.98%	2.98%
Hashawha	731,412	741,720	741,720	772,360	4.13%	4.13%
Piney Run	427,986	469,990	469,990	475,950	1.27%	1.27%
Recreation	381,545	396,965	384,485	385,720	-2.83%	0.32%
Sports Complex	190,689	203,700	203,700	202,990	-0.35%	-0.35%
Total Recreation and Parks	\$2,832,927	\$2,955,910	\$2,943,430	\$3,012,560	1.92%	2.35%

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 program provided to sixth graders in Carroll County Public Schools.
- In FY 12, Recreation and Parks volunteers donated 726,909 hours of service. In addition, volunteer recreation councils raised and spent over \$4.5 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, additional funding is in the Facilities Operating budget under the Department of Public Works and in the Community Investment Plan.
- The County is developing new park locations in Westminster, Hampstead, and Woodbine. Funding for the Westminster park project is in the Community Investment Plan and will largely rely on the State's Program Open Space.
- Installed an ADA kayak launch at Piney Run Park.
- The 28th annual Maryland Wine Festival at the Farm Museum had 36 wineries in attendance.

Facilities	CY 09	CY 10	CY 11	CY 12
Attendance	225,081	230,886	279,513	244,719
Revenues	\$1,114,013	\$1,141,361	\$1,579,141	\$1,604,467
Revenue Per Person	\$4.95	\$4.94	\$5.65	\$6.56

Budget Changes

- Hashawha increases due to an increase in food costs, partially offset by revenues.
- Recreation decreases due the transfer of 0.5 FTE from the General Fund to the Grant Fund.
- Farm Museum increases due to an increase in Winery Commission fees to reflect greater attendance at the Wine Festival, to be offset by revenue.

Recreation and Parks Administration

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$227,171	\$240,790	\$240,790	\$236,200	-1.91%	-1.91%
Benefits	64,108	63,100	63,100	64,830	2.74%	2.74%
Operating	4,840	5,805	5,805	15,850	173.04%	173.04%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$296,119	\$309,695	\$309,695	\$316,880	2.32%	2.32%
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

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

Lynn Karr, Budget Analyst (410) 386-2082

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

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, Hashawha Environmental Center and Bear Branch Nature Center, Piney Run Park and Nature Center, the Sports Complex, the Farm Museum, and the Hap Baker Firearms Facility. Recreation and Parks Administration oversees Program Open Space funds for the County and municipalities. Recreation schedules park and facilities reservations, and sponsors special events throughout the County, such as Concerts in the Park.

Program Highlights

- Volunteers contributed 726,909 hours of service in FY 12.
- Partnerships with over 80 organizations leverage resources and improve program offerings.
- 70 special events such as tournaments, festivals, races and other activities were held in FY 12.

- Over 1,415,000 people attended programs, activities or visited parks in FY 12.

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Operating increases primarily due to the addition of costs associated with Bennett Cerf Dog Park, to be offset by revenue.

Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Adm. Office Associate</i>	Full-time	1.00
<i>Administrator Rec & Parks</i>	Full-time	1.00
<i>Bureau Chief of Parks</i>	Full-time	1.00
<i>Park Planner</i>	Full-time	1.00
Total		4.00

Farm Museum

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$365,035	\$376,340	\$376,340	\$378,230	0.50%	0.50%
Benefits	112,076	118,320	118,320	119,120	0.68%	0.68%
Operating	327,465	337,030	337,030	350,990	4.14%	4.14%
Capital Outlay	600	2,150	2,150	10,320	380.00%	380.00%
Total	\$805,176	\$833,840	\$833,840	\$858,660	2.98%	2.98%
Employees FTE	10.07	10.07	10.07	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

Lynn Karr, Budget Analyst (410) 386-2082

<http://ccgovernment.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 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 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 ability to demonstrate how Carroll County's residents lived over 150 years ago. Thousands of school children are afforded the opportunity to witness history outside of 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

- Summer Living History Camp registration was up this year.
- In FY 12, there were 24,199 visitors to the Farm Museum, and 546 volunteers donated 3,182 service hours.
- Numerous improvements were made to the facility, including new fencing, re-siding of the Administration Building and new seats on the amphitheater through an Eagle Scout project.
- The Maryland Wine Festival was attended by 15,834 visitors, up 23% from 2011.

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Operating increases due to increased Winery Commission fees, to be offset by revenue.
- Capital Outlay increases due to a one-time replacement purchase of large tents.

Positions

Title	Type	FTE
<i>Activities Coordinator</i>	Part-time	0.63
<i>Administrative Support</i>	Contractual	0.46
<i>Camp Coordinator</i>	Contractual	0.20
<i>Curator</i>	Full-time	1.00
<i>Events Coordinator</i>	Full-time	1.00
<i>Maintenance Specialist</i>	Full-time	2.00
<i>Office Associate</i>	Full-time	1.00
<i>Paraprofessional</i>	Contractual	0.17
<i>Park Maintenance Supervisor</i>	Full-time	1.00
<i>Park Superintendent</i>	Full-time	1.00
<i>Service/Maintenance</i>	Contractual	1.01
<i>Volunteer Coordinator</i>	Part-time	0.60
Total		10.07

Hashawha

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$351,503	\$361,910	\$361,910	\$362,360	0.12%	0.12%
Benefits	112,582	115,140	115,140	120,110	4.32%	4.32%
Operating	259,441	262,070	262,070	280,690	7.10%	7.10%
Capital Outlay	7,886	2,600	2,600	9,200	253.85%	253.85%
Total	\$731,412	\$741,720	\$741,720	\$772,360	4.13%	4.13%
Employees FTE	10.82	10.82	10.82	10.82	-----	-----

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

Lynn Karr, Budget Analyst (410) 386-2082

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

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 5 winterized cabins which sleep up to 180 people, a full-service dining hall, meeting rooms, a swimming pool, a tot lot, an archery area, a basketball court and ball fields.

Bear Branch Nature Center opened 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 5 miles of hiking/biking trails, a wetland area, pavilions, and a tent camping area are available for public use.

Program Highlights

- In FY 12, there were 40,882 visitors to Hashawha/Bear Branch Nature Center, and 684 volunteers donated 1,955 service hours.
- The boardwalk at Hashawha Lake and wetlands was replaced with a crushed stone walkway.
- Bear Branch Nature Center hosted several special events in FY 12, including Monarch Madness Festival in September and Hashawha's Maple Sugarin' Festival in March.

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.
- Operating increases primarily due to an increase in food costs.
- Capital Outlay increases due to a one-time purchase of cleaning equipment.

Positions

Title	Type	FTE
<i>Camp Director</i>	Contractual	0.19
<i>Cook</i>	Full-time	2.00
<i>Cook Assistant</i>	Part-time	0.63
<i>Food Service Supervisor</i>	Full-time	1.00
<i>Maintenance Specialist</i>	Full-time	2.00
<i>Office Associate IV</i>	Full-time	1.00
<i>Paraprofessional</i>	Contractual	0.63
<i>Park Maintenance Supervisor</i>	Full-time	1.00
<i>Park Naturalist</i>	Full-time	1.00
<i>Park Superintendent</i>	Full-time	1.00
<i>Service/Maintenance</i>	Contractual	0.37
Total		10.82

Piney Run

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$285,801	\$306,445	\$306,445	\$307,630	0.39%	0.39%
Benefits	62,412	65,515	65,515	66,710	1.82%	1.82%
Operating	71,380	89,330	89,330	91,910	2.89%	2.89%
Capital Outlay	8,393	8,700	8,700	9,700	11.49%	11.49%
Total	\$427,986	\$469,990	\$469,990	\$475,950	1.27%	1.27%
Employees FTE	16.64	16.64	16.64	16.64	-----	-----

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

Lynn Karr, 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

- A number of improvements were completed at Piney Run, including the installation of an ADA kayak launch, renovations to the Gatehouse, replacement staircases and two bridges on trails, and leveling of four picnic areas.
- Fishing tournaments continue to be popular events. In FY 12, there were 417 participants, up 34% from FY11.

- In FY 12, there were 79,026 visitors to Piney Run Park and 347 volunteers donated 5,278 service hours.

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Capital Outlay increases due to a one-time purchase of a bucket loader attachment.

Positions

Title	Type	FTE
<i>Canoe/Kayak Assistant</i>	Contractual	0.27
<i>Canoe/Kayak Instructor</i>	Contractual	0.27
<i>Junior Camp Counselor</i>	Contractual	0.91
<i>Maintenance Specialist</i>	Full-time	1.00
<i>Nature Camp Director</i>	Contractual	0.31
<i>Office Associate</i>	Full-time	1.00
<i>Park Assistant</i>	Contractual	6.82
<i>Park Maintenance Supervisor</i>	Full-time	1.00
<i>Park Naturalist</i>	Full-time	1.00
<i>Park Superintendent</i>	Full-time	1.00
<i>Senior Camp Counselor</i>	Contractual	0.56
<i>Service/Maintenance</i>	Contractual	2.50
Total		16.64

Recreation

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$252,928	\$255,910	\$243,460	\$241,190	-5.75%	-0.93%
Benefits	62,480	64,020	63,990	67,240	5.03%	5.08%
Operating	66,137	77,035	77,035	77,290	0.33%	0.33%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$381,545	\$396,965	\$384,485	\$385,720	-2.83%	0.32%
Employees FTE	7.67	7.67	7.17	7.17	-----	-----

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

Lynn Karr, Budget Analyst (410) 386-2082

<http://ccgovernment.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 Arts Council (CCAC). The CCAC produces public programs, provides grants and scholarships, and serves as a primary source for cultural information in Carroll County.

The Bureau 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 12, volunteers contributed 709,254 hours of service; volunteer recreation councils raised and spent over \$4.5 million within the County in their efforts to provide programs and facilities to citizens; and 460 health and wellness activities were made available to the public.
- The Bureau of Recreation administered 107,287 hours of program usage at public schools for a rate of 1.76 hours per household in FY 12.
- Over 730 different programs were offered at 35 locations throughout Carroll County.

Budget Changes

- Personnel decreases from the FY 13 Original to the Adjusted due to the transfer of 0.5 FTE from the General Fund to the Grant Fund.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.

Positions

Title	Type	FTE
<i>Administrative Support</i>	Contractual	2.79
<i>Bureau Chief</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
<i>Paraprofessional</i>	Contractual	0.38
<i>Recreation Coordinator</i>	Full-time	2.00
Total		7.17

Sports Complex

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$92,145	\$96,160	\$96,160	\$96,590	0.45%	0.45%
Benefits	26,845	27,440	27,440	28,620	4.30%	4.30%
Operating	71,699	80,100	80,100	77,780	-2.90%	-2.90%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$190,689	\$203,700	\$203,700	\$202,990	-0.35%	-0.35%
Employees FTE	2.68	2.68	2.70	2.70	-----	-----

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

Lynn Karr, Budget Analyst (410) 386-2082

<http://ccggovernment.carr.org/ccg/recpark/sports-c/>

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 30 weekends during the season.

This 76-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.

Program Highlights

- Carroll County Sports Complex runs five women's fast pitch tournaments, the only events of these kind held in Maryland.
- In FY 12, over 88,300 people attended activities, and programs were supported by 164 volunteers that contributed 5,740 hours.
- Demand for this facility remains high, despite increase in competition from other facilities in the state.

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.
- Operating decreases due to a reduction in soda purchases.

Positions

Title	Type	FTE
<i>Maintenance Specialist</i>	Full-time	1.00
<i>Manager</i>	Full-time	1.00
<i>Service/Maintenance</i>	Contractual	0.70
Total		2.70

Culture and Recreation Other

Culture and Recreation Other Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig, FY 13	% Change From Adj, FY 13
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	\$80,000	\$80,000	\$80,000	\$80,000	0.00%	0.00%

Mission and Goals

The Historical Society and Union Mills Homestead Museum embody much of the history of Carroll County. Each is dedicated to preserving, promoting, and educating others about the County's cultural and historic resources.

Goals Include:

- Provide a setting to teach 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 initiated various cost-cutting measures, including heavy reliance on volunteers.
- The Historical Society provides education through publications, presentations, tours, radio and televised programs, trips, and through their website.
- Program highlights for the Homestead and the Historical Society will include a focus on the Civil War through 2015.
- The County provides for some maintenance of the buildings and grounds at the Homestead Museum in the Facilities Budget under the County's Department of Public Works.
- Renovations and maintenance efforts continue at each of the facilities.

Historical Society of Carroll County

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	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

Lynn Karr, 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 in the Kimmey House since 1984.

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

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

- New educational event, "Tea and Tidbits", featuring Civil War-era clothing and four courses of food and tea representative of life for a 19th century woman.
- Old Roots/New Roots aired on WTTR radio each week, and on Carroll County Channel 19.
- Presentations to community and civic organizations and students, including monthly lecture series Box Lunch Talks.
- Tours of the museum house and galleries for various public groups and Carroll County Public School students.
- Scholarships for County students pursuing careers in history and related fields.
- Established a presence in social media with Facebook pages, Twitter accounts, and a Pinterest site.
- Created a Civil War exhibit in the gallery at Cockey's, featuring objects from the Society's collection, as well as private collections, photographs and documents. Exhibit will run through 2015 with changes each year to focus on different years of the Civil War.

Homestead Museum

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	20,000	20,000	20,000	20,000	0.00%	0.00%
Capital 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

Lynn Karr, 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
- Operation of the historic site as a museum of early American and Carroll County heritage
- Genuine and authentic education and historic interpretation of the site in keeping with its distinctive character and atmosphere

Description

In 1797, David and Andrew Shriver purchased the tract of land along Big Pipe Creek for the purpose of operating a gristmill and sawmill. The brothers later added a tannery, cooper shop, and blacksmith's shop. The growing enterprise soon took the name "Union Mills" because of the partnership between the two brothers and their various businesses. The mill operated commercially until 1942. It was closed for restoration in the early 1980's and then reopened in 1983. In addition to the mill and outbuildings, the original "double house" of the two Shriver brothers can be visited today. The facility, located on Littlestown Pike in Union Mills, 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 14, the Bureau of Facilities budget includes \$19,500 for Union Mills.

Program Highlights

- Publication of "Pastime: Life and Love on the Home front during the Civil War", recounts Maryland rural life during the Civil War.
- Special event "Corbit's Charge – Union Mills 1863" to commemorate the 150th anniversary of the proceedings in Westminster and Union Mills leading up to the Battle of Gettysburg.
- Continued work on exterior staining of the main house, matching the original colors.

Administrative Services Appropriations

Administrative Services Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Administration	\$115,359	\$0	\$0	\$0	0.00%	0.00%
TV Production	100,771	107,265	111,920	176,760	64.79%	57.93%
Total Administrative Services	\$216,130	\$107,265	\$111,920	\$176,760	64.79%	57.93%

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Office of Management Analysis	\$37,254	\$0	\$0	\$0	0.00%	0.00%
Total Office of Management Analysis	\$37,254	\$0	\$0	\$0	0.00%	0.00%

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Human Resources Administration	\$636,497	\$662,001	\$662,001	\$660,980	-0.15%	-0.15%
Health and Fringe Benefits	12,907,497	8,258,000	8,258,000	17,409,210	110.82%	110.82%
Personnel Services	112,128	124,050	124,050	132,540	6.84%	6.84%
Total Office of Human Resources	\$13,656,122	\$9,044,051	\$9,044,051	\$18,202,730	101.27%	101.27%

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Emergency Management	\$4,223	\$0	\$0	\$0	0.00%	0.00%
Office of Public Safety and 911	3,453,406	3,907,646	3,918,300	4,063,260	3.98%	3.70%
Total Office of Public Safety	\$3,457,629	\$3,907,646	\$3,918,300	\$4,063,260	3.98%	3.70%

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Technology Services	\$3,349,613	\$3,391,194	\$3,416,820	\$3,577,310	5.49%	4.70%
Production and Distribution	416,122	437,055	437,055	443,260	1.42%	1.42%
Total Office of Technology Services	\$3,765,735	\$3,828,249	\$3,853,875	\$4,020,570	5.02%	4.33%

Total Administrative Services	\$21,132,870	\$16,887,211	\$16,928,146	\$26,463,320	56.71%	56.33%
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Administrative Services

Administrative Services Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Original	% Change From Adj. FY 13
Administration	\$115,359	\$0	\$0	\$0	0.00%	0.00%
TV Production	100,771	107,265	111,920	176,760	64.79%	57.93%
Total Administrative Services	\$216,130	\$107,265	\$111,920	\$176,760	64.79%	57.93%

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 in FY 11 and Administrative Services Administration was eliminated in FY 12.

Budget Changes

TV Production increases primarily due to plans to implement dual broadcasting in the County office building and to broadcast from various locations throughout the County.

Administrative Services Administration

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Original	% Change From Adj. FY 13
Personnel	\$21,087	\$0	\$0	\$0	0.00%	0.00%
Benefits	9,902	0	0	0	0.00%	0.00%
Operating	84,370	0	0	0	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$115,359	\$0	\$0	\$0	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Administrative Services Administration was eliminated as part of reorganization in FY 12.

TV Production

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Revised	% Change From Adj. FY 13
Personnel	\$72,476	\$74,430	\$78,750	\$79,810	7.23%	1.35%
Benefits	24,528	25,085	25,420	27,010	7.67%	6.25%
Operating	266	2,750	2,750	53,280	1837.45%	1837.45%
Capital Outlay	3,501	5,000	5,000	16,660	233.20%	233.20%
Total	\$100,771	\$107,265	\$111,920	\$176,760	64.79%	57.93%
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

Chris Swam, Media Production Specialist (410) 386-2801

Lynn Karr, Budget Analyst (410) 386-2082

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

Mission and Goals

The mission of 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 by broadcasting meetings, hearings and other governmental events
- Citizen access to County programs and services by providing information via cable television and the Internet
- 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, 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 design, installation and technical maintenance of County 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 news programs, public service announcements, and various special features

Program Highlights

- Received Maryland Recreation and Park's "Writing, Research or Audio Visual Award" in 2012 for production of "Carroll County Recreation and Parks – A Great Place to Play".
- Carroll County Government You Tube channel has received over 5,600 views since March 2012.
- The Meeting portal for Carroll County Government has received over 12,000 visits to watch live or archived Board and Commission meetings of Carroll County.
- The County Government Access Channel 24 on Comcast broadcast 267 programs in the past year.
- The TV Production budget is 100% funded by Cable Franchise Fees.

Budget Changes

- Personnel increases from the FY 13 Original to the Adjusted due to salary adjustments.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus.
- Operating and Capital increase primarily due to plans to implement dual broadcasting in the County office building and to broadcast from various locations throughout the County, which includes labor and equipment costs.

Positions

Title	Type	FTE
<i>Media Production Specialist</i>	Full-time	1.00
<i>Media Technician</i>	Full-time	1.00
Total		2.00

Office of Management Analysis

Office of Management Analysis

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	9,833	0	0	0	0.00%	0.00%
Operating	0	0	0	0	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$9,833	\$0	\$0	\$0	0.00%	0.00%
Employees FTE	2.25	2.00	0.00	0.00	-----	-----

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

Budget Changes

The Office of Management Analysis was eliminated in FY 12.

Human Resources

Office of Human Resources Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Human Resources Administration	\$636,497	\$662,001	\$662,001	\$660,980	-0.15%	-0.15%
Health and Fringe Benefits	12,907,497	8,258,000	8,258,000	17,409,210	110.82%	110.82%
Personnel Services	112,128	124,050	124,050	132,540	6.84%	6.84%
Total Office of Human Resources	\$13,656,122	\$9,044,051	\$9,044,051	\$18,202,730	101.27%	101.27%

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.

Highlights, Changes and Useful Information

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 Carroll County Public Library and the Humane Society.

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Health and Fringe Benefits increases primarily due to a reduction of \$3.8M to complete the rebalance of the Internal Service Fund and a one-time reduction of \$3.3M to reduce the Internal Service Fund in FY 13. Projected increases for Health and Fringe Benefits include 8% growth in medical, 5% growth in prescription costs, a 10% increase in OPEB costs for current retirees, and an increase in medical costs for the addition of positions including 5 Sheriff's Deputies for the transition away from the Resident Trooper program.

Human Resources Administration

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$483,968	\$483,765	\$483,765	\$483,760	0.00%	0.00%
Benefits	137,549	140,036	140,036	147,180	5.10%	5.10%
Operating	14,980	38,200	38,200	30,040	-21.36%	-21.36%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$636,497	\$662,001	\$662,001	\$660,980	-0.15%	-0.15%
Employees FTE	11.00	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

Kimberly Frock, Administrator of Human Resources
(410) 386-2129

Heidi K. Pepin, 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, procedures, and files
- Benefits, compensation, and recognition programs
- Employee relations programs
- Computer skills assessment
- Wellness initiatives
- Employee training and development activities
- Compliance with Federal and State employment and benefit laws

Program Highlights

- Carroll County Government health plans continue to maintain “grandfathered” status under the Patient Protection and Affordable Care Act.
- Research and implement additional requirements of The Patient Protection and Affordable Care Act including but not limited to: full-time status determination, employer shared responsibility, and minimum value reporting.

- 3 supervisory and 20 non-supervisory employees have participated in the Prove-It Assessment.
- Assist departments and offices to develop and maintain Succession Plans.
- Two employee training classes were held through the MoMentum program in FY 12 for customer service and administrative skills.
- Four supervisory trainings were held during FY 12.

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.
- Operating decreases due to the transfer of the Length of Service Awards to Health and Fringe Benefits.

Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Administrator</i>	Full-time	1.00
<i>Health Benefits Manager</i>	Full-time	1.00
<i>Human Resource Associate</i>	Full-time	5.00
<i>Information Desk Receptionist</i>	Full-time	1.00
<i>Retirement Plans Manager</i>	Full-time	1.00
Total		10.00

Health and Fringe Benefits

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$75,000	\$75,000	\$12,850	-82.87%	-82.87%
Benefits	2,770,991	2,926,600	2,926,600	2,983,190	1.93%	1.93%
Operating	10,136,506	5,256,400	5,256,400	14,413,170	174.20%	174.20%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$12,907,497	\$8,258,000	\$8,258,000	\$17,409,210	110.82%	110.82%
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, Administrator of Human Resources
(410) 386-2129

Heidi K. Pepin, Senior Budget Analyst (410) 386-2082
<http://ccgoverment.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 plans (see OPEB, Pension Trust, and Special Revenue Fund 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 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.
- Benefit providers include Express Scripts as the provider for prescription coverage and Delta Dental as the PPO provider for dental care. CIGNA continues to provide the dental HMO plan.

Budget Changes

- Personnel decreases primarily due to Flexible Spending being allocated to the individual budgets. This is slightly offset by the transfer of the Length of Service Awards from Human Resources Administration.
- Benefits increase primarily due to OPEB allocations.
- Operating increases primarily due to a reduction of \$3.8M to complete the rebalance of the Internal Service Fund and a one-time reduction of \$3.3M to reduce the Internal Service Fund in FY 13. Increases in Health and Fringe Benefits also include 8% growth in medical and 5% growth in prescription costs.
- Health and Fringe benefits associated with 8.5 additional approved positions are included in this budget.

Personnel Services

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$80,043	\$95,750	\$95,750	\$95,750	0.00%	0.00%
Benefits	32,085	28,290	28,290	36,780	30.01%	30.01%
Operating	0	10	10	10	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$112,128	\$124,050	\$124,050	\$132,540	6.84%	6.84%
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, Administrator of Human Resources
(410) 386-2129
Heidi K. Pepin, 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.
- Have staff ready and available for clerical openings to shorten recruitment time when vacancies occur.

Description

Personnel Services provides clerical support to all County agencies, the Sheriff's Office/Detention Center, Circuit Court, and the State's Attorney's Office 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

In FY 12, Personnel Services provided over 3,099 hours of support to various agencies.

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.

Positions

Title	Type	FTE
Office Associate	Full-time	3.00
Total		3.00

Public Safety

Office of Public Safety Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Rev. FY 13	% Change From Adj. FY 13
Emergency Management	\$4,223	\$0	\$0	\$0	0.00%	0.00%
Office of Public Safety and 911	3,453,406	3,907,646	3,918,300	4,038,260	3.34%	3.06%
Total Office of Public Safety	\$3,457,629	\$3,907,646	\$3,918,300	\$4,038,260	3.34%	3.06%

Mission and Goals

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

Goals include:

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

Highlights, Changes and Useful Information

- 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 for 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.
- Emergency Management staff work cooperatively with other organizations, including municipal governments, when planning disaster operations and emergency response. Emergency management is responsible for setting up and operating the County's Emergency Operations Center (EOC) in the event of a disaster or major emergency, as well as working closely with the Local Emergency Planning Committee (LEPC).
- The 911 Call Centers received 62,470 calls in calendar year 2012, resulting in 18,731 dispatched incidents for Fire, Emergency Medical Services and Rescue.

Type	CY 07	CY 08	CY 09	CY 10	CY 11	CY 12
Fire	2,913	2,868	2,741	2,743	2,815	2,594
EMS	11,288	11,827	12,250	12,554	12,655	13,052
Rescue	1,246	1,068	1,099	978	963	1,060
Mutual Aid	2,137	2,085	1,991	1,941	2,055	2,025
Total	17,584	17,848	18,081	18,216	18,488	18,731

Budget Changes

- Public Safety increases from the FY 13 Original to the Adjusted due to salary adjustments.
- Public Safety increases primarily due to the addition of a second fully functioning 911 center, cellular service and wireless service (for Mobile Data Terminals) for additional deputies, and a one-time contribution to University of Maryland's Shock-Trauma Center.

Emergency Management

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Operating	4,223	0	0	0	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$4,223	\$0	\$0	\$0	0.00%	0.00%
Employees FTE						

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
Lynn Karr, 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 manmade, which might occur within Carroll County.

Description

Emergency Management works 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.

Budget Changes

This budget and function was incorporated into the Office of Public Safety's budget beginning in FY 13.

Office of Public Safety & 911

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$1,587,973	\$1,705,795	\$1,720,570	\$1,721,610	0.93%	0.06%
Benefits	409,978	458,691	454,570	473,050	3.13%	4.07%
Operating	1,232,844	1,503,210	1,503,210	1,626,900	8.23%	8.23%
Capital Outlay	222,611	239,950	239,950	216,700	-9.69%	-9.69%
Total	\$3,453,406	\$3,907,646	\$3,918,300	\$4,038,260	3.34%	3.06%
Employees FTE	39.75	39.75	39.75	39.75	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

Lynn Karr, Budget Analyst (410) 386-2082

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

Mission and Goals

The Office of Public Safety & 911 provides emergency assistance to Carroll County through trained personnel utilizing new and efficient techniques and equipment. The staff strives to improve fire protection in new and renovated construction by reviewing building plans for compliance with fire safety standards.

Goals include:

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

Description

Emergency Services Operations' 911 personnel dispatch or direct calls to appropriate law enforcement agencies and dispatch the appropriate fire and ambulance companies for emergency response. Personnel trained in emergency medical, police and fire dispatch are available 24 hours a day, 7 days a week.

911 personnel also provide assistance to the 14 VESA Fire Companies by reviewing commercial structures for fire safety compliance and site plans for adequate fire protection facilities.

Program Highlights

- Continued provision of reliable, responsive, and accurate 911 services in a professional manner.
- Establishment of a new 911 center while maintaining a fully functioning back-up center.
- Installing additional adequate water supply sources to support firefighting operations.
- Continued purchase of, and training on, Automated External Defibrillators (AED's).
- National Incident Management System training.
- Dispatch and radio communications for Fire, Rescue, Emergency Medical Services (EMS), Sheriff's Office, Hampstead & Manchester Police Department.

Budget Changes

- The increase from the FY 13 Original to the Adjusted is due to salary adjustments.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Operating increases primarily due to the addition of a second 911 center, wireless service for phones and Mobile Data Terminals for additional deputies, and the one-time contribution to University of Maryland's Shock-Trauma.
- Capital Outlay decreases primarily due to fewer portable and mobile radios for VESA than in FY 13.

Positions

Title	Type	FTE
911 Technician	Contractual	3.75
Administrative Office Associate	Full-time	1.00
Administrator	Full-time	1.00
Communications Tech. Assistant	Full-time	1.00
ECS Supervisor	Full-time	4.00
Emergency Comm. Asst. Coordin.	Full-time	1.00
Emergency Comm. Coordinator	Full-time	1.00
Emergency Comm. Specialist	Full-time	23.00
Emergency Mgmt. Coordinator	Full-time	1.00
Fire Protection Plans Examiner	Full-time	1.00
Fire Protection Specialist	Full-time	1.00
GIS Analyst-E911 Services	Full-time	1.00
Total		39.75

Technology Services

Office of Technology Services Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orfg. FY 12	% Change From Adj. FY 13
Technology Services	\$3,349,613	\$3,391,194	\$3,416,820	\$3,577,310	5.49%	4.70%
Production and Distribution	416,122	437,055	437,055	443,260	1.42%	1.42%
Total Office of Technology Services	\$3,765,735	\$3,828,249	\$3,853,875	\$4,020,570	5.02%	4.33%

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 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.
- Support agencies with 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 the technology in all areas.

Highlights, Changes and Useful Information

The Carroll County Public Network (CCPN) provides 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. Current savings for the four partners is estimated at \$400,000 per year.

Budget Changes

- The increase from FY 13 Original to the Adjusted is due to salary adjustments.
- Technology Services increases due to an increase in computer software maintenance, and a security camera upgrade for the Detention Center.
- Production and Distribution increases due to an increase in postage rates.

Technology Services

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orfg. FY 12	% Change From Adj. FY 13
Personnel	\$1,356,768	\$1,567,840	\$1,591,360	\$1,591,360	1.50%	0.00%
Benefits	371,926	406,234	408,340	418,930	3.13%	2.59%
Operating	1,484,293	1,308,560	1,308,560	1,427,570	9.09%	9.09%
Capital Outlay	136,626	108,560	108,560	139,450	28.45%	28.45%
Total	\$3,349,613	\$3,391,194	\$3,416,820	\$3,577,310	5.49%	4.70%
Employees FTE	28.75	28.75	28.75	28.75	-----	-----

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

Lynn Karr, Budget Analyst (410) 386-2082
<http://ccgovernent.carr.org/ccg/infotech/>

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 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 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 leading 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 Systems has collected the Planimetric data for the 65,000 plus parcels in Carroll County including: road center lines, address verification, building polygons, and access roads and driveways. This data is available for use by Carroll County Government employees.

Budget Changes

- Personnel increases from the FY 13 Original to the Adjusted due to salary adjustments.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Operating increases primarily due to computer software maintenance.
- Capital outlay increases due to a security camera upgrade for the Detention Center.

Positions

Title	Type	FTE
<i>Administrative Office Associate</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 Operations Technician</i>	Full-time	1.00
<i>Computer Operator</i>	Full-time	1.00
<i>Enterprise GIS & Database Manager</i>	Full-time	1.00
<i>Enterprise GIS Analyst</i>	Full-time	2.00
<i>GIS Application Programmer</i>	Full time	1.00
<i>Graphic Designer/Media Spec</i>	Full-time	1.00
<i>Network Analyst</i>	Full-time	2.00
<i>Network Manager</i>	Full-time	1.00
<i>Network Security Engineer</i>	Full-time	1.00
<i>Network Technician</i>	Full-time	1.00
<i>Programmer Analyst</i>	Full-time	1.00
<i>Programmer Analyst-Internet</i>	Full-time	1.00
<i>Repair Technician</i>	Full-time	2.00
<i>Senior Programmer Analyst</i>	Full-time	3.00
<i>Systems and Client Services Manager</i>	Full-time	1.00
Total		28.75

Production and Distribution Services

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orfg. FY 12	% Change From Adj. FY 13
Personnel	\$109,849	\$110,210	\$110,210	\$111,410	1.09%	1.09%
Benefits	30,385	30,435	30,435	31,320	2.91%	2.91%
Operating	275,888	296,410	296,410	300,530	1.39%	1.39%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$416,122	\$437,055	\$437,055	\$443,260	1.42%	1.42%
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

Lynn Karr, 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

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Operating increases due to an increase in the postage rates.

Positions

Title	Type	FTE
Distribution Technician	Full-time	2.00
PDS Supervisor	Full-time	1.00
Total		3.00

General Government Appropriations

General Government Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Comptroller Administration	\$317,017	\$326,960	\$326,960	\$428,660	31.10%	31.10%
Accounting	755,880	832,450	832,450	839,120	0.80%	0.80%
Bond Issuance Expense	124,761	166,000	166,000	168,000	1.20%	1.20%
Collections Office	1,489,153	1,554,090	1,554,090	1,143,460	-26.42%	-26.42%
Independent Post Audit	46,555	49,000	49,000	51,000	4.08%	4.08%
Purchasing	390,388	416,705	421,210	424,220	1.80%	0.71%
Total Comptroller	\$3,123,754	\$3,345,205	\$3,349,710	\$3,054,460	-8.69%	-8.81%

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
County Attorney	\$745,680	\$1,361,048	\$1,364,608	\$1,058,190	-22.25%	-22.45%
Total County Attorney	\$745,680	\$1,361,048	\$1,364,608	\$1,058,190	-22.25%	-22.45%

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Economic Development Administration	\$622,978	\$728,719	\$720,359	\$732,980	0.58%	1.75%
Business & Employment Resource Center	185,212	197,224	196,999	204,670	3.78%	3.89%
ED Infrastructure and Investment	656,839	2,250,000	2,000,000	2,250,000	0.00%	12.50%
Tourism	196,862	265,426	269,794	283,190	6.69%	4.97%
Total Economic Development	\$1,661,891	\$3,441,369	\$3,187,152	\$3,470,840	0.86%	8.90%

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
LUPD Administration	\$683,895	\$1,071,915	\$1,078,395	\$1,095,580	2.21%	1.59%
Planning	514,944	338,955	343,495	354,490	4.58%	3.20%
Development Review	515,765	508,950	487,540	488,940	-3.93%	0.29%
Resource Management	1,028,760	1,077,679	1,111,930	1,172,330	8.78%	5.43%
Zoning Administration	200,864	218,460	218,770	221,670	1.47%	1.33%
Total Land Use, Planning & Development	\$2,944,228	\$3,215,959	\$3,240,130	\$3,333,010	3.64%	2.87%

General Government Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Management and Budget Administration	\$196,473	\$203,578	\$231,105	\$233,540	14.72%	1.05%
Budget	520,121	541,914	533,660	536,360	-1.02%	0.51%
Grants Management	153,172	121,611	125,468	127,330	4.70%	1.48%
Risk Management	3,370,516	5,707,980	5,707,980	2,109,140	-63.05%	-63.05%
Total Management and Budget	\$4,240,282	\$6,575,083	\$6,598,213	\$3,006,370	-54.28%	-54.44%

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Board of Elections	\$616,926	\$703,960	\$703,960	\$751,830	6.80%	6.80%
County Commissioners	826,539	898,920	986,200	1,001,030	11.36%	1.50%
Board of License Commissioners	60,120	63,260	63,348	63,820	0.89%	0.75%
Board of Zoning Appeals	82,601	97,625	97,625	98,310	0.70%	0.70%
Total General Government Other	\$1,586,186	\$1,763,765	\$1,851,133	\$1,914,990	8.57%	3.45%

Total General Government	\$14,302,021	\$19,702,429	\$19,590,946	\$15,837,860	-19.61%	-19.16%
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Comptroller

Comptroller Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org, FY 13	% Change From Adj, FY 13
Comptroller Administration	\$317,017	\$326,960	\$326,960	\$428,660	31.10%	31.10%
Accounting	755,880	832,450	832,450	839,120	0.80%	0.80%
Bond Issuance Expense	124,761	166,000	166,000	168,000	1.20%	1.20%
Collections Office	1,489,153	1,554,090	1,554,090	1,143,460	-26.42%	-26.42%
Independent Post Audit	46,555	49,000	49,000	51,000	4.08%	4.08%
Purchasing	390,388	416,705	421,210	424,220	1.80%	0.71%
Total Comptroller	\$3,123,754	\$3,345,205	\$3,349,710	\$3,054,460	-8.69%	-8.81%

Mission and Goals

The Department of the Comptroller's mission is to perform the financial operations of the County while maintaining strong fiscal controls to ensure that all County assets are safeguarded, and that the County continues to maintain a strong financial condition.

Goals include:

- Maintain and enhance a strong financial control structure to protect the assets of the County.
- Ensure that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with Generally Accepted Accounting Principles (GAAP).
- Compose an annual presentation to the credit rating agencies that results in an excellent rating in order to obtain the lowest possible interest rate on the bond issuance.
- Complete a timely deposit of funds to allow the County to meet its obligations and carry out all of the functions of government.
- Receive an unqualified audit opinion with no findings, questioned costs, significant deficiencies, or material weaknesses.
- Obtain optimum value for every tax dollar spent.

Highlights, Changes, and Useful Information

- For the twenty-seventh 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 11 Comprehensive Annual Financial Report (CAFR).
- Services provided by the Comptroller's Office, including payment of property taxes and utility bills, are 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 13, 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

- Purchasing increases from the FY 13 Original to the Adjusted due to a salary adjustment.
- Comptroller Administration increases due to the one-time cost for a performance audit.
- Bond Issuance increases due to a wire disclosure fee. Although this fee is new to the budget, it was included in the FY 13 issuance cost.
- Collections Office decreases due to a decrease in the County's share of State assessment costs.
- Independent Post Audit increases due to an anticipated increase in the contract.

Comptroller Administration

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$248,678	\$252,080	\$252,080	\$253,280	0.48%	0.48%
Benefits	58,777	60,510	60,510	61,010	0.83%	0.83%
Operating	9,562	14,370	14,370	114,370	695.89%	695.89%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$317,017	\$326,960	\$326,960	\$428,660	31.10%	31.10%
Employees FTE	4.00	4.00	4.00	4.00	-----	-----

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

Contact

Robert M. Burk, Comptroller (410) 386-2085
Robin Hooper, Management and Budget Project
Coordinator (410) 386-2082
<http://ccggovernment.carr.org/ccg/comp/default.asp>

The Comptroller also monitors water, sewer, and tipping fees for the Enterprise funds.

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.

Program Highlights

For the twenty-seventh 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 11 Comprehensive Annual Financial Report (CAFR).

Goals include:

- Provide accurate financial information and excellent customer service to all of our internal and external customers.
- Maintain a strong financial control environment.

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.
- Operating increases due to the one-time cost for a performance audit.

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.

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 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$572,969	\$593,795	\$593,795	\$595,000	0.20%	0.20%
Benefits	153,235	158,585	158,585	164,700	3.86%	3.86%
Operating	29,527	79,890	79,890	79,240	-0.81%	-0.81%
Capital Outlay	149	180	180	180	0.00%	0.00%
Total	\$755,880	\$832,450	\$832,450	\$839,120	0.80%	0.80%
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
Robin Hooper, Management and Budget Project
Coordinator (410) 386-2082
<http://ccggovernment.carr.org/ccg/account/default.asp>

- Maintaining separate records for the General Fund, Grants, Special Revenue Funds, Capital, Internal Service, Fiduciary Funds, Debt Service, and Enterprise Funds.

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

Program Highlights

For the twenty-seventh 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 11 Comprehensive Annual Financial Report (CAFR).

Output Measures	FY 09	FY 10	FY 11	FY 12
Investments Made	147	151	138	123
Payroll Checks Issued	28,751	27,505	25,760	25,777
Accounts Payable Checks Issued	20,273	20,450	20,799	20,152
Voucher Payments Processed	25,346	23,832	23,680	23,940
W-2 Forms Issued	1,256	1,218	1,223	1,169
1099 Forms Issued	933	932	1,010	1,071

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.

Positions

Title	Type	FTE
Accountant	Full-time	3.00
Accounting Technician	Full-time	3.00
Accounts Payable Supervisor	Full-time	1.00
Bureau Chief	Full-time	1.00
Investment Officer	Full-time	1.00
Payroll Assistant	Full-time	1.00
Payroll Manager	Full-time	1.00
Payroll Technician	Full-time	1.00
Total		12.00

Bond Issuance Expense

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	124,761	166,000	166,000	168,000	1.20%	1.20%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$124,761	\$166,000	\$166,000	\$168,000	1.20%	1.20%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Robert M. Burk, Comptroller (410) 386-2085
Robin Hooper, Management and Budget Project
Coordinator (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. 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 13, 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

- The chart below shows a comparison of the County's bond issuance amounts and interest rates over the fiscal years:

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%
FY 12 General Obligation Bonds and Refunding	\$30,185,000	2.6466%
FY 13 General Obligation Bonds and Refunding	\$37,960,000	1.8010%

- The November 2012 Refunding issue of \$16,500,000 produced future debt service savings of \$929,960.

Budget Changes

Operating increases due to a wire disclosure fee. Although this fee is new to the budget, it is included in the FY 13 issuance cost.

Collections Office

Description	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 12	Budget FY 13	Budget FY 13		FY 14	From Orig. FY 13
Personnel	\$344,655	\$363,790	\$363,790	\$364,990	0.33%	0.33%
Benefits	118,401	109,450	109,450	121,420	10.94%	10.94%
Operating	1,025,784	1,080,070	1,080,070	656,270	-39.24%	-39.24%
Capital Outlay	313	780	780	780	0.00%	0.00%
Total	\$1,489,153	\$1,554,090	\$1,554,090	\$1,143,460	-26.42%	-26.42%
Employees FTE	11.42	10.63	10.63	10.63	-----	-----

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

Contact

Robert M. Burk, Comptroller (410) 386-2085
Robin Hooper, Management and Budget Project
Coordinator (410) 386-2082
<http://ccgovernance.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 10	FY 11	FY 12
Real Estate Tax Bills Issued	63,700	63,913	64,067
Tax Properties Sold at Tax Sale	119	120	147
Personal Property Tax Bills Issued	5,100	4,991	4,915
Deeds Processed for Recordation Tax	12,300	12,619	12,326
Tax Certifications Processed	3,400	3,310	3,220
Permits Receipts Processed	4,100	4,623	4,830
Utility Bill Payments Processed	42,700	42,674	40,004

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.
- Operating decreases due to a decrease in the County's share of State assessment costs.

Positions

Title	Type	FTE
<i>Administrative Support</i>	Contractual	0.63
<i>Collections Analyst</i>	Full-time	1.00
<i>Collections Clerk</i>	Full-time	2.00
<i>Collections Office Supervisor</i>	Full-time	1.00
<i>Collections Specialist</i>	Full-time	5.00
<i>Head Cashier/Bookkeeper</i>	Full-time	1.00
Total		10.63

Independent Post Audit

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change	
					From Orig. FY 13	From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	46,555	49,000	49,000	51,000	4.08%	4.08%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$46,555	\$49,000	\$49,000	\$51,000	4.08%	4.08%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Robert M. Burk, Comptroller (410) 386-2085
Robin Hooper, Management and Budget Project
Coordinator (410) 386-2082

Program Highlights

For Fiscal Year 2012, Carroll County received an unqualified audit opinion with no management comments.

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.

Budget Changes

Operating increases due to an anticipated increase in the contract. CliftonLarsonAllen 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.

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://ccgovernment.carr.org/ccg/comp/default.asp>.

Purchasing

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$276,189	\$280,085	\$284,000	\$285,320	1.87%	0.46%
Benefits	66,488	67,620	68,210	70,700	4.55%	3.65%
Operating	47,711	69,000	69,000	68,200	-1.16%	-1.16%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$390,388	\$416,705	\$421,210	\$424,220	1.80%	0.71%
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 poses.

Contact

Richard Shelton, Bureau Chief (410) 386-2181

Robin Hooper, Management and Budget Project

Coordinator (410) 386-2082

<http://ccgovernment.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.
- Seek best practices in public procurement through continuing education programs and networking.
- Maximize investment recovery for equipment, furniture, and supplies through partnerships with the private sector.

Description

The Bureau of Purchasing is accountable for maintaining a fair and equitable procurement process for the citizens of Carroll County. The Bureau constantly seeks to obtain the best value and achieve the maximum savings of County tax dollars through purchases at the right quantity, quality, price, place, and time.

The Bureau of Purchasing utilizes professional organizations such as the National Institute of Governmental Purchasing (NIGP) and the Maryland Public Purchasing Association

(MPPA) to network and keep abreast of best practices in public procurement.

The Bureau of Purchasing also takes advantage of Carroll County's 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 (BRCPC).

Program Highlights

- As a result of 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 reduced paper requirements and volume.
- The Bureau of Purchasing has been very active in cooperative buying initiatives. Cooperative buying effectively leverages the needs of many to obtain a great price for commodities and services required by end users.

Budget Changes

- The increase from the FY 13 Original to the Adjusted is due to a salary adjustment.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.

Positions

Title	Type	FTE
<i>Bureau Chief</i>	Full-time	1.00
<i>Buyer</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
<i>Senior Buyer</i>	Full-time	2.00
Total		5.00

County Attorney

County Attorney Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
County Attorney	\$745,680	\$1,361,048	\$1,364,608	\$1,058,190	-22.25%	-22.45%
Total County Attorney	\$745,680	\$1,361,048	\$1,364,608	\$1,058,190	-22.25%	-22.45%

Mission and Goals

The County Attorney's Office is dedicated to protect the legal interests of the Board of Carroll County Commissioners with preventive and remedial measures; aid in the prompt and cost-efficient resolution of disputes; ensure fair and equal treatment of citizens and employees; and ensure the County laws, contracts, legal documents, and policies are of the utmost quality.

Goals include:

- Assure County ordinances, contracts, legal documents, and policies are adequate.
- Provide high-quality legal representation to other governmental partners.
- 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 05 and FY 12, the County Attorney's Office collected more than \$4.4 million in delinquent accounts related to unpaid taxes and fees, medical expenses for inmates, reimbursements for accidents, and bad checks. A change in procedure for collection of delinquent property taxes was implemented in FY 11.

FY 05	FY 06	FY 07	FY 08	FY 09	FY10	FY 11	FY 12
\$846,967	\$794,812	\$719,733	\$631,772	\$730,000	\$467,600	\$120,848	\$177,027

Budget Changes

The County Attorney decreases primarily due to the one-time funding of \$300,000 for outside legal fees in FY 13.

County Attorney

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Personnel	\$559,435	\$675,668	\$677,639	680,040	0.65%	0.35%
Benefits	137,984	153,405	154,994	152,380	-0.67%	-1.69%
Operating	48,261	531,975	531,975	225,770	-57.56%	-57.56%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$745,680	\$1,361,048	\$1,364,608	\$1,058,190	-22.25%	-22.45%
Employees FTE	12.38	12.38	12.38	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

Timothy Burke, County Attorney (410) 386-2030
 Heidi K. Pepin, Senior Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/attorney/>

Mission and Goals

The Department of the County Attorney provides legal representation and advice to the Carroll County Commissioners and their boards, commissions, officers, and employees regarding matters affecting the County. The Department also provides advice and representation to other government agencies funded by the Board of County Commissioners.

Goals include:

- Protect the legal interests of the Board of County Commissioners
- Aid in the prompt resolution of disputes
- Ensure fair and equal treatment of citizens and employees
- Ensure that County laws, contracts, legal documents, and policies are of the highest legal standard

Description

This Department was created by State law to serve as in-house counsel to the Board of County Commissioners and all of the departments, bureaus, agencies, offices, quasi-judicial boards, commissions, and other organizations that receive operating funds from the County.

In addition to furnishing legal advice and representation, the office handles real estate settlements, collections of delinquent accounts, zoning and building code violations, preparation of legal documents for subdivisions, and codification of County laws. It also 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 05 and FY 12, the County Attorney's Office collected more than \$4.4 million in delinquent accounts related to unpaid taxes and fees, medical expenses for inmates, and reimbursements for accidents and bad checks.

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Operating decreases due to the one-time funding of \$300,000 for outside legal fees in FY 13.

Positions

Title	Type	FTE
<i>Assistant County Attorney</i>	Full-time	2.00
<i>County Attorney</i>	Full-time	1.00
<i>Deputy County Attorney</i>	Full Time	1.00
<i>Legal Secretary</i>	Full-time	3.75
<i>Office Associate</i>	Full-time	1.00
<i>Office Manager</i>	Full-time	1.00
<i>Paralegal</i>	Full-time	1.00
<i>Professionals</i>	Contractual	0.63
<i>Senior Assistant County Attorney</i>	Full-time	1.00
Total		12.38

Economic Development

Economic Development Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Economic Development Administration	\$622,978	\$728,719	\$720,359	\$732,980	0.58%	1.75%
Business & Employment Resource Center	185,212	197,224	196,999	204,670	3.78%	3.89%
ED Infrastructure and Investment	656,839	2,250,000	2,000,000	2,250,000	0.00%	12.50%
Tourism	196,862	265,426	269,794	283,190	6.69%	4.97%
Total Economic Development	\$1,661,891	\$3,441,369	\$3,187,152	\$3,470,840	0.86%	8.90%

Mission and Goals

The mission of the Department of Economic Development is to create a positive business environment to foster the growth and retention of resident companies and encourage the attraction of new industry. The purpose is to provide jobs for local residents, promote a healthy economy, and increase the industrial tax base to provide for government services.

Goals include:

- Increase the commercial/industrial tax base.
- Increase the number of quality jobs.
- Support the development of new technology and the growth of resident industries.
- Create an environment that fosters small business creation, sustainability, and growth.
- Increase tourism in Carroll County and support the efforts of local tourism related businesses.
- Assist Carroll County businesses with workforce development needs, and citizens in finding employment opportunities.

Highlights, Changes, and Useful Information

- In FY 12, the Commissioners established a Small Business Loan Fund to assist small companies to obtain financing.
- Carroll County's average annual unemployment rate for CY 2012 was 6.2%, an improvement from CY 2011 average of 6.4%, and below both Maryland's average of 6.8% and the national average of 8.1%. Although unemployment rates have improved since last year, there is still a strong need for employment services.
- The Business and Employment Resource Center continues to see a strong demand for their programs, such as workforce training classes and job search assistance.
- In FY 14, the Commissioners lowered the Hotel Rental Tax rate from 5% to 4%. Hotel Tax is the fund source for the Tourism budget.

Budget Changes

- Economic Development Infrastructure and Investment decreases from the FY 13 Original to the Adjusted due to a one-time contribution to the Small Business Revolving Loan Fund.
- A 3% salary increase is included in FY 14; however, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Economic Development Administration and BERC increases due to Pension and OPEB benefit allocations.
- Tourism increases due to an increase in advertising.

Economic Development Administration

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$331,227	\$426,124	\$419,030	\$418,530	-1.78%	-0.12%
Benefits	91,627	98,535	97,269	108,800	10.42%	11.85%
Operating	200,124	204,060	204,060	205,650	0.78%	0.78%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$622,978	\$728,719	\$720,359	\$732,980	0.58%	1.75%
Employees FTE	7.00	7.00	7.00	7.00	-----	-----

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

Contact

Jonathan Weetman, Administrator of Operations and Small Business Development (410) 386-2070

Lynn Karr, Budget Analyst (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 for 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.
- Utilizes many methods to attract new industry, including advertising, e-newsletters, public relations, and attendance at industry and professional association seminars and conferences.
- Maintains an active business retention visitation program.

Program Highlights

- The assessed value of commercial/industrial real property grew by \$177 million between FY 08 and FY 13.
- Commercial/industrial assessable base grew 8.6% between FY 08 and FY 13.
- Commercial and Industrial vacancy rates remain stable compared to last year. Comparatively, Carroll's rates are lower than the Baltimore Market in all areas:
 - Office Carroll – 11.7% Baltimore – 12.3%
 - Retail Carroll – 5.5% Baltimore – 5.7%
 - Industrial Carroll – 10.3% Baltimore – 11.0%

Budget Changes

- Personnel decreases from the FY 13 Original to the Adjusted due to turnover.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.

Positions

Title	Type	FTE
Administrator - Operations and Small Business Development	Full-time	1.00
Administrator - Strategic Accounts & Outreach	Full-time	1.00
Agriculture Specialist	Full-time	1.00
Business Development Mgr.	Full-time	1.00
Deputy Director	Full-time	1.00
Economic Development Coordinator	Full-time	1.00
Research and Data Specialist	Full-time	1.00
Total		7.00

Business and Employment Resource Center

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$130,839	\$133,818	\$133,610	\$133,610	-0.16%	0.00%
Benefits	51,435	47,616	47,599	55,270	16.07%	16.12%
Operating	2,938	15,790	15,790	15,790	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$185,212	\$197,224	\$196,999	\$204,670	3.78%	3.89%
Employees FTE	2.85	2.85	2.85	2.85	-----	-----

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

Contact

Jonathan Weetman, Administrator of Operations and Small Business Development (410) 386-2070

Lynn Karr, Budget Analyst (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, and to assist job seekers in achieving, advancing, and retaining employment.

Goals include:

- Maximize public investment in job training and workforce development to create and maintain a workforce development system in Carroll County
- Assist citizens in finding employment opportunities preferably with Carroll County businesses 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 and 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's total operating funds are from the following sources:

	FY 12 Actuals	FY 13 Budget	FY 14 Budget	FY 14 % of Total
Local – County	\$185,212	\$197,224	\$204,670	17.1%
Grants	\$693,090	\$1,102,566	\$992,310	82.9%
TOTAL	\$878,302	\$1,299,790	\$1,196,980	100.0%

During FY 12:

- Carroll's unemployment rate dropped from 6.4% to 6.2%.
- 15,199 customer visits were made to BERC.
- 2,626 new customers visited BERC.
- 719 customers were registered for individual intensive training.
- 394 customers who registered for training were still registered at the end of FY 12.
- 261 Workforce Investment Area (WIA) registered customers were placed in jobs in FY 11.

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.

Positions

Title	Type	FTE
<i>Business Consultant</i>	Full-time	0.10
<i>Fiscal Manager</i>	Part-time	0.75
<i>Manager, BERC</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
Total		2.85

90% of the Business Consultant position is grant funded and 10% is County funded.

Economic Development Infrastructure and Investment

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 12	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	631,839	2,250,000	2,000,000	2,250,000	0.00%	12.50%
Capital Outlay	25,000	0	0	0	0.00%	0.00%
Total	\$656,839	\$2,250,000	\$2,000,000	\$2,250,000	0.00%	12.50%
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

Jonathan Weetman, Administrator of Operations and Small Business Development (410) 386-2070
Lynn Karr, Budget Analyst (410) 386-2082

Description

The Economic Development Infrastructure and Investment account was established to provide funding that would support and encourage economic development in the county. This funding is used to promote Carroll County as a commercial/industrial site for businesses, which may include infrastructure improvements, studies, and targeted investments.

This budget funds projects such as:

- Job training investments
- Feasibility studies
- Land acquisition related to business development
- Business infrastructure development

The staffs who administer the infrastructure and investment expenses are included in the Economic Development Administration budget.

Program Highlights

- In FY 12, \$1.5M was transferred out of the Economic Development Infrastructure and Investment budget to the Fiber Enterprise Fund, and \$0.25M to the Small Business Loan Fund.
- Liberty Exchange Business Park completed construction on the fourth building on campus, a 25,000' office building. Tenants include Orthopedic Associates of Central Maryland, Fusion Dental, Diamondback Signals, Terminix, Suburban Propane, and Hopper's Kid Zone. Over 500 new jobs are estimated to be created.
- Knorr Brake Corporation is nearing completion of its new 240,000' facility at the Westminster Technology Park. The Department worked with the Industrial Development Authority, the Maryland Department of Business and Economic Development, and the City of Westminster to complete the transaction to bring Knorr Brake to the new location. The company is expected to hire over 70 new employees.

- Dal-Tile re-signed two leases at Merritt Properties' Eldersburg Business Park. The 356,000' lease was the largest lease signing in the State during 2012.
- Resident industry expansions worked on during FY 12 include Flowserve, Bay Door and Hardware, Evapco, and Johnson Medical.
- An incentive program to redevelop programs along the Route 140 corridor in Finksburg has been utilized by two businesses. The program aims to improve the appearance of properties in the corridor and increase economic investment.
- The Warfield Commerce Center's Building G is under lease with a developer who has prepared the building excluding tenant improvements.
- Re-development of the former Westminster Inn property is underway with a new tenant, Carroll Gymnastics, who was introduced to the property through the Department.
- The Department is currently working on twenty-one active projects which could potentially bring in nearly \$4 million of new tax revenue to the County by 2020.
- Carroll County continues its participation in the Mission Growth Initiative, a committee that serves as a liaison to solidify planning relations between Ft. Meade and neighboring jurisdictions that are directly impacted by the growth at Ft. Meade.
- The Department retains strong relationships with State and regional economic development organizations to leverage marketing exposure and partner on significant events, substantially reducing costs in these areas.

Budget Changes

The decrease from the FY 13 Original to the Adjusted is due to a one-time contribution to the Small Business Revolving Loan Fund.

Tourism

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$74,420	\$81,440	\$85,480	\$85,640	5.16%	0.19%
Benefits	16,040	16,675	17,003	17,920	7.47%	5.39%
Operating	106,402	167,311	167,311	179,630	7.36%	7.36%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$196,862	\$265,426	\$269,794	\$283,190	6.69%	4.97%
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

Jack Lyburn, Administrator of Strategic Accounts and Outreach (410) 386-2071

Lynn Karr, Budget Analyst (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 225 N. Center Street, Room 107, Westminster, MD. The Bureau works to promote Carroll County as an attractive, inexpensive place to visit. These efforts include:

- Operation of the Carroll County Visitor Center 7 days a week.
- Assisting 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 12, 17,591 inquiries were received due to the advertising campaign. This is a direct result of advertising dollars from the Hotel Tax.
- In FY 12, there were 86,458 unique visitors to the Tourism website.

- In FY 12, partnered with Carroll County Chamber of Commerce to organize and promote the second annual Carroll County Restaurant Week.
- Carroll County's top 19 events in FY 12 attracted over 168,000 participants.
- In FY 13, worked with the Celebrate America project and partnered with the Gettysburg Tourism Center in conjunction with the 150th anniversary celebration of the Civil War.
- Worked with the Carroll Arts Center to present the play "Finally Heard" and with Carroll Community College to present "An Evening with Lincoln".
- The tourism budget is 100% funded by a Hotel Tax.

Budget Changes

- The increase from the FY 13 Original to the Adjusted is due to turnover.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Operating increases due to an increase in advertising.

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 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
LUPD Administration	\$683,895	\$1,071,915	\$1,078,395	\$1,095,580	2.21%	1.59%
Comprehensive Planning	514,944	338,955	343,495	354,490	4.58%	3.20%
Development Review	515,765	508,950	487,540	488,940	-3.93%	0.29%
Resource Management	1,028,760	1,077,679	1,111,930	1,172,330	8.78%	5.43%
Zoning Administration	200,864	218,460	218,770	221,670	1.47%	1.33%
Total Land Use, Planning and Dev.	\$2,944,228	\$3,215,959	\$3,240,130	\$3,333,010	3.64%	2.87%

Mission and Goals

To provide leadership, guidance, and professional assistance to citizens, community organizations, businesses, the Board of County 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 long-range planning initiatives, 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 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.

Highlights, Changes, and Useful Information

- In FY 10, the State required Water Resource Element 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. Water development and quality projects are required under State and Federal laws and regulations.

Budget Changes

- Comprehensive Planning increases primarily due to the addition of a contractual Project Manager position to facilitate the update to County's Master Plan.
- Resource Management increases due to the addition of a Grants Analyst in FY 13 and a Water Resource Specialist in FY 14.

LUPD Administration

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Personnel	\$543,591	\$787,590	\$789,300	\$791,700	0.52%	0.30%
Benefits	117,846	193,435	193,435	197,240	1.97%	1.97%
Operating	22,002	90,890	95,660	106,640	17.33%	11.48%
Capital Outlay	456	0	0	0	0.00%	0.00%
Total	\$683,895	\$1,071,915	\$1,078,395	\$1,095,580	2.21%	1.59%
Employees FTE	11.40	14.40	14.40	14.40	-----	-----

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

Contact

Philip Hager, Director of Land Use, Planning and Development (410) 386-2145
Sheree Lima, Management and Budget Project Coordinator (410) 386-2082
<http://ccgovernment.carr.org/ccg/plan/default.asp>

Mission and Goals

It is the Department of Land Use, Planning, and Development's (LUPD) vision to maintain, develop, and implement programs and plans that allocate personnel, physical, natural, fiscal and constructed resources in a manner that is equitable, responsible, and defensible.

Goals include:

- Provide leadership in all aspects of:
 - Planning
 - Resource conservation
 - Public facility investment
 - Growth management
- Preserve the rural character of our landscape
- Maintain the fabric of our communities
- Conserve our natural, mineral and cultural resources
- Minimize sprawl and inefficient development practices
- Encourage an environment that stimulates sound economic development opportunities
- Protect farmland and agricultural activities

Description

The Department of LUPD is a front line, local government agency dealing with citizens, businesses, and other governmental agencies on a daily basis. Citizens, merchants, public officials, and the press rely on the Department for guidance, leadership, Geographic Information System products, and statistical information on county wide issues relating to growth, land preservation, water resource planning, transportation, town/county cooperation, and resource protection issues. Other responsibilities include enforcing the County's Storm Sewer System code, the Countywide National Pollutant Discharge Elimination System, and Municipal Separate Storm Sewer System permit.

Program Highlights

- LUPD Administration staff have been working with the Planning and Zoning Commission on the development of the Carroll County Master Plan, Finksburg Plan, and the Freedom Plan
- Staff had significant new state initiatives to track, review, and provide comment. The most notable issues are related to:
 - Septic systems in rural areas
 - Land use mapping
 - Total maximum daily load development
 - Stormwater management funding

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Operating increases primarily due to an increase in the Baltimore Metropolitan Council membership fees and the Planning Commission per diem.

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>GIS Analyst</i>	Full-time	3.00
<i>Hydrogeologist</i>	Full-time	1.00
<i>LUPD Project Coordinator</i>	Full-time	1.00
<i>NPDES Specialist</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	2.00
<i>Planning Intern</i>	Contractual	0.40
<i>Preservation Specialist</i>	Full-time	1.00
Total		14.40

Comprehensive Planning

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Personnel	\$387,733	\$261,300	\$269,800	\$279,000	6.77%	3.41%
Benefits	105,517	58,345	59,155	63,730	9.23%	7.73%
Operating	21,694	19,310	14,540	11,760	-39.10%	-19.12%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$514,944	\$338,955	\$343,495	\$354,490	4.58%	3.20%
Employees FTE	8.00	5.00	5.38	5.38	-----	-----

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

Contact

Philip Hager, Director of Land Use, Planning and Development (410) 386-2145
Sheree Lima, Management and Budget Project Coordinator (410) 386-2082
<http://ccgovernent.carr.org/ccg/compplan/default.asp>

Mission and Goals

To develop and implement plans that allocate personnel, physical, natural, fiscal and constructed resources in a manner that is equitable, responsible and defensible.

Goals include:

- Implement long-range planning initiatives, 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 Concurrency Management and Adequate Public Facilities issues.

Other services include updating the Water and Sewer Master Plan, the Land Preservation Plan, and the Emergency Services Master Plan. Comprehensive Planning maintains demographic and socio-economic data for the County by planning area, fire district, election district, and transportation zone.

Program Highlights

- In FY 12, the Triennial Update of the Water and Sewer Master Plan, and the Land Preservation, Parks and Recreation Plans were adopted.
- Currently working on:
 - Carroll County Master Plan
 - Freedom Community Comprehensive Plan
 - Finksburg Community Comprehensive Plan
 - Hazard Mitigation Plan
 - Continuity of Operations Plan

Budget Changes

- The increase from FY 13 Original to Adjusted is due to the addition of a contractual Project Manager position.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.

Positions

Title	Type	FTE
<i>Bureau Chief</i>	Full-time	1.00
<i>Comprehensive Planner</i>	Full-time	4.00
<i>Project Manager</i>	Contractual	0.38
Total		5.38

Development Review

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Personnel	\$391,282	\$395,480	\$374,070	\$375,270	-5.11%	0.32%
Benefits	121,984	99,880	99,880	100,480	0.60%	0.60%
Operating	2,499	13,590	13,590	13,190	-2.94%	-2.94%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	515,765	508,950	487,540	488,940	-3.93%	0.29%
Employees FTE	8.00	8.00	8.00	8.00	-----	-----

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

Contact

Clayton R. Black, Bureau Chief (410) 386-2145
Sheree Lima, Management and Budget Project Coordinator
(410) 386-2082
<http://ccgovernment.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:

- Promote economic development initiatives through expeditious and thorough reviews.
- 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

The Bureau has been working to streamline the review process and has decreased the average time between plan submittal to the Bureau's comments by eleven days. In 2007, the numbers of days between submittal and comment was eighteen and is now seven. Code changes and amendments to the Planning Commission's administrative rules have allowed staff to present the development plan to the Planning Commission Chair instead of the full Commission, further decreasing the time of the overall review of plans.

Budget Changes

- The decrease from the FY 13 Original to the Adjusted is due to salary adjustments associated with turnover and a reclassification of the Concurrency Management position to a Development Review Coordinator.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.

Positions

Title	Type	FTE
<i>Bureau Chief</i>	Full-time	1.00
<i>Development Review Coordinator</i>	Full-time	3.00
<i>Development Review Technician</i>	Full-time	1.00
<i>Engineering Reviewer</i>	Full-time	1.00
<i>Legal Document Coordinator</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
Total		8.00

Resource Management

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Personnel	\$765,620	\$793,810	\$822,930	\$871,180	9.75%	5.86%
Benefits	211,964	215,949	221,080	236,140	9.35%	6.81%
Operating	42,489	64,920	64,920	53,310	-17.88%	-17.88%
Capital Outlay	8,687	3,000	3,000	11,700	290.00%	290.00%
Total	\$1,028,760	\$1,077,679	\$1,111,930	\$1,172,330	8.78%	5.43%
Employees FTE	17.00	17.00	18.00	19.00	-----	-----

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

Contact

Gale Engles, Bureau Chief (410) 386-2145
 Sheree Lima, Management and Budget Project Coordinator
 (410) 386-2082
<http://ccgovernment.carr.org/ccg/resmgmt/default.asp>

- Four storm water management retrofit projects were designed in-house in FY 12.
- To offset the cost of engineering, staff provides conceptual designs for new facilities prior to contracting with a consultant.

Mission and Goals

Protect and manage the natural resources for the use and enjoyment by the citizens of Carroll County.

Goals include:

- Serve as the central source of natural resource information and data
- Interpret and accurately apply code requirements for:
 - Environmental Management of Storm Sewer Systems
 - Floodplain Management
 - Forest Conservation
 - Grading, Erosion and Sediment Control
 - Landscape Enhancement of Development
 - Stormwater Management
 - Water Resource Management

Budget Changes

- The increase from FY 13 Original to the Adjusted budget is due to the addition of a Grants Analyst position.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Personnel increases due to the addition of a Water Resource Specialist.
- Operating decreases primarily due to a reduction in testing fees.
- Capital outlay increases due to equipment and storage sheds.

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>Grants Analyst</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 Mgt Specialist</i>	Full-time	1.00
<i>Watershed Restoration Spec.</i>	Full-time	1.00
<i>Water Resources Specialist</i>	Full-time	2.00
<i>Water Resources Technician</i>	Full-time	2.00
Total		19.00

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 12, three storm water management retrofit projects were completed. These will be instrumental in addressing the National Pollutant Discharge Elimination System permit requirements.

Zoning Administration

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Personnel	\$153,093	\$162,680	\$162,680	\$162,680	0.00%	0.00%
Benefits	43,467	51,630	51,940	54,490	5.54%	4.91%
Operating	3,842	3,750	3,750	4,500	20.00%	20.00%
Capital Outlay	462	400	400	0	-100.00%	-100.00%
Total	\$200,864	\$218,460	\$218,770	\$221,670	1.47%	1.33%
Employees FTE	4.00	4.00	4.00	4.00	-----	-----

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

Contact

Jay C. Voight, Zoning Administrator (410) 386-2982
 Sheree Lima, Management and Budget Project Coordinator
 (410) 386-2082
<http://ccgoverment.carr.org/ccg/zoningad>

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 the 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

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

The office performs zoning inspections and reviews building permits to determine whether new structures or land uses meet code requirements.

Program Highlights

Zoning has taken over the responsibility for Housing and Community Development termination appeal hearings

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations.
- Operating increases due to the addition of tower feasibility studies that are offset by revenue.

Management and Budget

Management and Budget Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Management and Budget Administration	\$196,473	\$203,578	\$231,105	\$233,540	14.72%	1.05%
Budget	520,121	541,914	533,660	536,360	-1.02%	0.51%
Grants Management	153,172	121,611	125,468	127,330	4.70%	1.48%
Risk Management	3,370,516	5,707,980	5,707,980	2,109,140	-63.05%	-63.05%
Total Management and Budget	\$4,240,282	\$6,575,083	\$6,598,213	\$3,006,370	-54.28%	-54.44%

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

- The Department of Management and Budget supports not only 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 non-profits.
- The current FY 13 Adopted Operating and Capital Budget is available on the Carroll County Government website. The Recommended, Proposed, and Adopted Operating and Capital Budgets for FY 14 will be available on the website as each are completed.
- Grants statistical information:

	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12
Applications	77	93	104	103	90	92	72
Awarded	65	69	65	83	68	70	49
Denied	5	12	15	9	11	8	9
Pending	7	12	24	11	11	14	14
Award Dollars	\$8,468,005	\$7,075,119	\$6,513,594	\$9,810,046	\$7,949,309	\$7,291,227	\$8,966,264

Budget Changes

- Management and Budget Administration increases from the FY 13 Original to the Adjusted due to a salary adjustment.
- Budget decreases from the FY 13 Original to the Adjusted due to salary adjustments associated with turnover.
- Grants increases from the FY 13 Original to the Adjusted due to the Grants Manager changing from 37.5 to 40 hours per week.
- Budget decreases due to the biennial Indirect Cost study performed in FY 13.
- Risk Management decreases due to completing the rebalance of the Internal Service Fund in FY 13.

Management and Budget Administration

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$153,883	\$156,967	\$180,845	\$181,560	15.67%	0.40%
Benefits	37,557	37,461	41,110	42,830	14.33%	4.18%
Operating	5,033	9,150	9,150	9,150	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$196,473	\$203,578	\$231,105	\$233,540	14.72%	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

**Robin Hooper, Management and Budget Project
Coordinator (410) 386-2082**

<http://ccgovernment.carr.org/ccg/mangbud/>

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

- The increase from the FY 13 Original to the Adjusted is due to a salary adjustment.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.

Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Director</i>	Full-time	1.00
Total		2.00

Budget

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$417,492	\$416,632	\$408,665	\$408,020	-2.07%	-0.16%
Benefits	97,897	104,242	103,955	114,540	9.88%	10.18%
Operating	4,732	21,040	21,040	13,800	-34.41%	-34.41%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$520,121	\$541,914	\$533,660	\$536,360	-1.02%	0.51%
Employees FTE	7.00	7.00	7.00	7.00	-----	-----

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

Contact

Deborah Effingham, Bureau Chief (410) 386-2082

**Robin Hooper, Management and Budget Project
Coordinator (410) 386-2082**

<http://ccgovernent.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 13 Adopted Operating Budget is available on the Carroll County Government website. The Recommended, Proposed, and Adopted Operating and Capital Budgets for FY 14 are available on the website as each are completed.

FY 13 marks the sixth year in a row the Adopted Budget Books received the Government Finance Officers Association (GFOA) "Distinguished Budget Presentation Award".

Budget Changes

- The decrease from the FY 13 Original to the Adjusted is due to salary adjustments associated with turnover.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.
- Operating decreases due to the biennial Indirect Cost study performed in FY 13.

Positions

Title	Type	FTE
<i>Budget Analyst</i>	Full-time	3.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Mgmt. and Budget Project Coordinator</i>	Full-time	2.00
<i>Senior Budget Analyst</i>	Full-time	1.00
Total		7.00

Grants Management

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$123,254	\$93,095	\$96,440	\$97,740	4.99%	1.35%
Benefits	25,905	21,336	21,848	22,410	5.03%	2.57%
Operating	4,013	7,180	7,180	7,180	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$153,172	\$121,611	\$125,468	\$127,330	4.70%	1.48%
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

Catherine Donaldson Wellman, Grants Manager
(410) 386-2082

**Robin Hooper, Management and Budget Project
Coordinator (410) 386-2082**

<http://ccgovernment.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 programs to the Commissioners to evaluate and prioritize the program.
- Review and edit grant applications to assure high-quality competitive submissions.

Description

The Grants Office assists County agencies, County-related agencies, municipalities, and non-profits to identify, develop, write, manage, and evaluate grants. Grants are sought from Federal, State, Foundation, and Corporate sources. Research provides grant opportunities that closely fit agency needs. Every grant is reviewed to ensure quality of writing and accuracy of budget information. Application requirements are reviewed to assure that the application sufficiently covers information requested so that the grant receives the best evaluation possible from the granting agency.

Grant award conditions are reviewed and assistance is provided to grantees to assure compliance with grant requirements. 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 10	FY 11	FY 12
Grant Applications	90	92	72
Grants Awarded	68	70	49
Grants Denied	11	8	9
Grants Pending	11	14	14
Award Dollars	\$7,949,309	\$7,291,227	\$8,966,264

Budget Changes

- The increase from the FY 13 Original to the Adjusted is due to the Grants Manager changing from 37.5 to 40 hours per week.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.

Positions

Title	Type	FTE
<i>Grants Manager</i>	Full-time	1.00
<i>Grants Analyst</i>	Full-time	1.00
Total		2.00

Risk Management

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$193,584	\$196,582	\$196,582	\$196,580	0.00%	0.00%
Benefits	697,130	503,128	503,128	705,560	40.23%	40.23%
Operating	2,479,482	5,005,270	5,005,270	1,204,000	-75.95%	-75.95%
Capital Outlay	320	3,000	3,000	3,000	0.00%	0.00%
Total	\$3,370,516	\$5,707,980	\$5,707,980	\$2,109,140	-63.05%	-63.05%
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

Cecilia Devilbiss, Risk Manager (410) 386-2082
Robin Hooper, Management and Budget Project
Coordinator
(410) 386-2082
<http://ccgovernment.carr.org/ccg/riskman/default.asp>

Mission and Goals

To prevent or minimize losses and control the costs of those that occur affecting 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:

- Prevent adverse events and minimize the effects of those events that do occur.
- Identify and address all sources of risks throughout Carroll County Government.
- Assess those risks by greatest impact on the County.
- Share incident data with departments to reduce risks and costs.
- Work with agencies to ensure compliance.
- Achieve a safe work environment for all employees.
- Minimize losses due to accidents and damage to County employees and property.
- Monitor expenditures for workers' compensation, regulated insurance, and employee safety.
- Implement records management system for efficient and effective file management.

Description

Risk Management protects the assets of Carroll County and works with all of Carroll County Government to administer the County's safety and insurance programs. The office contracts with insurance companies for a variety of insurance coverage: including casualty, comprehensive, general liability, umbrella, crime, environmental impairment, workers' compensation and employee bonding. Risk Management monitors all of its programs to ensure the County is receiving the best rates and utilizes other current cost saving measures such as self-insurance.

Risk Management maintains and works to improve the internal procedures to reduce loss exposure. The office sponsors safety activities to remind all employees of the importance of a safe work environment. Risk Management also follows guidelines set forth by the Department of Transportation, which include physicals and drug and alcohol testing for employees driving County vehicles.

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.
- Benefits increase due to an increase in workers' compensation.
- Operating decreases due to completing the rebalance of the Internal Service Fund in FY 13.

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 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Board of Elections	\$616,926	\$703,960	\$703,960	\$751,830	6.80%	6.80%
County Commissioners	826,539	898,920	986,200	1,001,030	11.36%	1.50%
Board of License Commissioners	60,120	63,260	63,348	63,820	0.89%	0.75%
Board of Zoning Appeals	82,601	97,625	97,625	98,310	0.70%	0.70%
Total General Government Other	\$1,586,186	\$1,763,765	\$1,851,133	\$1,914,990	8.57%	3.45%

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.
- Beginning in FY 11, there are five Commissioners elected by district. These election districts can be viewed at: <http://ccgovernent.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 05	FY 06	FY 07	FY 08	FY 09	FY10	FY 11	FY 12
\$195,430	\$204,168	\$203,651	\$ 209,363	\$207,614	\$210,610	\$214,426	\$201,087

Budget Changes

- Board of Elections increases due to a part-time Election Clerk changing to a full-time Information Systems Specialist, and increases in maintenance and support of the voting system.
- County Commissioners increases primarily due to an increase in personnel, partially offset by a reduction in contracted labor.

Board of Elections

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$16,291	\$23,550	\$23,550	\$14,000	-40.55%	-40.55%
Benefits	1,239	1,800	1,800	1,100	-38.89%	-38.89%
Operating	599,359	678,310	678,310	736,430	8.57%	8.57%
Capital Outlay	37	300	300	300	0.00%	0.00%
Total	\$616,926	\$703,960	\$703,960	\$751,830	6.80%	6.80%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Gail Carter, Director (410) 386-2080
 Robin Hooper, Management and Budget Project
 Coordinator (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 and 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 2012 there were 111,281 active voters in Carroll County.

Program Highlights

Following is a history of voter activity:

	CY 09	CY 10	CY11	CY12
Registrations	3,276	5,235	4,451	10,277
Address Changes	2,542	3,391	2,837	15,362
Name Changes	1,136	1,612	1,003	3,745
Deletions	6,333	3,678	5,132	6,446
Affiliation Changes	723	3,270	691	2,630
Total	14,010	17,186	14,114	38,460

Budget Changes

Operating increases due to a part-time Election Clerk position changing to a full-time Information Systems Specialist and increases in maintenance and support of the voting system.

County Commissioners

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$596,691	\$636,880	\$747,455	\$751,880	18.06%	0.59%
Benefits	160,115	157,310	171,295	182,190	15.82%	6.36%
Operating	69,733	104,230	66,950	66,460	-36.24%	-0.73%
Capital Outlay	0	500	500	500	0.00%	0.00%
Total	\$826,539	\$898,920	\$986,200	\$1,001,030	11.36%	1.50%
Employees FTE	11.75	11.75	14.25	14.25	-----	-----

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

Lynn Karr, Budget Analyst (410) 386-2082

<http://ccgovernment.carr.org/ccg/commiss/meet.asp>

Mission and Goals

The mission of the Board of County 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 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://ccgovernment.carr.org/ccg/releases/Ten%20Governing.pdf>

1. Smaller, Constitutional Government
2. Mandates
3. Term Limits
4. Property Taxes
5. Economic Development
6. Affirmation of Our Values
7. Protection of Individual Property Rights
8. Capital Expenditures
9. Straight Talk and Citizen Participation
10. Servant Leadership

Description

Pursuant to the Maryland Constitution, State law, and the County Code, the Board of County Commissioners serves as the executive and legislative branches of Carroll County Government. The Commissioners' duties include setting and enacting administrative, legislative and executive policies, approving 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

Beginning in FY 11, there are five Commissioners elected by district. These election districts can be viewed at:

<http://ccgovernment.carr.org/ccg/topics/redist-map/comm-district-map.pdf>

Budget Changes

- Personnel increases from the FY 13 Original to the Adjusted due to the addition of 2.5 positions.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Operating decreases due to a reduction in contracted labor.

Positions

Title	Type	FTE
<i>Administrative Coordinator</i>	Full-time	4.00
<i>Administrative Support</i>	Contractual	1.00
<i>Chief of Staff</i>	Full-time	1.00
<i>County Commissioner</i>	By-law	5.00
<i>Paraprofessional</i>	Contractual	0.50
<i>Professional</i>	Contractual	1.75
<i>Project Analyst</i>	Full-time	1.00
Total		14.25

Board of License Commissioners

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$45,567	\$46,180	\$46,180	\$46,180	0.00%	0.00%
Benefits	13,158	13,420	13,508	13,980	4.17%	3.50%
Operating	1,395	3,660	3,660	3,660	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$60,120	\$63,260	\$63,348	\$63,820	0.89%	0.75%
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

Heidi K. Pepin, Senior Budget Analyst (410) 386-2082

<http://ccgovernment.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 08	FY 09	FY 10	FY 11	FY12
\$209,363	\$207,614	\$210,610	\$214,426	\$201,087

Budget Changes

A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.

Positions

Title	Type	FTE
Inspector	Full-time	1.00
Total		1.00

Board of Zoning Appeals

Description	Actual FY 12	Revised Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$55,331	\$56,260	\$56,260	\$56,260	0.00%	0.00%
Benefits	15,308	15,400	15,400	16,060	4.29%	4.29%
Operating	11,962	25,965	25,965	25,990	0.10%	0.10%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$82,601	\$97,625	\$97,625	\$98,310	0.70%	0.70%
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

Heidi K. Pepin, Senior Budget Analyst (410) 386-2082

<http://ccgovernment.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 that want to make changes or 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

A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.

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 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Org. FY 13	% Change From Adj. FY 13
Extension Office of Carroll County	\$436,351	\$448,460	\$448,460	\$451,510	0.68%	0.68%
Gypsy Moth	12,450	30,000	30,000	30,000	0.00%	0.00%
Soil Conservation	403,607	407,630	408,450	413,120	1.35%	1.14%
Weed Control	37,722	29,700	29,700	34,700	16.84%	16.84%
Total Conservation and Natural Resources	\$890,130	\$915,790	\$916,610	\$929,330	1.48%	1.39%

Mission and Goals

The common mission of these agencies is to protect and conserve 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 122 projects completed, the Carroll County Soil Conservation District had more Maryland Agricultural Water Quality Cost-Share (MACS) Program projects completed in FY 12 than any other County. The next closest County was Dorchester at 75.
- Weed Control bills for services but does not charge the County for spraying County right-of-way along roads.

Extension Office of Carroll County

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	436,351	448,460	448,460	451,510	0.68%	0.68%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$436,351	\$448,460	\$448,460	\$451,510	0.68%	0.68%
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 Myers, Area Extension Director (410) 386-2760
 Cheryl Hill, Business Services Specialist (410) 386-2760
 Sheree Lima, Management and Budget Project 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 is also a Business Services Specialist, two 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

- The Nutrient Management Advisor prepared nutrient management plans for 15,597 acres in FY 12.
- The Home Horticulture Educator provided 40 hours of training to new Master Gardeners. Master Gardener volunteers contributed 6,650 hours through special programs in schools, senior centers and other community venues.
- In FY 12, the 4-H Youth Development Educator made contacts with 4,384 young people ranging from 5 to 18 years of age. A total of 38 community based 4-H Clubs had 852 enrolled.
- In FY 12, 259 youths participated in 4-H Camp, 7,900 4-H members entries were judged, and 670 members showed their exhibits at the 2012 Carroll County 4-H/FFA Fair.
- The Food Supplement Nutrition Education Program provides educational opportunities to clients from The Family Center, senior centers, area centers for developmentally disabled adults, Parents As Teachers groups, and Community Learning Center sites.
- Family and Consumer Science Educator provided an Affordable Health Care Act seminar to 154 residents.
- The Carroll Outdoor Research and Extension (CORE) Center configured garden beds to allow access to clients in wheelchairs. A series of new classes, available to the general public, promotes and supports home food production. Demonstration classes cover topics such as composting, drip-line irrigation, rain barrels, small-scale food production, and other topics.

Budget Changes

Operating increases primarily due to professional development.

Gypsy Moth

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	12,450	30,000	30,000	30,000	0.00%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Grand Total	\$12,450	\$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

Bob Tatman, Program Manager
Maryland Department of Agriculture (301) 662-2074
Sheree Lima, Management and Budget Project Coordinator
(410) 386-2082
<http://mda.maryland.gov/plants-pests/Documents/Gypsy%20Moth%20in%20Maryland%20Brochure.pdf>

Surveys typically take place each fall followed by spraying in the spring. Spraying historically generates and drives the bulk of expenses in this budget.

Mission and Goals

To serve the citizens of Maryland by protecting forest from insects and diseases, both native and invasive, through environmentally and economically sound pest management.

Program Highlights

- FPM conducted 747 surveys in FY 13.
- Placed and monitored 30 purple prism traps to check for the presence of the Emerald Ash borer.
- Placed and monitored traps to check for the presence of Sirex wood wasp and Walnut Twig beetle.

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 Forest Pest Management Section (FPM), part of the Maryland Department of Agriculture, conducts several activities to monitor, assess and control tree diseases or insect infestations that affect the health of Maryland forests. FPM provides advice on forest insects and diseases and manages Gypsy Moth and Hemlock Woolly Adelgid infestations in forest habitats.

The Gypsy Moth program has proactively conducted a cooperative suppression program since 1982. FPM employs three Entomologists and six Inspectors, plus a Program Manager and Administrative Officer II. There are three field offices throughout the State.

Soil Conservation District

Description	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 12	Budget FY 13	Budget FY 13		FY 14	From Orig. FY 13
Personnel	\$257,358	\$260,990	\$260,990	\$260,990	0.00%	0.00%
Benefits	85,855	84,410	84,410	89,080	5.53%	5.53%
Operating	60,394	62,230	63,050	63,050	1.32%	0.00%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$403,607	\$407,630	\$408,450	\$413,120	1.35%	1.14%
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

Charles E. Null, Jr., Carroll Soil Conservation District
 Manager (410) 848-8200 Extension 3
 Sheree Lima, Management and Budget Project Coordinator
 (410) 386-2082
<http://www.carrollsoil.com/>

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 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 12, farmers in Carroll County completed 122 soil conservation capital projects, with assistance of \$700,000 from the Maryland Agricultural Water Quality Cost-Share Program (MACS). Carroll's 122 projects were by far the most completed in the State as the next closest county was Dorchester County at 75.
- In FY 12, Carroll farmers entered into 112 contracts to cover 21,191 acres through the Winter Cover Crop Program.

Budget Changes

- A 3% salary increase is included in the FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Benefits increase due to State Retirement and OPEB.

Positions

Title	Type	FTE
<i>Administrative Assistant</i>	Full-time	1.00
<i>Secretary</i>	Full-time	1.00
<i>Soil Conservation Planner</i>	Full-time	3.00
<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 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	37,722	29,700	29,700	34,700	16.84%	16.84%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$37,722	\$29,700	\$29,700	\$34,700	16.84%	16.84%
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

Peter Rupp, Maryland Weed Control Specialist
(301) 600-1586
Sheree Lima, Management and Budget Project 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.

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.

Budget Changes

Operating budget increases due to an increase in spraying, to be offset by revenue.

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 in the development of a control and eradication program to enable them to comply with the Maryland Noxious Weed Law.
- Provide spray services to landowners for noxious weed control.
- Assist 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.

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.

*Debt, Transfers, and Reserves
Appropriations*

Debt, Transfers and Reserves Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Debt Service	\$26,002,263	\$25,248,159	\$25,248,159	\$25,256,600	0.03%	0.03%
Ag Land Preservation Debt Service	1,715,943	1,599,460	1,599,460	1,892,560	18.32%	18.32%
Intergovernmental Transfers	2,679,195	2,805,960	2,805,960	3,021,690	7.69%	7.69%
Interfund Transfers	9,472,762	17,849,151	17,849,151	12,660,986	-29.07%	-29.07%
Reserve for Contingency	0	3,479,237	3,479,237	6,401,324	83.99%	83.99%
Total Miscellaneous	\$39,870,163	\$50,981,967	\$50,981,967	\$49,233,160	-3.43%	-3.43%

Budget Changes

- The budgets in Debt, Transfers, and Reserves are grouped together for presentation purposes.
- Debt Service remains nearly unchanged due to the amount of new bond issuance being offset by bond retirement and reissuance of prior outstanding bonds at lower interest rates. In FY 13, \$37.96M in bonds was issued of which \$16.9M was refunding of FY 05 and FY 06 at lower interest rates. Recent bond sales have been \$11.8M in FY 12, \$10.9M in FY 11, \$36.7M in FY 10, and \$28.5M in FY 09.
- Agricultural Land Preservation Debt Service increases due to debt service associated with planned easement purchases through the Installment Purchase Agreement (IPA) program.
- Intergovernmental Transfers is primarily a revenue sharing program the County has with the eight municipalities. The Carroll County program is based on town population and inflation. Inflation and population increased slightly from FY 13 to FY 14. The budget increases in FY 14 primarily due to the addition of \$0.2M for municipalities dealing with economic hardship caused by unfunded state mandates.
- Inter-Fund Transfers decreases from FY 13 to FY 14 due to one-time funding actions taken by the Commissioners in FY 13 to the Capital and Enterprise Funds.
- The Reserve for Contingency is generally set at 1% of General Fund revenues. FY 14 increases due to a funding plan by the Commissioners to use surplus funds to help offset tax relief in FY 15 and FY 16. Reserving funds for these purposes is accomplished by increasing the FY 14 Reserve for Contingency.

Ag Land Preservation Debt Service

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	1,715,943	1,599,460	1,599,460	1,892,560	18.32%	18.32%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$1,715,943	\$1,599,460	\$1,599,460	\$1,892,560	18.32%	18.32%
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

Philip Hager, Director of Land Use, Planning and Development (410) 386-2145
Sheree Lima, 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 (IPA) for the Agricultural Land Preservation Program. The budget is determined by a combination of known debt service and estimated IPA's for the upcoming fiscal year. Typically, a land owner is offered 40% of Fair Market Value for the agricultural easement and the County pays 5.25% annual interest for 20 years on the easement value.

Budget Changes

The increase in Agricultural Land Preservation Debt Service in FY 14 is due to planned Installment Purchase Agreement transactions in FY 13 and FY 14.

Debt Service

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	26,002,263	25,248,159	25,248,159	25,256,600	0.03%	0.03%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$26,002,263	\$25,248,159	\$25,248,159	\$25,256,600	0.03%	0.03%
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 11 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 \$37,960,000 in new bonds in FY 13. This issue consists of \$21,460,000 in new debt and \$16,500,000 in refunded debt. The issue has a 20-year repayment schedule at 1.801%.

The primary uses of bonding are school construction (see Board of Education Debt Service) and road construction.

Budget Changes

- Operating remains nearly unchanged due to the amount of new bond issuance being offset by bond retirement and reissuance of prior outstanding bonds at lower interest rates.
- Recent bond sales have been \$21.5M in FY 13, \$11.8M in FY 12, \$10.9M in FY 11, \$36.7M in FY 10, and \$28.5M in FY 09.

Intergovernmental Transfers

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	2,679,195	2,805,960	2,805,960	3,021,690	7.69%	7.69%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$2,679,195	\$2,805,960	\$2,805,960	\$3,021,690	7.69%	7.69%
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 14, \$0.2M of one-time funding is included for municipalities dealing with economic hardship caused by unfunded State mandates. How the funding will be distributed has not been determined by the Board of County Commissioners.
- In FY 14 the Commissioners fully funded this formula.
- Operating increases slightly from FY 13 to FY 14 due to increases in inflation and population.

Inter-Fund Transfers

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	9,472,762	17,849,151	17,849,151	12,660,986	-29.07%	-29.07%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$9,472,762	\$17,849,151	\$17,849,151	\$12,660,986	-29.07%	-29.07%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

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 inter-fund transfer:

- Health Department Grant \$4,000
- State's Attorney Office Grant 288,370
- Court's Grant 138,430
- Sheriff's Office Grants 18,080
- Citizen Services – Transportation Grant 514,700
- Aging Grants 111,850
- Carroll Community College - Adult Basic Ed 300,000
- Local Management Board Grant 71,500
- Recreation Grant 8,100
- Transfer to Other Post Employment Benefits 1,000,000
- Transfer to Length of Service Awards Program 250,000
- Utilities Enterprise Fund – Operating 193,390
- Solid Waste Enterprise Fund – Operating 1,115,000
- Transfer to Capital 8,647,566

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

Operating decreases due to a Board of County Commissioners' decision to provide additional one-time funding to the Capital and Enterprise Funds in FY 13.

Reserve for Contingencies

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	0	3,479,237	3,479,237	6,401,324	83.99%	83.99%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$0	\$3,479,237	\$3,479,237	\$6,401,324	83.99%	83.99%
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 increases in the Detention Center population or medical costs

Funds are moved from the Reserve to the appropriate budget with the approval of the Board of County Commissioners in response to a specific problem or opportunity.

Budget Changes

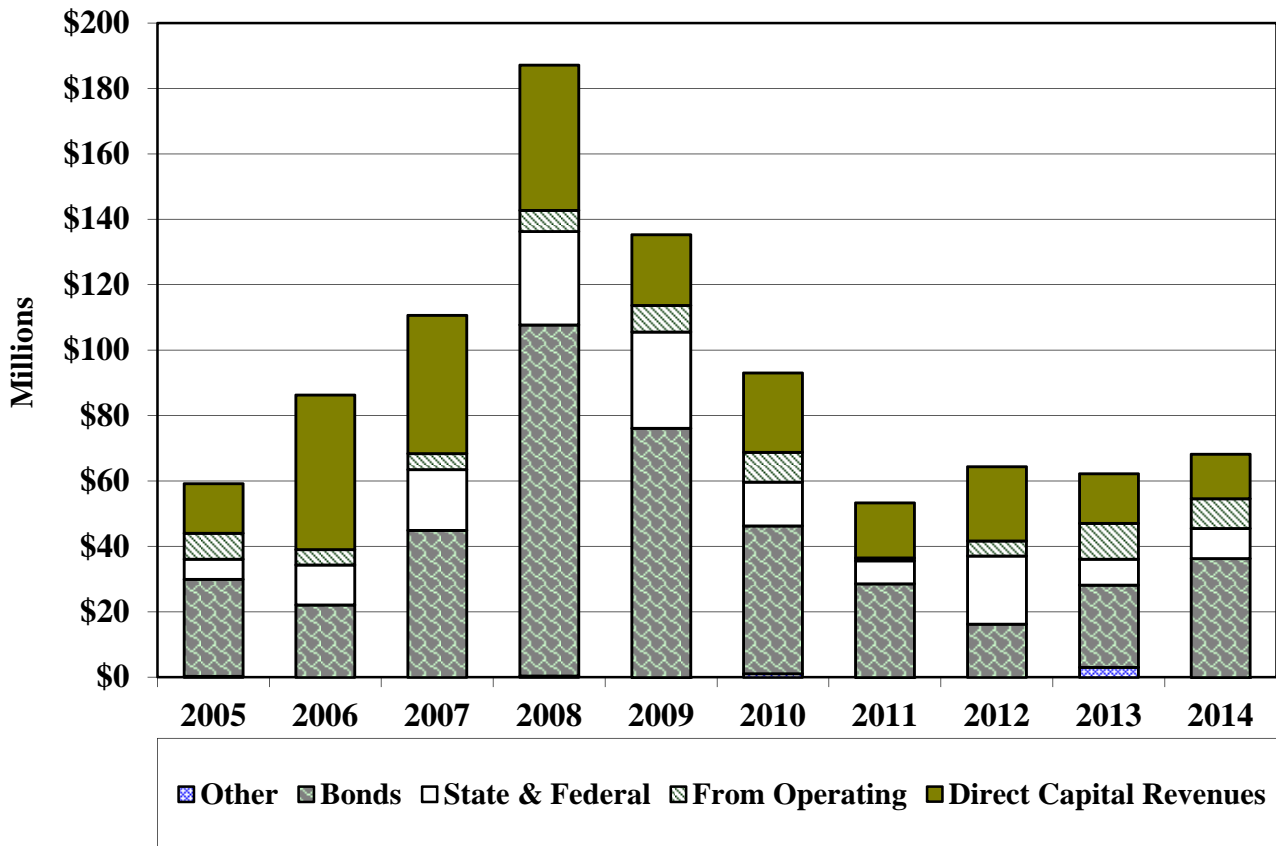
- The Reserve for Contingency is generally set at 1% of General Fund revenues.
- FY 14 increases due to a funding plan by the Commissioners to use surplus funds to help offset tax relief in FY 15 and FY 16. Reserving funds for these purposes is accomplished by increasing the FY 14 Reserve for Contingency.

Capital Fund

FY 12 - FY 14 Capital Fund Revenues

Revenue Source	Fiscal Year			\$ Change FY 13 to FY 14
	2012 Budget	2013 Budget	2014 Proposed	
Local				
Transfer from General Fund	\$3,475,109	\$10,731,679	\$8,647,566	(\$2,084,113)
Local Income Tax	12,000,000	12,460,000	13,301,315	841,315
Property Tax	3,096,100	183,200	206,400	23,200
Bonds	10,863,833	23,211,571	36,035,105	12,823,534
Reallocated Bonds	5,442,924	1,989,291	235,395	(1,753,896)
Reallocated General Fund Transfer	1,160,280	298,268	443,035	144,767
Reallocated Property Tax	3,600,885	989,163	0	(989,163)
Impact Fee - Parks	0	150,000	0	(150,000)
Impact Fee - Schools	3,950,000	1,200,000	0	(1,200,000)
Reallocated Impact Fee - Parks	40,000	0	0	0
Ag Transfer Tax	0	90,000	25,000	(65,000)
LOCAL TOTAL	\$43,629,130	\$51,303,172	\$58,893,816	\$7,590,644
State				
Highway Administration	\$176,000	\$176,000	\$176,000	\$0
Library Development	233,000	47,000	157,000	110,000
School Construction	13,625,000	4,990,944	6,533,000	1,542,056
Agriculture Preservation (MALPF)	1,250,000	1,250,000	1,250,000	0
Highway User Revenue	500,000	500,000	1,000,000	500,000
Reallocated Program Open Space	180,000	88,400	99,900	11,500
Program Open Space	86,878	400,000	0	(400,000)
POS - Park Development	68,400	0	0	0
Rural Legacy	1,000,000	0	0	0
STATE TOTAL	\$17,119,278	\$7,452,344	\$9,215,900	\$1,763,556
Federal				
Federal Highway/Bridge	\$3,634,720	\$422,400	\$0	(\$422,400)
FEDERAL TOTAL	\$3,634,720	\$422,400	\$0	(\$422,400)
Other				
Grants	\$0	\$12,000	\$55,300	\$43,300
Public Schools Fund Balance	0	3,000,000	0	(3,000,000)
OTHER TOTAL	\$0	\$3,012,000	\$55,300	(\$2,956,700)
TOTAL REVENUES	\$64,383,128	\$62,189,916	\$68,165,016	\$5,975,100

Capital Fund Revenues



This chart shows the capital budget by revenue source for fiscal years 2005 to 2014.

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.

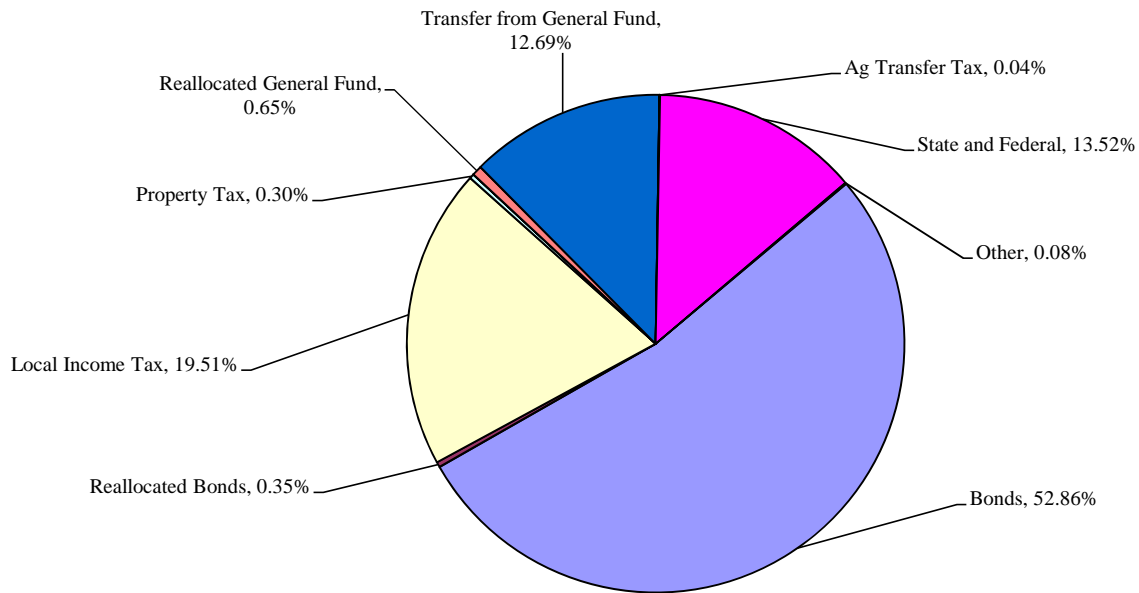
Direct Capital Revenues include funds earmarked by the Commissioners for use in the Capital Fund. These revenues are appropriated directly to the Capital Fund rather than being transferred from the General Fund. Approximately 9.1% of Local Income Tax collected is appropriated for school construction. Approximately 2.25% of Real Property tax is dedicated to agricultural preservation. In 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.

Other consists of revenues such as grants, developer contributions, and private and community contributions.

Capital Fund Revenues

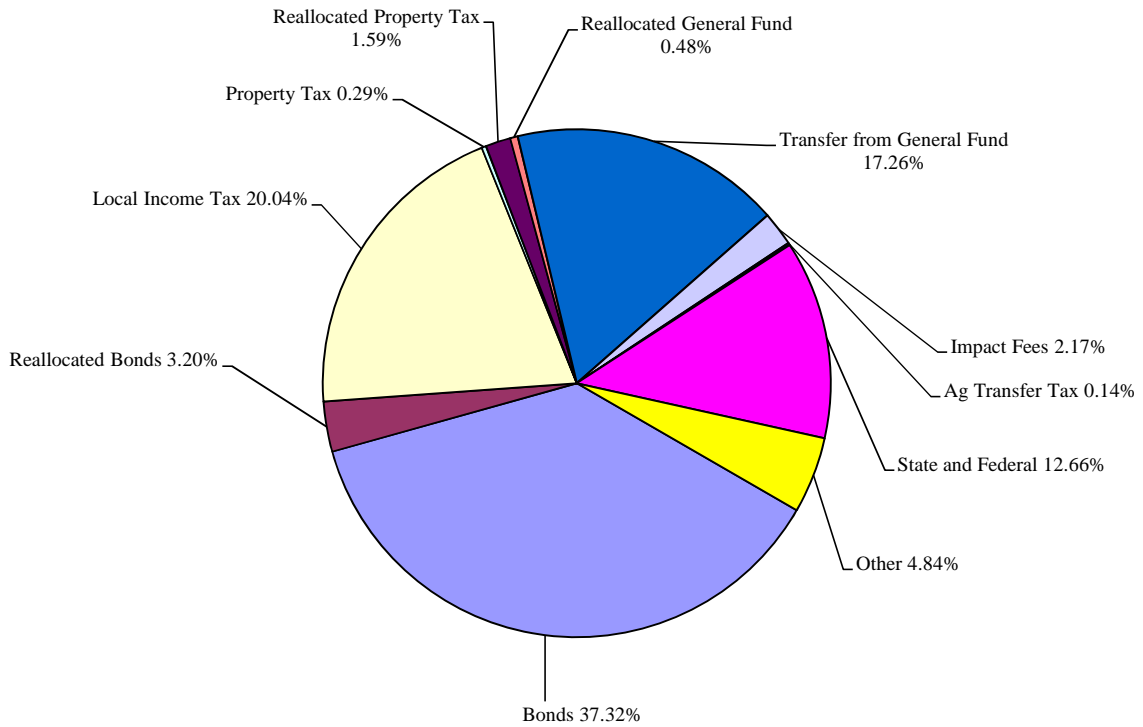
Fiscal Year 2014 Proposed

\$68,165,016



Fiscal Year 2013 Budget

\$62,189,916



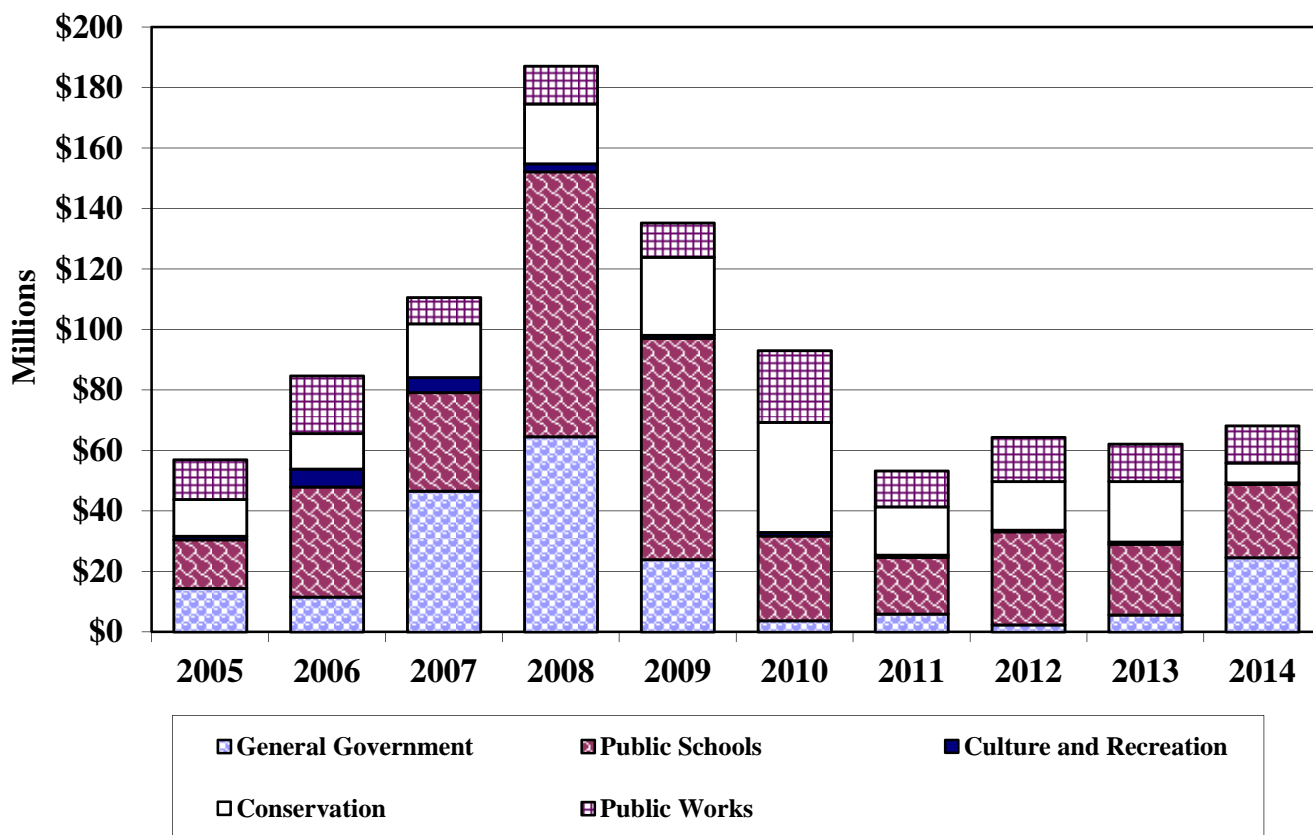
FY 12 - FY 14 Capital Fund Appropriations

Appropriation Area	Fiscal Year			\$ Change FY 13 to FY 14
	2012 Budget	2013 Budget	2014 Proposed	
Public Schools	\$30,760,000	\$23,375,944	\$24,289,315	\$913,371
Conservation and Open Space	16,054,750	19,950,470	6,584,700	(13,365,770)
Public Works	14,612,400	12,401,000	12,235,501	(165,499)
Culture and Recreation	535,178	818,560	466,000	(352,560)
General Government	2,420,800	5,643,942	24,589,500	18,945,558
Total Appropriations	\$64,383,128	\$62,189,916	\$68,165,016	\$5,975,100

FY 12 - FY 14 Capital Fund Appropriations

Appropriation Area	Fiscal Year			\$ Change FY 13 to FY 14
	2012 Budget	2013 Budget	2014 Proposed	
<u>Public Schools</u>	\$30,760,000	\$23,375,944	\$24,289,315	\$913,371
<u>Conservation and Open Space</u>	\$16,054,750	\$19,950,470	\$6,584,700	(\$13,365,770)
<u>Public Works</u>				
Roads	\$9,766,000	\$11,718,000	\$12,091,001	\$373,001
Bridges	4,846,400	683,000	144,500	(538,500)
Public Works Total	\$14,612,400	\$12,401,000	\$12,235,501	(\$165,499)
<u>Culture and Recreation</u>	\$535,178	\$818,560	\$466,000	(\$352,560)
<u>General Government</u>				
County Facilities	\$1,953,000	\$2,060,942	\$1,900,500	(\$160,442)
Criminal Justice/Public Safety	0	3,488,000	21,800,000	18,312,000
Libraries/Senior Centers	467,800	95,000	889,000	794,000
General Government Total	\$2,420,800	\$5,643,942	\$24,589,500	\$18,945,558
<u>Total Appropriations</u>	\$64,383,128	\$62,189,916	\$68,165,016	\$5,975,100

Capital Fund Appropriations



This chart shows appropriations to the five principal aggregations in the Capital Budget for Fiscal Years 2005 through 2014.

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.

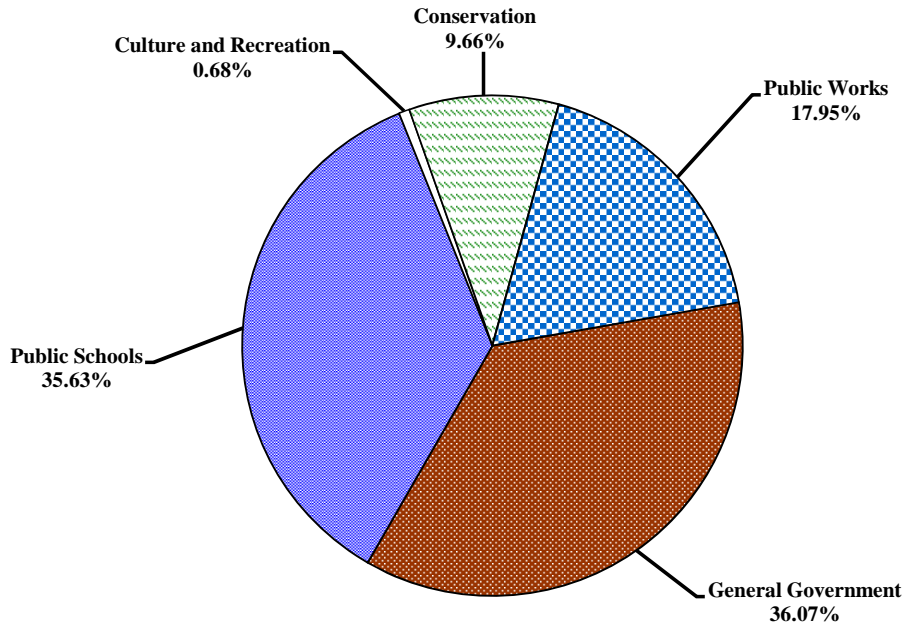
Culture and Recreation includes the purchase of land for parks, development of parks, ballfields, Self-Help projects, Farm Museum, and Union Mills Homestead.

General Government includes County buildings, Public Safety, Community College, and Carroll County Public Library projects.

Capital Fund Appropriations

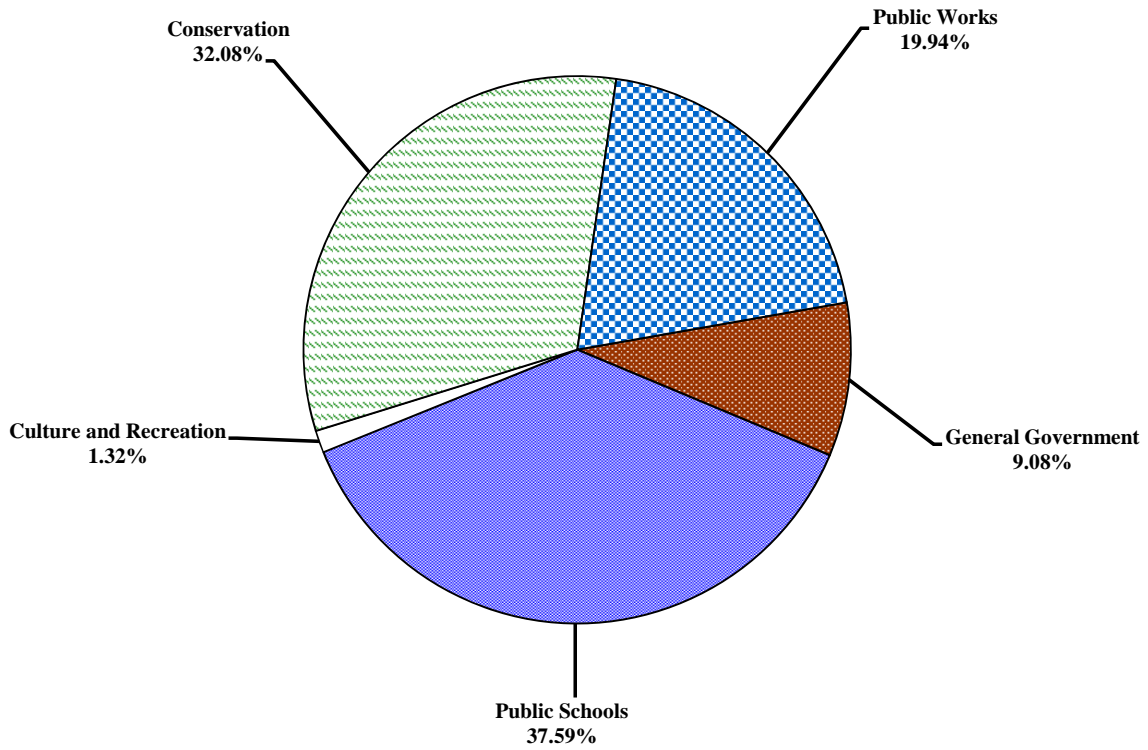
Fiscal Year 2014 Proposed

\$68,165,016



Fiscal Year 2013 Budget

\$62,189,916



**COMMUNITY INVESTMENT PLAN - Schedule of Reappropriations
Fiscal Year 2014**

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

		Current	Bonds	Other
From	To			
8315 Program Open Space Unallocated	9925 Tot Lot Replacement			\$99,900.00
8071 Mumma Ford over the Monocacy	Pavement Manangement	\$28,073.17		
8381 Neighborhood Overlays 2011	Pavement Manangement	76,308.75		
8406 Low Volume 2012	Pavement Manangement	25,000.00	\$115,310.14	
8407 Microsurfacing	Pavement Manangement	124,789.30		
8408 Neighborhood Overlays 2012	Pavement Manangement	13,803.32	120,085.19	
8409 Overlays 2012	Pavement Manangement	175,060.04		
	Total	\$443,034.58	\$235,395.33	\$99,900.00

**Community Investment Plan for FISCAL YEAR 2014
Proposed**

	Total 2014	Source of Funding			
		Local Other	Bonds	State	Federal and Other
<u>PUBLIC SCHOOLS</u>					
Carroll Springs Roof Replacement	\$845,000	\$0	\$428,000	\$417,000	\$0
Energy Efficiency Initiative - Lighting Projects	2,505,000	0	0	2,505,000	0
Manchester Elementary HVAC Replacement	310,000	0	310,000	0	0
Manchester Elementary Roof Replacement	95,000	0	95,000	0	0
Open Space Enclosures	1,858,000	0	0	1,858,000	0
Paving	330,000	330,000	0	0	0
Roof Repairs	150,000	150,000	0	0	0
Taneytown Elementary Roof Replacement	1,055,000	0	536,000	519,000	0
Technology Improvements	2,000,000	2,000,000	0	0	0
Transfer to Operating Budget for BOE Debt Service	12,821,315	12,821,315	0	0	0
West Middle Roof Replacement	2,320,000	0	1,086,000	1,234,000	0
PUBLIC SCHOOLS TOTAL	\$24,289,315	\$15,301,315	\$2,455,000	\$6,533,000	\$0
<u>CONSERVATION AND OPEN SPACE</u>					
Agricultural Land Preservation	\$2,608,300	\$25,000	\$1,333,300	\$1,250,000	\$0
Agricultural Land Preservation - Transfer to General Fund	206,400	206,400	0	0	0
Environmental Compliance	75,000	75,000	0	0	0
Water Development	650,000	0	650,000	0	0
Watershed Assessment and Improvement (NPDES)	3,045,000	0	2,989,700	0	55,300
CONSERVATION AND OPEN SPACE	\$6,584,700	\$306,400	\$4,973,000	\$1,250,000	\$55,300
<u>PUBLIC WORKS</u>					
- ROADS -					
Pavement Management Program	\$10,085,001	\$800,001	\$9,109,000	\$176,000	\$0
Pavement Preservation	1,130,000	130,000	0	1,000,000	0
Rohrbaugh Road Improvements	800,000	0	800,000	0	0
Small Drainage Structures	76,000	0	76,000	0	0
ROADS TOTAL	\$12,091,001	\$930,001	\$9,985,000	\$1,176,000	\$0
- BRIDGES -					
Bridge Inspection and Inventory	\$30,500	\$30,500	\$0	\$0	\$0
Bridge Maintenance and Structural Repairs	46,000	46,000	0	0	0
Cleaning and Painting of Existing Bridge Structural Steel	68,000	68,000	0	0	0
BRIDGES TOTAL	\$144,500	\$144,500	\$0	\$0	\$0
PUBLIC WORKS TOTAL	\$12,235,501	\$1,074,501	\$9,985,000	\$1,176,000	\$0
<u>CULTURE AND RECREATION</u>					
Community Self-Help Projects	\$68,000	\$68,000	\$0	\$0	\$0
Park Restoration	90,000	90,000	0	0	0
Tot Lot Replacement	111,000	11,100	0	99,900	0
Town Fund	8,100	8,100	0	0	0
Union Mills Restoration	188,900	188,900	0	0	0
CULTURE AND RECREATION TOTAL	\$466,000	\$366,100	\$0	\$99,900	\$0
<u>GENERAL GOVERNMENT</u>					
Carroll Community College - Technology	\$500,000	\$500,000	\$0	\$0	\$0
Carroll County 911 Radio System	17,500,000	0	17,500,000	0	0
Circuit Court - New Courtroom	2,550,000	2,000,000	550,000	0	0
County Building Systemic Renovations	650,000	0	650,000	0	0
County Technology	540,000	540,000	0	0	0
GIS Digital Orthophotography	95,500	95,500	0	0	0
Library - Mount Airy Improvements Phase 2	314,000	74,500	82,500	157,000	0
Library - Technology	500,000	500,000	0	0	0
Parking Lot Overlays	115,000	115,000	0	0	0
Public Safety - Emergency Crisis Management	225,000	225,000	0	0	0
Public Safety Training Center	1,525,000	1,525,000	0	0	0
Taneytown Senior Center - Additional Parking	75,000	0	75,000	0	0
GENERAL GOVERNMENT TOTAL	\$24,589,500	\$5,575,000	\$18,857,500	\$157,000	\$0
GRAND TOTAL	\$68,165,016	\$22,623,316	\$36,270,500	\$9,215,900	\$55,300

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2014 TO 2019

Proposed

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2014	2015	2016	2017	2018	2019			
PUBLIC SCHOOLS:									
Career and Technology Center Roof Replacement	\$0	\$160,000	\$2,200,000	\$0	\$0	\$0	\$0	\$0	\$2,360,000
Carroll Springs Roof Replacement	845,000	0	0	0	0	0	0	0	845,000
Energy Efficiency Initiative - Lighting Projects	2,505,000	0	0	0	0	0	0	0	2,505,000
HVAC - Improvements and Replacements	0	0	0	1,900,000	2,000,000	2,100,000	0	0	6,000,000
Manchester Elementary HVAC Replacement	310,000	4,125,000	0	0	0	0	0	0	4,435,000
Manchester Elementary Roof Replacement	95,000	1,270,000	0	0	0	0	0	0	1,365,000
Open Space Enclosures	1,858,000	0	0	0	0	0	13,194,540	0	15,052,540
Paving	330,000	340,000	350,000	360,000	370,000	380,000	0	0	2,130,000
Roof Repairs	150,000	155,000	160,000	165,000	170,000	175,000	0	0	975,000
Roof Replacements	0	0	0	2,400,000	2,500,000	2,600,000	0	0	7,500,000
Taneytown Elementary Roof Replacement	1,055,000	0	0	0	0	0	0	0	1,055,000
Technology Improvements	2,000,000	0	0	0	0	0	0	0	2,000,000
Transfer to Operating Budget for BOE Debt Service	12,821,315	13,020,461	12,606,990	12,118,837	11,397,114	10,762,741	0	0	72,727,459
West Middle Roof Replacement	2,320,000	0	0	0	0	0	235,000	0	2,555,000
PUBLIC SCHOOLS TOTAL	\$24,289,315	\$19,070,461	\$15,316,990	\$16,943,837	\$16,437,114	\$16,017,741	\$13,429,540	\$0	\$121,504,999
SOURCES OF FUNDING:									
Transfer from General Fund	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000
Local Income Tax	13,301,315	13,515,461	13,116,990	12,643,837	11,937,114	11,317,741	0	0	75,832,459
Property Tax	0	0	0	0	0	0	8,000,000	0	8,000,000
Bonds	2,455,000	2,656,000	1,050,000	1,951,000	2,035,000	2,119,000	235,000	0	12,501,000
State	6,533,000	2,899,000	1,150,000	2,349,000	2,465,000	2,581,000	5,194,540	0	23,171,540
PUBLIC SCHOOLS TOTAL	\$24,289,315	\$19,070,461	\$15,316,990	\$16,943,837	\$16,437,114	\$16,017,741	\$13,429,540	\$0	\$121,504,999

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2014 TO 2019

Proposed

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2014	2015	2016	2017	2018	2019			
CONSERVATION AND OPEN SPACE:									
Agricultural Land Preservation	\$2,608,300	\$3,110,000	\$4,965,000	\$4,926,900	\$4,962,300	\$4,994,900	\$0	\$0	\$25,567,400
Agricultural Land Preservation - Transfer to General Fund	206,400	0	0	0	0	0	0	0	206,400
Environmental Compliance	75,000	75,000	75,000	75,000	75,000	75,000	0	0	450,000
Water Development	650,000	650,000	650,000	650,000	650,000	650,000	29,951,649	0	33,851,649
Watershed Assessment and Improvement (NPDES)	3,045,000	3,033,000	3,165,000	3,350,000	3,475,000	3,675,000	0	0	19,743,000
CONSERVATION AND OPEN SPACE TOTAL	\$6,584,700	\$6,868,000	\$8,855,000	\$9,001,900	\$9,162,300	\$9,394,900	\$29,951,649	\$0	\$79,818,449
SOURCES OF FUNDING:									
Transfer from General Fund	\$75,000	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$5,730	\$0	\$268,230
Property Tax	206,400	496,700	2,346,700	2,303,600	2,334,000	2,361,600	1,260,000	0	11,309,000
Bonds	4,973,000	3,773,800	5,185,800	5,370,800	5,495,800	5,695,800	28,491,279	0	58,986,279
Ag Transfer Tax	25,000	30,000	35,000	40,000	45,000	50,000	0	0	225,000
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	55,300	1,280,000	0	0	0	0	194,639	0	1,529,939
CONSERVATION AND OPEN SPACE TOTAL	\$6,584,700	\$6,868,000	\$8,855,000	\$9,001,900	\$9,162,300	\$9,394,900	\$29,951,649	\$0	\$79,818,449

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2014 TO 2019

Proposed

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2014	2015	2016	2017	2018	2019			
ROADS:									
Gorsuch Road Relocation	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Old Washington Road (MD 32) Sidewalk	0	0	0	0	13,000	139,000	0	0	152,000
Pavement Management Program	10,085,001	10,410,000	11,885,000	12,380,000	12,900,000	13,430,000	0	0	71,090,001
Pavement Preservation	1,130,000	1,160,000	1,195,000	1,725,000	1,760,000	1,790,000	0	0	8,760,000
Rohrbaugh Road Improvements	800,000	0	0	0	0	0	0	0	800,000
Small Drainage Structures	76,000	79,000	81,000	84,000	87,000	90,000	0	0	497,000
Storm Drain Inspection	0	0	0	0	0	130,000	0	260,000	390,000
ROADS TOTAL	\$12,091,001	\$12,649,000	\$13,161,000	\$14,189,000	\$14,760,000	\$15,579,000	\$0	\$260,000	\$82,689,001
SOURCES OF FUNDING:									
Transfer from General Fund	\$486,966	\$960,000	\$995,000	\$1,525,000	\$1,560,000	\$1,720,000	\$0	\$260,000	\$7,506,966
Bonds	9,749,605	10,513,000	10,990,000	11,488,000	12,024,000	12,544,000	0	0	67,308,605
Reallocated Bonds	235,395	0	0	0	0	0	0	0	235,395
Reallocated GF Transfer	443,035	0	0	0	0	0	0	0	443,035
Highway Administration	176,000	176,000	176,000	176,000	176,000	176,000	0	0	1,056,000
Highway User Revenue	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0	0	6,000,000
Grants (MDE, CDBG)	0	0	0	0	0	139,000	0	0	139,000
ROADS TOTAL	\$12,091,001	\$12,649,000	\$13,161,000	\$14,189,000	\$14,760,000	\$15,579,000	\$0	\$260,000	\$82,689,001

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2014 TO 2019

Proposed

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2014	2015	2016	2017	2018	2019			
BRIDGES:									
Bridge Inspection and Inventory	\$30,500	\$30,500	\$33,625	\$33,625	\$37,075	\$37,075	\$0	\$0	\$202,400
Bridge Maintenance and Structural Repairs	46,000	48,300	50,700	53,250	55,900	58,700	0	0	312,850
Cape Horn Road over Unnamed Stream	0	129,000	411,000	0	0	0	0	0	540,000
Cleaning and Painting of Existing Bridge Structural Steel	68,000	71,400	75,000	78,750	82,700	86,900	0	0	462,750
Gaither Road over South Branch Patapsco River	0	0	0	0	230,000	0	0	1,599,000	1,829,000
Stone Chapel Road over Little Pipe Creek	0	0	157,000	0	704,000	0	0	0	861,000
BRIDGES TOTAL	\$144,500	\$279,200	\$727,325	\$165,625	\$1,109,675	\$182,675	\$0	\$1,599,000	\$4,208,000

SOURCES OF FUNDING:

Transfer from General Fund	\$144,500	\$150,200	\$159,325	\$165,625	\$175,675	\$182,675	\$0	\$0	\$978,000
Bonds	0	129,000	455,000	0	186,800	0	0	319,800	1,090,600
Federal Highway/Bridge	0	0	113,000	0	747,200	0	0	1,279,200	2,139,400
BRIDGES TOTAL	\$144,500	\$279,200	\$727,325	\$165,625	\$1,109,675	\$182,675	\$0	\$1,599,000	\$4,208,000

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2014 TO 2019

Proposed

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2014	2015	2016	2017	2018	2019			
CULTURE AND RECREATION:									
Bark Hill Park Improvements	\$0	\$0	\$125,000	\$0	\$0	\$0	\$0	\$0	\$125,000
Community Self-Help Projects	68,000	70,000	72,000	74,000	76,000	78,000	0	0	438,000
Gillis Falls Trail Construction	0	0	0	300,500	0	0	0	0	300,500
Park Restoration	90,000	93,000	96,000	99,000	102,000	105,000	0	0	585,000
Tot Lot Replacement	111,000	52,000	53,500	55,000	56,600	58,300	0	0	386,400
Town Fund	8,100	7,500	5,550	5,850	6,100	6,400	0	0	39,500
Union Mills Restoration	188,900	0	0	0	0	0	0	0	188,900
Westminster Veterans Memorial Park	0	2,000,000	0	0	0	0	1,357,596	0	3,357,596
CULTURE AND RECREATION TOTAL	\$466,000	\$2,222,500	\$352,050	\$534,350	\$240,700	\$247,700	\$1,357,596	\$0	\$5,420,896

SOURCES OF FUNDING:

Transfer from General Fund	\$366,100	\$175,700	\$178,900	\$184,350	\$189,760	\$195,230	\$100	\$0	\$1,290,140
Bonds	0	0	0	0	0	0	80,168	0	80,168
Impact Fee - Parks	0	400,000	75,000	160,000	0	0	150,000	0	785,000
Reallocated Program Open Space	99,900	680,825	0	0	0	0	0	0	780,725
Program Open Space	0	965,975	98,150	190,000	50,940	52,470	1,127,328	0	2,484,863
CULTURE AND RECREATION TOTAL	\$466,000	\$2,222,500	\$352,050	\$534,350	\$240,700	\$247,700	\$1,357,596	\$0	\$5,420,896

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2014 TO 2019

Proposed

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2014	2015	2016	2017	2018	2019			
GENERAL GOVERNMENT:									
Carroll Community College - Systemic Renovations	\$0	\$0	\$0	\$2,604,000	\$0	\$0	\$0	\$0	\$2,604,000
Carroll Community College - Technology	500,000	0	0	0	0	0	0	0	500,000
Carroll County 911 Radio System	17,500,000	0	0	0	0	0	7,634,468	0	25,134,468
Circuit Court - New Courtroom	2,550,000	0	0	0	0	0	200,000	0	2,750,000
County Building Systemic Renovations	650,000	675,000	700,000	0	700,000	725,000	0	0	3,450,000
County Technology	540,000	556,000	572,000	590,000	608,000	626,000	0	0	3,492,000
GIS Digital Orthophotography	95,500	98,500	101,500	104,500	107,600	110,800	0	0	618,400
Library - Mount Airy Improvements Phase 2	314,000	0	0	0	0	0	0	0	314,000
Library - Technology	500,000	0	0	0	0	0	0	0	500,000
Parking Lot Overlays	115,000	95,000	65,000	68,000	71,000	74,500	0	0	488,500
Public Safety - Emergency Crisis Management	225,000	0	0	0	0	0	0	0	225,000
Public Safety Training Center	1,525,000	0	0	0	0	0	3,800,000	0	5,325,000
Regional Water Supply	0	0	0	0	0	120,000	0	0	120,000
Taneytown Senior Center - Additional Parking	75,000	0	0	0	0	0	0	0	75,000
Voting Machines - New Optical Scan	0	100,000	100,000	100,000	0	0	220,000	0	520,000
GENERAL GOVERNMENT TOTAL	\$24,589,500	\$1,524,500	\$1,538,500	\$3,466,500	\$1,486,600	\$1,656,300	\$11,854,468	\$0	\$46,116,368
SOURCES OF FUNDING:									
Transfer from General Fund	\$5,575,000	\$849,500	\$838,500	\$862,500	\$786,600	\$811,300	\$534,468	\$0	\$10,257,868
Property Tax	0	0	0	0	0	0	420,000	0	420,000
Bonds	18,857,500	675,000	700,000	1,302,000	700,000	845,000	10,800,000	0	33,879,500
Reallocated GF Transfer	0	0	0	0	0	0	95,152	0	95,152
Reallocated Property Tax	0	0	0	0	0	0	4,848	0	4,848
MD Higher Ed. Comm.	0	0	0	1,302,000	0	0	0	0	1,302,000
Library Development	157,000	0	0	0	0	0	0	0	157,000
GENERAL GOVERNMENT TOTAL	\$24,589,500	\$1,524,500	\$1,538,500	\$3,466,500	\$1,486,600	\$1,656,300	\$11,854,468	\$0	\$46,116,368

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2014 to 2019

Proposed - Capital Fund

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2014	2015	2016	2017	2018	2019			
GRAND TOTAL-USES	\$68,165,016	\$42,613,661	\$39,950,865	\$44,301,212	\$43,196,389	\$43,078,316	\$56,593,253	\$1,859,000	\$339,757,712
SOURCE OF FUNDING									
-LOCAL-									
Transfer from General Fund	\$8,647,566	\$2,172,900	\$2,209,225	\$2,774,975	\$2,749,535	\$2,946,705	\$540,298	\$260,000	\$22,301,204
Local Income Tax	13,301,315	13,515,461	13,116,990	12,643,837	11,937,114	11,317,741	0	0	\$75,832,459
Property Tax	206,400	496,700	2,346,700	2,303,600	2,334,000	2,361,600	9,680,000	0	\$19,729,000
Bonds	36,035,105	17,746,800	18,380,800	20,111,800	20,441,600	21,203,800	39,606,447	319,800	\$173,846,152
Reallocated Bonds	235,395	0	0	0	0	0	0	0	\$235,395
Reallocated General Fund Transfer	443,035	0	0	0	0	0	95,152	0	\$538,187
Reallocated Property Tax	0	0	0	0	0	0	4,848	0	\$4,848
Impact Fee - Parks	0	400,000	75,000	160,000	0	0	150,000	0	\$785,000
Ag Transfer Tax	25,000	30,000	35,000	40,000	45,000	50,000	0	0	\$225,000
LOCAL TOTAL	\$58,893,816	\$34,361,861	\$36,163,715	\$38,034,212	\$37,507,249	\$37,879,846	\$50,076,746	\$579,800	\$293,497,245
-STATE-									
Highway Administration	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000	\$0	\$0	\$1,056,000
MD Higher Ed. Comm.	0	0	0	1,302,000	0	0	0	0	1,302,000
Library Development	157,000	0	0	0	0	0	0	0	157,000
School Construction	6,533,000	2,899,000	1,150,000	2,349,000	2,465,000	2,581,000	5,194,540	0	23,171,540
Ag Preservation (MALPF) / Rural Legacy	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	0	0	7,500,000
Highway User Revenue	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0	0	6,000,000
Reallocated Program Open Space	99,900	680,825	0	0	0	0	0	0	780,725
Program Open Space	0	965,975	98,150	190,000	50,940	52,470	1,127,328	0	2,484,863
STATE TOTAL	\$9,215,900	\$6,971,800	\$3,674,150	\$6,267,000	\$4,941,940	\$5,059,470	\$6,321,868	\$0	\$42,452,128
-FEDERAL-									
Highway/Bridge	\$0	\$0	\$113,000	\$0	\$747,200	\$0	\$0	\$1,279,200	\$2,139,400
FEDERAL TOTAL	\$0	\$0	\$113,000	\$0	\$747,200	\$0	\$0	\$1,279,200	\$2,139,400
-OTHER-									
Grants - Private	\$55,300	\$1,280,000	\$0	\$0	\$0	\$139,000	\$194,639	\$0	\$1,668,939
OTHER TOTAL	\$55,300	\$1,280,000	\$0	\$0	\$0	\$139,000	\$194,639	\$0	\$1,668,939
GRAND TOTAL SOURCES	\$68,165,016	\$42,613,661	\$39,950,865	\$44,301,212	\$43,196,389	\$43,078,316	\$56,593,253	\$1,859,000	\$339,757,712

Enterprise Funds

Airport Enterprise Fund

Airport Enterprise Fund Summary

Sources of Funding	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Fuel Sales	\$60,111	\$69,000	\$69,000	\$75,900	10.00%	10.00%
Rents	159,470	149,340	149,340	152,410	2.06%	2.06%
Corporate Hangar Rental	429,462	472,404	472,404	499,980	5.84%	5.84%
Pass-Through Utilities/Taxes	102,162	137,930	137,930	137,930	0.00%	0.00%
Miscellaneous	384	800	800	4,180	422.50%	422.50%
Total Sources of Funding	\$751,589	\$829,474	\$829,474	\$870,400	4.93%	4.93%

Uses of Funding						
Airport Operations	\$705,208	\$761,344	\$750,734	\$756,200	-0.68%	0.73%
Revenue in Excess of Expenditures	46,381	78,740	78,740	114,200	45.03%	45.03%
Total Uses of Funding	\$751,589	\$840,084	\$829,474	\$870,400	3.61%	4.93%

In FY 14, the County changed how it presents Enterprise Fund budgets. These budgets are now presented based on cash expenditures, depreciation is not included and bond principal has been added. To more accurately define what is happening in the budget, the Contingency line item has been changed to Revenue in Excess of Expenditures and is shown separately from the individual operating budgets. This line item captures the annual amount generated by the operating revenue net of operating cash expenditures. Revenue in Excess of Expenditures is available to fund capital projects, vehicles and equipment, and contingency reserves.

Airport Operations

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$143,602	\$149,190	\$139,330	\$139,330	-6.61%	0.00%
Benefits	41,757	54,340	53,590	52,530	-3.33%	-1.98%
Operating	519,775	557,614	557,614	564,140	1.17%	1.17%
Capital	74	200	200	200	0.00%	0.00%
Rev in Excess	0	68,130	78,740	114,200	67.62%	45.03%
Total	\$705,208	\$829,474	\$829,474	\$870,400	4.93%	4.93%
Employees FTE	2.50	2.80	2.50	2.50	-----	-----

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

Contact

Joe McKelvey, Airport Manager (410) 876-9885
 Sheree Lima, Management and Budget Project Coordinator
 (410) 386-2082
<http://ccgovernments.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

- In FY 13 the Commissioners approved the extension of the runway to approximately 5,400 feet.
- Skytech, Inc. provides airport Fixed Based Operator (FBO) services including aircraft fueling, maintenance, sales, avionics, flight instruction, and charter flights.

Budget Changes

- The decrease from the FY 13 Original to the Adjusted is due to a reduction in hours for the Technician position.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Operating increases due to an increase in debt service.
- Revenue in Excess of Expenditures increases primarily due to projected increases in corporate hangar rentals.

Positions

Title	Type	FTE
Airport Manager	Full-time	1.00
Technician	Contractual	0.70
Deputy Dir. of Public Works	Full-time	0.25
Director of Public Works	Full-time	0.05
Service/Maintenance	Contractual	0.50
Total		2.50

5% of the Director and 25% and the Deputy Director are charged to the Solid Waste Enterprise Fund. In addition, 5% of the Director and 25% of the Deputy Director are charged to the Utilities Enterprise Fund. The remaining 85% of the Director and 25% of the Deputy Director are charged to the General Fund.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2014 TO 2019

Proposed

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2014	2015	2016	2017	2018	2019			
AIRPORT ENTERPRISE:									
Grounds and Maintenance Equipment	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$0	\$0	\$150,000
Airport Runway Extension	0	48,000,000	0	0	0	0	2,000,000	0	50,000,000
AIRPORT ENTERPRISE TOTAL	\$25,000	\$48,025,000	\$25,000	\$25,000	\$25,000	\$25,000	\$2,000,000	\$0	\$50,150,000
SOURCES OF FUNDING:									
Transfer from General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$0	\$2,000,000
Bonds	0	500,000	0	0	0	0	0	0	500,000
Enterprise Fund - Airport	25,000	25,000	25,000	25,000	25,000	25,000	0	0	150,000
MD Aviation Admin.	0	2,500,000	0	0	0	0	0	0	2,500,000
Fed. Aviation Admin.	0	45,000,000	0	0	0	0	0	0	45,000,000
AIRPORT ENTERPRISE TOTAL	\$25,000	\$48,025,000	\$25,000	\$25,000	\$25,000	\$25,000	\$2,000,000	\$0	\$50,150,000

Solid Waste Enterprise Fund

Solid Waste Operating Summary

Sources of Funding	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Tipping Fees	\$6,233,572	\$6,513,000	\$6,513,000	\$5,907,200	-9.30%	-9.30%
County Hauling	393,142	425,000	10,000	10,000	-97.65%	0.00%
Interest Income	17,104	20,000	20,000	20,000	0.00%	0.00%
Rents and Royalties	178,957	177,460	177,460	177,460	0.00%	0.00%
Recycling	596,323	592,000	592,000	595,000	0.51%	0.51%
Miscellaneous	31,102	10,000	10,000	10,000	0.00%	0.00%
Transfer from General Fund	2,545,000	3,445,000	3,445,000	1,115,000	-67.63%	-67.63%
Transfer from Fund Balance	0	0	0	1,300,000	100.00%	100.00%
Total Solid Waste Sources	\$9,995,200	\$11,182,460	\$10,767,460	\$9,134,660	-18.31%	-15.16%

Uses of Funding						
SW Management	\$301,851	\$405,120	\$401,780	\$454,260	28.21%	30.54%
Closed Landfills	104,176	121,240	121,240	154,450	27.39%	27.39%
County Waste Removal	163,840	181,310	0	0	0.00%	0.00%
Northern Landfill	1,617,938	1,834,730	1,945,140	1,852,800	0.98%	-4.75%
Recycling Operations	239,716	303,250	303,250	398,620	31.45%	31.45%
Solid Waste Accounting	1,430,563	1,232,712	1,232,712	1,070,920	-13.12%	-13.12%
SW Transfer Station	4,809,325	5,169,500	5,169,500	4,929,300	-4.65%	-4.65%
Revenue in Excess of Expenditures	1,327,791	1,934,598	1,593,838	274,310	-85.82%	-82.79%
Total Solid Waste Uses	\$9,995,200	\$11,182,460	\$10,767,460	\$9,134,660	-18.31%	-15.16%

In FY 14, the County changed how it presents Enterprise Fund budgets. These budgets are now presented based on cash expenditures, depreciation is not included and bond principal has been added. To more accurately define what is happening in the budget, the Contingency line item has been changed to Revenue in Excess of Expenditures and is shown separately from the individual budget. This line item captures the annual amount generated by the operating revenue net of operating cash expenditures. Revenue in Excess of Expenditures is available to fund capital projects, vehicles and equipment, and contingency reserves.

Solid Waste Operating Summary

	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
SW Management	\$301,851	\$405,120	\$401,780	\$454,260	28.21%	30.54%
Closed Landfills	104,176	121,240	121,240	154,450	27.39%	27.39%
County Waste Removal	163,840	181,310	0	0	0.00%	0.00%
Northern Landfill	1,617,938	1,834,730	1,945,140	1,852,800	0.98%	-4.75%
Recycling Operations	239,716	303,250	303,250	398,620	31.45%	31.45%
Solid Waste Accounting	1,430,563	1,232,712	1,232,712	1,070,920	-13.12%	-13.12%
SW Transfer Station	4,809,325	5,169,500	5,169,500	4,929,300	-4.65%	-4.65%
Revenue in Excess of Expenditures	1,020,258	1,934,598	2,008,838	274,310	-85.82%	-86.34%
Total Solid Waste	\$9,687,667	\$11,182,460	\$11,182,460	\$9,134,660	-18.31%	-18.31%

Mission and Goals

To provide the most cost-effective and efficient services for waste disposal, removal, and recycling for County residents and businesses.

Goals include:

- Serve the public
- Educate the public on the effects of waste management and recycling.
- Monitor landfills for any environmental impact.

Highlights, Changes and Useful Information

- In CY 2012, the landfill received 98,800 tons of waste. Approximately 85,500 tons, or 87%, were transferred to out-of-county landfills for disposal.
- In calendar year 2011, based on the most recent Maryland Department of the Environment's Recycling Report, the County achieved a 47.4% recycling rate and a 5.0% source reduction credit for a total recycling rate of 52.4%. This is significantly higher than the State requirement of 20% and surpasses the County's stated goal of a 40% recycling rate.
- In calendar year 2012:
 - 12,900 tons of rubble, sludge, and municipal solid waste were landfilled in Cell 3
 - 5,800 tons of yard waste were processed into mulch and given back to residents
 - 278 tons of scrap tire were collected and disposed

Budget Changes

Beginning in FY 14, the County made changes in how it will be presenting Enterprise Fund budgets. These budgets are now presented based on cash expenditures. Depreciation is not included and bond principal has been added. To define more accurately what is happening in the budget, the Contingency line item has been changed to Revenue in Excess of Expenditures. This line item is the annual amount generated by the operating revenue net of cash expenditures. Revenue in Excess of Expenditures is used to fund capital projects, vehicle and equipment, and contingency reserves.

Solid Waste decreases primarily due to a decrease in Revenue in Excess of Expenditures. In FY 13, the Board of County Commissioners accelerated funding to the Solid Waste fund creating an unusually high amount in Revenue in Excess of Expenditures.

Solid Waste Management

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$137,577	\$157,070	\$153,970	\$153,970	-1.97%	0.00%
Benefits	38,684	68,580	68,340	69,770	1.74%	2.09%
Operating	125,590	179,470	179,470	230,520	28.44%	28.44%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$301,851	\$405,120	\$401,780	\$454,260	28.21%	30.54%
Employees FTE	2.35	2.38	2.38	2.38	-----	-----

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) 386-2035

Sheree Lima, Management and Budget Project Coordinator
(410) 386-2082

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

- In calendar year 2011, the County achieved a 41.17% recycling rate and a 5.0% source reduction credit for a total recycling rate of 46.17%. This is significantly higher than the state requirement of 20% and exceeds the County's stated goal of 40%.

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:

- 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)
- Monitoring of the four closed landfills; Bark Hill, Hodges, John Owings, and Hoods Mill
- Recycling Operations
- Yard waste/Mulch program
- Maintaining and updating the Ten – Year Solid Waste Management Plan
- Contracting for transfer of waste and recycling materials

Program Highlights

- Plan to continue an effective transfer operation to dispose of most County waste in Pennsylvania landfills at a projected cost of \$57.30 per ton for FY 14.
- In calendar year 2012, the landfill received 98,800 tons of waste. 85,500 tons, or approximately 87%, were transferred to out-of-county landfills for disposal.

Budget Changes

- The decrease from the FY 13 Original to the Adjusted is due to salary adjustments associated with turnover.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Benefits increase due to Pension and OPEB allocations
- Operating increases primarily due to an increase in the Northeast Maryland Waste Disposal Authority membership fee.

Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	0.75
<i>Bureau Chief, Solid Waste</i>	Full-time	1.00
<i>Deputy Director, Public Works</i>	Full-time	0.25
<i>Director, Public Works</i>	Full-time	0.05
<i>Project Specialist</i>	Full-time	0.33
Total		2.38

The remainder of the Director and Deputy Director's salaries is charged to the General Fund, Airport and Utilities Enterprise Funds. The remainder of the Project Specialist and Administrative Office Associate's salaries is charged to the General Fund and Utilities.

Closed Landfills

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	104,176	121,240	121,240	154,450	105.11%	105.11%
Capital Outlay	0	0	0	0	0.00%	0.00%
Grand Total	\$104,176	\$121,240	\$121,240	\$154,450	27.39%	27.39%
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

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(410) 386-2035

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(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 monitor landfills for thirty years after closure. Groundwater monitoring and methane gas sampling are the main expenses associated with the closed landfills. Bark Hill and Hoods Mill landfills still produce leachate that must be hauled to a wastewater facility for treatment. Leachate is a liquid produced when rainwater and other moisture travels through the waste.

Program Highlights

Hoods Mill Landfill operates as a convenience drop-off site two Saturdays a month.

Budget Changes

Operating increases primarily due to increases in groundwater and gas testing.

County Waste Removal

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$84,041	\$83,650	\$0	\$0	-100.00%	0.00%
Benefits	33,273	33,720	0	0	-100.00%	0.00%
Operating	46,526	45,940	0	0	-100.00%	0.00%
Capital Outlay	0	18,000	0	0	-100.00%	0.00%
Total	\$163,840	\$181,310	\$0	\$0	0.00%	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.

Contact

Jeffrey Topper, Deputy Director of Public Works
(410) 386-2633

Sheree Lima, Management and Budget Project Coordinator
(410) 386-2082

Budget Changes

In FY 13, the County eliminated its County waste collection operation. Employees are now included in the Northern Landfill budget.

Northern Landfill

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$509,338	\$493,790	\$571,880	\$572,780	16.00%	0.16%
Benefits	307,731	307,350	339,670	337,770	9.90%	-0.56%
Operating	796,416	820,490	820,490	774,650	-5.59%	-5.59%
Capital Outlay	4,453	213,100	213,100	167,600	-21.35%	-21.35%
Total	\$1,617,938	\$1,834,730	\$1,945,140	\$1,852,800	0.98%	-4.75%
Employees FTE	10.00	10.00	12.00	12.00	-----	-----

Contact

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(410) 386-2633

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(410) 386-2082

<http://ccgovernment.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
- Goodwill collection site
- Scrap metal and appliances
- Vinyl siding recycling
- Electronic recycling

To conserve space and prolong the life of the Northern Landfill, approximately 87% of the waste materials are collected and transferred to landfills located in Pennsylvania.

Program Highlights

In CY 2012:

- 85,500 tons were transferred to landfills in Pennsylvania
- 12,900 tons of rubble, sludge, and trash were landfilled in Cell 3.
- Nearly 10,000 tons of yard waste was processed into mulch.
- 230 tons of scrap tires were collected and disposed.

Budget Changes

- Personnel and Benefits increase between the FY 13 Original and Adjusted Budgets due the elimination of the County Waste Removal budget and services. Two employees' expenses were moved into this budget.
- A 3% salary increase is included in FY 14. However salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Operating decreases primarily due to rebuilding the scales in FY 13.
- Capital Outlay decreases due to the replacement of a tank in FY 13.

Positions

Title	Type	FTE
Foreman	Full-time	2.00
Heavy Equipment Mechanic	Full-time	1.00
Landfill Equipment Operator	Full-time	6.00
Landfill Superintendent	Full-time	1.00
Maintenance Technician	Full-time	1.00
Office Associate	Full-time	1.00
Total		12.00

Recycling Operations

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$50,696	\$51,500	\$51,500	\$51,500	0.00%	0.00%
Benefits	31,392	32,220	32,220	31,490	-2.27%	-2.27%
Operating	157,628	210,530	210,530	306,630	45.65%	45.65%
Capital Outlay	0	9,000	9,000	9,000	0.00%	0.00%
Total	239,716	303,250	303,250	398,620	31.45%	31.45%
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

Jeffrey Topper, Deputy Director of Public Works
(410) 386-2633
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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 by preventing 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 a contract with the Arc of Carroll County 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 47.5% recycling rate and a 5% source reduction credit in 2011, based on the most recent Maryland Department of the Environment's Recycling Report. The mandated recycling rate by the State of Maryland is 20%. The County has a recycling goal of 40%.

Budget Changes

- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Operating increases primarily due to a material recovery facility and a composting feasibility study.

Positions

Title	Type	FTE
Recycling Manager	Full-time	1.00
Total		1.00

Solid Waste Accounting Administration

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$195,736	\$196,900	\$196,900	\$196,900	0.00%	0.00%
Benefits	134,414	145,740	145,740	131,650	-9.67%	-9.67%
Operating	1,100,413	889,472	889,472	741,770	-16.61%	-16.61%
Capital Outlay	0	600	600	600	0.00%	0.00%
Total	\$1,430,563	\$1,232,712	\$1,232,712	\$1,070,920	-13.12%	-13.12%
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
 Sheree Lima, 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 and billing

Budget Changes

- A 3% increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time 3% bonus in FY 13.
- Operating expenses decrease due to a decrease in debt service.

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 and Accounting Supervisor's positions are charged to the Utilities Enterprise fund.

Solid Waste Transfer Station

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	4,809,325	5,169,500	5,169,500	4,929,300	-4.65%	-4.65%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$4,809,325	\$5,169,500	\$5,169,500	\$4,929,300	-4.65%	-4.65%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Contact

Jeffrey Topper, Deputy Director of Public Works
(410) 386-2633

Sheree Lima, Management and Budget Project Coordinator
(410) 386-2082

Mission

To ensure facilities and resources are in place to manage approximately 90,000 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 waste instead of burying it in the landfill saves County landfill space, which is expensive to create and maintain.

Budget Changes

Operating decreases due to a reduction in estimated tonnage transferred.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2014 TO 2019

Proposed

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2014	2015	2016	2017	2018	2019			
SOLID WASTE ENTERPRISE:									
Northern Landfill - Cap Waste Cells 1 and 2	\$3,660,000	\$0	\$0	\$0	\$0	\$0	\$300,000	\$0	\$3,960,000
Northern Landfill - Remediation	0	0	150,000	0	0	0	904,000	0	1,054,000
SOLID WASTE ENTERPRISE TOTAL	\$3,660,000	\$0	\$150,000	\$0	\$0	\$0	\$1,204,000	\$0	\$5,014,000
SOURCES OF FUNDING:									
Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$700,005	\$0	\$700,005
Enterprise Fund - Solid Waste	3,660,000	0	150,000	0	0	0	503,995	0	4,313,995
SOLID WASTE ENTERPRISE TOTAL	\$3,660,000	\$0	\$150,000	\$0	\$0	\$0	\$1,204,000	\$0	\$5,014,000

Utilities Enterprise Fund

Utilities Enterprise Fund Summary

Sources of Funding	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
MES Reimbursement	\$18,809	\$25,000	\$25,000	\$20,000	-20.00%	-20.00%
Water Usage	3,244,825	3,701,468	3,701,468	3,933,738	6.28%	6.28%
Sewer Usage	5,049,210	5,487,279	5,487,279	5,636,408	2.72%	2.72%
Lateral/Meter Service	0	40,000	40,000	32,500	-18.75%	-18.75%
Interest Income	157,651	62,500	62,500	24,000	-61.60%	-61.60%
Rents	123,594	135,900	135,900	137,000	0.81%	0.81%
Miscellaneous	86,749	81,450	81,450	81,580	0.16%	0.16%
Transfers from the General Fund	199,510	202,790	202,790	193,390	-4.64%	-4.64%
Total Sources of Funding	\$8,880,348	\$9,736,387	\$9,736,387	\$10,058,616	3.31%	3.31%

Uses of Funding	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Utilities Administration	\$2,076,498	\$1,587,812	\$1,659,908	\$1,646,934	3.72%	-0.78%
Board of Education Facilities	186,036	184,061	187,506	193,390	5.07%	3.14%
Freedom Area Sewer	2,424,935	2,540,913	2,537,078	2,645,358	4.11%	4.27%
Freedom Area Water	2,947,796	2,430,716	2,396,565	2,477,238	1.91%	3.37%
Hampstead Area Sewer	866,351	948,610	950,750	921,931	-2.81%	-3.03%
Other Water and Sewer	121,361	123,452	125,099	152,554	23.57%	21.95%
Revenue in Excess of Expenditures	257,371	1,920,823	1,879,481	2,021,211	5.23%	7.54%
Total Uses of Funding	\$8,880,348	\$9,736,387	\$9,736,387	\$10,058,616	3.31%	3.31%

In FY 14, the County changed how it presents Enterprise Fund budgets. These budgets are now presented based on cash expenditures, depreciation is not included and bond principal has been added. To more accurately define what is happening in the budget, the Contingency line item has been changed to Revenue in Excess of Expenditures and is shown separately from the individual budget. This line item captures the annual amount generated by the operating revenue net of operating cash expenditures. Revenue in Excess of Expenditures is available to fund capital projects, vehicles and equipment, and contingency reserves.

Utilities Operating Summary

Function	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig FY 13	% Change From Adj FY 13
BOU Administration	\$2,076,498	\$1,587,812	\$1,659,908	\$1,646,934	3.72%	-0.78%
Board of Education Facilities	186,036	184,061	187,506	193,390	5.07%	3.14%
Freedom Sewer	2,424,935	2,540,913	2,537,078	2,645,358	4.11%	4.27%
Freedom Water	2,947,796	2,430,716	2,396,565	2,477,238	1.91%	3.37%
Hampstead Sewer	866,351	948,610	950,750	921,931	-2.81%	-3.03%
Other Water and Sewer	121,361	123,452	125,099	152,554	23.57%	21.95%
Revenue in Excess of Expenditures	257,371	1,920,823	1,879,481	2,021,211	5.23%	7.54%
Total Bureau of Utilities	\$8,880,348	\$9,736,387	\$9,736,387	\$10,058,616	3.31%	3.31%

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

- There are five County operated wastewater treatment systems. The Freedom Sewer System serves 6,670 sewer customers. The plant is owned by Carroll County and operated by Maryland Environmental Services. The system has 125 miles of collection lines and 12 pumping stations. The Hampstead Sewer System serves 2,257 customers. The system includes Hampstead Wastewater Treatment Plant, 35 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 62 customers. Bramble Hills is a groundwater system that serves 12 customers. The Pleasant Valley Community Water System is a groundwater system that serves 54 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 8,283 water customers.

Budget Changes

- BOU Administration increases from the FY 13 Original to the Adjusted due to the creation of the Utilities Operations Manager.
- Board of Education, Hampstead Sewer, and Other Water and Sewer increases from the FY 13 Original to the Adjusted due to salary adjustments associated with promotions of Apprentice Operator to an Operator.
- Freedom Water and Freedom Sewer decreases from the FY 13 Original to the Adjusted due to salary adjustments associated with turnover.
- Freedom Sewer increases due to an increase in emergency services and replacement of two large pumps, up from one in FY 13.
- Freedom Water increases due to expenses paid to the City of Baltimore for water and emergency services.
- Hampstead Sewer decreases due to the installation of a grinder pump at Roberts Field in FY 13.
- Other Water and Sewer increases due to the one-time cost of painting sewer tanks and replacement of two pumps at Pleasant Valley.

Bureau of Utilities Administration

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig FY 13	% Change From Adj FY 13
Personnel	\$335,242	\$323,490	\$390,882	\$388,914	20.22%	-0.50%
Benefits	161,810	176,765	181,469	172,218	-2.57%	-5.10%
Operating	1,579,446	1,087,557	1,087,557	1,085,802	-0.16%	-0.16%
Capital Outlay	0	0	0	0	0.00%	0.00%
Contingency	0	0	0	0	0.00%	0.00%
Total	\$2,076,498	\$1,587,812	\$1,659,908	\$1,646,934	3.72%	-0.78%
Employees FTE	6.85	6.68	7.68	7.68	-----	-----

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

Contact

**Jeffrey Topper, Deputy Director of Public Works
(410) 386-2035**

**Robin Hooper, Management and Budget Project
Coordinator (410) 386-2082**

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

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:

- Twelve sewer pumping stations and 125 miles of collection lines in the Freedom District
- Six sewer pumping stations and 35 miles of collection lines in the Hampstead area
- Five wastewater treatment plants
- Water booster stations and 139 miles of water distribution lines
- Seven water tanks
- Four groundwater facility
- Four water treatment facilities

Total number of users:

2009	2010	2011	2012
10,520	10,545	10,596	10,669

Budget Changes

- The increase from the FY 13 Original to the Adjusted is due to a new Utilities Operations Manager.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.

Positions

The organizational structure for the administration of the Bureau of Utilities is split between two County departments.

The Comptroller oversees the accounting function:

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:

Title	Type	FTE
<i>Admin Office Associate</i>	Full-time	1.05
<i>Bureau Chief</i>	Full-time	1.00
<i>Deputy Director of Public Works</i>	Full-time	0.25
<i>Director of Public Works</i>	Full-time	0.05
<i>Office Associate</i>	Full-time	1.00
<i>Project Specialist</i>	Full-time	0.33
<i>Utilities Operations Manager</i>	Full-time	1.00
<i>Water and Sewer Engineer</i>	Full-time	1.00
Total		5.68

5% of the Director, 25% of the Deputy Director, 33% of the Project Specialist, and 75% of an Administrative Assistant are charged to the Solid Waste Enterprise Fund. In addition, 5% of the Director and 25% of the Deputy Director are charged to the Airport Enterprise Fund. The remaining 85% of the Director, 25% of the Deputy Director, 34% of the Project Specialist and 20% of an Administrative Assistant are charged to the General Fund.

Board of Education Facilities

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig FY 13	% Change From Adj FY 13
Personnel	\$71,702	\$75,092	\$78,537	\$78,700	4.80%	0.21%
Benefits	32,208	33,090	33,090	39,860	20.46%	20.46%
Operating	67,608	67,379	67,379	66,830	-0.81%	-0.81%
Capital Outlay	14,518	8,500	8,500	8,000	-5.88%	-5.88%
Total	\$186,036	\$184,061	\$187,506	\$193,390	5.07%	3.14%
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

Jeffrey Topper, Deputy Director of Public Works
(410) 386-2035

Robin Hooper, Management and Budget Project
Coordinator (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
- Francis Scott Key Pumping Station

Budget Changes

- The increase from the FY 13 Original to the Adjusted is due to the promotion of an Apprentice Operator to an Operator.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.

Positions

Title	Type	FTE
Operator	Full-time	0.67
Laboratory Technician	Full-time	0.25
WWTP Assistant Superintendent	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 Operator and the Plant Superintendent are charged to Other Water/Sewer projects.

Freedom Sewer

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig FY 13	% Change From Adj FY 13
Personnel	\$253,257	\$257,053	\$253,218	\$253,073	-1.55%	-0.06%
Benefits	194,330	198,814	198,814	192,924	-2.96%	-2.96%
Operating	1,960,665	2,022,746	2,022,746	2,065,246	2.10%	2.10%
Capital Outlay	16,683	62,300	62,300	134,115	115.27%	115.27%
Total	\$2,424,935	\$2,540,913	\$2,537,078	\$2,645,358	4.11%	4.27%
Employees FTE	6.83	6.83	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

Jeffrey Topper, Deputy Director of Public Works
(410) 386-2035
Robin Hooper, Management and Budget Project
Coordinator (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
- Twelve pumping stations
- A wastewater treatment plant

The service area covers a population of over 24,900 citizens providing sewer services to 6,670 customers.

The wastewater treatment plant can process 3.5 million gallons per day. The County generates 87% of the flows and the State generates 13%. Maryland Environmental Services (MES) owns and operates the plant.

Budget Changes

- The decrease from the FY 13 Original to the Adjusted is due to salary adjustments associated with the turnover.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.
- Operating increases due to an increase in emergency services.
- Capital Outlay increases due to two large pump replacements, up from one in FY 13.

Positions

Title	Type	FTE
<i>Apprentice Operator</i>	Full-time	1.00
<i>Collection Assistant Superintendent</i>	Full-time	1.00
<i>Collection System Operator</i>	Full-time	4.00
<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 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig FY 13	% Change From Adj FY 13
Personnel	\$577,697	\$635,818	\$601,667	\$602,642	-5.22%	0.16%
Benefits	337,937	331,503	331,503	309,726	-6.57%	-6.57%
Operating	2,026,612	1,378,570	1,378,570	1,496,780	8.57%	8.57%
Capital Outlay	5,550	84,825	84,825	68,090	-19.73%	-19.73%
Total	\$2,947,796	\$2,430,716	\$2,396,565	\$2,477,238	1.91%	3.37%
Employees FTE	13.84	13.84	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

**Jeffrey Topper, Deputy Director of Public Works
(410) 386-2035**
**Robin Hooper, Management and Budget Project
Coordinator (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 booster station
- Five water tanks
- Two ground wells

The service area covers a population of approximately 24,900 citizens providing water services to 8,283 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 booster station located at Martz Road and it is needed to move the water through the distribution lines in areas of low pressure in the system.

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

- The decrease from the FY 13 Original to the Adjusted is due to salary adjustments associated turnover.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.
- Operating increases due to expenses paid to the City of Baltimore for water and emergency services.

Positions

Title	Type	FTE
<i>Apprentice Operator</i>	Full-time	1.00
<i>Distributions Asst Superintendent</i>	Full-time	1.00
<i>Maintenance Mechanic III</i>	Full-time	2.00
<i>Maintenance Worker</i>	Full-time	0.34
<i>Plant Assistant Superintendent</i>	Full-time	2.00
<i>Treatment Plant Operator</i>	Full-time	6.00
<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 is 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 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig FY 13	% Change From Adj FY 13
Personnel	\$213,582	\$215,832	\$217,563	\$218,416	1.20%	0.39%
Benefits	125,065	133,738	134,147	122,725	-8.23%	-8.51%
Operating	496,337	525,440	525,440	523,090	-0.45%	-0.45%
Capital Outlay	31,367	73,600	73,600	57,700	-21.60%	-21.60%
Total	\$866,351	\$948,610	\$950,750	\$921,931	-2.81%	-3.03%
Employees FTE	4.83	4.83	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

Jeffrey Topper, Deputy Director of Public Works
(410) 386-2035
Robin Hooper, Management and Budget Project
Coordinator (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 2,257 customers and consists of:

- Thirty-five miles of collection lines
- Six pumping stations
- A wastewater treatment plant

The six pumping stations include:

- North
- Small Crossings
- Shiloh
- North Carroll Farms
- Eagle Ridge
- Robert's Field

The pumping stations are needed to move the wastewater through the collection lines in areas where the force of gravity is not sufficient to do so.

Budget Changes

- The increase from the FY 13 Original to the Adjusted is due to the promotion of an Apprentice Operator to an Operator.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.
- Capital Outlay decreases due to the installation of a grinder pump at Roberts Field in FY 13.

Positions

Title	Type	FTE
<i>Apprentice Operator</i>	Full-time	1.00
<i>Operator</i>	Full-time	1.00
<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 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig FY 13	% Change From Adj FY 13
Personnel	\$39,858	\$42,020	\$43,667	\$43,717	4.04%	0.11%
Benefits	16,310	16,772	16,772	20,472	22.06%	22.06%
Operating	40,698	54,765	54,765	59,865	9.31%	9.31%
Capital Outlay	24,495	9,895	9,895	28,500	188.02%	188.02%
Total	\$121,361	\$123,452	\$125,099	\$152,554	23.57%	21.95%
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

Jeffrey Topper, Deputy Director of Public Works
(410) 386-2035
Robin Hooper, Management and Budget Project
Coordinator (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 62 customers using two wells, a treatment plant, a 100,000 gallon water tank, and distribution lines.

Pleasant Valley water and sewer systems serve 54 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 12 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 for operation and maintenance of water lines to the Bramble Hills residents. The transfer of responsibility has not yet taken place.

Budget Changes

- The increase from the FY 13 Original to the Adjusted is due to the promotion of an Apprentice Operator to an Operator.
- A 3% salary increase is included in FY 14. However, salaries are flat from FY 13 due to a one-time bonus in FY 13.
- Capital Outlay increases due to one-time costs of painting sewer tanks and replacement of two pumps at Pleasant Valley.

Positions

Title	Type	FTE
<i>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 Operator and the Plant Superintendent salaries are charged to Board of Education Facilities.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2014 TO 2019

Proposed

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2014	2015	2016	2017	2018	2019			
UTILITIES ENTERPRISE:									
Bark Hill Water Treatment Plant Improvements	\$0	\$0	\$0	\$183,500	\$0	\$0	\$0	\$0	\$183,500
Freedom District - Relief Sewer No. 2	0	97,000	772,700	0	0	0	0	0	869,700
Freedom District - Relief Sewer No. 4 (Snowden's Creek)	33,500	267,100	0	0	0	0	0	0	300,600
Freedom District - Relief Sewer No. 6	2,705,000	0	0	0	0	0	957,000	0	3,662,000
Freedom District - Relief Sewer No.10 (Sykesville Interceptor)	369,300	0	0	0	0	0	36,000	0	405,300
Freedom WWTP Enhanced Nutrient Removal	2,200,000	0	0	0	0	0	5,300,000	0	7,500,000
Freedom WTP - Membrane Filter Replacement	0	0	0	0	0	526,000	0	0	526,000
Gravity Sewer Main - Houcksville Rd to Treatment Plant	0	0	133,250	0	798,250	0	0	0	931,500
Hampstead Grit Removal System	0	0	117,000	0	702,500	0	0	0	819,500
Hampstead Sewer Main Upgrade	0	0	0	0	0	1,000,000	0	18,000,000	19,000,000
Hydrant Replacements	90,000	94,500	100,000	105,000	110,250	115,750	0	0	615,500
North Carroll Farms Pump Station Rehabilitation	266,000	0	0	0	0	0	0	0	266,000
North Pump Station Wet Well and Pump Rehabilitation	1,048,000	0	0	0	0	0	182,000	0	1,230,000
Patapsco Valley Pump Station Upgrade	0	0	0	0	0	258,000	0	0	258,000
Sewer Main Lining	330,000	346,000	364,000	381,000	400,000	420,000	0	0	2,241,000
Sewer Manhole Rehabilitation	191,400	201,000	211,100	222,000	231,000	245,000	0	0	1,301,500
Stone Manor Pump Station Rehabilitation	0	0	0	249,000	0	0	0	0	249,000
Tank Painting, Repair and Rehabilitation	80,850	84,895	89,065	93,575	98,250	103,200	0	0	549,835
Town of Sykesville Water and Sewer Upgrades	0	0	0	0	1,900,000	0	0	9,400,000	11,300,000
Utilities Asset Management	200,000	0	0	0	0	0	0	0	200,000
Water Main Blow-Off Replacements	125,000	131,000	138,000	145,000	152,000	159,750	0	925,000	1,775,750
Water Main Loops	90,000	116,000	73,000	228,000	153,000	0	399,000	0	1,059,000
Water Meters	242,400	254,500	267,200	281,000	295,000	310,000	0	0	1,650,100
Water Service Line Replacement	245,000	257,250	270,000	283,500	298,000	313,000	0	0	1,666,750
Waters Edge Pump Station Rehabilitation	0	0	0	0	255,500	0	0	0	255,500
West Hampstead Collector Sewer Main Upgrade/ Repair	97,000	0	726,100	0	0	0	0	0	823,100
Winfield Pump Station Upgrade	0	0	0	0	0	234,000	0	0	234,000
UTILITIES ENTERPRISE TOTAL	\$8,313,450	\$1,849,245	\$3,261,415	\$2,171,575	\$5,393,750	\$3,684,700	\$6,874,000	\$28,325,000	\$59,873,135

SOURCES OF FUNDING:

Transfer from General Fund	\$0	\$0	\$0	\$0	\$0	\$234,000	\$0	\$0	\$234,000
Enterprise Fund - Utilities	3,039,650	1,485,145	2,488,715	2,171,575	5,393,750	3,450,700	3,047,000	28,325,000	49,401,535
Maintenance Fee	1,148,178	61,344	118,215	0	0	0	1,657,248	0	2,984,985
Area Connection Charges	4,125,622	302,756	654,485	0	0	0	2,169,752	0	7,252,615
UTILITIES ENTERPRISE TOTAL	\$8,313,450	\$1,849,245	\$3,261,415	\$2,171,575	\$5,393,750	\$3,684,700	\$6,874,000	\$28,325,000	\$59,873,135

Septage Enterprise Fund

Septage Enterprise Fund Summary

Sources of Funding	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Septage Processing Fees	\$682,663	\$605,000	\$605,000	\$701,250	15.91%	15.91%
Interest Income	1,037	1,000	1,000	1,450	45.00%	45.00%
Miscellaneous	3,159	0	0	3,000	0.00%	0.00%
Total Sources of Funding	\$686,858	\$606,000	\$606,000	\$705,700	16.45%	16.45%

Uses of Funding	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Septage Facility Operations	\$541,133	\$570,584	\$570,584	\$563,889	-1.17%	-1.17%
Revenue in Excess of Expenditures	145,725	35,416	35,416	141,811	300.42%	300.42%
Total Uses of Funding	\$686,858	\$606,000	\$606,000	\$705,700	16.45%	16.45%

In FY 14, the County changed how it presents Enterprise Fund budgets. These budgets are now presented based on cash expenditures, depreciation is not included and bond principal has been added. To more accurately define what is happening in the budget, the Contingency line item has been changed to Revenue in Excess of Expenditures and is shown separately from the individual operating budgets. This line item captures the annual amount generated by the operating revenue net of operating cash expenditures. Revenue in Excess of Expenditures is available to fund capital projects, vehicles and equipment, and contingency reserves.

Septage Facility

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	541,133	537,584	537,584	563,889	4.89%	4.89%
Capital Outlay	0	33,000	33,000	0	-100.00%	-100.00%
Rev in Excess of Exp	0	35,416	35,416	141,811	16.45%	16.45%
Total	\$541,133	\$606,000	\$606,000	\$705,700	16.45%	16.45%
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 Topper, Deputy Director of Public Works
(410) 386-2035

Robin Hooper, Management and Budget Project
Coordinator (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 5 1/2 days per week. In emergency situations septage can be taken to the Freedom Wastewater Treatment Plant. The Septage Treatment Plant was built in response to a mandate to cease land application of septage.

Budget Changes

- Operating increases due to an increase in sludge removal.
- Capital Outlay decreases due to a one-time replacement cost of an aeration blower in FY 13.
- Revenue in Excess of Expenditures increases primarily due to projected increases in gallons processed.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2014 TO 2019

Proposed

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2014	2015	2016	2017	2018	2019			
SEPTAGE ENTERPRISE:									
Westminster Septage Facility Improvements	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$160,000	\$0	\$3,160,000
SEPTAGE ENTERPRISE TOTAL	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$160,000	\$0	\$3,160,000
SOURCES OF FUNDING:									
Bonds	\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
Enterprise Fund - Septage	500,000	0	0	0	0	0	160,000	0	660,000
SEPTAGE ENTERPRISE TOTAL	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$160,000	\$0	\$3,160,000

Firearms Enterprise Fund

Firearms Enterprise Fund Summary

Sources of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 12	Budget FY 13	Budget FY 13	Budget FY 14	From Orig. FY 13	From Adj. FY 13
User Fees	\$141,272	\$115,000	\$115,000	\$160,000	39.13%	39.13%
Concession Fees	4,477	3,000	3,000	5,000	66.67%	66.67%
Interest Income	491	500	500	500	0.00%	0.00%
Miscellaneous	(96)	0	0	0	0.00%	0.00%
Total Sources of Funding	\$146,143	\$118,500	\$118,500	\$165,500	39.66%	39.66%

Uses of Funding						
Firearms Operations	\$70,349	\$78,805	\$94,615	\$160,090	103.15%	69.20%
Revenue in Excess of Expenditures	75,794	39,695	23,885	5,410	-86.37%	-77.35%
Total Uses of Funding	\$146,143	\$118,500	\$118,500	\$165,500	39.66%	39.66%

In FY 14, the County changed how it presents Enterprise Fund budgets. These budgets are now presented based on cash expenditures, depreciation is not included and bond principal has been added. To more accurately define what is happening in the budget, the Contingency line item has been changed to Revenue in Excess of Expenditures and is shown separately from the individual operating budgets. This line item captures the annual amount generated by the operating revenue net of operating cash expenditures. Revenue in Excess of Expenditures is available to fund capital projects, vehicles and equipment, and contingency reserves.

Firearms Facility

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$55,460	\$53,250	\$67,940	\$68,730	29.07%	1.16%
Benefits	4,867	5,030	6,150	12,740	153.28%	107.15%
Operating	19,707	20,525	20,525	22,180	8.06%	8.06%
Capital Outlay	27,183	0	0	56,440	100.00%	100.00%
Total	\$107,217	\$78,805	\$94,615	\$160,090	103.15%	69.20%
Employees FTE	3.13	3.13	3.50	3.50	-----	-----

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

Lynn Karr, Budget Analyst (410) 386-2082

<http://ccgovernments.carr.org/ccg/recpark/hapbaker>

Mission and Goals

To provide a safe facility for firearms enthusiasts to practice sporting activities and for police personnel to train, practice and obtain certification.

Goals include:

- Provide a place for hunters to sight-in rifles and for target shooting enthusiasts to practice their sport.
- Promote safety, education, training and good sportsmanship.

Description

The Hap Baker Firearms Facility, adjacent to the Northern Landfill, includes 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 on weekends from January through March, and Wednesday through Sunday April through December. The hours of operation are 10:00 a.m. until an hour before sunset.

Program Highlights

In FY 12, approximately 12,225 individuals used the facility, an increase of 19% over FY 11.

Budget Changes

- Personnel increases from the FY 13 Original to the Adjusted due to changing the Range Officer to a full-time position.
- Capital Outlay increases due to one-time paving improvements and a bathroom facility.

Positions

Title	Type	FTE
Range Officer	Full-Time	1.00
Service/Maintenance	Contractual	2.50
Total		3.50

Fiber Network Enterprise Fund

Fiber Enterprise Fund Summary

Sources of Funding	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
General Fund Transfer	\$1,567,495	\$0	\$0	\$0	0.00%	0.00%
Intrafund Transfer	0	87,535	87,535	259,535	196.49%	196.49%
Total Sources of Funding	\$1,567,495	\$87,535	\$87,535	\$259,535	196.49%	196.49%

Uses of Funding						
Fiber Network Operations	\$67,345	\$87,535	\$87,535	\$259,535	196.49%	196.49%
Revenue in Excess of Expenditures	1,500,150	0	0	0	0.00%	0.00%
Total Uses of Funding	\$1,567,495	\$87,535	\$87,535	\$259,535	196.49%	196.49%

In FY 14, the County changed how it presents Enterprise Fund budgets. These budgets are now presented based on cash expenditures, depreciation is not included, and bond principal has been added. To more accurately define what is happening in the budget, the Contingency line item has been changed to Revenue in Excess of Expenditures and is shown separately from the individual operating budgets. This line item captures the annual amount generated by the operating revenue net of operating cash expenditures. Revenue in Excess of Expenditures is available to fund capital projects, vehicles and equipment, and contingency reserves.

Fiber Network

Description	Actual FY 12	Original Budget FY 13	Adjusted Budget FY 13	Budget FY 14	% Change From Orig. FY 13	% Change From Adj. FY 13
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	67,345	87,535	87,535	259,535	196.49%	196.49%
Capital Outlay	0	0	0	0	0.00%	0.00%
Total	\$67,345	\$87,535	\$87,535	\$259,535	196.49%	196.49%
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

Mark Ripper, Administrator of Technology Services
(410) 386-2056

Lynn Karr, Budget Analyst (410) 386-2082

Mission and Goals

To provide commercial access to a high-speed fiber optic data communications network.

Description

The funds in this budget support the operations and maintenance costs for the Carroll County Fiber Network.

Construction of the fiber network began in 2007 to connect Carroll County government with Carroll County Public Schools, Carroll County Public Library, and Carroll Community College. At its completion, the network will connect over 100 local, state, federal, and public safety sites as well as seven primary business parks and sixteen secondary business parks.

Budget Changes

Operating increases for expenses associated with fiber marking and preparing utility poles for fiber.

Grant Fund

Grant Fund Summary

Sources of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 12	Budget FY 13	Budget FY 13	FY 14	From Orig. FY 13	From Adj. FY 13
Federal	\$5,644,478	\$5,354,856	\$5,379,889	\$7,078,396	32.19%	31.57%
Federal / Pass thru State	4,916,648	4,198,466	5,102,124	1,030,216	-75.46%	-79.81%
State	3,658,323	2,558,497	3,536,804	4,256,506	66.37%	-20.88%
Endowments	71,112	30,000	30,000	30,000	0.00%	0.00%
Recreation Program Fees	285,717	187,000	187,000	187,000	0.00%	0.00%
Miscellaneous	228,481	0	37,200	0	0.00%	0.00%
Donations	118,444	103,390	114,205	95,036	0.00%	-16.78%
County Match	1,706,572	1,469,682	1,631,649	1,455,030	-1.00%	-10.82%
Total Sources of Funding	\$16,629,776	\$13,901,891	\$16,018,871	\$14,132,184	1.66%	-11.78%

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 12	Budget FY 13	Budget FY 13	FY 14	From Orig. FY 13	From Adj. FY 13
Aging	\$1,625,170	\$1,573,324	\$1,548,282	\$1,755,384	11.57%	13.38%
BERC	733,654	957,143	957,143	992,310	3.67%	3.67%
Carroll Community College	300,000	300,000	300,000	300,000	0.00%	0.00%
Circuit Court	683,148	712,665	628,356	663,630	-6.88%	5.61%
Citizen Services Other	69,855	4,000	103,080	4,000	0.00%	-96.12%
Citizen Services Transportation	1,702,507	1,512,496	1,697,688	1,516,170	0.24%	-10.69%
Conservation and Natural Resources	6,335	0	37,200	0	0.00%	-100.00%
Emergency Services/Public Safety	803,029	601,840	1,208,203	456,122	-24.21%	-62.25%
Economic Development	0	0	250,000	0	0.00%	-100.00%
Farm Museum Endowment	30,000	30,000	30,000	30,000	0.00%	0.00%
Housing and Community Development	6,502,516	5,699,330	6,611,181	6,408,928	12.45%	-3.06%
Local Management Board	1,192,250	1,192,044	1,192,044	682,138	-42.78%	-42.78%
Land Use, Planning and Development	31,811	0	0	0	0.00%	0.00%
Risk Management	0	0	2,200	0	0.00%	-100.00%
Recreation	364,734	195,100	250,100	195,100	0.00%	-21.99%
Sheriff Services	310,453	176,150	223,121	178,980	1.61%	-19.78%
State's Attorney	906,792	907,130	936,381	905,530	-0.18%	-3.29%
Tourism	40,669	40,669	43,892	43,892	7.92%	0.00%
Total Uses of Funding	\$15,302,923	\$13,901,891	\$16,018,871	\$14,132,184	1.66%	-11.78%

* At the time the FY 13 Budget was adopted, it was still uncertain if the County would continue to receive some grants, get new grants, or the amount of those grants. Because of this uncertainty, the Adjusted Budget column is a more accurate figure.

Grant Fund Summary

The Grant Fund accounts for funding awarded by State and Federal Government or private granting agencies. The funding is generally for a particular purpose or has specific requirements associated with it. Budgets for grant programs are not finalized until State or Federal funds have actually been awarded. Almost 75 percent of the grant fund consists of revenue to support the following programs/agencies:

Bureau of Aging and Disabilities grants support senior housing assistance, health programs, guardianship, referral services, Medicaid Waiver, and meal programs for the elderly and disabled adults over 18 years of age. 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 14 Program Summary by Function

Function	County Match/Contribution	Grant Funding	Total Program
Aging	\$111,850	\$1,643,534	\$1,755,384
Business and Employment Resource Center	0	992,310	992,310
Carroll Community College	300,000	0	300,000
Circuit Court	138,430	525,200	663,630
Citizen Services Other	4,000	0	4,000
Citizen Services Transportation	514,700	1,001,470	1,516,170
Emergency Services	0	456,122	456,122
Farm Museum Endowment	0	30,000	30,000
Housing and Community Development	0	6,408,928	6,408,928
Local Management Board	71,500	610,638	682,138
Recreation	8,100	187,000	195,100
Sheriff Services	18,080	160,900	178,980
State's Attorney's Office	288,370	617,160	905,530
Tourism	0	43,892	43,892
Total Grants	\$1,455,030	\$12,677,154	\$14,132,184

Aging and Disabilities – Grants

Grant Title	FY 12 Budget	FY 13 Budget	FY 14 Budget	Percent Change	County Match
Title III C1 (Congregate Meals)	\$215,056	\$222,925	\$269,600	20.94%	\$0
Title III C2 (Home Delivered Meals)	89,973	92,084	118,978	29.21%	0
Title III B (Supportive Services)	160,603	167,202	154,972	-7.31%	5,000
Title III D (Health Promotion)	14,552	9,000	13,387	48.74%	0
Senior Inclusion Program	202,259	208,532	326,081	56.37%	40,100
Senior Guardianship Program	41,044	39,044	39,044	0.00%	0
Senior Information and Assistance	81,345	81,345	76,345	-6.15%	61,500
Senior Health Insurance Counseling	32,500	19,100	18,448	-3.41%	0
Senior Coordinated Community Care	235,518	168,104	179,227	6.62%	5,250
Senior Assisted Housing	80,416	80,416	87,235	8.48%	0
Senior Medicare Patrol Program	6,399	6,399	7,101	10.97%	0
Maryland Access Point	80,494	100,000	100,000	0.00%	0
Medicaid Waiver	171,185	248,040	180,000	-27.43%	0
Money Follows Person	49,362	15,625	39,600	153.44%	0
National Caregiver	46,540	46,763	60,393	29.15%	0
Ombudsman Elder Abuse	16,368	16,429	25,098	52.77%	0
Ombudsman Initiative	42,409	41,713	42,122	0.98%	0
Vulnerable Elder Abuse	10,603	10,603	17,753	67.43%	0
Total Aging Grants	\$1,576,626	\$1,573,324	\$1,755,384	11.57%	\$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 the required match for these grants and supports an operating budget for Aging of \$1,054,480.

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 60 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 and Disabilities – Grants

Senior Health Insurance Counseling

The Senior Health Insurance Counseling program is a confidential counseling service for older citizens, 60 years 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 65 years 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 50 years and over 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

Program funds, when combined with other funds, pay the salary of a second Ombudsman to uphold residents' 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 residents' 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>Office Technician</i>	Full-time	1.00
<i>Paraprofessional</i>	Contractual	3.10
<i>Program Aide</i>	Full-time	3.00
<i>Program Assistant</i>	Full-time	0.75
<i>Program Coordinator</i>	Full-time	3.50
<i>Program Specialist</i>	Full-time	3.00
<i>Program Tech</i>	Full-time	1.00
<i>Total</i>		17.35

Business and Employment Resource Center – Grants

Grant Title	FY 12 Budget	FY 13 Budget	FY 14 Budget	Percent Change	County Contribution
WIA Title I-Adult	\$41,927	\$162,023	\$159,425	(1.6%)	\$0
WIA Title I-Dislocated Worker	342,310	557,719	570,784	2.24%	0
WIA Title I-Youth	39,172	141,687	162,870	14.95%	0
WIA Admin	47,045	95,714	99,231	3.67%	0
Total BERC Grants	\$470,454	\$957,143	\$992,310	3.67%	\$0

WIA Title I-Adult

These funds, provided under the Workforce Investment Act (WIA), 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 are low income, lack high school diplomas/GEDs, have reading and/or math deficiencies, 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
- High school drop 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.

Positions

Title	Type	FTE
<i>Business Consultant</i>	Full-time	0.90
<i>Employment Consultant</i>	Full-time	4.00
<i>Resource and Data Specialist</i>	Full-time	1.00
<i>Youth Program Coordinator</i>	Full-time	1.00
Total		6.90

90% of the Business Consultant position is grant funded and 10% County funded.

Carroll Community College – Grant

Grant Title	FY 12 Budget	FY 13 Budget	FY 14 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

The grant from the Maryland Department of Education requires a local match. The funds go toward educational services for adults who want to obtain a high school diploma, increase their basic job skills, and improve their literacy skills. The State is projected to provide \$267,000 to the College.

Circuit Court – Grants

Grant Title	FY 12 Budget	FY 13 Budget	FY 14 Budget	Percent Change	County Match
Family Law Administration	\$504,544	\$473,497	\$465,270	(1.73%)	\$107,000
Child Support Enforcement	31,675	29,475	32,030	8.67%	12,100
Drug Treatment Court	223,765	209,693	166,330	(20.68%)	19,330
Total Circuit Court Grants	\$759,984	\$712,665	\$663,630	(3.23%)	\$138,430

Family Law Administration

This grant funds services such as providing referrals and court assistance in family cases. This includes the following functions and staffing.

- The Settlement Officers (outside attorneys) preside over settlement conferences to facilitate family law case settlements to reduce the number of trials.
- The Custody Evaluator performs 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.
- The Mediation Coordinator reviews domestic files to determine which cases are appropriate for mediation and coordinates the mediation process, attends domestic violence final protective order hearings to conduct facilitated settlements for consent orders, mediates cases for same day hearings at the request of the Master or Judge when available.

Child Support Enforcement

The Circuit Court Child Support program facilitates the recovery of child support payments.

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>	Contractual	0.75
<i>Administrative Assistant</i>	Full-time	1.00
<i>Bailiff</i>	Contractual	0.50
<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	2.25
<i>Visitation Services Coordinator</i>	Full-time	1.00
Total		10.50

Citizen Services Other – Grants

Grant Title	FY 12 Budget	FY 13 Budget	FY14 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 that state applicants' gross income, i.e., before taxes are withheld, must fall at or below 185 percent of the U.S. Poverty Income Guidelines. These funds will only be used for direct diagnostic and treatment services for specified medical conditions.

Citizen Services Transportation – Grants

Grant Title	FY 12 Budget	FY 13 Budget	FY 14 Budget	Percent Change	County Match
Section 5311-Capital Outlay	\$282,500	\$438,496	\$420,996	(3.99%)	\$24,100
Section 5311-Operating	261,441	261,441	216,536	(17.18%)	84,500
SSTAP Operating	218,951	218,951	227,129	3.74%	76,100
Section 5307-Operating	643,608	593,608	651,509	9.75%	330,000
Total Transportation Grants	\$1,406,500	\$1,512,496	\$1,516,170	0.24%	\$514,700

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. In addition to the County match, \$40,100 is included in Technology Services operating budget for software.

Section 5311

This grant includes Federal and State funds allocated for the operating assistance of rural area public transportation. These funds are utilized for operating expenses as well as capital expenditures for the Carroll Transit System.

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 population between 50,000 and 200,000. Carroll Transit provides this service for Carroll County. The transportation administration expense of \$45,000 is included in this budget and is 100% County funded.

Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Transportation Grants Coordinator</i>	Full-time	1.00
Total		1.00

Emergency Services – Grants

Grant Title	FY 12 Budget	FY 13 Budget	FY 14 Budget	Percent Change	County Match
Hazardous Material Emergency Planning	\$114,840	\$114,840	\$6,250	(94.56%)	\$0
Homeland Security Grants	303,900	487,000	449,872	(7.62%)	0
Total Emergency Services Grants	\$418,340	\$601,840	\$456,122	(24.21%)	\$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.

The grant provides funds for:

- Services to maintain the Carroll County Hazardous Materials Plan
- Planning and training for the Local Emergency Planning Committee
- Yearly renewal of the computer-based hazardous materials emergency response program for hazardous materials incidents

Homeland Security Grants

State Homeland Security funds support the implementation of State Homeland Security Strategies to address the identified planning, organization, equipment, training, and exercise needs to prevent, protect against, mitigate, respond to, and recover from acts of terrorism and other catastrophic events.

Urban Areas Security Initiative program funds address the unique planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas, and assists them in building an enhanced and sustainable capacity to prevent, protect against, mitigate, respond to, and recover from acts of terrorism.

Positions

Title	Type	FTE
<i>Fiscal Specialist</i>	Full-time	1.00
<i>Planner</i>	Full-time	1.00
<i>Volunteer Specialist</i>	Full-time	1.00
Total		3.00

Farm Museum Endowment – Grant

Grant Title	FY 12 Budget	FY 13 Budget	FY 14 Budget	Percent Change	County Match
Farm Museum Endowment	\$30,000	\$30,000	\$30,000	0.00%	\$0
Total Farm Museum Endowment Grant	\$30,000	\$30,000	\$30,000	0.00%	\$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 12 Budget	FY 13 Budget	FY 14 Budget	Percent Change	County Match
HUD Housing Choice – Voucher	\$6,350,301	\$5,300,784	\$6,025,382	13.67%	\$0
Family Self Sufficiency	53,532	54,072	54,072	0.00%	0
Rental Allowance	40,000	40,000	40,000	0.00%	0
Department of Energy – Weatherization	42,653	69,505	69,505	0.00%	0
Emergency and Transitional Housing Services	55,730	55,100	55,100	0.00%	0
Homeless Prevention Program	12,500	0	0	0.00%	0
Emergency Solutions Grant	28,000	50,000	50,000	0.00%	0
The Emergency Food Assistance Program	5,000	5,000	5,000	0.00%	0
Women’s Shelter	109,869	109,869	109,869	0.00%	0
Continuum of Care	0	20,000	0	(100.00%)	0
Total Housing and Community Development Grants	\$6,728,585	\$5,699,330	\$6,408,928	12.45%	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.

Continuum of Care

These funds are used to provide a maximum allowed match to the Emergency Transitional Housing grant requested by Human Services Program.

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.

Positions:

Title	Type	FTE
<i>CSP Analyst</i>	Contractual	1.00
<i>Deputy Director</i>	Full-time	0.40
<i>Family Sufficiency Coordinator</i>	Full-time	1.00
<i>Fiscal Manager</i>	Full-time	1.00
<i>Housing Inspector</i>	Full-time	1.00
<i>Housing Specialist</i>	Full-time	2.85
<i>Office Associate</i>	Full-time	0.60
<i>Paraprofessional</i>	Contractual	0.38
<i>Program Manager</i>	Full-time	1.00
Total		10.23

Local Management Board – Grants

Grant Title	FY 12 Budget	FY 13 Budget	FY 14 Budget	Percent Change	County Match
Adventure Diversion Program	\$90,000	\$80,000	\$80,000	0.00%	\$0
Brief Strategic Family Therapy	124,506	124,506	118,737	(4.63%)	0
Cultural Navigator	27,601	27,601	27,601	0.00%	0
Get Connected Family Resource Center	118,286	118,286	118,286	0.00%	0
Interagency Family Preservation	395,830	361,430	0	(100.00%)	0
MOU Administration	136,500	170,920	154,036	(9.88%)	71,500
Parents as Teachers	183,478	183,478	183,478	0.00%	0
Safe and Stable Families	125,823	125,823	0	(100.00%)	0
Total Local Management Board Grants	\$1,202,024	\$1,192,044	\$682,138	(42.78%)	\$71,500

Adventure Diversion Program

The funds from this grant support an alternative intervention program for juveniles who violate Court orders and are at risk for out-of-home placement.

Brief Strategic Family Therapy (BSFT)

This grant supports family-based interventions aimed at treating child adolescent behavior problems. The goal is to improve child behavior by improving family interaction and communication.

Cultural Navigator

This grant provides referral information 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 and to locate resources and secure services.

Interagency Family Preservation Program

This state grant supports the Interagency Family Preservation Program. This program provides 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.

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 the children and families in Carroll County.

Parents as Teachers

This grant provides parent education and support for families with children from birth to five years of age. The staff conducts home visits, developmental screenings, and group meetings in order to adequately prepare the child to enter kindergarten.

Safe and Stable Families

This State grant provides funding to Youth Services Bureau of Carroll County to collaborate efforts with the Human Services Program and the Department of Social Services to conduct evidenced-based treatment services to children five and under. The partnership will work with the families to provide a continuum of family and mental health services to support, strengthen, and preserve families in Carroll County.

Positions

Title	Type	FTE
<i>Contract Specialist</i>	Full-time	0.80
<i>Manager</i>	Full-time	0.80
<i>Office Associate</i>	Full-time	0.80
Total		2.40

Recreation – Grants

Grant Title	FY 12 Budget	FY 13 Budget	FY 14 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 helps offset operating costs associated with the therapeutic recreation programs that the County provides for individuals with developmental and physical disabilities. This is due in part to the low teacher/student ratios required for these types of programs. The remainder of this budget is funded through student registration fees.

Community Recreation Trips

Program guides feature one-day sightseeing tours, Broadway shows and other attractions available for adults, youth and families at a variety of destinations.

Positions:

Title	Type	FTE
Office Associate	Full-time	1.00
Total		1.00

Sheriff Services – Grants

Grant Title	FY 12 Budget	FY 13 Budget	FY 14 Budget	Percent Change	County Match
Child Support	\$126,850	\$114,000	\$130,900	14.82%	\$0
Violence Against Women Act	58,700	62,150	48,080	(22.65%)	18,080
Total Sheriff's Services Grants	\$185,550	\$176,150	\$178,980	1.60%	\$18,080

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 and writs. 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, along with the county match, funds a full-time administrative secretary whose responsibilities include coordinating activities within the unit, inputting and verifying information specific to criminal justice programs, and interviewing victims.

Positions

Title	Type	FTE
<i>Administrative Secretary</i>	Full-time	1.50
<i>Master Deputy</i>	Full-time	1.00
Total		2.50

State's Attorney's Office – Grants

Grant Title	FY 12 Budget	FY 13 Budget	FY 14 Budget	Percent Change	County Match
Violence Against Women Act	\$114,022	\$113,300	\$115,730	2.15%	\$59,730
Child Support Unit	779,084	783,830	779,800	(0.51%)	228,640
National Children's Alliance	10,000	10,000	10,000	0.00%	0
Total State's Attorney's Grants	\$903,106	\$907,130	\$905,530	0.44%	\$288,370

Violence Against Women Act

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

Title	Type	FTE
Case Technician	Full-time	1.00
Investigator I	Full-time	1.00
Investigator II	Full-time	1.00
Prosecution Aide	Full-time	2.00
Prosecution Assistant	Full-time	4.00
Senior Assistant State's Attorney	Full-time	1.00
Specialty Unit Supervisor	Full-time	2.00
Total		12.00

Tourism – Grant

Grant Title	FY 12 Budget	FY 13 Budget	FY 14 Budget	Percent Change	County Match
Maryland Tourism Development Board	\$50,000	\$40,669	\$43,892	7.92%	\$0
Total Tourism Grants	\$50,000	\$40,669	\$43,892	7.92%	\$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*
- *Recreation News*
- *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*
- *Maryland Life*
- *Great Vacations Getaways*
- *America's Best Vacations*

*OPEB,
Pension Trust,
and
Special Revenue Funds*

Other Post Employment Benefits Trust Fund

Other Post Employment Benefits (OPEB) includes medical and prescription coverage for retirees. Funds are being accumulated to meet this future liability. In FY 14, the Commissioners added an additional \$1.0M toward the unfunded liability.

Sources of Funding	FY 12	FY 13	FY 14	Increase
	Actual	Budget	Budget	(Decrease)
OPEB Contribution - Transfer from General Fund	\$7,852,800	\$8,438,080	\$10,056,900	\$1,618,820
Retiree Contributions	520,401	0	0	0
Interest	2,053	0	0	0
Unrealized Gain/(Loss)	604,184	0	0	0
Total Sources of Funding	\$8,979,438	\$8,438,080	\$10,056,900	\$1,618,820

In FY 14, the Board of Commissioners chose to appropriate \$1M in one-time funding to the OPEB Trust Fund.

Uses of Funding	FY 12	FY 13	FY 14	Increase
Budgeted Employer OPEB Trust Contribution	\$0	\$4,750,000	\$6,000,000	\$1,250,000
Audit fees	4,400	0	0	0
Consulting fees	14,300	0	0	0
Retiree Health Benefit Payments	3,893,233	3,688,080	4,056,900	368,820
Total Uses of Funding	\$3,911,933	\$8,438,080	\$10,056,900	\$1,618,820

Pension Trust Fund

The Carroll County Pension Plan, a defined benefit pension plan, was implemented July 1, 2003. The Plan covers regular non-contractual employees hired July 1, 1985 and after, and provides a monthly payment to retirees beginning at age 62 or after 30 years of service. Reduced payments are available to retirees at age 55 in cases where age plus years of County service equals or exceeds 80. In October 2009, the Pension Plan was enhanced and County contributions to the 401(k) accounts of County Pension Plan participants were discontinued. Administrative and oversight functions of the Plan are the responsibility of the Pension 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 12 Actual	FY 13 Budget	FY 14 Budget	Increase (Decrease)
Employer Pension Contribution	\$2,741,200	\$2,585,599	\$2,366,000	(\$219,599)
Unrealized Gain/(Loss)	712,419	0	0	0
Employee Pension Contribution	1,487,647	0	0	0
Interest	903	0	0	0
Total Sources of Funding	\$4,942,169	\$2,585,599	\$2,366,000	(\$219,599)

Uses of Funding	FY 12 Actual	FY 13 Budget	FY 14 Budget	Increase (Decrease)
Legal fees	\$1,376	\$0	\$0	\$0
Audit fees	3,300	0	0	0
Consulting fees	35,289	0	0	0
Employee Pension Fund Payments	723,722	0	0	0
Budgeted Employer Pension Contribution	0	2,585,599	2,366,000	(219,599)
Total Uses of Funding	\$763,687	\$2,585,599	\$2,366,000	(\$219,599)

Certified Law Officers Pension Trust Fund

The Carroll County Certified Law Officers Pension Plan, a defined benefit pension plan, was established October 1, 2009. The Plan covers certified law enforcement officers employed by the Carroll County Sheriff's Office. A monthly benefit is provided for officers who attain 25 years of service or who leave employment after age 55 with at least 15 years of service. Officers with at least 15 but less than 25 years of service who leave employment prior to age 55 are eligible for a monthly pension at age 62. The Plan's Administrative Committee, consisting of four individuals as set forth in the Plan Document and two Pension plan participants selected by the County Commissioners, has responsibility for the oversight and administrative functions of the Plan.

Sources of Funding	FY 12	FY 13	FY 14	Increase
	Actual	Budget	Budget	(Decrease)
Employer Pension Contribution	\$700,000	\$786,577	\$869,760	\$83,183
Unrealized Gain/(Loss)	109,132	0	0	0
Employee Pension Contribution	296,722	0	0	0
Interest	64	0	0	0
Total Sources of Funding	\$1,105,918	\$786,577	\$869,760	\$83,183

Uses of Funding	FY 12	FY 13	FY 14	Increase
Legal fees	\$482	\$0	\$0	\$0
Audit fees	1,100	0	0	0
Consulting fees	11,373	0	0	0
Certified Law Officers Pension Fund Payments	39,306	0	0	0
Budgeted Employer Pension Contribution	0	786,577	869,760	83,183
Total Uses of Funding	\$52,261	\$786,577	\$869,760	\$83,183

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 12 Actual	FY 13 Budget	FY 14 Budget	Increase (Decrease)
Unrealized Gain/(Loss)	\$272,525	\$0	\$0	\$0
Interest	207	0	0	0
Transfer from General Fund	0	0	250,000	250,000
Total Sources of Funding	\$272,731	\$0	\$250,000	\$250,000

In FY 14, the Board of Commissioners chose to appropriate \$250,000 in one-time funding to the LOSAP Trust Fund.

Uses of Funding	FY 12 Actual	FY 13 Budget	FY 14 Budget	Increase (Decrease)
Death Benefits	\$35,000	\$0	\$0	\$0
Audit fees	2,200	0	0	0
Consulting fees	3,921	0	0	0
LOSAP Pension Fund Payments	529,397	0	250,000	250,000
Total Uses of Funding	\$570,518	\$0	\$250,000	\$250,000

Special Revenue Fund

A Special Revenue fund captures dedicated revenues until they are appropriated for use in other funds in a given year. Ag 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 increasing in FY 14 based on actual collection activity. Proceeds are used for expenditures that fund public interest and educational programming, and the administration of the cable franchise agreement. Hotel Rental Tax is 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. In FY 14, the Commissioners lowered the Hotel Rental Tax rate from 5% to 4%. 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. 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. In September 2012, the Commissioners voted to temporarily reduce the school impact fee to zero. The fee will remain at zero until FY 15.

Sources of Funding	FY 12	FY 13	FY 14	Increase
	Actual	Budget	Budget	(Decrease)
Ag Transfer Tax	\$159,228	\$90,000	\$25,000	(\$65,000)
Cable Franchise Fee	1,190,834	929,485	1,080,170	150,685
Hotel Rental Tax	298,498	265,530	290,720	25,190
Impact fees	1,602,009	1,350,000	0	(1,350,000)
Interest and Gain/(Loss)	4,615	0	0	0
Total Sources of Funding	\$3,255,184	\$2,635,015	\$1,395,890	(\$1,239,125)

Uses of Funding	FY 12	FY 13	FY 14	Increase
Transfer to Capital	\$3,950,000	\$1,440,000	\$25,000	(\$1,415,000)
Transfer to Operating	1,085,000	1,195,015	1,370,890	175,875
Total Uses of Funding	\$5,035,000	\$2,635,015	\$1,395,890	(\$1,239,125)

Internal Service Funds

Fringe Benefits ISF

The Fringe Benefits Internal Service Fund (ISF) is used to capture the costs of self-insuring medical coverage and other benefits for County employees. Fringe Benefits Internal Service Fund includes items such as medical, dental, vision and life insurance coverage.

Sources of Funding	FY 12 Actual	FY 13 Budget	FY 14 Budget	Increase (Decrease)
General Fund	\$10,084,000	\$5,171,900	\$14,328,670	\$9,156,770
Grant Fund	621,929	648,585	648,575	(10)
Enterprise Fund	781,481	830,515	858,205	27,690
Interest and Gain/(Loss)	11,884	0	0	0
Total Sources of Funding	\$11,499,294	\$6,651,000	\$15,835,450	\$9,184,450

In FY 13, the budget was reduced by \$3.8M to rebalance the Internal Service Fund and \$3.3M for a one-time reduction of the ISF.

Uses of Funding	FY 12 Actual	FY 13 Budget	FY 14 Budget	Increase (Decrease)
Employee Fringe Benefits	\$12,654,859	\$6,651,000	\$15,835,450	\$9,184,450
Total Uses of Funding	\$12,654,859	\$6,651,000	\$15,835,450	\$9,184,450

Risk Management Auto Damage ISF

This Internal Service Fund (ISF) 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 12	FY 13	FY 14	Increase
	Actual	Budget	Budget	(Decrease)
General Fund	\$115,000	\$115,000	\$115,000	\$0
Insurance	22,450	0	0	0
Total Sources of Funding	\$137,450	\$115,000	\$115,000	\$0

Uses of Funding	FY 12	FY 13	FY 14	Increase
Vehicle Repairs	\$65,923	\$115,000	\$115,000	\$0
Total Uses of Funding	\$65,923	\$115,000	\$115,000	\$0

Risk Management Insurance Deductible ISF

This Internal Service Fund (ISF) is used to account for deductibles paid by the County from property and liability claims.

Sources of Funding	FY 12	FY 13	FY 14	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	FY 12	FY 13	FY 14	Increase
Public Official, Police and General Comp Liability	\$14,921	\$40,000	\$40,000	\$0
Total Uses of Funding	\$14,921	\$40,000	\$40,000	\$0

Risk Management Liability ISF

This Internal Service Fund (ISF) 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.

Sources of Funding	FY 12	FY 13	FY 14	Increase
	Actual	Budget	Budget	(Decrease)
General Fund	\$1,815,000	\$3,965,000	\$165,000	(\$3,800,000)
Insurance	27,356	0	0	0
Total Sources of Funding	\$1,842,356	\$3,965,000	\$165,000	(\$3,800,000)

This budget decreases \$3.8M from FY 13 to FY 14 primarily due to rebalancing the Internal Service Fund in FY13.

Uses of Funding	FY 12	FY 13	FY 14	Increase
Claims	\$48,592	\$3,965,000	\$165,000	(\$3,800,000)
Total Uses of Funding	\$48,592	\$3,965,000	\$165,000	(\$3,800,000)

Position Summary

Position Summary

The following pages include a summary of positions in Carroll County government. All positions are General Fund positions unless specified as a Grant Fund or Enterprise Fund position.

- General Fund positions are supported by taxes, fees and other general fund revenues.
- Enterprise Fund positions are 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 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) are regular full-time positions with full benefits.
- Part-Time (PT) are positions scheduled for fewer than 30 hours per week with limited or no benefits.
- Other (O) are positions that are either subject to: the provisions of a contract that typically lasts for one year or less and have limited or no benefits (Contractual); hired for temporary, seasonal work and do not have benefits (Seasonal); or required by law with salaries set by law (By-Law).

Some of the positions included in the summary are paid by the County, but do not report to the County Commissioners. They are listed under the Sheriff, Detention Center, Circuit Court, Circuit Court Masters, Orphan's Court, Volunteer Community Service Program, State's Attorney, Victim Witness, Child Support, and Soil Conservation.

The overall number of authorized positions for FY 14 is 1,002.51 positions. Five certified officer positions are planned in FY 14 for the Sheriff's Office as part of the transition away from the Resident Trooper program. Also approved for FY 14 are the following positions: an Administrative Support Specialist and a Judicial Assistant in Circuit Court, a Water Resource Specialist in Land Use, Planning and Development, and a Veteran Services Assistant in Citizen Services.

Authorized Position History

General Fund	FY 12 Adjusted FTE				FY 13 Budget FTE				FY 13 Adjusted FTE				FY 14 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Cable Regulatory Commission	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Cable Reg Commission TOTAL	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Circuit Court	15.00	---	14.58	29.58	15.00	---	14.69	29.69	15.00	---	14.69	29.69	17.00	---	14.69	31.69
Circuit Court Masters	7.00	---	---	7.00	7.00	---	---	7.00	7.00	---	---	7.00	7.00	---	---	7.00
Orphan's Court	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
Vol. Community Services	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
Courts TOTAL	28.00	0.00	14.58	42.58	28.00	0.00	14.69	42.69	28.00	0.00	14.69	42.69	30.00	0.00	14.69	44.69
Detention Center	108.00	---	0.50	108.50	108.00	---	0.50	108.50	108.00	---	0.50	108.50	108.00	---	0.50	108.50
Sheriff Services	121.00	---	2.00	123.00	135.00	---	2.00	137.00	135.00	---	2.00	137.00	140.00	---	2.00	142.00
Sheriff Services TOTAL	229.00	0.00	2.50	231.50	243.00	0.00	2.50	245.50	243.00	0.00	2.50	245.50	248.00	0.00	2.50	250.50
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
Public Works Administration	2.70	---	1.00	3.70	2.64	---	1.00	3.64	2.64	---	1.00	3.64	3.64	---	1.00	4.64
Engineering Administration	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
Engineering 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
Roads Operations	103.00	0.50	2.40	105.90	103.00	0.50	2.40	105.90	103.00	0.50	2.40	105.90	103.00	0.50	2.40	105.90
Building Construction	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Central Warehouse	4.00	---	---	4.00	4.00	---	---	4.00	0.00	---	---	0.00	0.00	---	---	0.00
Facilities	51.00	---	0.50	51.50	51.00	---	0.50	51.50	51.00	---	0.50	51.50	51.00	---	0.50	51.50
Fleet Management	21.00	---	---	21.00	21.00	---	---	21.00	25.00	---	---	25.00	24.00	---	---	24.00
Permits and Inspection	22.00	---	---	22.00	22.00	---	---	22.00	22.00	---	---	22.00	22.00	---	---	22.00
Public Works TOTAL	224.70	0.50	3.90	229.10	224.64	0.50	3.90	229.04	224.64	0.50	3.90	229.04	224.64	0.50	3.90	229.04
Citizen Services Administration	2.80	---	---	2.80	2.80	---	---	2.80	3.00	---	---	3.00	3.00	---	0.50	3.50
Aging and Disabilities	19.00	---	---	19.00	19.00	---	---	19.00	19.00	---	---	19.00	19.00	---	---	19.00
Recreation and Parks Administration	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
Hashawha	9.00	0.63	1.19	10.82	9.00	0.63	1.19	10.82	9.00	0.63	1.19	10.82	9.00	0.63	1.19	10.82
Piney Run	5.00	0.00	11.64	16.64	5.00	0.00	11.64	16.64	5.00	0.00	11.64	16.64	5.00	0.00	11.64	16.64
Recreation	4.50	---	3.17	7.67	4.50	---	3.17	7.67	4.00	---	3.17	7.17	4.00	---	3.17	7.17
Sports Complex	2.00	---	0.68	2.68	2.00	---	0.68	2.68	2.00	---	0.70	2.70	2.00	---	0.70	2.70
Farm Museum	7.00	1.23	1.84	10.07	7.00	1.23	1.84	10.07	7.00	1.23	1.84	10.07	7.00	1.23	1.84	10.07
Citizen Services TOTAL	53.30	1.86	18.52	73.68	53.30	1.86	18.52	73.68	53.00	1.86	18.54	73.40	53.00	1.86	19.04	73.90
TV Production	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Human Resources Administration	11.00	---	---	11.00	10.00	---	---	10.00	10.00	---	---	10.00	10.00	---	---	10.00
Personnel Services	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
Office of Public Safety Administration	36.00	---	3.75	39.75	36.00	---	3.75	39.75	36.00	---	3.75	39.75	36.00	---	3.75	39.75
Technology Services	28.75	---	---	28.75	28.75	---	---	28.75	28.75	---	---	28.75	28.75	---	---	28.75
Production and Distribution Services	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
Administrative Services TOTAL	83.75	0.00	3.75	87.50	82.75	0.00	3.75	86.50	82.75	0.00	3.75	86.50	82.75	0.00	3.75	86.50
Comptroller Administration	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
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	10.00	---	0.63	10.63	10.00	---	0.63	10.63	10.00	---	0.63	10.63
Purchasing	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00
Comptroller TOTAL	32.00	0.00	0.42	32.42	31.00	0.00	0.63	31.63	31.00	0.00	0.63	31.63	31.00	0.00	0.63	31.63
County Attorney	11.75	---	0.63	12.38	11.75	---	0.63	12.38	11.75	---	0.63	12.38	11.75	---	0.63	12.38
County Attorney TOTAL	11.75	0.00	0.63	12.38	11.75	0.00	0.63	12.38	11.75	0.00	0.63	12.38	11.75	0.00	0.63	12.38
Economic Dev. Admin.	7.00	---	---	7.00	7.00	---	---	7.00	7.00	---	---	7.00	7.00	---	---	7.00
BERC	2.85	---	---	2.85	2.85	---	---	2.85	2.85	---	---	2.85	2.85	---	---	2.85
Tourism	1.00	---	1.80	2.80	1.00	---	1.80	2.80	1.00	---	1.80	2.80	1.00	---	1.80	2.80
Economic Dev. TOTAL	10.85	0.00	1.80	12.65	10.85	0.00	1.80	12.65	10.85	0.00	1.80	12.65	10.85	0.00	1.80	12.65

Authorized Position History

General Fund	FY 12 Adjusted FTE				FY 13 Budget FTE				FY 13 Adjusted FTE				FY 14 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Mgmt. & Budget Admin	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Budget	7.00	---	---	7.00	7.00	---	---	7.00	7.00	---	---	7.00	7.00	---	---	7.00
Grant Management	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Risk Management	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
Mgmt. & Budget TOTAL	15.00	0.00	0.00	15.00	15.00	0.00	0.00	15.00	15.00	0.00	0.00	15.00	15.00	0.00	0.00	15.00
Administration	11.00	---	0.40	11.40	14.00	---	0.40	14.40	14.00	---	0.40	14.40	14.00	---	0.40	14.40
Comprehensive Planning	8.00	---	0.40	8.00	5.00	---	---	5.00	5.00	---	0.38	5.38	5.00	---	0.38	5.38
Resource Management	17.00	---	---	17.00	17.00	---	---	17.00	18.00	---	---	18.00	19.00	---	---	19.00
Development Review	8.00	---	---	8.00	8.00	---	---	8.00	8.00	---	---	8.00	8.00	---	---	8.00
Zoning Administration	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
Land Use, Planning & Dev TOTAL	48.00	0.00	0.80	48.40	48.00	0.00	0.40	48.40	49.00	0.00	0.78	49.78	50.00	0.00	0.78	50.78
County Commissioners	10.00	---	1.75	11.75	10.00	---	1.75	11.75	11.00	---	3.25	14.25	11.00	---	3.25	14.25
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	12.00	0.00	1.75	13.75	12.00	0.00	1.75	13.75	13.00	0.00	3.25	16.25	13.00	0.00	3.25	16.25
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	796.35	2.86	49.65	848.46	808.29	2.86	49.57	860.72	809.99	2.86	51.47	864.32	817.99	2.86	51.97	872.82

Authorized Position History

Enterprise Funds	FY 12 Adjusted FTE				FY 13 Budget FTE				FY 13 Adjusted FTE				FY 14 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Solid Waste Management	2.35	---	---	2.35	2.38	---	---	2.38	2.38	---	---	2.38	2.38	---	---	2.38
County Waste Removal	2.00	---	---	2.00	2.00	---	---	2.00	0.00	---	---	0.00	0.00	---	---	0.00
Northern Landfill	10.00	---	---	10.00	10.00	---	---	10.00	12.00	---	---	12.00	12.00	---	---	12.00
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	21.10	0.00	0.00	21.10	21.13	0.00	0.00	21.13	21.13	0.00	0.00	21.13	21.13	0.00	0.00	21.13
BOU Accounting Admin.	6.85	---	---	6.85	6.68	---	---	6.68	7.68	---	---	7.68	7.68	---	---	7.68
Board of Education Facilities	1.59	---	---	1.59	1.59	---	---	1.59	1.59	---	---	1.59	1.59	---	---	1.59
Freedom Sewer	6.83	---	---	6.83	6.83	---	---	6.83	6.83	---	---	6.83	6.83	---	---	6.83
Freedom Water	13.84	---	---	13.84	13.84	---	---	13.84	13.84	---	---	13.84	13.84	---	---	13.84
Hampstead Sewer	4.83	---	---	4.83	4.83	---	---	4.83	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	34.68	0.00	0.00	34.68	35.68	0.00	0.00	35.68	35.68	0.00	0.00	35.68
Airport	1.00	---	1.50	2.50	1.30	---	1.50	2.80	1.30	---	1.20	2.50	1.30	---	1.20	2.50
Firearms Facility	---	---	3.13	3.13	---	---	3.13	3.13	---	---	3.50	3.50	---	---	3.50	3.50
Enterprise Funds SUBTOTAL	1.00	0.00	4.63	5.63	1.30	0.00	4.63	5.93	1.30	0.00	4.70	6.00	1.30	0.00	4.70	6.00
TOTAL Enterprise Funds	56.95	0.00	4.63	61.58	57.11	0.00	4.63	61.74	58.11	0.00	4.70	62.81	58.11	0.00	4.70	62.81

Grant Funds	FY 12 Adjusted FTE				FY 13 Budget FTE				FY 13 Adjusted FTE				FY 14 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Aging	13.00	---	2.31	15.31	13.50	---	3.10	16.60	14.25	---	3.10	17.35	14.25	---	3.10	17.35
BERC	6.90	---	0.00	6.90	6.90	---	0.00	6.90	6.90	---	0.00	6.90	6.90	---	0.00	6.90
Circuit Court	7.00	---	2.63	9.63	7.00	---	3.50	10.50	7.00	---	3.50	10.50	7.00	---	3.50	10.50
Citizen Services Transportation	---	---	0.75	0.75	---	---	0.75	0.75	1.00	---	---	1.00	1.00	---	0.00	1.00
Public Safety	3.00	---	0.00	3.00	3.00	---	0.00	3.00	3.00	---	0.00	3.00	3.00	---	0.00	3.00
Housing and Comm. Development	11.20	---	0.00	11.20	8.85	---	1.38	10.23	8.85	---	2.50	10.23	8.85	---	2.50	10.23
Local Management Board	4.00	---	0.00	4.00	2.40	---	---	2.40	2.40	---	---	2.40	2.40	---	---	2.40
Recreation	0.50	---	0.00	0.50	0.50	---	0.00	0.50	1.00	---	0.00	1.00	1.00	---	0.00	1.00
Sheriff Services	2.50	---	0.00	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	---	0.00	12.00	12.00	---	0.00	12.00	12.00	---	0.00	12.00	12.00	---	0.00	12.00
TOTAL Grant-Funded	60.10	0.00	5.69	65.79	56.65	0.00	8.73	65.38	58.90	0.00	9.10	66.88	58.90	0.00	9.10	66.88

TOTAL Government	FY 12 Adjusted FTE				FY 13 Budget FTE				FY 13 Adjusted FTE				FY 14 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
TOTAL General Fund	796.35	2.86	49.65	808.29	808.29	2.86	49.57	860.72	809.99	2.86	51.47	864.32	817.99	2.86	51.97	872.82
TOTAL Enterprise Funds	56.95	0.00	4.63	61.58	57.11	0.00	4.63	61.74	58.11	0.00	4.70	62.81	58.11	0.00	4.70	62.81
TOTAL Grant Funds	60.10	0.00	5.69	65.79	56.65	0.00	8.73	65.38	58.90	0.00	9.10	66.88	58.90	0.00	9.10	66.88
TOTAL FTE	913.40	2.86	59.97	935.66	922.05	2.86	62.93	987.84	927.00	2.86	65.27	994.01	935.00	2.86	65.77	1002.51

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, minus certain exemptions, by the State Department of Assessments and Taxation for the purposes of levying property taxes. The Board of County Commissioners determines the tax rate to be applied against the tax base to generate tax revenues to support the annual budget. Tax-exempt property is excluded from the assessable base.

ASSESSED VALUATION The valuation established for individual real estate or other property by the State for purposes of taxation.

AUTHORIZED POSITION An employee position, approved 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, that 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 Public Works and the Department of Management and Budget.

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 six 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, one for the Firearms Facility, and one for the Fiber Network.

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, 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 attempt 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.**

INDEPENDENT BOARDS/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.

INDEPENDENT BOARDS/STATE AGENCIES 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.

INVESTMENT Securities purchased and held for the production of income in the form of interest and dividends. An investment instrument is the specific type of security that a government purchases and holds.

LEACHATE A liquid produced when rain water and other moisture travels through 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.

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.

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. It also includes payroll taxes, pension, 401K, and Other Post Employment Benefits (OPEB).

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 OUTLAY 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 \$1.0128 per \$100 of assessed value. However, The Board of County Commissioners included a reduction to \$1.018 in the FY 13 Proposed budget.

RECORDATION A fee calculated on the value of recorded mortgages, deeds and other documents conveying title or creating liens on real and personal property.

RESERVE FOR CONTINGENCIES Funds budgeted to provide for unforeseen expenses or emergencies that arise during the fiscal year.

RESOLUTION Formal statement presented to Commissioners for decision.

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.

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
BRCPC	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
CCFN	Carroll County Fiber Network
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
CMARC	Central Maryland Area Radio Communications
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
LUPD	Land Use, Planning and Development
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