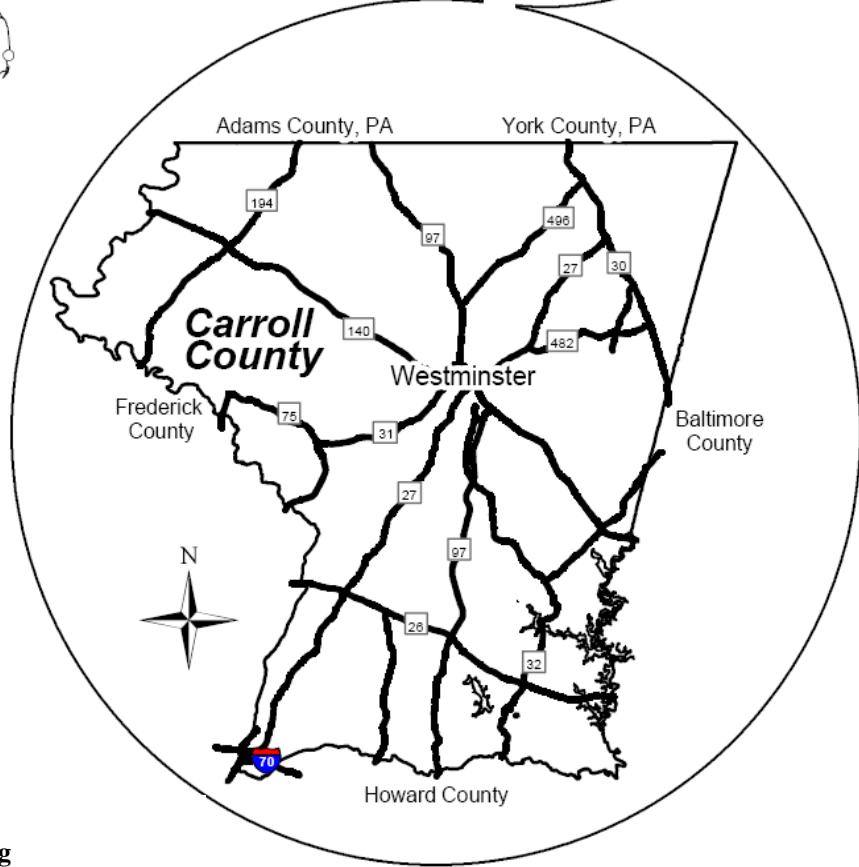
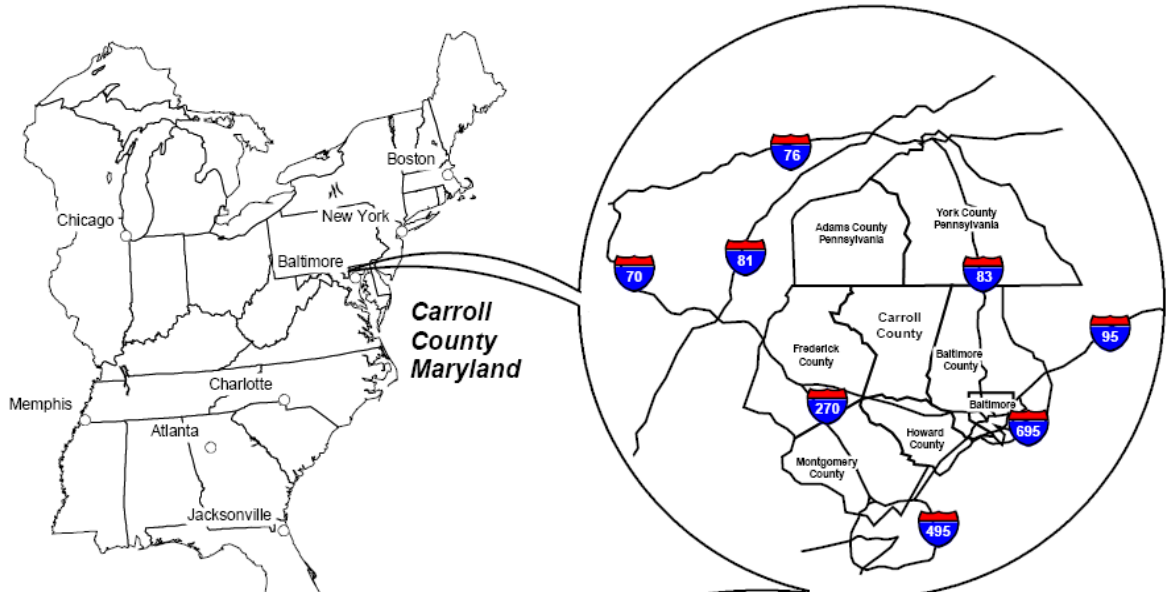


Geography/Demographics of Carroll County, Maryland



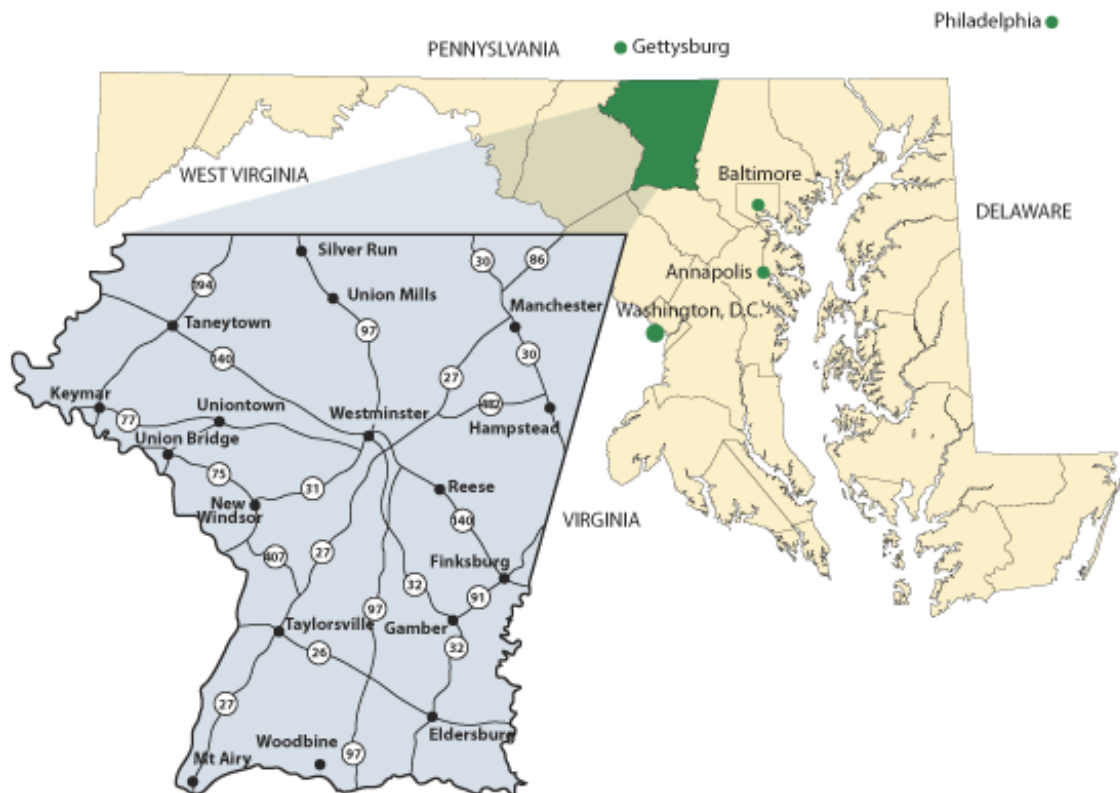
As of December 31, 2008

Population:	174,650
Households:	60,961
Square Miles:	452
Persons Per Sq. Mile	383

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

History

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



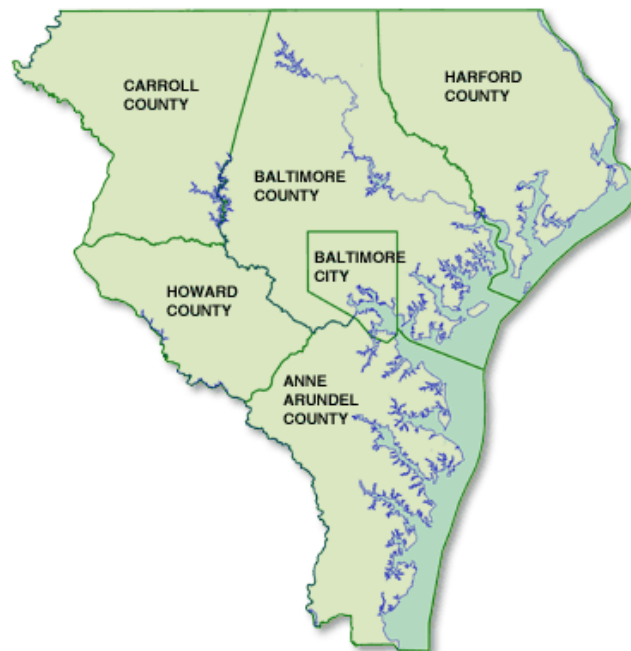
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Today

Carroll County is bordered on the north by the Mason-Dixon Line. The Patapsco River forms the southern border, and Liberty Reservoir forms part of the eastern border. Carroll County is bordered on the west by the Monocacy River and Sam's Creek. Carroll has 8 incorporated municipalities: Taneytown, Hampstead, Manchester, Mount Airy, New Windsor, Sykesville, Union Bridge, and Westminster, which is the County Seat.

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



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The Carroll County Seal

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



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Attractions

Carroll County Farm Museum

The Carroll County Farm Museum presents rural life as it was in the 19th Century. In addition to the main house, which was built in 1852, the 140-acre museum includes barns, a smokehouse, springhouse, blacksmith shop, craftsmen's workshops and exhibit areas



that contain an abundance of early farm memorabilia. Farm animals add to the authenticity of the setting. Recreational facilities include picnic tables, pavilions, and horseshoe pits. For more information on the Farm Museum, refer to: <http://ccgovernment.carr.org/ccg/farmmus/default.asp>.

Historical Society of Carroll County

The Historical Society of Carroll County was founded in 1939 and owns three historic properties on East Main Street in Westminster, MD. The 1807 Sherman-Fisher-Shellman house is furnished to interpret the lives of the first owner, Jacob Sherman, and his family who lived in the house from 1807-1842. The adjacent Kimmey House is home to the Shriver-Weybright Gallery where exhibitions



examine the history of Carroll County and its residents. Cockey's Tavern 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 about 1763. Nearby, he built the first log meeting house. Although without official sanction, American Methodists first received Baptism and Holy Communion by his hand. The Strawbridge House was designated a National Methodist Shrine by the General Conference of 1940, and was purchased by the Strawbridge Shrine Association in 1973.

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



Sykesville Colored Schoolhouse

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



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Sykesville Gate House Museum

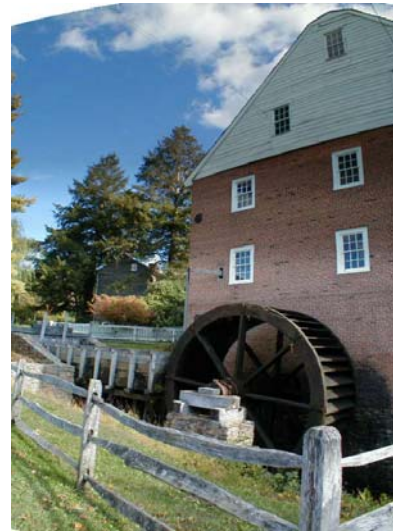
The Sykesville Gate House Museum strives to interpret the abundant history of the Town of Sykesville and its surrounding communities through its collections, exhibits and special events. Historic home and architectural enthusiasts may opt to take the guided tour of the building's other purpose - home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



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

Union Mills Homestead and Grist Mill

The Union Mills Homestead began in 1797 when David and Andrew Shriver purchased a large tract of land along the Big Pipe Creek. The site was perfect for the enterprises that the Shriver brothers hoped to start. The Big Pipe Creek provided an excellent source of water for a mill, the fertile valley was good farmland and the surrounding rolling hills contained heavy stands of black oak which could furnish tanbark for a tannery. Soon the brothers entered into a contract with Frederick County millwright, John Mong, to construct a set of mills, a grist mill and a saw mill. While the Grist Mill and Saw Mill were under construction, David and Andrew Shriver also started the main part of the house. To these early endeavors, the brothers added a tannery, cooper shop and a blacksmith's shop. Now David and Andrew truly had the beginning of an early industrial park. The growing enterprises soon took the name "Union Mills" because of the partnership of the two brothers and their various businesses. This is the same name that the small settlement that grew around the Homestead took. For more information on the Union Mills Homestead, refer to: www.unionmills.org.



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Carroll Arts Center

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

Piney Run Park

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



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

Hashawha Environmental Center

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



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

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How Carroll County Government Operates

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

The County Commissioners are elected for four-year terms (non-presidential election years). All are elected by the entire County voting population. All County Commissioners must live within Carroll County.

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

The Board of County Commissioners approves the County operating and capital budgets after each agency submits its requests and after a series of public hearings have been conducted. The budget ordinance must be adopted before June 1.

Federal and State funds contribute a percentage of the cost of education, social services, health-related activities, aging programs, emergency services, agricultural extension services and various other programs.

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

The Budget Process

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

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

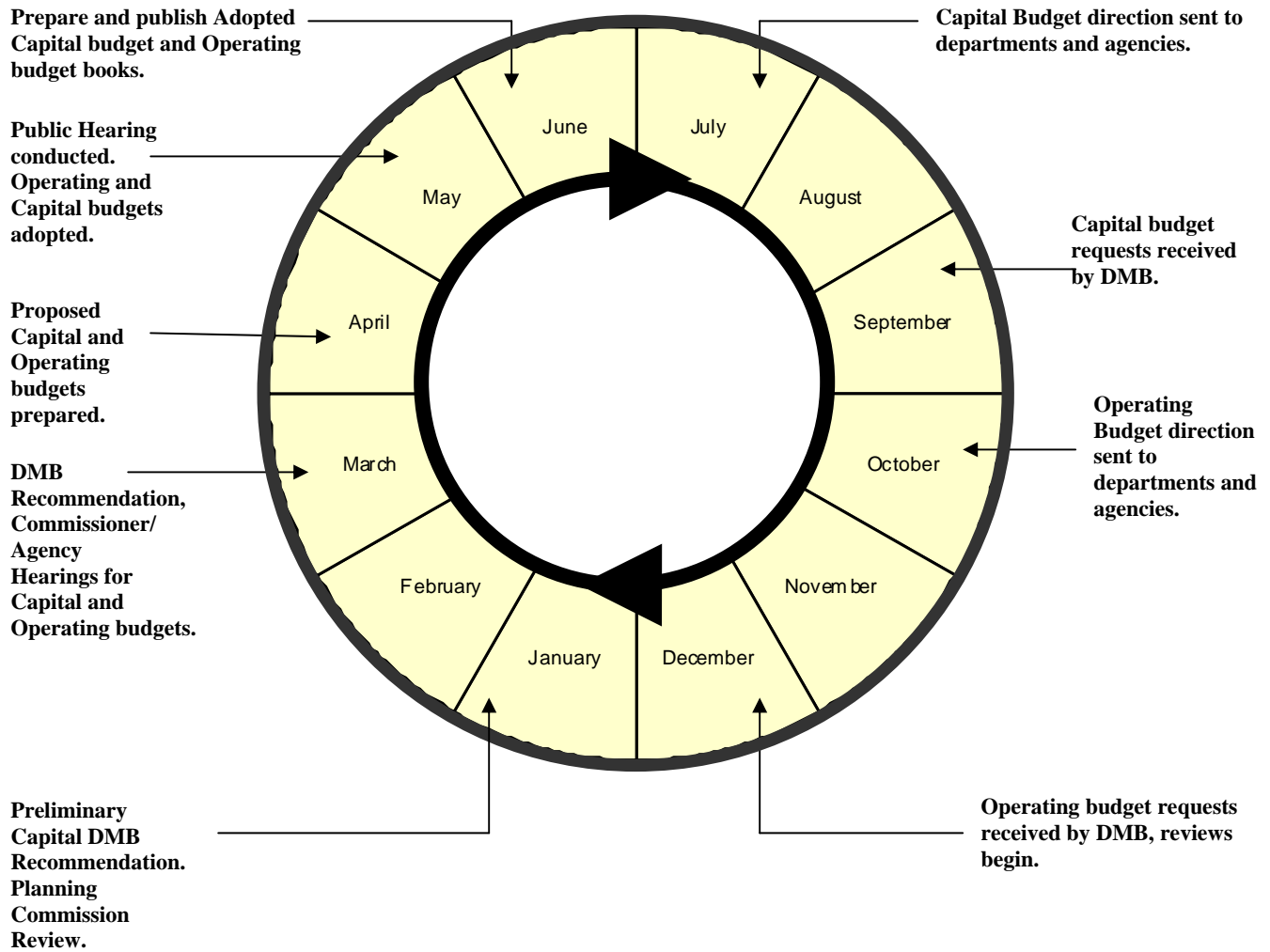
The budget development process begins with revenue projections for the County for the upcoming fiscal year and the following five years. These revenue estimates will determine how much money is available to provide government services, including education, public safety, public facilities, community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

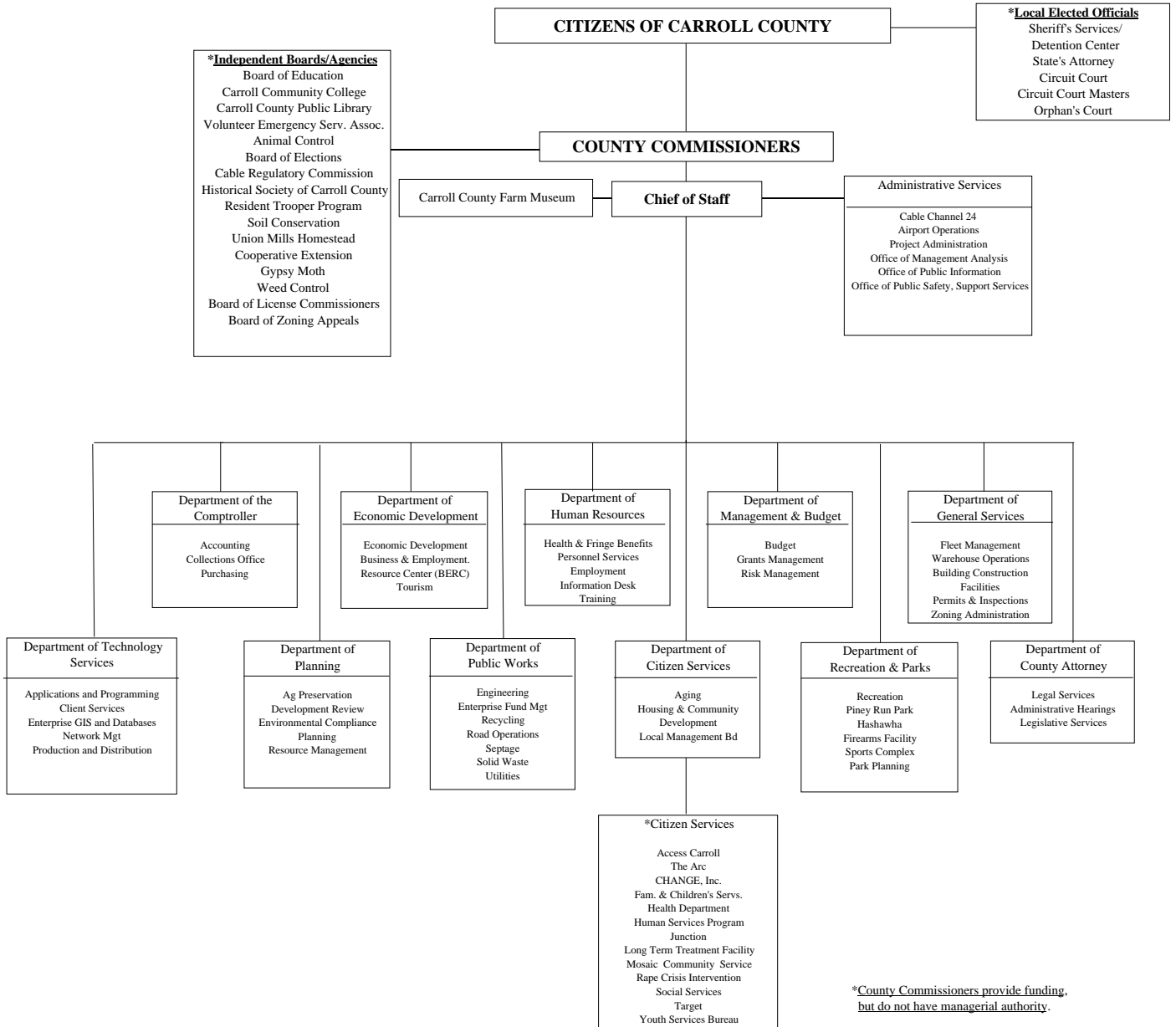
The Annual Budget and Appropriation Ordinance must be adopted on or before the first day of the last month of the fiscal year currently ending. After the budget is adopted, at least six copies of the detailed budget are reproduced to be kept available for public inspection. By the last day of June, each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

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



CARROLL COUNTY GOVERNMENT

Organizational Chart



Linking Overall County Goals to Departments

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

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

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 new twenty year master plan process began in 2005 and a draft was released May, 2009 for public review and comment. The intent of the plan is to focus county growth and development in designated areas and keep the County's rural areas rural. Areas of focus include protecting our water, our heritage, and our economy. Municipalities located within Carroll County also develop comprehensive plans. The mission of the comprehensive plan is to guide the achievement of the vision and smart growth principles by providing directions, broad concepts, and specific action items that will, if implemented, guide design, develop, revitalize, and build Carroll County with the intent of:

- Strengthening its unique sense of community and place;
- Preserving and enhancing valuable natural and cultural resources;
- Equitably distributing the costs and benefits of development;
- Expanding the range of transportation, employment and housing choices in a fiscally responsible manner;
- Valuing long-range, regional considerations of sustainability over short-term incremental geographically isolated actions; and
- Promoting public health and healthy communities

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.

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

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

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

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

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

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

Freedom Community Comprehensive Plan (2001)

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

Hampstead Community Comprehensive Plan (2004)

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

Manchester and Environs Comprehensive Plan (1998)

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

Mount Airy Environs Community Comprehensive Plan (2006)

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

New Windsor Community Comprehensive Plan (2007)

<http://ccgovernment.carr.org/ccg/compplan/nw2007/default.asp>

Westminster Environs Community Comprehensive Plan (2007)

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

Finksburg Community Plan

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

Taneytown and Environs Comprehensive Plan

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

Union Bridge Community Comprehensive Plan

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

2005 Land Preservation, Parks & Recreation Plan

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

Hazard Mitigation

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

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 coming year

Accounting

Description	Actual FY 08	Original Budget FY 09	Adjusted Budget FY 09	Recomm Budget FY 10	% Change From Orig. FY 09	% Change From Adj. FY 09
Personnel	\$593,188	\$626,050	\$624,350	\$624,350	-0.27%	0.00%
Operating	73,612	82,870	82,870	82,870	0.00%	0.00%
Capital Outlay	7,605	420	420	180	-57.14%	-57.14%
Total	\$674,406	\$709,340	\$707,640	\$707,400	-0.27%	-0.03%
Employees FTE	13.00	13.00	13.00	13.00	-----	-----

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

Contact
Doreen Hazelip, Bureau Chief (410) 386-2336
Gregory Keller, Budget Specialist (410) 386-2082

Mission
The mission of the Accounting Bureau is to ensure that the financial data maintained for the County is accurate in all material aspects and fairly represents the County's financial position and its operational results. The Bureau ensures taxpayers and citizens that their tax dollars are being managed in a prudent and appropriate manner, and in accordance with all applicable laws. Finally, the Accounting Bureau is responsible for maintaining an internal control structure designed to protect County assets from loss, theft or misuse and providing requested information for co-workers and citizens.

Goals include:

- Continue to achieve excellence in financial reporting
- Maintain and enhance the internal control structure that protects County assets
- Continually provide timely and accurate financial data as requested from other departments and citizens
- 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 the administration of all County funds, and its actions are monitored by the Comptroller. Some financial operations and functions include:

- Cash management and investment portfolios
- Payment of all County obligations
- Payment of all County employees on a bi-weekly basis
- Billing for water, sewer, septage, and solid waste services
- Maintaining separate records for the General Fund, Enterprise Funds, Special Revenue Funds, Fiduciary Funds, Grants, Capital, Internal Service and Debt Service.
- Working with external auditors during interim and annual audits
- Preparing the Comprehensive Annual Financial Report (CAFR) and numerous Federal and State reports, including the State Uniform Financial Report

Program Highlights
For FY 07, the Comprehensive Annual Financial Report (CAFR) received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). This marks twenty-three consecutive years the award has been received.

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

	FY 05	FY 06	FY 07	FY 08
Investments Made	207	167	172	188
Payroll Checks Issued	25,718	26,503	26,470	28,746
Accounts Payable Checks Issued	22,864	22,083	22,143	22,208
Voucher Payments Processed	29,707	28,030	27,515	26,906
	CY 05	CY 06	CY 07	CY 08
W-2 Forms Issued	1,161	1,208	1,226	1,250
1099 Forms Issued	838	809	921	930

Budget Changes
Generally, there were no salary increases and operating expenses were held near their FY 09 levels or reduced. Most budgets, including this one, experienced an overall decrease.

Positions

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

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

**An explanation of full-time equivalent positions can be found in the glossary.*