

Fiscal 2022 Adopted Operating and Capital Budgets



Jan H. Gardner, County Executive



“Rise, Recover & Renew”

Frederick County
Government
Maryland

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Frederick County Government

Frederick County, Maryland

Fiscal Year 2022 Adopted Budget

July 1, 2021 – June 30, 2022



Submitted By: Jan H. Gardner, County Executive

Approved By: County Council

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INTRODUCTION

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The Government Finance Officers Association is pleased to announce that **the County of Frederick, Maryland has received the GFOA's Distinguished Budget Presentation Award.**

The award represents a significant achievement by the entity. It reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting. In order to receive the budget award, the entity had to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well and entity's EXGJHVES as:

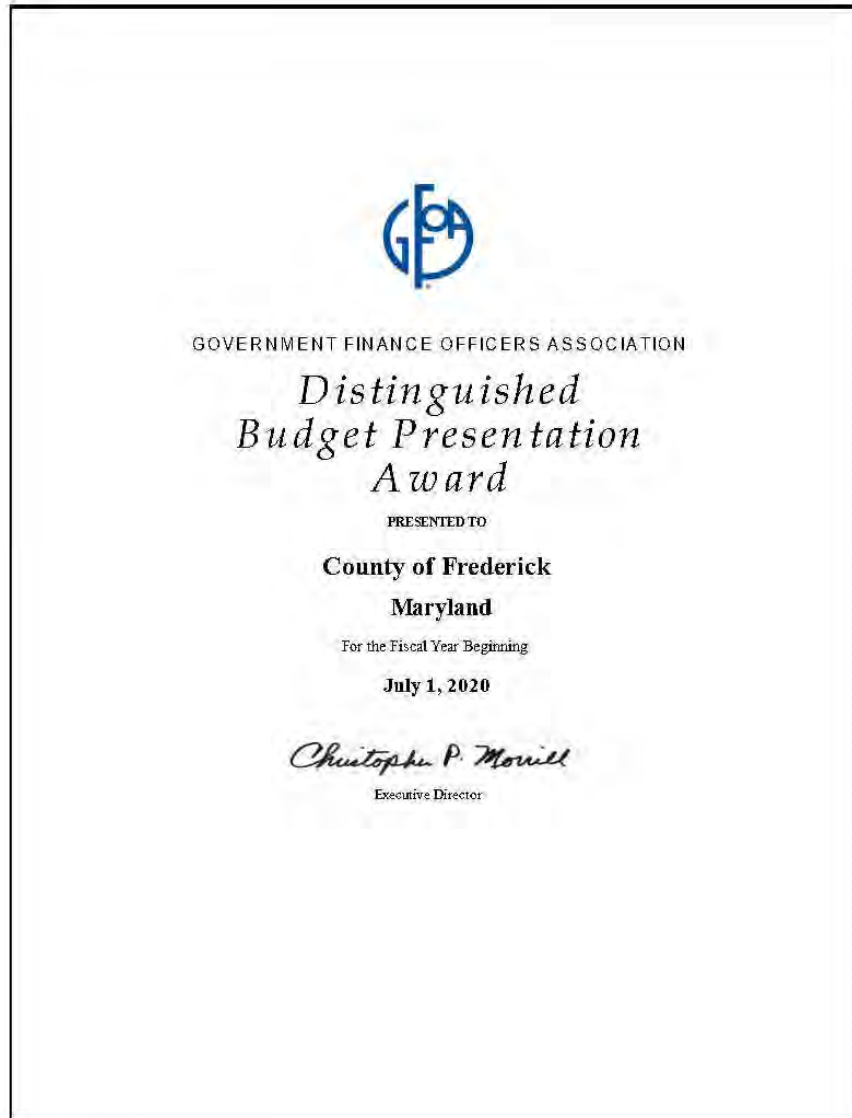
☒ a policy document

☒ a financial plan

☒ an operations guide

☒ a communications device

Budget documents must be rated proficient in all four categories, and in fourteen mandatory criteria within those categories, to receive the award.



Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to County of Frederick, Maryland, for its Annual Budget for the fiscal year beginning July 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an Operations guide, and as a communications device.

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

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**SUMMARY OF ELECTED
AND
APPOINTED OFFICIALS**

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Frederick County, Maryland Summary of Elected and Appointed Officials



County Executive
Jan H. Gardner



County Council

From left to right – Steve McKay (District 2), Kai Hagen (At Large), Jerry Donald (District 1), President M.C. Keegan-Ayer (District 3), Phil Dacey (At Large), Jessica Fitzwater (District 4), and Vice President Michael Blue (District 5)



Frederick County, Maryland Summary of Elected and Appointed Officials

ELECTED POSITIONS:

Sheriff

Charles A. "Chuck" Jenkins

State's Attorney

J. Charles Smith III, Esquire

Administrative Judge of the Circuit Court

Honorable Julie R. Stevenson Solt

Clerk of the Circuit Court

Sandra K. Dalton, Clerk

APPOINTED POSITIONS:

County Executive's Cabinet

Chief of Staff
Director, Communications
Education Liaison
Director, Governmental Affairs
Chief Equity and Inclusion Officer

Margaret Nusbaum
Vivian Laxton
Janice Spiegel
Joy Schaefer
Michael W. Hughes

Chief Administrative Officer
Deputy Chief Administrative Officer
Deputy Chief Administrative Officer - CFO
County Attorney
Director, Budget
Director, Environmental Sustainability
Division Director, Animal Control
Division Director, Citizens Services
Division Director, Economic & Workforce Development
Division Director, Emergency Preparedness & Management
Division Director, Finance
Division Director, Fire and Rescue Services/Fire Chief
Health Officer / (Division Director, Health Services)*
Division Director, Human Resources
Division Director, Interagency Information Technologies/CIO
Division Director, Internal Audit*
Division Director, Parks and Recreation
Division Director, Planning and Permitting
Division Director, Public Works
Division Director, Senior Services
Division Director, Solid Waste & Recycling
Division Director, Transit
Division Director, Utilities
Division Director, Fire and Rescue Volunteer Services

Richard Harcum
Monica Bearden
Lori Depies, CPA
Bryon Black, Esquire
Kelly Weaver, CPA
Shannon Moore
Linda Shea
Christine Cambareri Kay
Helen Prophetter
John Markey
Erin White, CPA
Thomas Coe
Barbara Brookmyer, MD, MPH
Wayne Howard
David Maginnis
Tricia Reaver, CPA
Jeremy Kortright
Steven Horn
Charles Nipe
Kathy Schey
Phil Harris
Roman Steichen
Mark Schweitzer
Michael S. Darwick (acting)

* Positions are appointed by other agencies



Frederick County, Maryland Summary of Elected and Appointed Officials

COMPONENT UNITS OF GOVERNMENT:

Board of Education

President	Jay Mason
Vice President	Karen Yoho
Member	Liz Barrett
Member	David Bass
Member	Jason Johnson
Member	Sue Johnson
Member	Brad Young
Student Member	Mia Martinez
Superintendent	Theresa Alban, Ph.D.

Frederick Community College Board of Trustees

Chairperson	Dr. John Molesworth
Vice Chairperson	Tom Lynch, Esquire
Trustee	Ellis Barber
Trustee	Nick Diaz
Trustee	Gary Fearnow
Trustee	Carolyn Kimberlin
Trustee	Dr. April Miller
President (until July 31)	Elizabeth Burmaster
Interim President (August 1 - June 30)	Dr. Thomas Powell

Frederick County Public Library Board

Chairperson	Mick O'Leary
Vice Chairperson	Candy Greenway
Secretary	Karyn Spertzel
Member	Jennifer D'Agostino
Member	Shemica Sheppard
Member	Cheryl Smith
Member	Suzette White
Public Libraries Director	James Kelly

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COUNTY PROFILE

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Frederick County, Maryland

Frederick County, approximately 45 miles from Baltimore Maryland and Washington, D.C. is Maryland's largest county in land area at 667 square miles.



Frederick County was created out of Prince George's County on June 10, 1748. It is believed the name of the County originated with Frederick, the sixth and final Baron of Baltimore. The County government was administrated by a Levy Court, appointed by an act of the Maryland State Legislature, until December 26, 1851, when the first elected Board of County Commissioners took office. On Tuesday, November 6, 2012, the Voters of Frederick County approved a new form of Government. Charter of Frederick County, Maryland went into effect December 1, 2014.

Frederick County was a center of conflict during the Civil War. Two major battles of the war were fought in Frederick County. The Battle of South Mountain was a prelude to the battle of Antietam.

In the Battle of Monocacy, Union forces delayed the advance of a Confederate army marching on Washington, DC until reinforcements could arrive, thereby saving the nation's capital. State and national parks preserve the sites of these battles.

Catoctin Mountain Park, part of the national park system, is the site of the Camp David presidential retreat.



Winchester Hall – 12 East Church Street Frederick Maryland
Main office of Frederick County Government



Frederick County is growing a widely diversified \$12 billion economy. The County hosts a high concentration of highly educated workers, a world-class bioscience and advanced technology sector, and a solid manufacturing and agriculture tradition that blends a rich heritage.

The County has one of the highest concentrations of life science employment in the state. It is home to the National Cancer Institute, Kite Pharma, Thermo Fisher Scientific, Leidos, Frederick National Laboratory for Cancer Research, and the U.S. Army Medical Research and Development Command at Fort Detrick.

The County has a diverse industry mix including agriculture and technology, and is a leader in craft beverage sector growth.

Significant recent projects include: the locations of Ellume, The Kroger Co., Modavar Pharmaceuticals, StageBio, Urban Air Adventure Park, Warehouse Cinemas, Envistacom and SignaGen Laboratories; and expansions of Thermo Fisher Scientific, Costco Wholesale, Frederick Health, Goodwill & Veteran's Service Project, Rainforest Distribution, Carter Controls, Common Market, YMCA, Accuflow, and Attaboy Brewery.

With a strategic location, highly educated workforce, lower cost of business relative to other locations in the region and a comprehensive transportation network, Frederick County is a prime location for businesses. County features include attractive housing options, a high-performing public school system and a low crime rate with state-of-the-art healthcare opportunities making this one of the best places to live in America.

Recent County Achievements:

- **2021 Top 10 Remote-Ready Cities in the US (Frederick #6)**
Livability
- **2021 The 25 Coolest Towns in America to Visit in 2021 (Frederick #8)**
Matador Network
- **2020 Top 100 Best Places to Live (Frederick #47)**
Livability
- **2020 Most Arts-Vibrant Large Community (Frederick/Gaithersburg/Rockville #9)**
SMU/Data Arts
- **2020 Vegan-Friendly Towns and Small Cities (Frederick #3)**
PETA
- **2020 Best Business Climate (Frederick #4)**
Metro and Global Rankings Report
- **2020 Best Places to Live (Frederick #47)**
Livability
- **2019 Biotechnology Strength (Maryland #4)**
Business Facilities

Form of Government (elected)	Charter	
Total Area (square miles)	667	
County Road Mileage (centerline miles)	1,290	
Real Property Assessed Value (Budget)	\$34.9 Billion	
County Government Workforce (Budgeted full time equivalent).....	2,516	
Incorporated Municipalities	12	
Brunswick	Middletown	Rosemont
Burkittsville	Mount Airy	Thurmont
Emmitsburg	Myersville	Walkersville
Frederick City	New Market	Woodsboro
Population	265,161	
Racial/Ethnic Mix (v2019 Population Estimates U.S. Census)		
Percentage Black.....	10.7%	
Percentage White.....	80.7%	
Percentage Hispanic/Latino.....	10.5%	
Percentage Asian.....	5.0%	
County Income Census (in 2019 dollars) 2015-2019		
Per Capita Income.....	\$43,582	
Median Household Income.....	\$97,730	
County Employment (April 2021)		
Labor Force.....	129,396	
Employed.....	123,338	
Unemployed.....	6,058	
Unemployment Rate.....	4.7%	
State Unemployment Rate.....	5.8%	
Public School Enrollment (Total)	43,288 (Sept 2020)	
Public School Enrollment (Equated)	42,886 (Sept 2020)	
Number of Public Schools		
Elementary Schools.....	39	
Middle Schools.....	13	
High Schools.....	10	
Special Schools.....	4	
Public Charter (K thru 8).....	3	
Public Park Land Acreage		
County (not including school properties).....	2,438	
State.....	12,913	
Federal.....	8,642	
Municipal (including watersheds).....	10,870	

Major Industries

<u>Industry</u>	<u>Total Establishments</u>
Local Government	89
Federal Government	58
State Government	13
Private Sector:	
Professional and business services	1,463
Trade, transportation and utilities	1,125
Construction	921
Education and health services	794
Financial activities	618
Leisure and hospitality	605
Other Services	565
Manufacturing	185
Information	70
Natural Resources and mining	56
Total	6,561

Major Employers (Employees of 500 or more)

<u>Employer</u>	<u>Employment</u>
Fort Detrick	10,200
Frederick County Public Schools	6,800
Frederick Health	3,300
Frederick County Government	2,516
Leidos Biomed/Frederick National Lab	2,334
Frederick Community College	1,286
Wells Fargo Home Mortgage	1,175
City of Frederick	880
Thermo Fisher Scientific	853
AstraZeneca	700
Mount St. Mary's University	684
Costco Wholesale	639
NVR, Inc.	630
United Health Care	613
Legal & General America	586
STULZ Air Technology Systems, Inc.	520

Water & Sewer

Frederick County Operated (sewer plants/collection systems)	12
Number of Residents served (sewer)	93,200
Miles of Sewer Mains	432
Daily Plant Capacity	16,043,000
Water Systems (water plants/distribution systems)	12
Number of Accounts (water)	26,690
Miles of Water Mains	367
Daily Systems Capacity (gallons)	17,005,400

Agriculture

Number of Farms.....	1,373
Acreage.....	188,576
Preserved farmland with easements (acres).....	65,754 (June 2021)

Land Use

Agriculture.....	56%
Commercial/Industrial.....	3%
Residential.....	9%
Municipal.....	4%
Conservation/Water/Parks.....	24%
Right-of-Way.....	4%

Statistics provided by County Planning & Permitting Division, County Geographical Information Systems, Frederick County Public Works, Frederick County Public Schools, and State Department of Assessments & Taxation staff.

Population data is as of 7/1/20 (latest data) and was obtained from Census co-est2020-alldata

Agriculture information is provided by the US Census of Agriculture. Income statistics, industry information provided by U.S. Census.gov. Employment data provided by MD Department of Labor and by the Office of Economic Development.

Water & Sewer data is as of June 2021 and was provided by the Division of Water and Sewer Utilities.



History



The original Frederick County, Maryland, seal, dating back to the mid-to-late 1800's, depicted an unclothed farmer holding a spike-toothed harrow and a single-shovel plow.

In 1957 a former Roads Board engineer was asked to create a new decal for vehicles and office doors. He used a worn out stamp of the original seal that was found in the old County Courthouse and worked with the National Decalcomanna Corporation in Philadelphia, Pennsylvania, to design a modernized version to emphasize agriculture and agribusiness, industrial development, and the historical character of Frederick County. This design was approved on May 15, 1957.





In 1986 the Board of County Commissioners directed the Planning Department to revise the seal and make it more environmentally friendly by removing smoke from the smoke stacks.

The Board adopted a revised version of the seal in late 1986 showing the County's founding date of 1748, stars representing the original 13 colonies, the scenic Catoctin Mountains, the jug from the original Jug Bridge at the Monocacy River, an industrial building in the distance to show support of economic development, and in the forefront, a farmer sitting on sacks of agricultural products representing the County's dedication to the farming community.

County seal 1986 – July 1, 2014	County seal 1986 – July 1, 2014
	

In March 2014 the Office of the County Manager contacted Jean Peterson Design to add more detail to the current seal and create a color version. On July 1, 2014, the updated color version of the Frederick County seal was implemented.

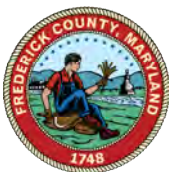
Black and white seal	Color seal
	

For information on the history of the County seal, visit www.FrederickCountyMD.gov/countyseal.

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**COUNTY EXECUTIVE
BUDGET MESSAGE**

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FREDERICK COUNTY GOVERNMENT
OFFICE OF THE COUNTY EXECUTIVE

Jan H. Gardner
County Executive

April 15, 2021

Dear Frederick County Citizens:

I am pleased to present the Fiscal Year 2022 operating and capital budgets for Frederick County.

It is important to consider the proposed budget within the context of the past year. Last year, as we began our journey through the unknowns of a new health pandemic, I presented an “essential” budget which maintained core services that people rely upon, but added no new positions, program expansions, or initiatives. Because the long-term economic and health impacts from the pandemic were uncertain, the “essential” budget was based on lower revenue projections, going back two years to FY19 actuals.

Today, we know more about the impacts to our economy and our budget from the pandemic. While some industries like tourism, hospitality, entertainment and restaurants were hard hit, other sectors of our economy actually thrived, including the life sciences, bio-tech, IT, and technology. Construction and manufacturing continued without pause. And, low interest rates have created a housing construction boom in Frederick County and across the nation.

The County also had the benefit of \$45 million of federal CARES funding to support our public health response, to provide multiple rounds of business grants, and to support and help people who may have lost a job or experienced reduced hours with rental and utility assistance, food, and more.

We now look forward with hope and optimism to rise, recover and renew. My proposed FY22 budget takes action to ensure a healthier, stronger, and even better Frederick County.

Financial Highlights

Prior to the pandemic, our economy was thriving. The fundamentals of that strong, diverse economy continue to be apparent, with revenues growing even during the pandemic, far exceeding the anticipated revenue decline.

As we make smart investments to rise, renew, and recover to secure a bright and thriving future for Frederick County, we continue our long history of fiscal responsibility with the goal to protect county taxpayers.

Protecting taxpayers means:

- No tax increases. For the 7th year in a row, the entirety of my administration, the budget is built on existing property tax and income tax rates.

- Fully funding our long-term obligations. Our pension plans are fully funded. OPEB (other post-employment benefits or retiree health benefits) is 88% funded.
- Protecting our AAA bond rating. Reserve funds remain strong and debt affordability policies continue.

The budget serves as a two-year “catch up” from the impact of the pandemic, reflecting a three-year true-up to actual income tax revenues and accumulated fund balance. The proposed budget also considers appeals and budget needs over a two-year period.

The FY22 budget will support recovery so we can flourish and be healthier, stronger, and better together. The budget invests in what matters most – education, economic prosperity, good health, and equity.

Budget Headlines

Making a Record Investment in Education

The proposed FY22 budget makes the largest single year investment in public education. The budget provides \$20 million dollars in new funding for our K-12 public schools, which is \$21.5 million above maintenance of effort, the minimum funding level required by state law. This investment will ensure student success and support our educators in their efforts to address the educational challenges of the pandemic. We know that education lifts our students and their families, and ensures our long-term economic prosperity. This is the single most important investment to ensure our community’s recovery.



The capital budget provides over \$50 million for school construction and renovation. School construction is the single most significant portion of our capital budget and capital improvement program, accounting for about 40% of the increase in debt service (\$2.2 million) and the infusion of cash to the capital budget (\$1.8 million). Three schools are currently under construction and scheduled to open to students this fall - Rock Creek, Blue Heron Elementary and the Oakdale Middle School addition. Two new replacement schools are about to begin construction - Waverley Elementary School and Brunswick Elementary School. The capital budget also provides for a limited renovation of Thurmont Elementary. Limited renovation projects will bring five or more building systems up to today’s educational standards and provide a better educational environment for staff and students.

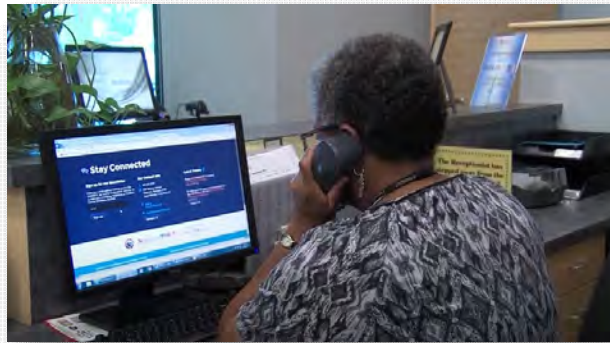
Frederick Community College serves as an economic engine. The college will play a key role in our economic recovery. Many young adults and people of all ages will need to re-tool their skills

and advance their education for new job opportunities in a post-pandemic world. The budget provides \$1.5 million for Frederick Community College, to keep tuition low and college education accessible.

The budget provides \$475,000 for Frederick County Public Libraries to support the purchase of new materials, provide staffing for our popular Bookmobiles, and allow the Brunswick and Walkersville branches to open on Sunday. Our libraries are incredibly popular, and we want to continue the digital services added during the pandemic and support the lifelong learning of our residents.

Jump Starting Our Economy

Frederick County's Office of Economic Development has provided, and will continue to provide, grants to support our small businesses and our economic recovery. Grants have been awarded to main street businesses, restaurants, childcare providers, micro-businesses, hospitality/event venues, and agriculture operations. And, more grants are on their way.



While unemployment rates have fallen to 5.2% in Frederick County, helping people find jobs and re-train for new jobs is essential to help our economy rise, recover, and renew. The initiatives included in the budget will help jump-start our economy.

For the first time, the county budget invests \$1 million to advance solutions for Rural Broadband, based on a countywide study completed in 2020. We know bringing connectivity and broadband service to underserved areas of the county supports our economic recovery and allows work and education to happen anywhere, anytime. This investment will be used to match state and federal grant dollars to complete \$20.5 million in needed projects to expand broadband to the unserved rural crescent of Frederick County.

Agriculture remains an important and valued industry in Frederick County. The capital budget includes funding for a feasibility study to develop an agriculture innovation center where farmers can process value added products, take advantage of cold storage, process meats, and more. The budget also continues agriculture innovation grants to support the diversification of agriculture operations.

The budget adds two staff to workforce services to help people find jobs and support business growth, as well as support our youth programs to provide career pathways and employment counseling. We recently applied for a grant for a Mobile Workforce Vehicle to bring computers and internet service, as well as professional staff advice and support, to rural and vulnerable communities bringing needed services to people where they are located.



Restoring Health

We know that good health is essential for a high quality of life. In Frederick County, the Health Department has noted disparities in every health metric that is tracked. We have witnessed a disproportionate number of Black Marylanders die from COVID-19 in the past year, and in Frederick County, we have seen a higher percent of COVID-19 cases among our Hispanic population. During the pandemic, the Health Department opened a temporary location on the Golden Mile to provide access to COVID-19 testing, as well as outreach and education/information to vulnerable and hard-to-reach communities.

The proposed budget supports a permanent satellite Health Department location on the Golden Mile to provide access to existing services, including Medicaid enrollment, Women Infants and Children (WIC), Infants and Toddlers,

and information sessions and outreach on Maternal Health and Wellness and Adult Chronic Disease Prevention. This location will be staffed by an Equity Officer and two community health outreach workers, who will continue the effort to strategically address health disparities and do so through community empowerment.

The budget also supports the continuation of mobile crisis services and the expansion of those services to 24/7. By bringing the right services to a crisis, we deliver the best outcomes for people. In the first week alone, the mobile crisis unit responded with law enforcement to at least three calls, making a difference to the outcomes.

Advancing Equity

In the past year, we have shined a light on equity and the need for fairness and inclusion both within county government and in our community. With the support of the County Council, we have welcomed our first Chief Equity and Inclusion Officer, who has been hard at work with a community and stakeholder-based Equity and Inclusion Leadership Team to recommend next steps and action items.

Our Human Resources team is focused on community outreach and efforts to improve our hiring so our county workforce looks more like our community. The budget includes funding for



a study to review our hiring practices and our workplace culture, as well as funding for training elected officials and our management team on implicit bias.

The proposed budget provides \$83,000 for AARCH, the African American Resources Cultural and Heritage Society, to support the operation of their new Heritage Center, which will house exhibits and artifacts to tell the story of life for African Americans in Frederick County over the course of history. It is fundamentally important that we understand our history and how we got to where we are today, to inform our actions and make progress to ensure equity and fairness for all.

The budget adds an economic development specialist to focus on the Empower Program and Minority Business Leadership Development. This focus will encourage economic empowerment and access to business and leadership development, procurement opportunities, and capital to start a business. The county will invest in a Disparity Study to make sure procurement opportunities are available to our minority and local businesses, and to create a Minority Business Capital Grant Fund from the \$50 million federal Relief Act funds.

Taking Care of People

Frederick County government ensures a high quality of life for our residents each and every day through effective and efficient services. The budget helps deliver the great sense of place and belonging that our residents cherish about Frederick County.



Public Safety

Public safety is the second largest component of the budget and, when combined with education, makes up about 75% of our total budgeted expenditures. The budget reflects our community's value for a safe community and our collective support for the men and women who keep us safe by fully funding the second year of contracts for law enforcement (Sheriff's deputies), corrections, and fire and rescue.

The Department of Fire and Rescue Services budget focuses on stabilizing the budget for the long-term by creating significant ongoing budget line items for PPE, overtime, recruit class training, vehicle maintenance and more. The capital budget includes the opening of the new Northgate Fire Station, followed by the construction of the Green Valley Fire Station, and then a new replacement Carroll Manor Fire Station. The budget also includes funding for Volunteer Fire and Rescue, including the two top priorities, a PPE voucher program and a cadet training program.

Funding for the Sheriff's Office includes a significant capital investment for a new and expanded medical unit at the Adult Detention Center and funding to cover part-time corrections officers to better manage overtime.

The Emergency Management and 9-1-1 Communications funding includes three Emergency Communications Managers, contracted services for the Safe Frederick Strategic Plan and Hazardous Mitigation Plan, and significant capital investments in radios and the transition to Next Generation 9-1-1.

Community Partnership Grants

Frederick County is a caring community. During the pandemic, our non-profit human service partners have played a key role in our mission to take care of people, with the Religious Coalition managing rental and utility assistance, multiple agencies partnering to provide food, and the Mental Health Association stepping up to expand its services to meet community need. The proposed budget includes a small investment to bring the Community Partnership Grant Program to a total of \$1 million. Community Partnership Grants will be announced separately on April 27th. Together, with our human service non-profits, we leverage our resources to do more to help people, so everyone can rise, recover, and renew.

Valuing Our Workers

Delivering effective and efficient services, county workers are the face of county government. During the pandemic, county employees have stepped up to ensure the continuity of essential services, innovate new and creative ways to provide services, and put new meaning into the words “other duties as assigned.” Employees moved into many new and unexpected roles, including supporting the vaccination effort, staffing the call center, delivering groceries to seniors, and providing curbside library pickup, to name a few. As County Executive, I have always valued our employees and am grateful for the willingness of many county workers to take on added work and new responsibilities during the pandemic.



Since I have been County Executive, the county budget funded new and improved pay scales for our teachers and school employees, and then for our public safety employees. This year, the budget includes the first-year implementation of a new pay scale for our county workers. The County completed a comprehensive study of all our positions and pay scales to make sure we are competitive and close to market, so the County can continue to hire and retain a well-qualified workforce into the future.

We have known for some time that the County has not been competitive in several job families, including IT and technology, engineering positions, and jobs that require a Commercial Driver's License (CDL), to name a few. Jobs that require a CDL cross several divisions and include transit drivers, highway crews in the Division of Public Works, and staff in water and sewer. Unfortunately, we have seen some people leave for higher pay and have experienced challenges

in hiring new employees. The last time a comprehensive pay and benefit study was completed was almost 20 years ago. Similar to other employee groups, the implementation of new pay scales will be a multi-year effort.

A big news headline is that all full-time positions in Frederick County Government will start at \$15.00 per hour or more, based on the proposed budget.

Building a Better Future

The capital budget and capital improvement program invest to build a better future through the construction and renovation of new schools, libraries, fire stations, parks and roads and bridges.

These investments not only meet the needs of a growing community but provide jobs, support our economic recovery, and have a long-term impact on our quality of life and on community pride. People feel a sense of belonging with their community schools, are proud of their libraries, and enjoy nature, sports, and family and community gatherings in our parks.

A list of all the capital projects can be found at www.frederickcountymd.gov/budget.

Rise, Recover and Renew

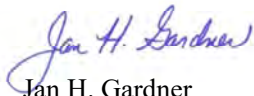
In summary, the budget invests in the things that matter most, while seizing our opportunities to innovate, advance new ideas, grow stronger and, do so with a focus on fairness and equity. The budget lifts everyone, because we know we are better when we all **rise** together.

The budget invests in people, particularly those who faced the toughest challenges during the dark days of the pandemic and will keep our community safe, healthy and strong as we **recover**.

And, the budget invests for the future in schools, roads, libraries, parks, and public safety to build a stronger, thriving community and provide opportunities to **renew**.

Working together, county government provides effective and efficient services and ensures Frederick County remains a great place to live, work, raise a family, and retire.

Sincerely,



Jan H. Gardner
County Executive



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STRATEGIC FRAMEWORK

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Poised for the Future

Strategic Plan

Frederick County, Maryland

✓ Livable Frederick

Vision

20 Years Forward



✓ Priorities

**Near-Term Plan
Strategy**

PRINCIPLES:
Best Place to Live
High Quality of Life
Prosper & Preserve

PRIORITIES:
1. Education
2. Jobs
3. Seniors
4. Community Needs
5. Growth

✓ Moving Forward

Implementation – Livable Frederick

**Division Level Strategic Goals, Actions, Results
Capital Investments and Operating Budgets**

FOUNDATION of GOOD GOVERNMENT

Shared Values & Beliefs

*Honesty Open & Transparent Innovative
Participatory Collaborative*

FY2022 Adopted Budget Strategic Framework

Executive Summary

County Executive Jan Gardner is the first County Executive under the new Charter form of government adopted by voters in November 2012. County Executive Gardner immediately took action to stand up effective and efficient government under the new charter by appointing a **TRANSITION TEAM** to identify opportunities, challenges, and actions to ensure a smooth transition to optimal government operations and the delivery of services to citizens.

To develop countywide priorities and an action plan for the first term, Executive Gardner established four **LEADERSHIP TEAMS** in key priority areas – EDUCATION, JOBS, SENIORS, and COMMUNITY NEEDS. The Leadership Teams brought a diversity of experts, stakeholders, and big thinkers to the table to brainstorm ideas and energize the public. Leadership teams embraced community enthusiasm recognizing that the best ideas come from the people.

To align county divisions and staff with these priorities, County Executive Gardner held facilitated **STRATEGIC PLANNING SESSIONS** to gather input and ideas from County Directors about what they could do to move these shared priorities forward from big ideas to reality.

The outcome of all these efforts is a **STRATEGIC FRAMEWORK** that describes our shared **VISION** for the future of Frederick County and sets out the County Executive's **STRATEGIC PRIORITIES** to ensure a bright future. Every county division worked within this framework to further establish **GOALS**, allocate **RESOURCES** and measure **RESULTS**.



To refresh and re-energize strategic priorities for a second term, County Executive Gardner convened a leadership conference in February 2019 to engage thought-leaders and the public to build on accomplishments and brainstorm new ideas. Business and industry executives collaborated with government officials along with leaders from human service non-profits, education, technology and faith-based organizations. The goal was to review what had been accomplished, what remained a work-in-progress, and identify issues, ideas, priorities and goals for the next four years to ensure Frederick County remains the best place to live, work, and raise a family.

Education, Jobs, Seniors, and Community Needs continue as key priorities with a new priority focused on **Growth**. Population growth and economic development demand services while evolving expectations and demographics require some new approaches. Infrastructure needs such as schools, roads, parks, libraries, and broadband are fundamental components of planning for growth. Livable Frederick is the path forward.

All Strategic Priorities rest on the foundation of **Good Government** – honesty, transparency, and public participation.

FY2022 Adopted Budget Strategic Framework

Planning Horizons

- ✓ **LIVABLE FREDERICK:** Vision, 20 years and beyond

Livable Frederick is a new innovative approach to plan our community's future. The plan ensures that Frederick County grows well, preserving our rich history and cultural amenities, while delivering a vibrant economy and a high quality of life. Livable Frederick starts with a shared community vision and considers the outcome of our choices on how we live, work and play. For the first time, the plan fully evaluates our land use choices and their impacts on transportation, incorporates health, a growing senior population, and attracting and retaining a well-educated, creative, and engaged workforce. The shared vision is vividly described....

“Frederick County is a vibrant and unique community where people live, work, and thrive while enjoying a strong sense of place and belonging.”

- ✓ **PRIORITIES:** Strategic Plan, now through 2023

The *Strategic Framework* provides direction for County operations and decision making through 2023. Livable Frederick will shift from plan development to implementation. By 2023, County Executive Gardner will leave a legacy of a new charter government, outstanding schools, safe communities, a vibrant economy, and a high quality of life; built on a strong foundation of honest, transparent and engaging government. The County Government will be sustainable and continuity of operations will ensure a smooth transition for the next executive and decades of future success.



This *Strategic Framework* describes our shared *VISION* and sets out *LEADERSHIP PRIORITIES* that will guide us to a bright and prosperous future for Frederick County. These priorities cascade down through each division of County Government fostering organizational alignment for success.

Divisions develop *STRATEGIC PLANS AND GOALS* that guide decision-making and align resources through the budget. Each of the division level goals have multiple *ACTIONS* that when implemented achieve measurable success and produce desired outcomes. *PERFORMANCE MEASURES* track progress toward achieving those desired outcomes. *TARGETS* established for each Performance Measure provide the definition of success and support an evidence based management process.

County Executive Guiding Principles:

BEST PLACE

Frederick County is one of the best places to live, work and raise a family in the United States as a result of exceptional schools, safe communities, a vibrant economy, and a high quality of life.

HIGH QUALITY OF LIFE

Frederick County government ensures a high quality of life to our residents through our parks, libraries, senior centers, transit, and community services.

PROSPER & PRESERVE

Frederick County can grow while preserving our historic and agricultural heritage, our cultural amenities, and our strong sense of belonging and community.

FY2022 Adopted Budget Strategic Framework

FOUNDATION OF GOOD GOVERNMENT:

Frederick County provides open, transparent government where people can participate and make a difference. Residents are energized to shape the future of the county.

Initiatives:

- Increase citizen interaction with County Government through modernized technology
- Engage citizens in the budget process with clear information and new online budget tools
- Develop government leadership through Leadership Frederick County Government
- Make data driven decisions using evidence-based programs that are outcome oriented
- Protect the workforce's culture of professionalism and high level of customer service

PRIORITIES PROVIDE:

1. EDUCATION

Frederick County offers excellence in public education and lifelong learning opportunities ensuring a well-educated and trained workforce supporting long-term prosperity.

Initiatives:

- 1.1 Ensure the best teachers are in classrooms to deliver desired educational outcomes
- 1.2 Identify adequate, sustainable funding for public education operating and capital budgets
- 1.3 Accelerate schools construction to ensure adequate school facilities
- 1.4 Support life-long learning through public libraries
- 1.5 Maintain "community schools" to support community needs – recreation, education, social
- 1.6 Support innovation in public education – LYNX, Dual Enrollment

2. JOBS

Frederick County provides interesting and fulfilling jobs to ensure residents have the opportunity to work where they live.

Initiatives:

- 2.1 Implement the Growth Opportunity Strategy
- 2.2 Develop Frederick's competitive advantage through a differentiating brand
- 2.3 Utilize a marketing plan to promote Frederick
- 2.4 Attract and support targeted new businesses and jobs. Seize our opportunities
- 2.5 Retain and grow existing and traditional businesses
- 2.6 Encourage agriculture's economic viability

3. SENIORS

Frederick County engages, empowers and equips our seniors to live their best life through Seniors First.

Initiatives:

- 3.1 Improve access to health care
- 3.2 Support aging in place
- 3.3 Increase awareness of job and volunteer opportunities, engage active seniors
- 3.4 Modernize and expand space available for senior activities

FY2022 Adopted Budget Strategic Framework

4. COMMUNITY NEEDS

Frederick County offers a high quality of life, safety and well-being for all citizens.

Initiatives:

- 4.1 Sustain safe communities
- 4.2 Improve mobility including rural transportation and multi-modal systems
- 4.3 Provide housing options and leverage resources for workforce housing
- 4.4 Invest in healthy living opportunities, renewable energy, climate change mitigation
- 4.5 Aggressively address opioid and substance misuse
- 4.6 Expand Parks & Recreation facilities and programs to all areas of the county
- 4.7 Link people to existing programs and services

5. GROWTH

Frederick County preserves our rich history and valuable resources while investing in communities and infrastructure as part of a plan for future prosperity.

Initiatives:

- 5.1 Preserve cultural amenities and historic features
- 5.2 Maintain physical infrastructure with economically efficient investments
- 5.3 Align County services to support a growing population
- 5.4 Modify development policies, regulations and laws to grow wisely
- 5.5 Increase opportunities to benefit from renewable energy
- 5.6 Expand broadband access to prepare for the future

Priorities:

The County Executive relied on extensive public outreach, which in turn, established strategic priorities early on in this administration. Throughout this years' budget development process, the public was engaged and continuously encouraged to offer input and guidance to the County Executive. Although the pandemic still prohibited in-person meetings, several virtual public hearings and surveys were held. Live broadcast of budget meetings, workshops, and presentations created transparency and built public trust in the budget process. Through this, a budget that allows the County to Rise, Recover, and Renew was adopted and helped fund initiatives that supported the overall strategic priorities.

Highlighted Budget Enhancements and associated Strategic Priorities (unless stated, the enhancements are reflected in the General Fund):

Summary of Budget Enhancement	Strategic Priorities
\$21.5 million additional to the Board of Education (above maintenance of effort)	Education; Growth
\$1.5 million additional to Frederick Community College	Education; Growth
Sheriff – Four part-time positions to the Corrections Bureau to provide adequate coverage at the Frederick County Adult Detention Center	Community Needs
State's Attorney – Five positions for the new Evidence Review Unit The positions include one Assistant State's Attorney and Four Investigators.	Community Needs; Growth
Courts – One Chambers Manager position and operating expenses	Community Needs; Growth
County Attorney - One position and an increase in contracted services as the need for specific legal expertise and other contracted services are needed	Good Governance; Growth
Finance – Two positions: Tax Credit Specialist and Accountant, to help address additional tax credits and grants	Good Governance; Growth
Human Resources – Two positions: HR Administrator and HR Generalist, a part time administrative position, and an increase to the current training program	Good Governance
Interagency Information Technology – Five Software Integrator positions to address expanding technology needs/systems and operating expenses for the increased cost of county software maintenance contracts	Good Governance
Planning & Permitting – Two positions: Communications Manager and Technology Coordinator	Good Governance
Planning & Permitting (Agricultural Preservation Fund) – A Planner position was added to address additional programing needs.	Growth
Emergency Management – Five positions, as well as additional funding for emergency management contracts, strategic planning, and training	Community Needs; Growth
Fire and Rescue Services – Thirteen positions: Nine Firefighter Recruits funded with a SAFER grant (Grant Fund), one CDL Training Tech, one Apparatus & Equipment Tech, one Fire Captain, and a Fire Lieutenant. Operating expenses include funds for on-going PPE replacement, recruit training, and Thermal Imaging Cameras.	Community Needs; Growth

**FY2022 Adopted Budget
Strategic Framework**

Priority Budget Enhancements

Summary of Budget Enhancement	Strategic Priorities
Volunteer Fire and Rescue Services – Portable radios for the Fire Teams, Water Rescue PPE and equipment, funding for a PPE voucher program for volunteers, BLS medical supplies, and funding for a Cadet Training Program	Community Needs; Growth
Animal Control – One Animal Control Manager position and an increase in operating expenses	Community Needs; Growth
Citizen Services – A part-time Immigrant Affairs position	Community Needs; Growth
Senior Services – Four positions: one Senior Center Assistant, one Senior Services Manager, one Executive Assistant, and an Ombudsman. Two of these positions were approved mid-year in FY21. The budget also includes half-year funding for a satellite senior center.	Seniors; Community Needs
Health Services – Four positions for School Health (3.45 FTEs), and five positions (4.34 FTEs, one grant funded) for the Developmental Center. All but two of these positions were approved mid-year in FY21. The Health Equity Office was established and funded in FY22 to achieve health equity within our community.	Community Needs; Growth
Parks and Recreation – A full year of operating costs were included for the Rock Creek Park School Adaptive Recreation Program and the Utica District Park Agricultural/Interpretive Program, as these were partially funded in FY21. Funding for the replacement of equipment and increases to custodial contracts were also added.	Community Needs; Growth
Public Works – Three Project Manager positions (two for Project Management and one for the Transportation Engineering with partial CIP recovery) and increases in contracted services	Growth
Public Works (Fleet Fund) – Funding for new and replacement vehicles and equipment related to other divisions	Good Governance
\$4.1 million additional transfer to the Debt Service and Capital Project Funds to fund capital projects	Education, Community Needs, Growth, Jobs, Seniors
Union contract obligations for county employees and implementation of a new wage scale for non-union county employees.	Good Governance
Frederick County Public Library System – Three positions to expand services and additional funding for materials and operating expenses	Education; Community Needs; Growth
Solid Waste & Recycling – Four positions: one Fiscal Administrator, one Engineer, one Laborer, one Collections Systems Inspector, and capital equipment replacement (Solid Waste Fund)	Good Governance; Growth
Water & Sewer Utilities – Three positions: one Program Manager, one Facilities Maintenance Technician, one Meter Maintenance Technician, and capital equipment replacement (Water & Sewer Fund)	Good Governance; Growth

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BUDGET AND FINANCE POLICIES

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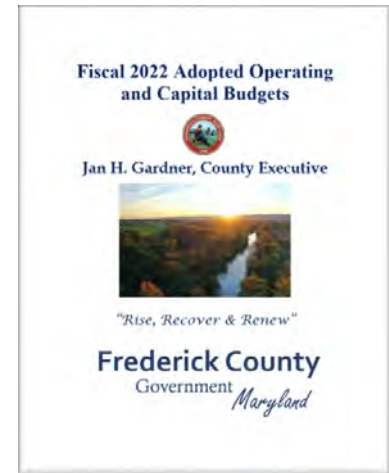
FY2022 Adopted Budget Budget and Finance Policy

Charter

Frederick County converted from the Commissioner form of government to the Charter form of government effective on December 1, 2014. The Frederick County Charter provides, among other things, for the election of the County Executive and the organization, powers, and duties of the executive and administrative branches. the election of a seven member County Council and the organization, powers and duties of the legislative branch; and fiscal and budgetary matters.

Budget Policy

The budget is a comprehensive financial plan showing all anticipated revenues, expenditures for the Operating Budget, the Capital Budget and the Capital Improvement Program, and any surplus or deficit in the general or special funds of the government. The Capital Improvement Program sets forth clearly the plan for proposed capital projects to be undertaken in the ensuing fiscal year and the next five years. Budgets are adopted on an annual cycle for all governmental funds except as noted below. Budget procedures are set forth in the Charter.



- The County Executive must hold at least two public hearings to receive public comment. One hearing must occur in December to receive proposals for inclusion in the budget. The other is held in March to receive comments on budget requests.
- All budget requests are compiled from all departments and reviewed by the Budget Office and, with direction from the County Executive, a Draft Budget is prepared, along with a Budget Message.
- The County Executive submits a Proposed Budget to the County Council no later than April 15th of each year.
- At least one public hearing on the Proposed Budget must be held by the County Council. The County Council may decrease or delete any items in the Proposed Budget, except those required by State law, by provisions for debt service on obligations then outstanding or for estimated cash deficits.
- If the County Council's decrease or deletion from the proposed budget equals or exceeds a one percent change in the total Budget or equals or exceeds a fifty percent decrease in any one line item, the County Council must proceed with a public hearing following the posting of a fair summary of the change. This notice must be posted on the County website at least two days in advance of the hearing.
- Adoption of the Budget Ordinance will (by the affirmative vote of not less than four members of the Council) occur no later than May 31. If the Council fails to adopt the budget by May 31, then the Proposed Budget submitted by the County Executive will become law. The County Council adopts the budget for funds at various levels of budgetary control as defined in the Annual Budget and Appropriation Ordinance.
- The County Council then levies the amount of taxes required by the budget to ensure that the budget is balanced so that proposed revenues equal proposed expenditures.
- On the recommendation of the Executive, the Council may make supplemental appropriations from any contingency appropriations in the budget; from revenues received from anticipated sources but in excess of budget estimates; or from revenues received from sources not anticipated in the budget.

FY2022 Adopted Budget Budget and Finance Policy

Finance Policy

The County uses fund accounting to ensure budgetary compliance. A fund is a grouping of related accounts that is used to maintain control over resources that have been separated for specific activities or objectives. All of the funds of the County can be divided into four categories: Governmental Funds, Enterprise Funds, Internal Service Funds and Fiduciary Funds.

Governmental Funds: These funds account for the near-term inflows and outflows of spendable resources. Governmental Major Funds are presented on a sources and uses of liquid resources basis. This is the manner in which the budget is typically developed. The flow and availability of liquid resources is a clear and appropriate focus of any analysis of a government. Funds are established for various purposes and the fund financial statements allow for the demonstration of sources and uses and/or budgeting compliance. The largest is the **General Fund** which is commonly referred to as the “**Operating Budget**.” The **Capital Fund** is commonly referred to as the “**Capital Budget**” and is the first year of the **six-year CIP**. Frederick County adopts an annual appropriated budget for all of these Governmental Funds including the **Special Revenue Funds**.

Enterprise Funds: These funds are used to report functions as business-type activities in the Government-Wide Financial Statements. Frederick County has four individual enterprise funds: the Water and Sewer Fund, the Solid Waste Management Fund, the Bell Court Apartments Fund and the Comprehensive Care Facilities Fund.

Internal Service Funds: These are accounting devices used to accumulate and allocate costs internally among Frederick County’s various functions and activities. Frederick County uses internal service funds to account for worker’s compensation, fleet services and voice services operations. Budgets are presented for informational purposes only and are not adopted by the County Council.

Fiduciary Funds: Fiduciary funds are used to budget for resources held for the benefit of parties outside the government. The County’s fiduciary funds include: the Pension Trust Fund, the Other Post Employment Benefit Fund (OPEB) and the Length of Service Award Program Trust Fund (LOSAP). Budgets are presented for informational purposes only and are not adopted by the County Council. The County also has several custodial funds for special purposes. The custodial funds are not budgeted.

Finance and Budget Policy

Formal budgetary integration with the accounting general ledger, project accounting and procurement system is employed as a management control device for all funds for which a budget is legally adopted, namely, the General Fund, Special Revenue Funds (except: Sheriff’s/Judicial Activities, Non-Profit Organization Loans, Fire/Rescue Loans and Watershed Protection and Restoration), Enterprise Funds and Capital Projects Fund.

Budgets that are maintained for management control but are not legally adopted include: Trust Funds and Internal Service Funds.



During the fiscal year the Executive may transfer unencumbered appropriations in the Operating Budget within the same Division, Agency, or Office and within the same fund. On the recommendation of the Executive, the Council may transfer unencumbered appropriations in the Operating Budget between Divisions, Agencies and Offices within the same fund. A transfer may not be made between the Operating Budget and Capital Budget appropriations. On the recommendation of the Executive, the Council may transfer appropriations between Capital Projects within the same fund provided the Council neither creates nor abandons any Capital Projects except in accordance with Section 512 of the County Charter.

FY2022 Adopted Budget Budget and Finance Policy

Basis of Budgeting

Governmental Funds

Budgets for governmental funds are prepared using the modified accrual basis which combines the cash method and full accrual method of accounting. The modified accrual basis is widely used by government agencies to focus on current year obligations and to confirm that current revenues are sufficient to cover the obligations. However, this method is at variance with Generally Accepted Accounting Principles (GAAP). The County's budgetary basis differs from GAAP as follows:

- Encumbrances
 - Budgetary Basis . recorded as expenditures in the year the funds are obligated and are then backed out from expenditures in the year the funds are paid
 - GAAP ± classified as a reservation of fund balance
- Principal payments on debt
 - Budgetary Basis ± budgeted and recorded as expenditures
 - GAAP ± recorded as a reduction to liabilities
- Inventories and capital assets
 - Budgetary Basis ± budgeted and recorded as expenditures at the time of purchase
 - GAAP ± recorded as an increase to assets at the time of purchase
- The use of prior years' fund balance
 - Budgetary Basis - budgeted as revenue (other financing source/budgeted use of fund balance)
 - GAAP ± is not recorded and is ultimately a component of "net change in fund balances"
- Depreciation
 - Budgetary Basis - not appropriated
 - GAAP ± recorded as an expense for

Also there is one difference between the figures presented in this document as actual and the actual "budgetary basis" figures reported in the Comprehensive Annual Financial Report. In the County's financial system, all encumbrances at year-end are re-appropriated and expensed in the following year, when the item/service is received. However, budgetary basis has already recorded these encumbrances in the prior year. Therefore, these transactions are backed out when reporting the actual expenditures for budgetary basis in the budget documents.

Proprietary Funds

Budgets for proprietary funds (enterprise and internal service) are prepared in compliance with GAAP, using the full accrual basis, except for capital asset purchases and the use of prior years' fund EDODQFWWhen reporting actuals, the budget documents will reflect full accrual basis with no exceptions.

- Capital assets
 - Budgetary Basis ± budgeted as expenditures
 - GAAP ± recorded as an increase to assets at the time of purchase
- The use of prior years' fund balance
 - Budgetary Basis - budgeted as revenue (other financing source/budgeted use of fund balance)
 - GAAP ± is not recorded and is ultimately a component of "net change in fund balances"

Revenue Recognition

Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 31 days of the end of the current fiscal period.

FY2022 Adopted Budget Budget and Finance Policy

Committed General Fund Balance Policy

Section 2.7-1(a) (2) of the Frederick County, Maryland Code of Ordinances provides for the County to maintain a committed General Fund balance equal to seven percent of General Fund expenditures and transfers to the Board of Education and Frederick Community College on a budgetary basis.

Investment Policy

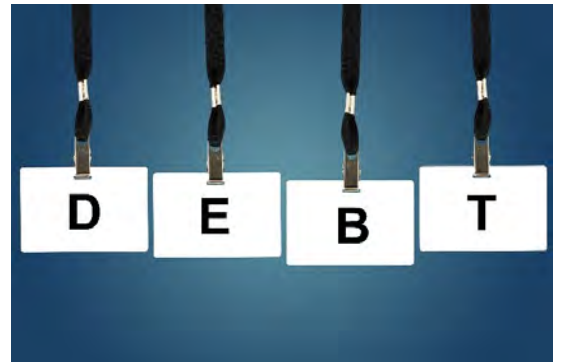
The County has a written investment policy that ensures that the investment program is strictly adhered to and the security of investments is maximized. Cash held temporarily idle during the year E\ Frederick &RXQW\primary government, was invested in certificates of deposits, obligations of federal government agencies and the State of Maryland Local Government Investment Pool, all of which are fully collateralized by United States Government obligations for periods ranging from one day to three years. The County also has a delivered collateral policy.

General Fund Revenue Surplus Appropriation Policy

Provides management with the flexibility to appropriate financial resources from the current fiscal year or projected surplus General Fund revenues in the current or immediate subsequent fiscal year budget. This policy requires the annual review of property tax and income tax revenues. If a surplus is determined, those funds may be appropriated to offset nonrecurring expenditures.

Debt Policy

The debt policy sets forth comprehensive guidelines for the financing of capital expenditures. The policy provides parameters for issuing debt and managing outstanding debt. The policy provides guidance to decision makers regarding the timing and purpose for which debt may be issued, what types and amounts of debt are permissible, the method of sale that may be used and the debt structuring practices that may be used. The County recognizes that adherence to a debt policy helps ensure that it maintains a sound debt position and that credit quality is protected.



Debt Affordability Policy

In order to establish a safe level of debt the County commissioned a study which facilitated the establishment of a Debt Affordability limit and was recently reviewed and updated in 2017 by an outside financial consultant.

This limit assists in the establishment of sound fiscal management policies for the County, and helps to ensure the maintenance, or possible improvement, of the County's credit rating. The County's bond rating has been reviewed by Standard and Poor's, Fitch, and Moody's Investors 6HUYE, Hnc., which resulted in sustaining AAA, AAA, Aaa ratings respectively.

The Debt Affordability Limits Study recommended the use of Debt Affordability standards, and the following standards are being used:

- General Fund G.O. debt service, as a percentage of General Fund revenue, should be limited to 9.0%
- General Fund debt, as a percent of assessed valuation, should be limited to 2.0%
- General Fund debt, as a percent of General Fund Revenue, should be limited to 80.0%
- Total G.O. debt service, as a percent of General Fund Revenue, should be limited to 17.2%

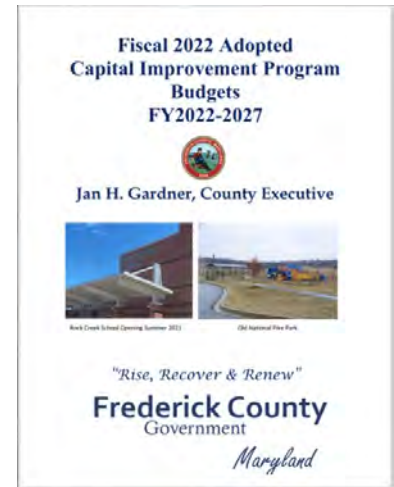
FY2022 Adopted Budget Budget and Finance Policy

Capital Improvement Program Policy

The Capital Improvement Program (CIP) is a schedule of public improvement projects planned by County Government to occur over a six-year period and includes project descriptions, estimated costs, and sources of funding. The Capital Budget is the first year of the CIP and includes those projects for which funds have been appropriated.

A capital project in the CIP shall establish certain characteristics including value, useful life and overall contribution to the County infrastructure. The project will have an estimated individual cost totaling \$100,000 or more. Eligible capital costs will include Land Acquisition, Site Improvements, Planning, Design, Construction, Inspection/Overhead, Technology Equipment/Infrastructure, Capital and Non-Capital Equipment/Vehicles (related to start-up costs or comprehensive replacement plan), and Project Management. These costs will be listed in current dollars and updated annually.

A Capital Improvements Program Committee shall be established and managed by the Budget Office. They will evaluate the merits of each requested project and recommend to the County Executive what should be included in the County Executive Proposed Budget. The County will attempt to budget pay-go funding for capital improvements at an amount equal to 7% of General Fund operating revenues. All pay-go sources will be considered in total in reaching this goal except for direct third party donations or grants. Other capital funding will be obtained by general obligation bonds/leases, state and federal grants, enterprise fund resources and other sources. The Budget Office will annually review the County's debt affordability standards, update the VWX and compare to the &RXQW peer group. All capital projects will be reviewed and approved in accordance with Annotated Code of Maryland Land Use Article § 3-205 regarding consistency with the County Comprehensive Plan. The Planning Commission will vote on the FRQVLVWQH and on the &RXQW Executive's proposed budget.



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TAX RATES

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FY2022 Adopted Budget County Tax Rates

Overview

Tax revenue is 72 percent of total revenue for the County and is mostly budgeted in the General Fund (the main operating fund of the County). The remaining 28 percent comes from an array of fees, grants, service charges, and miscellaneous rents and investment income.

Property Tax

This ad valorem tax applies to owners of real property (land and improvements) located in the County.

The tax base for a given fiscal year is the total assessed value of all real property subject to the property tax as of the first of January (the date of finality) immediately preceding the first day of a fiscal year. New construction substantially completed as of July 1 of the fiscal year is taxed for the full year, and new construction substantially completed as of January 1 of the fiscal year is taxed for a half year.

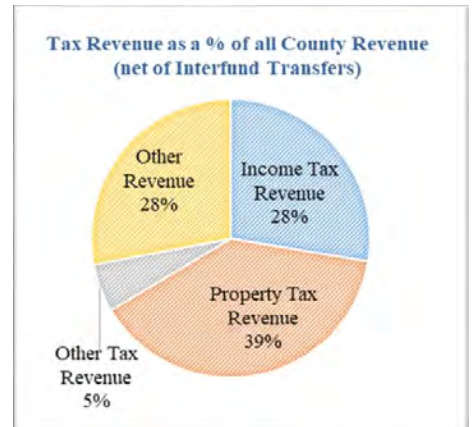
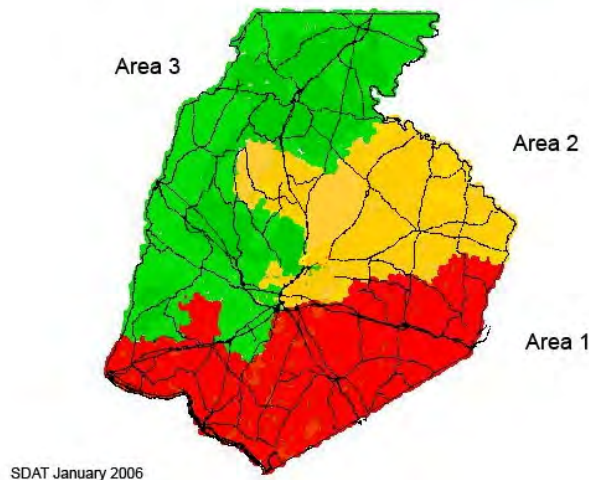
Each year, the State Department of Assessments and Taxation (SDAT) is required to value one-third of all real property based on a physical inspection prior to the date of finality. Any increase in cash value (market value) is phased in equally over the next three years. All property is assessed at 100% of full cash value.

The County property tax rate for Fiscal 2022 is \$1.06 per \$100 of assessable property. A rate is proposed by the County Executive and adopted by the County Council, which is required by the County Charter to adopt a tax rate necessary to balance the budget. The rate of \$1.06 has been the tax rate since FY2014.

Also in the property tax classification is the electric lighting tax and the payment in lieu tax. Electric lighting is a tax applied to the assessable value of a property within designated areas of the County to provide street lighting. Payment in Lieu is a SDment made to the FRXQW to compensate for property tax otherwise “lost” due to owner exemption or other negotiated arrangements.

SDAT property valuation map of Frederick County:

Area 1	Assessment Area 1 will be reassessed for January 1, 2022
Area 2	Assessment Area 2 will be reassessed for January 1, 2023
Area 3	Assessment Area 3 was reassessed for January 1, 2021 (Effective FY2022)



FY2022 Adopted Budget County Tax Rates

Income Tax

Frederick County income tax rate remains at 2.96% for FY2022. The tax is assessed as a percentage of the taxpayer's Maryland taxable income.

Individuals who maintain legal residence in Maryland or who earn or receive income from Maryland sources must pay Maryland income tax. The six taxpayer classifications are single, married filing jointly, married filing separately, head of household, qualifying widow(er) with dependent child, and dependent taxpayer. Income earned by an estate of a deceased person is subject to income tax in the same manner as individuals.

Federal Adjusted Gross Income
+/- modifications to income
Maryland Adjusted Gross Income
- deductions & exemptions
Maryland Taxable Income
x 2.96% County Tax Rate
Frederick County Income Tax

The tax base is the taxpayer's federal adjusted gross income adjusted by Maryland additions and subtractions, deductions and exemptions yielding Maryland Taxable Income. The County's tax rate is applied to Maryland Taxable Income.

Annual tax returns from individuals are due to the State Comptroller by April 15 of the year following the taxable year. Individuals who file income taxes electronically and pay the amount due electronically can pay by April 30.

If the taxpayer uses a fiscal year basis, then the returns are due on or before the fifteenth day of the fourth month following the end of the fiscal year. A quarterly declaration is due if the taxpayer expects to be under withheld by more than one-half of the federal threshold amount. Such taxpayers must file an estimated return and make quarterly payments on or before April 15, June 15, September 15, and January 15 of the next year.

Employers are required to withhold taxes (based on withholding tables) from the wages of employees. Employers remit withholding taxes to the Comptroller monthly, quarterly, annually, seasonally, or as accumulated (for the largest employers) based on the amount of taxes withheld.

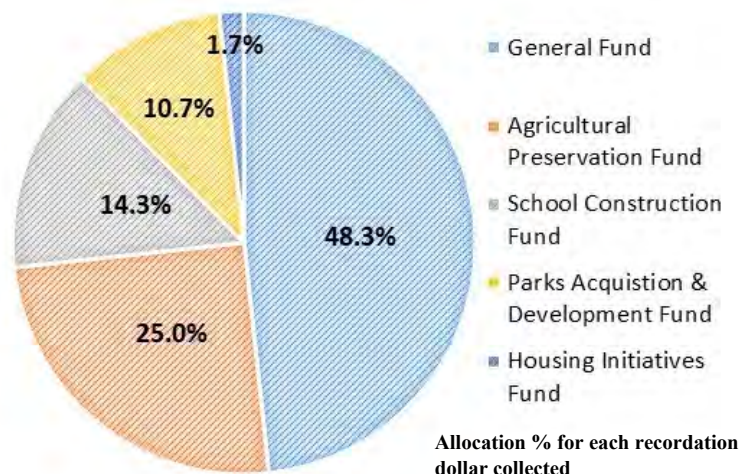
Each incorporated municipality shares in the County's income tax revenues by receiving:

- the greater of 17.0% of the county income tax liability of the municipality's residents, or
- 0.37% of the Maryland taxable income of the municipality's residents

Recordation Tax

Recordation is an excise tax imposed for the privilege of recording an instrument in the land records.

Frederick County's recordation tax rate for FY2022 is \$7/\$500 of consideration (increased from \$6/\$500 of consideration on October 1, 2020.) The majority of the tax is dedicated to specific purposes, including school construction, acquisition and development of parkland, preserving agricultural lands, and to assist with affordable housing. The dedicated funds are recorded and tracked in various special revenue funds. The remaining amount (48.3 percent) is recorded in the General Fund.



FY2022 Adopted Budget

County Tax Rates

Hotel Rental Tax

Hotel Rental is an excise tax on hotel charges for sleeping accommodations for a period not exceeding 90 consecutive days. Frederick County's hotel rental tax rate for FY2022 is 5.0%. Per section 1.8-166 of the County Code after administrative costs, the remainder is given to the Tourism Council. This tax is recorded and tracked in the Hotel Room Rental Fund.

Other taxes charged in Frederick County include:

- Local ± MD 911 Fee (recorded in the General Fund)
- MD Security Interest Filing Fee (recorded in the General Fund)

Note: Agriculture Transfer Tax is a pass-thru from the State and is not a tax levied by the County (recorded in the Agricultural Preservation Fund)

Taxes by Fund Table:

TAX:	FUND						
	Governmental Funds						
	General Fund	Agricultural Preservation	Hotel Room Rental Tax	Electric Lighting Districts	Housing Initiatives	Parks Acquisition/Development	School Construction
Property Tax	✓			✓	✓		
Income Tax	✓						
Recordation Tax	✓	✓			✓	✓	✓
Hotel Rental Tax			✓				
Local-MD 911 Fee	✓						
MD Security Interest Filing Fee	✓						

FY2022 Adopted Budget
County Tax Rates

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted
General Real Property Tax (Per \$100 of Assessed Value)	\$1.0600	\$1.0600	\$1.0600	\$1.0600
City of Frederick (differential)	\$0.9413	\$0.9423	\$0.9432	\$0.9505
Town of Myersville (differential)	\$0.9333	\$0.9325	\$0.9373	\$0.9407
 Railroad Public Utility Tax	 \$1.0600	 \$1.0600	 \$1.0600	 \$1.0600
Public Utility Tax	\$2.6500	\$2.6500	\$2.6500	\$2.6500
 Income Tax	 2.96%	 2.96%	 2.96%	 2.96%

Sales Tax

Maryland's 6% sales tax is not a revenue that comes to the County budget

	\$6.00/\$500 of consideration	\$6.00/\$500 of consideration	\$7.00/\$500 of consideration *	\$7.00/\$500 of consideration
Recordation Tax				
General Fund	58.33%	58.33%	48.71%	48.29%
School Construction Fund	16.67%	16.67%	14.29%	14.29%
Agricultural Preservation Fund	12.50%	12.50%	25.00%	25.00%
Parks Acquisition & Development Fund	12.50%	12.50%	10.71%	10.71%
Housing Initiative Fund	0.00%	0% ^	1.29%	1.71%
Total	100.00%	100.00%	100.00%	100.00%

^ Although the adopted budget was based on a 1.5% dedication to the Housing Initiatives Fund, legislation was not effective until FY2021.

* The rate changed from \$6.00 to \$7.00 per \$500 of consideration on October 1, 2020. Based on the dedication of the additional \$1.00, all % were updated.

Transfer Taxes are not charged in Frederick County

Building Excise Tax - Frederick County rate is set at 0%

911 Fees	\$0.75/line	\$0.75/line	\$0.75/line	\$0.75/line
 Special Taxing Districts for Electric Lighting				
Braddock Heights	0.0150	0.0150	0.0100	0.0100
Libertytown	0.0130	0.0130	0.0100	0.0100
New Addition	0.0170	0.0170	0.0100	0.0100

BUDGET PROCESS AND CALENDAR

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FY2022 Adopted Budget

Budget Process and Budget Calendar

The Charter of Frederick County controls much of the budget process with clear due dates, public hearing requirements, definitions and assigned roles and responsibilities. For public reference there are certain, key sections of the Charter discussed here:

ARTICLE 5. Budget and Finance

503. Preparation of the County Budget ± defines the process and timeline to be followed. April 15th of each year is the mandatory date by which the internal budget development process must conclude and the County Executive is required to propose the budget to the County Council. Prior to this date there are two mandatory public hearings required in December and March to seek public input and receive public comments on the draft budget.

504. Budget Message ± The budget message is required and must explain the proposed Operating Budget, the Capital Budget, and the Capital Improvement Program both in terms of finances and of work to be done. Additionally it must outline financial policies and indicate any major changes in expenditures, appropriations and revenues as compared with the current fiscal year.

505. Public Budget Hearing ± This section begins to define the responsibility of the County Council after the County Executive has proposed the budget. Public hearing requirements and processes are set here.

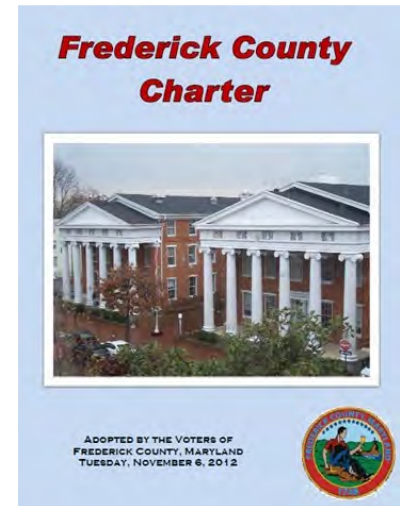
506. Action on the Budget by the Council ± Clearly articulated allowable actions are defined here. As an example, the Charter limits the Council's ability to change the budget:

“...the Council may decrease or delete any items in the Budget, except those required by State law, by provisions for debt service on obligations then outstanding or for estimated cash deficits. The Council shall have no power to change the form of the Budget as submitted by the Executive, to alter revenue estimates, or to increase any expenditure recommended by the Executive...”

Additionally, this section of the Charter defines when and how the budget process must conclude:

“...The adoption of the Budget shall be by the affirmative vote of not less than four members of the Council in a law enacted not later than May 31, which shall be known as the “Annual Budget and Appropriations Ordinance of Frederick County.” If the Council fails to adopt the Budget by May 31 pursuant to this subsection, the proposed Budget as submitted by the Executive shall become law.”

Budget amendments must also follow Charter requirements. During the operating year, the Executive may transfer unencumbered appropriations in the Operating Budget within the same department, agency, or office and within the same fund. On the recommendation of the Executive, the Council may transfer unencumbered appropriations in the Operating Budget between departments, agencies and offices within the same fund. A transfer may not be made between the Operating Budget and Capital Budget appropriations. On the recommendation of the Executive, the Council may transfer appropriations between Capital Projects within the same fund provided the Council neither creates nor abandons any Capital Projects except in accordance with Section 512 of the County Charter.



FY2022 Adopted Budget

Budget Process and Budget Calendar

Budget Calendar

With input from the Chief Administrative Officer, the Budget Director and Budget staff, and after meetings with County Divisions, the Board of Education (BOE), Frederick Community College (FCC) and Frederick County Public Libraries (FCPL), the County Executive proposes an annual budget to the County Council no later than April 15th. The County Council shall then adopt the budget no later than May 31st.

SEPTEMBER 2020	<ul style="list-style-type: none"> Budget instructions for the Operating and Capital Improvement Program (CIP) are released to County Divisions, agencies and related organizations
OCTOBER 2020	<ul style="list-style-type: none"> CIP base requests are due to the Budget Office
NOVEMBER 2020	<ul style="list-style-type: none"> CIP appeal requests are due to the Budget Office
DECEMBER 2020	<ul style="list-style-type: none"> Preliminary revenue projections are developed and Debt Affordability is formulated Operating base and appeal requests are due to the Budget Office County Executive conducts a public hearing to receive proposals to be included in the proposed budget
JANUARY 2021	<ul style="list-style-type: none"> Final budget requests are due from all sources CIP Committee meets with requesting organizations to discuss requests and develops a recommend CIP plan
FEBRUARY 2021	<ul style="list-style-type: none"> The County Executive and Budget Office staff begin meeting to review Operating and CIP budget projections and overview of requests
FEBRUARY/ MARCH 2021	<ul style="list-style-type: none"> The County Executive and Budget Director meet with requesting organizations to review budget requests
MARCH 2021	<ul style="list-style-type: none"> Public outreach on budget priorities (for FY22 used Balancing Act tool) The County Executive releases a draft budget and holds a public hearing to receive public comments on the budget requests Revenue projections are finalized
APRIL 2021	<ul style="list-style-type: none"> By April 15th, the County Executive is required to submit a Proposed Budget to the Council, along with a budget message, supporting tables and a financial plan that explains the Proposed Operating Budget, Capital Budget and the Capital Improvement Program
APRIL/MAY 2021	<ul style="list-style-type: none"> The County Council holds at least one public hearing on the budget The County Council holds budget workshops with County staff and independent agencies
MAY 2021	<ul style="list-style-type: none"> By May 31st the County Council shall adopt the budget. If the Council does not vote to adopt the budget, the budget as proposed by the County Executive becomes law

BUDGETED FUNDS

This Page Not Used

Governmental entities budget and account for financial activities in separate groupings called “funds.” Funds represent a division of the HQWLW\$QURces (revenue) according to the restrictions set forth. There are several types of funds: governmental, proprietary, and fiduciary and several sub.sets within each type.

Governmental funds are the main operational funds of a governmental entity. The main revenue sources are taxes and fees. Special Revenue funds are a subset of governmental funds and are used to account for specific revenue sources that are restricted or committed for specified purposes.

Proprietary funds account for business-like activities. The main revenue sources are obtained from users of the services provided and should be self-supporting. There are two sub-sets of this fund type: Enterprise and Internal Service. The main difference between Enterprise and Internal Service funds is the customer. Enterprise funds have external customers while the Internal Service fund’s customer is the government itself.

Fiduciary funds account for funds held in trust or custodial capacity for others and cannot be used to support other functions of the government.

Frederick County's Financial Funds

Governmental Funds:

General Fund

Special Revenue Funds

Agricultural Preservation Fund

Grants Fund

Electric Lighting Districts Fund

Economic Development Loan Fund

Hotel Room Rental Tax Fund

*Watershed Protection & Restoration Fund**

Housing Initiative Fund

*Sheriff's Drug Enforcement Fund**

*Narcotics Investigation Section Fund**

*State's Attorney Law Enforcement Aid Fund**

*Inmates' Canteen Fund**

Non-Profit Organizations Loans Fund^*

Fire/Rescue Loans Fund^*

Debt Service - General Government Fund

Capital Fund

Special Revenue Funds - Capital

School Construction Fund

Parks Acquisition and Development Fund

Impact Fees and School Mitigation Fund

Proprietary Funds:

Enterprise Funds

Comprehensive Care Facilities Fund

Bell Court Fund

Solid Waste Fund

Water & Sewer Fund

Internal Service Funds:

Fleet Services Fund

Voice Services Fund

Workers Compensation Fund

Fiduciary Funds:

Trust Funds

Pension Trust Fund - Employee's Plan

Pension Trust Fund - Uniformed Plan

Other Post Employment Benefits Trust Fund

Length of Service Award Program Trust Fund

Custodial Funds

*Tax Agency Fund**

*Law Library Fund**

*Subdivision and Driveway Deposits Fund**

*Tax Incremental Financing Bond Fund**

*Circuit Court Juror's Fund**

*Work Release Fund**

* Funds are not appropriated/budgeted

^ Funds are not currently active

FY2022 Adopted Budget Fund Budgets

Introduction

The table below depicts the relationship between the Divisions of County Government and the various Funds established for budgetary purposes. Most common is the General Fund, followed closely by the Grants Fund which is established to segregate the dedicated revenue and expenditures associated with most grants. Other funds are established for specific programmatic uses or for Enterprise operations as in the case of the Division of Solid Waste Management.

Funds that are budgeted but not associated with a Division of County Government include: Hotel Room Rental Tax, Electric Lighting Tax, Comprehensive Care Facilities, Debt Service ± General Government, and all Special Revenue ± Capital funds.

Divisional budgets across funds are presented in the Organizational Budgets section of this document.

DIVISION:	FUND																				
	Governmental Funds											Proprietary Funds						Fiduciary Funds			
	General Fund	Agricultural Preservation	Grants	Hotel Room Rental Tax	Electric Lighting Districts	Housing Initiatives	Debt Service . General Government	Economic Development Loans	Parks Acquisition/Development	Impact Fees/School Mitigation	School Construction	Comprehensive Care Facilities	Bell Court	Solid Waste Management	Water & Sewer Management	Fleet Services	Voice Services	Worker's Compensation	Pension Trust	OPEB Trust	LOSAP Trust
County Administration	✓		✓					✓													
County Council	✓																				
Sheriff	✓		✓																		
State's Attorney	✓		✓																		
Circuit Court	✓		✓																		
Orphan's Court	✓																				
County Attorney	✓																				
Finance	✓																				
Human Resources	✓																				
Interagency Information Tech	✓																	✓			
Planning & Permitting	✓	✓	✓				✓														
Emergency Management	✓		✓																		
Fire & Rescue Services	✓		✓																		
Volunteer Fire/Rescue Services	✓																	✓			
Animal Control	✓																				
Citizens Services	✓		✓			✓							✓								
Senior Services	✓		✓																		
Health Services	✓		✓																		
Parks & Recreation	✓																				
Public Works	✓																✓				
Transit Services	✓		✓																		
Comprehensive Care Facilities												✓									
Water & Sewer Utilities															✓						
Solid Waste & Recycling														✓							
Independent Agencies	✓																				
Non-Departmental	✓																		✓	✓	✓
Unassigned	✓			✓	✓		✓		✓	✓	✓							✓			

Consolidated Budget Overview

This budget reflects continuous operations and addresses the on-going growth and needs of County residents. It was adopted by way of a continuous public input process and a rigorous review and approval process that ensures Frederick County is one of the best places to live, work, and raise a family. Many competing needs were thoughtfully considered and prioritized by the County Executive. The Strategic Framework provided guidance to make decisions in an open and transparent process leading to this budget being proposed on April 15, 2021. On May 18, 2021, the County Council voted in support of the budget proposed by the County Executive.



Short-Term Factors:

Although the pandemic is still affecting many people and business, the on-going effect to the County's budget and overall economy is minor. For FY2021, most revenues were held flat or lowered to prior year's actuals. The budgeted decline, however, did not materialize in the &RXQW main revenue sources, SURSHUAX and income tax. This has allowed FY2022 to bounce back and provide a two to three year ³FDWFK as it relates to the budget. Low interest rates for borrowing funds continue and this has compelled citizens to refinance existing homes or purchase new homes, both that bolster recordation tax.

KEY CHANGES

BY FUND TYPE:

Provided below is an overview of changes to each fund category. More detail ³ by fund' can be found in the detail segment of the Fund Budget section.

General Fund:

The **General Fund** increased 7.7% to \$717.2 million, resulting from strong revenue growth despite the economic impact of the pandemic. This increase represents a EXGJHWDUDWFK from the prior \Har when revenue was budgeted UHODWLYHO\ flat because of the unknown impacts related to the pandemic. This growth allowed the County to implement the first phase of the recent compensation and classification study for general employees of the County. It also permitted the County Executive to fund divisional requests that were unable to be funded in the FY2021 budget.

Special Revenue Funds:

The **Agricultural Preservation Fund** is budgeted at a 31.8% increase. This is mostly driven by an increase in the dedicated recordation tax passed by the County Council that became effective in the fall of 2020 and timing of program cycles that fluctuate year to year. The additional revenue will support the expansion of preservation programs.

Housing Initiatives Fund increased \$1.2 million or 26.0%. The increase stems from additional recordation tax and payment-lieu revenues. These sources are driven by the housing market that continues to grow in Frederick County. This will help provide additional funding for housing initiative programs.

The **Parks Acquisition/Development, Impact Fees/School Mitigation, and School Construction** funds saw decreases over the prior year. These funds are directly related to the funding of capital projects and fluctuate year to year based on capital projects in the capital budget.

All other special revenue funds are consistent with the FY2021 adopted budget.

Enterprise Funds:

All enterprise funds were consistent with the FY2021 adopted budget. Although divisional requests were funded and the countywide compensation and classification study affected some of the enterprise funds, these increases were offset by decreases in other accounts/funds. No significant program was removed and the reduced expenses were related to the normal timing and fluctuation of accounts.

Internal Service Funds:

The **Fleet Services Fund** increased 7.2%. The increase is related to more vehicles/equipment being replaced as compared to the prior year and likewise vehicle/equipment depreciation is also increasing.

The **Worker's & Pension XQG** is decreasing from the prior year but this is primarily due to a change in funding methodology.

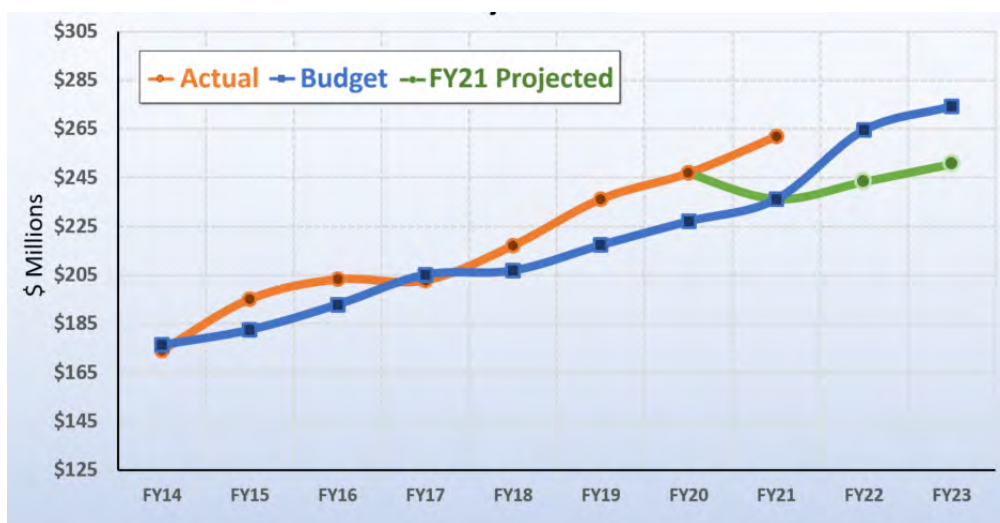
The **Voice Services Fund** is consistent with the FY2021 adopted budget.

BY ACCOUNT CATEGORY:

Provided below is an overview of changes to each account category. More detail on 'account categories by fund' can be found in the detail segment of the Fund Budget section.

Funding/Revenue:

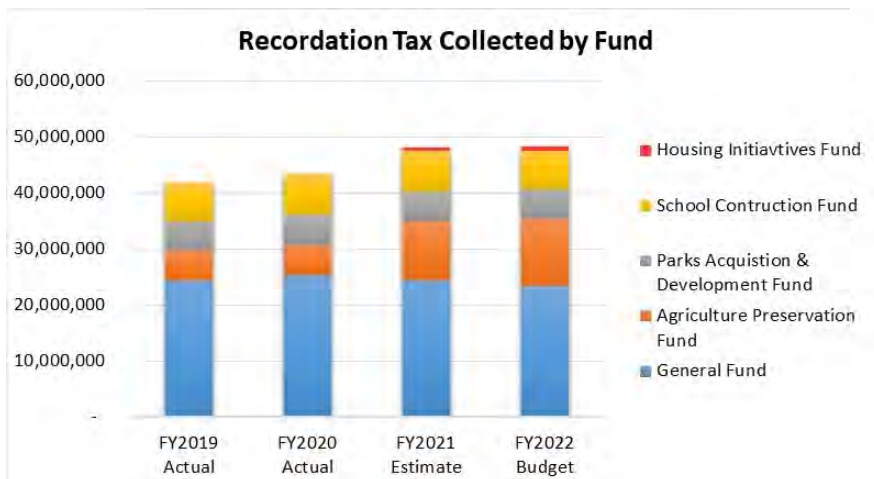
Property and Income Taxes are the County's main revenue sources. Although no changes to these tax rates are adopted in this budget, the revenue associated with these taxes are budgeted at a 7.8% increase, collectively. Housing growth and assessments continue to increase at a moderate pace and bolster the property tax projections for a 5.0% increase. The County continues to be a desirable place to live that helps increase housing values and provide a market for the development pipeline already approved. Income tax revenue of \$264.6 million is the second largest revenue stream (27.6%) to the County budget. Last year, on the cusp of the pandemic, effects on income tax revenue was unknown. The County took a conservative approach and budgeted close to the FY2019 actual amount collected. As FY2021 progressed, the decline did not occur and is projected to be higher than the FY2020 amount collected. In light of the widening gap between budget and actual, the budget for income tax was increased 12.0%, representing a multi-year budgetary catch up.



FY2022 Adopted Budget Fund Budgets

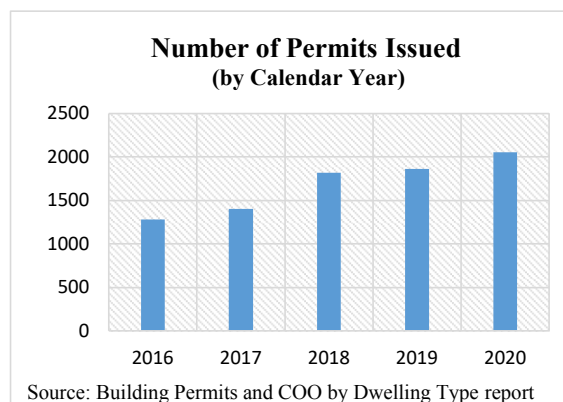
Consolidated Budget Overview

The main component of **Other Taxes** is the recordation tax. The recordation tax rate changed to \$7/\$500 of consideration, on October 1, 2020. This is a \$1 increase over the prior rate. One hundred percent of the \$1 increase is dedicated to Agricultural Preservation and is reflected in that fund. FY2022 will be the first full year of the increase. Other funds that have recordation tax are not affected by this change. However, new housing starts and refinancing is contributing to the overall growth of the recordation tax.



Most **Licenses & Permitting** fees are being increased 1.2% based on an inflation factor. However, the majority of the increase is related to the number of permits being requested due to the building of new homes and renovations to current homes.

Federal and State Funding are a large component of the Grant Fund and are restricted as to their use. Although the adopted budget is expected to decrease, this only represents regular on-going funding from these sources. Both the State and Federal governments have and will provide additional funding as part of their COVID-19 relief efforts. However, neither are included in the “adopted” budgets for FY2021 and FY2022. Funding related to this direct initiative was/will be added to the budget via budget amendments.



Fees and Charges are a large component of the overall budget but this is the main revenue source for the Water & Sewer Management and Solid Waste Management funds. The County Council approved a sewer rate increase effective on September 1, 2019. The increase will occur for each fiscal year through FY 2024. Other fees and charges have been updated as needed.

Fines & Forfeitures decreased 22.0% but monetarily was only \$10,000 less than the prior year budget.

Investment Earnings are expected to decrease due to the relatively low interest yield rates.

The main component of **Miscellaneous Revenues** is Water/Sewer capacity changes and is budgeted in that fund and is expected to increase as building continues to grow in the County. Critical Farm Refunds is the second largest account in this category and is budgeted in the Agricultural Preservation Fund. This account will fluctuate year to year based on the scheduled timing of the “refund.”

Other Financing Sources is mainly the transfer of funds from another fund. The largest piece of the budget is recorded in the Debt Service Fund-General Government because the sole purpose of this fund is to pay the 100% of the debt service related to general government funds (mostly the General Fund for capital projects).

Budgeted Fund Balance is a budgetary account and is budgeted in order to “balance the budget.” The amount shown here represents the use of funds that was “saved” in prior years (shown as a positive amount) or represents funds that are being

added to “savings” for a future year’s use (shown as a negative amount). The *HQ General Fund is WKJ Primary source of this account type with FY2022 budgeted at \$29.6 million, which derives from the FY2020 General Fund financial performance. As a note, actual amounts are usually not recorded unless a specific action to use fund balance was taken. In this schedule “revenues over/(under) expenditures represents the fund balance “used” (negative) or “saved” (positive).

Expenditures/Expenses:

Personnel expenditures were driven by two factors. The first was the implementation of the first phase of the recent compensation and classification study for general employees of the County. Secondly, specific budget appeals for additional staff and a carry over of a mid-year budget amendment that also added several positions.

Operating expenditures are holding steady while some expenses are increasing others are decreasing resulting in a 0.8% increase overall.

Capital expenditures should not be confused with capital projects. Capital expenditures represented here are individual items that have a value over ten thousand dollars. This account category can fluctuate based on capital needs for the budget year, since the individual purchases are not re-occurring.

Recoveries are shown as a “negative” expenditure and will reduce the County’s overall expenditure lines. This budget is monies that the County expect to “recover” from other departments, agencies, and third-parties related to expenses that the County has already expended. An example would be the Resident Deputy Program. Certain municipalities have requested specific public safety coverage. The Sheriff Division, hires and pays deputies to fulfill this request and the municipalities pay the County back for these additional services. This budgeted amount is expected to stay relatively flat for FY2022.

FY2022 Adopted Budget

Fund Budgets

Consolidated Financial Schedule

BY FUND TYPE:	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
General Fund	603,738,229	626,425,098	665,783,863	717,160,342	7.7%
Special Revenue Funds					
Agricultural Preservation	12,263,977	13,451,010	17,263,649	22,760,746	31.8%
Grants	31,081,576	37,363,764	31,552,838	31,964,103	1.3%
Hotel Room Rental Tax	2,678,725	2,138,246	2,348,500	2,519,300	7.3%
Electric Lighting Districts	13,109	14,411	13,300	14,250	7.1%
Housing Initiatives	2,572,091	1,547,463	4,696,500	5,917,433	26.0%
Debt Service - General Government	65,613,453	75,771,281	59,671,271	60,635,046	1.6%
Economic Development Loans	-	-	200	200	-%
Parks Acquisition/Development	10,166,800	2,744,208	8,690,000	3,207,000	(63.1)%
Impact Fees/School Mitigation	17,137,462	22,522,057	35,849,041	11,808,631	(67.1)%
School Construction	6,142,124	7,742,389	9,238,000	7,946,568	(14.0)%
Total Special Revenue Funds	147,669,317	163,294,829	169,323,299	146,773,277	(13.3)%
Enterprise Funds					
Comprehensive Care Facilities	27,350,923	28,605,555	27,096,338	26,910,191	-%
Bell Court	185,741	179,028	207,466	214,466	3.4%
Solid Waste Management	23,722,330	25,370,959	33,140,972	31,667,857	(4.4)%
Water & Sewer Management	48,828,368	51,180,018	63,136,988	64,104,211	1.5%
Total Enterprise Funds	100,087,362	105,335,560	123,581,764	122,896,725	(0.4)%
Internal Service Funds					
Fleet Services	12,679,228	12,238,939	16,945,833	18,170,449	7.2%
Worker's Compensation	5,328,156	4,378,633	6,152,740	5,249,419	(14.7)%
Voice Services	1,135,798	1,160,988	1,173,112	1,211,814	3.3%
Total Internal Service Funds	19,143,182	17,778,560	24,271,685	24,631,682	1.5%
Total County Expenditures	870,638,090	912,834,047	982,960,611	1,011,462,026	2.9%
Interfund Transfers	(105,405,991)	(112,533,603)	(131,784,347)	(106,673,916)	(19.1)%
TOTAL	765,232,099	800,300,444	851,176,264	904,788,110	0.4%
Full-Time Equivalents					
General Government Fund	1,724.59	1,842.22	1,862.75	1,899.49	2.0%
Special Revenue Fund	194.30	217.79	225.44	255.52	13.3%
Enterprise Fund	180.40	184.40	184.40	191.40	3.8%
Internal Service Fund	31.70	32.12	33.12	33.12	-%
TOTAL	2,130.99	2,276.53	2,305.71	2,379.53	3.2%

FY2022 Adopted Budget

Fund Budgets

Consolidated Financial Schedule

BY ACCOUNT CATEGORY:	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
REVENUES					
Property Taxes	325,789,160	338,326,787	354,222,574	372,021,138	5.0%
Income Taxes	236,272,579	246,930,060	236,230,870	264,578,574	12.0%
Other Taxes	46,076,846	48,135,687	50,146,200	53,671,201	7.0%
Licenses & Permits	6,637,042	6,564,048	5,619,700	6,269,700	11.6%
Federal Funding	19,489,385	28,628,480	18,010,504	17,080,738	-5.2%
State Funding	16,357,171	14,225,189	12,615,652	12,237,215	-3.0%
Fees & Charges	164,457,175	157,166,704	153,156,943	153,573,653	0.3%
Fines & Forfeitures	40,170	24,706	45,500	35,500	-22.0%
Investment Earnings	17,011,291	15,461,087	5,268,021	4,900,410	-7.0%
Miscellaneous Revenue	50,504,165	43,338,326	24,064,184	31,420,718	30.6%
Other Financing Sources	68,444,071	18,852,806	62,129,341	61,844,479	-0.5%
Budgeted Fund Balance	3,556,961	2,451,266	61,451,122	33,828,700	-45.0%
TOTAL REVENUES	954,636,016	920,105,146	982,960,611	1,011,462,026	2.9%
EXPENDITURES					
Personnel	212,505,971	222,058,520	237,860,381	255,351,888	7.4%
Operating	673,022,628	708,341,813	752,645,812	759,016,787	0.8%
Capital	18,122,945	13,068,704	20,185,755	24,697,530	22.4%
Recoveries	(33,013,454)	(30,634,990)	(27,731,337)	(27,604,179)	-0.5%
TOTAL EXPENDITURES	870,638,090	912,834,047	982,960,611	1,011,462,026	2.9%
Revenues over / (under) Expenditures	83,997,926	7,271,099	-	-	-%
Full-Time Equivalents	2,130.99	2,276.53	2,305.71	2,379.53	3.2%

FY2022 Adopted Budget Fund Budgets

Fund Balance

Fund Balance Policy

General Fund Balances are automatically re.budgeted as revenue two fiscal years hence. This is displayed as BUDGETED USE OF FUND BALANCE in the adopted budgets. County Council Bill No. 18-01 provides for the County to maintain a committed General Fund balance up to seven percent of General Fund expenditures including the transfers to the Board of Education and Frederick Community College on a budgetary basis (as presented in the County's &RPSUMensive Annual Financial Report).

Unless otherwise provided by law and except for grant appropriations or grant funds deposited in special accounts dedicated to specific functions, activities or purposes, **all unexpended and unencumbered appropriations in the Operating Budget at the end of the fiscal year shall revert into the treasury.**

The only exception to this is provided for in Ordinance 21-01-001, Section 7 and 8.

Section 7: FY2021 Budget Encumbered But Unexpended Appropriations Rolled Over. This Ordinance hereby re-appropriates (rolls over) the encumbered but unexpended appropriations from the FY2021 Budget to the FY2022 Budget. The encumbrance must be recorded in the County's financial system of record by June 30, 2021, and must be expended by June 30, 2022.

Section 8: FY2021 Budgeted But Unencumbered Appropriations for the Non-Departmental Covid-19 Rolled Over. This Ordinance hereby re-appropriates (rolls over) the budgeted but unencumbered appropriations from the FY2021 Budget to the FY2022 Budget.

No appropriation for a Capital Project in the Capital Budget may revert until the purpose for which the appropriation was made is accomplished or abandoned; but any Capital Project shall be considered abandoned if three fiscal years elapse without any expenditure from or encumbrance of the appropriation.

<u>Budgeted Funds:</u>	Actual Fund Balance 6/30/2020 (a)	Budgeted Changes		Budgeted Fund Balance 6/30/2022	Notes:
		FY2021	FY2022		
<u>General Fund</u>					
Nonspendable	2,322,098	0	0	2,322,098	
Restricted	1,007,637	0	0	1,007,637	
Committed (enabling legislation)	39,086,518	7,518,352	3,596,354	50,201,224	1.
Committed (all others)	65,802,245	(26,005,370)	(29,664,726)	10,132,149	
Assigned	20,378,839	0	0	20,378,839	
Unassigned	300,000	0	0	300,000	
	128,897,337	(18,487,018)	(26,068,372)	\$ 84,341,947	

Notes

1. Bill No. 18-01 provides for the County to maintain a committed general fund balance equal to 7 percent for fiscal 2019 and thereafter of General Fund expenditures and transfers to the Board of Education and Frederick Community College for the prior fiscal year.

Source for Actual Fund Balance- FY2020 CAFR Section

(a) II-A-3

FY2022 Adopted Budget
Fund Budgets

Fund Balance

<u>Budgeted Funds:</u>	Actual Fund Balance 6/30/2020	Budgeted Changes		Budgeted Fund Balance 6/30/2022	Notes:
		FY2021	FY2022		
<u>Special Revenue Funds:</u>					
(b) Agricultural Preservation	55,760,281	(1,843,634)	(522,165)	\$ 53,394,482	
(b) Grants	4,378,576	0	0	\$ 4,378,576	2.
(b) Electric Lighting Districts	13,052	(2,020)	(2,699)	\$ 8,333	
(b) Economic Development Loan	541,498	(200)	(200)	\$ 541,098	
(b) Hotel Room Rental Tax	0	0	0	\$.	3.
(b) Housing Initiatives	15,877,231	(2,550,500)	(3,012,220)	\$ 10,314,511	
(e) Debt Service - General Government	1,117,574	(806,816)	1,395,276	\$ 1,706,034	
<u>Enterprise Funds:</u>					
(c) Comprehensive Care Facilities	5,288,891	1,300,362	(1,363,845)	\$ 5,225,408	
(c) Bell Court	1,334,432	(71,346)	(71,346)	\$ 1,191,740	
(c) Solid Waste	54,494,397	(5,116,472)	(2,949,157)	\$ 46,428,768	
(c) Water & Sewer	629,840,715	7,626,530	13,880,969	\$ 651,348,214	
<u>Internal Service Funds:</u>					
(d) Fleet Services	26,131,467	(1,709,926)	(2,239,441)	\$ 22,182,100	
(d) Voice Services	1,079,551	(31,112)	(69,814)	\$ 978,625	
(d) Workers Compensation	4,147,179	2,786	906,107	\$ 5,056,072	
<u>Fiduciary Funds:</u>					
(c) Pension Trust (2 plans)	726,213,354	27,024,813	63,140,795	\$ 816,378,962	
(c) Other Post Employment Benefits Trust	184,186,218	8,344,812	7,081,340	\$ 199,612,370	
(c) Length of Service Award Program Trust	2,078,246	504,852	1,273,034	\$ 3,856,132	
(e) Capital Fund	150,985,657	(17,779,445)	13,626,458	\$ 146,832,670	4.

Notes

- 2. Grants timing may not match the fiscal year. All grants are budgeted such that revenue equals expense in a given budget year.
- 3. The Hotel Rental Tax Fund is a "pass-through" fund to collect the tax and forward to an external organization per a Memorandum of Understanding.
- 4. The Capital Fund includes these Special Revenue Funds: Parks Acquisition and Development, Impact Fees/School Mitigation, and School Construction Fund. Timing may not match the fiscal year since most projects take multiple years to complete. All projects are budgeted such that revenue equals expense in a given budget year.

Source for Actual Fund Balance- FY2020 CAFR Section

- (b) II-B-7
- (c) II-A-8
- (d) II-B-10
- (e) II-A-3

LONG.RANGE FINANCIAL PLAN

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FY2022 Adopted Budget Long Range Financial Plan

MultiYear Projections`

This five-year forecast of the General Fund is intended to compXnicate the sustainability of Frederick County's budget. After a budgetary "catch-up" to actual revenues collected, revenues are projected to return to a more normalized year over year increase. Appropriations projects are based on historical increases, policy dictation, future debt service (based on the approved Capital Improvement Program), and the consumer price index. No changes in Federal and State legislation that could impact revenue or expense were considered in the projections.

	FY 2022 BUDGET	FY 2023 PROJECTION	FY 2024 PROJECTION	FY 2025 PROJECTION	FY 2026 PROJECTION	FY 2027 PROJECTION
REVENUES						
Local Property Taxes	\$ 370,009,587	\$ 385,919,999	\$ 402,514,559	\$ 419,822,685	\$ 437,875,061	\$ 456,703,688
Local Income Taxes	264,578,574	275,161,717	288,919,803	303,365,793	318,534,083	334,460,787
Other Local Taxes	25,860,487	25,817,465	27,007,328	27,521,968	28,046,646	28,581,559
License and Permits	6,269,700	6,432,712	6,599,963	6,771,562	6,947,622	7,128,261
Federal Grants	204,546	204,546	204,546	204,546	204,546	204,546
State Grants	4,636,363	4,636,363	4,636,363	4,636,363	4,636,363	4,636,363
Charges for Services	11,131,693	11,421,117	11,718,066	12,022,736	12,335,327	12,656,045
Fines and Forfeitures	35,500	35,500	35,500	35,500	35,500	35,500
Investment Earnings	2,000,011	2,100,012	2,205,012	2,315,263	2,431,026	2,552,577
Miscellaneous	2,769,155	2,841,153	2,915,023	2,990,814	3,068,575	3,148,358
OPERATING REVENUE	687,495,616	714,570,584	746,756,163	779,687,229	814,114,749	850,107,684
Other Financing Sources	-	-	-	-	-	-
Use of Fund Balance	29,664,726	26,698,253	24,028,428	20,424,164	17,360,539	15,000,000
TOTAL REVENUES	\$ 717,160,342	\$ 741,268,838	\$ 770,784,591	\$ 800,111,393	\$ 831,475,288	\$ 865,107,684
Operating Revenue % Change	7.5%	3.9%	4.5%	4.4%	4.4%	4.4%
General Fund Revenue % Change	7.7%	3.4%	4.0%	3.8%	3.9%	4.0%
APPROPRIATIONS						
County Departments	\$ 256,000,180	\$ 260,042,395	\$ 270,191,554	\$ 277,855,421	\$ 288,738,798	\$ 297,010,495
Board of Educaiton	330,327,308	345,135,039	357,601,620	371,385,691	385,005,110	399,696,002
Frederick Community College	21,822,363	23,334,385	24,846,707	26,359,337	27,872,283	29,385,552
Frederick County Library	13,767,293	13,871,299	14,346,486	14,633,416	15,134,861	15,437,559
Other	15,969,658	16,209,203	16,452,341	16,699,126	16,949,613	17,203,857
Transfer to Debt Service	47,099,362	49,218,833	52,420,000	56,091,000	60,578,000	66,030,000
Transfer to Capital Projects	20,848,070	21,437,118	22,402,685	23,390,617	24,423,442	25,503,231
Transfer to Other Funds	11,326,108	11,439,369	11,839,747	12,076,542	12,499,221	12,749,205
TOTAL APPROPRIATIONS	\$ 717,160,342	\$ 740,687,641	\$ 770,101,140	\$ 798,491,149	\$ 831,201,328	\$ 863,015,900
Appropriation % Change	7.7%	3.3%	4.0%	3.7%	4.1%	3.8%
ANNUAL						
SURPLUS/(DEFICIT) \$	\$ 0	\$ 581,197	\$ 683,451	\$ 1,620,244	\$ 273,960	\$ 2,091,784

Debt

Legal Debt Margin

The County's legal debt limit is established in the County's charter. In May of 2019, a charter review commission was established and County staff recommended that the debt limit be reduced from 5% to 3% for real property and 15% to 9% for personal property. This recommendation was carried and put before the registered voters of the County. The ballot question passed in November 2020 with 76.7% voting FOR the amendment.

Charter (before the amendment)

508. Borrowing Limitations

(a) Except as otherwise provided by State law, the aggregate amount of bonds and other evidences of indebtedness outstanding at any one time that pledge the full faith and credit of the County may not exceed a total of five percent of the assessable basis of real property of the County and fifteen percent of the County's assessable basis of personal property and operating real property described in § 8.109(c) of the Tax - Property Article.

(b) Except as may otherwise be provided by State law, the following may not be computed or applied in establishing the debt limitations provided in this section: (1) Tax anticipation notes or other evidences of indebtedness having a maturity not in excess of 12 months; (2) Bonds or other evidences of indebtedness issued or guaranteed by the County payable primarily or exclusively from taxes levied in or on, or other revenues of, special taxing areas or community development authorities; and (3) Bonds or other evidences of indebtedness issued for self-liquidating and other projects payable primarily or exclusively from the proceeds of assessments or charges for special benefits or services.

	Actual FY2020	Projected FY2021	Budgeted FY2022	Budgeted FY2023	Budgeted FY2024	Budgeted FY2025	Budgeted FY2026	Budgeted FY2027
in '000s								
Debt Limitation	1,597,003*	1,004,332	1,061,700	1,106,280	1,152,750	1,201,170	1,341,600	1,304,190
Total Debt Applicable to Limit	647,564	636,700	768,000	808,200	812,300	817,700	828,700	887,600
Legal Debt Margin	949,439	367,632	293,700	298,080	340,450	383,470	512,900	416,590
Total Net Debt Applicable to the limit as a % of debt limit	40.5%	63.4%	72.3%	73.1%	70.5%	68.1%	61.8%	68.1%

* FY2020 was before the amendment passed. All other years are shown at the lower debt limit.

Debt Affordability Limits

Debt affordability limits have been established for several decades and in 2016 a study was commissioned to review the standards and make recommendations for changes. Here are the limits that are in place today:

- ✓ General Fund G.O. debt service, as a percentage of General Fund revenue, should be limited to **9.0%**
- ✓ General Fund debt, as a percent of assessed valuation, should be limited to **2.0%**
- ✓ General Fund debt, as a percent of General Fund Revenue, should be limited to **80.0%**
- ✓ Total G.O. debt service, as a percent of General Fund Revenue, should be limited to **17.2%**

The Capital Improvement Program (CIP) uses these limits, in addition to the legal debt limit, in establishing the capital projects to be funded, when to be funded, and to establish the funding source.

FY2022 Adopted Budget Fund Budgets

Debt

Debt Obligations

Presented below is the estimated debt service by fund for FY2021 and FY2022. The County is planning on issuing bonds that are currently budgeted in the summer of 2021. Other than the Agricultural Preservation and the Hotel Room Rental Tax funds, all debt is used to support capital projects and some capital equipment leases.

	Principal Balance 6/30/2020	FY2021 Estimated			FY2022 Budgeted			Principal Balance 6/30/2022
		Principal	Interest	Additions	Principal	Interest	Additions	
in '000s								
General Fund	391,245	30,972	14,645	7,830	32,150	16,379	174,000	502,123
Special Revenue Funds								
Agricultural Preservation	48,086	771	2,075	1,204	1,819	2,192	.	45,496
Hotel Room Rental Tax	1,347	115	53	-	120	48	-	1,112
Parks Acquisition & Development	13,432	445	501	-	468	548	4,000	16,519
Impact Fees/School Mitigation	19,339	4,743	599	-	1,430	531	2,800	15,966
School Construction	34,238	2,458	1,572	-	2,574	1,540	5,300	34,506
Enterprise Funds								
Comprehensive Care Facilities	30,662	1,497	817	-	1,523	751	-	27,642
Solid Waste Management	8,586	1,994	245	-	1,388	187	-	5,204
Water & Sewer Management	125,129	13,068	3,661	-	14,040	3,245	2,000	100,021
TOTAL	672,064	56,063	24,168	9,034	55,512	25,421	188,100	748,589

Source: 6/30/2020 from the FY2020 Comprehensive Annual Financial Report (Bond Payable, Notes from Direct Borrowing and Direct Placements, Capital Leases, and Installment Purchase Agreements). The FY2021 figures are estimates and FY2022 are budgeted amounts and estimates.

Presented below is the estimated future payments of debt service as of 6/30/2020 and does not take into effect any additional debt for FY0221 or FY2022.

	Principal	Interest	Total Requirement
in '000s			
2021	56,063	24,168	80,231
2022	44,195	22,131	66,326
2023	49,876	20,469	70,345
2024	45,417	18,436	63,853
2025	46,544	16,468	63,012
2026-2030	216,520	55,975	272,495
2031-2035	133,876	21,211	155,087
2036-2040	79,574	4,611	84,185
TOTAL	672,065	183,469	855,534

Source: 6/30/2020 from the FY2020 Comprehensive Annual Financial Report (Bond Payable, Notes from Direct Borrowing and Direct Placements, Capital Leases, and Installment Purchase Agreements).

Credit Rating

Governments must receive a credit rating, much like a personal credit score when anticipating issuing additional bonds. The credit rating affects the interest rate related to the debt. The higher the credit rating, the lower the interest rate and less cost to the County and ultimately the taxpayers.

Fitch, Moody's, and S&P Global (previously Standard & Poor's), are the three main credit ratings for governments. Although each agency has its own scoring and ratings, the top rating for each is a 'triple A.' Frederick County has maintained these ratings over the last five years.

County's Credit Rating (as of August 2019)

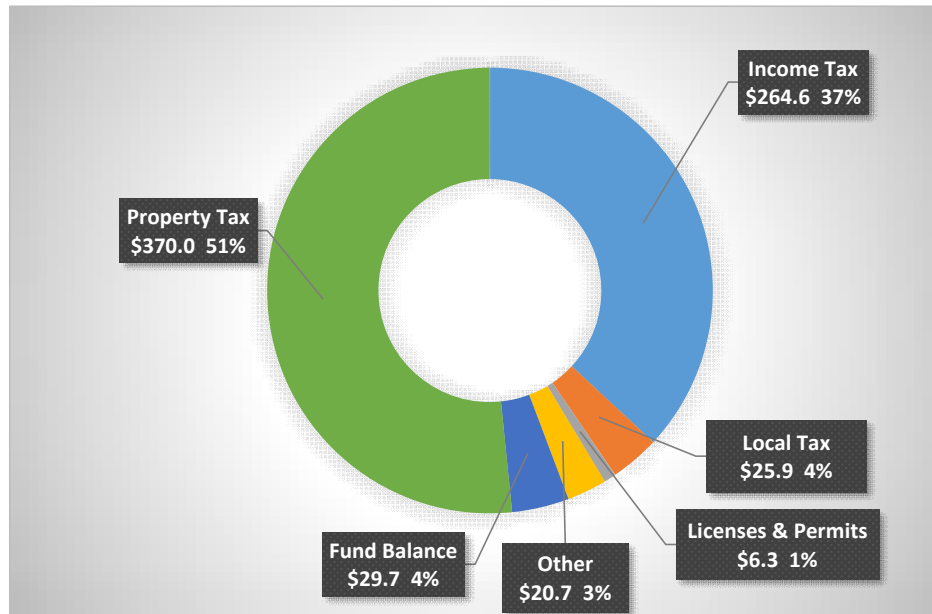
Fitch	AAA
Moody's	Aaa
S&P Global	AAA

GENERAL FUND

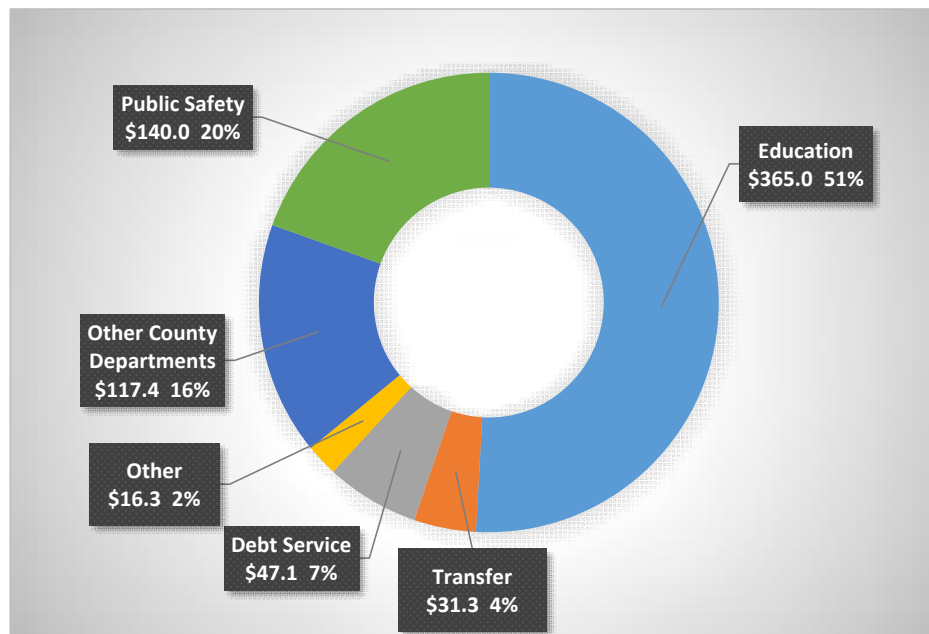
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\$717.2 Million Adopted Budget

Source of Funds
(\$ Millions)



Use of Funds
(\$ Millions)



FY2022 Adopted Budget
Fund Budget Summary

General Fund

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
REVENUES					
Property Taxes	322,868,437	335,803,753	352,711,294	370,009,587	4.9%
Income Taxes	236,272,579	246,930,060	236,230,870	264,578,574	12.0%
Other Taxes	26,085,077	27,788,440	24,633,400	25,860,487	5.0%
Licenses & Permits	6,637,042	6,564,048	5,619,700	6,269,700	11.6%
Federal Funding	443,572	1,346,073	211,093	204,546	-3.1%
State Funding	4,745,375	4,194,267	4,871,155	4,636,363	-4.8%
Fees & Charges	11,725,155	10,849,515	10,740,689	11,131,693	3.6%
Fines & Forfeitures	40,170	24,706	45,500	35,500	-22.0%
Investment Earnings	3,984,067	3,495,592	2,001,011	2,000,011	-%
Miscellaneous Revenue	2,858,338	2,451,694	2,713,781	2,769,155	2.0%
Other Financing Sources	618,444	303,831	-	-	-%
Total	616,278,256	639,751,979	639,778,493	687,495,616	7.5%
BUDGETED USE OF FUND BALANCE					
Audited 2019, 2020 (respectively)	-	-	26,005,370	29,664,726	14.1%
TOTAL REVENUES	616,278,256	639,751,979	665,783,863	717,160,342	7.7%

FY2022 Adopted Budget
Fund Budget Summary

General Fund

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
EXPENDITURES					
Salaries & Wages	117,932,951	126,103,675	136,342,953	146,148,113	7.2%
Benefits	60,848,073	61,191,140	63,743,475	69,637,388	9.2%
Non-Employee Compensation	2,446,235	2,243,576	2,341,301	2,360,510	0.8%
Professional & Technical Services	7,630,815	7,881,110	10,411,203	11,309,817	8.6%
Property Services	2,582,874	2,462,414	3,137,091	3,343,173	6.6%
Repair/Maintenance	13,063,777	13,750,130	13,404,624	14,365,870	7.2%
Other Services	12,491,116	11,103,058	15,179,851	16,972,571	11.8%
Rental Expense	814,824	904,701	908,967	952,517	4.8%
Supplies	10,528,974	9,103,892	10,500,214	11,669,038	11.1%
Miscellaneous Expense	10,086,645	5,427,286	6,287,676	6,608,076	5.1%
Capital	1,177,020	841,501	712,988	15,000	-97.9%
Intergovernmental	7,620,600	8,283,059	8,555,974	10,725,197	25.4%
Other Financing Uses	367,126,417	385,773,980	400,340,507	428,457,189	7.0%
In-Kind	13,292,488	13,712,319	16,039,039	16,733,315	4.3%
Contingency	-	-	2,869,420	2,749,960	-4.2%
Reimbursements	(23,904,580)	(22,356,743)	(24,991,420)	(24,887,392)	-0.4%
TOTAL EXPENDITURES	603,738,229	626,425,098	665,783,863	717,160,342	7.7%

FY2022 Adopted Budget
Revenue Budgets

General Fund

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
Property Taxes					
Real Property Taxes	313,135,655	326,269,232	352,988,614	370,279,086	4.9%
Public Utility Taxes	11,162,077	11,274,141	11,608,356	11,900,000	2.5%
Pers Prop Tax on Generation of	-	170,864	-	-	-%
Payment in Lieu Option	665,180	348,098	665,000	450,000	-32.3%
Municipal Tax Differential	-	-	(10,026,980)	(9,881,568)	-1.5%
Tax Credit - Homestead	(824,323)	(849,286)	(1,016,558)	(1,241,293)	22.1%
Tax Credit - Historic District	(466)	-	(1,000)	(500)	-50.0%
Tax Credit - Income Based	(112,245)	(93,054)	(1,000,000)	-	-100.0%
Tax Credit - State Reimbursement	8,718	-	1,000,000	-	-100.0%
Tax Credit - Ag Land / Bldg	(1,201,790)	(1,260,796)	(1,300,000)	(1,300,000)	-%
Tax Credit - County Homeowner	(768,756)	(899,060)	(825,000)	(825,000)	-%
Tax Credit - Forty Year	-	(11,067)	(10,000)	(13,500)	35.0%
Tax Credit - Enterprize Zone	-	-	-	(5,000)	-%
Tax Credit - Vacant Commercial	(116,099)	(111,908)	(120,000)	(100,000)	-16.7%
Tax Credit - Carroll Manor Rec	(1,138)	(2,374)	(1,138)	(1,138)	-%
Tax Credit - Retired Military	-	-	-	(500)	-%
Tax Credit - Spouse of Fallen Emergency Worker	-	-	-	(1,000)	-%
Discount of Personal Property Taxes	-	(854)	-	-	-%
Tax Sale - Rev / Exp	(36,085)	12,221	-	-	-%
Property Tax - Over /Under	(363)	(556)	-	-	-%
Interest on Property Taxes	3,009,201	3,151,929	2,900,000	3,000,000	3.4%
Discount on Property Taxes	(2,051,129)	(2,193,777)	(2,150,000)	(2,250,000)	4.7%
Property Taxes Total	322,868,437	335,803,753	352,711,294	370,009,587	4.9%
Income Taxes					
Income Taxes	236,272,579	246,930,060	236,230,870	264,578,574	12.0%
Other Taxes					
Recordation Taxes	24,436,376	25,294,952	22,733,200	23,360,287	2.8%
MD 911 Fees - Local	1,648,276	2,493,138	1,900,000	2,500,000	31.6%
MD Security Interest Filing Fee	425	350	200	200	-%
Other Taxes Total	26,085,077	27,788,440	24,633,400	25,860,487	5.0%
Licenses & Permits					
Liquor Lic - Beer / Wine	416,030	268,202	400,000	400,000	-%
Liquor Lic - Application Fee	65,895	66,010	58,200	58,200	-%
Liquor Lic - Postponement Fee	-	-	500	500	-%

FY2022 Adopted Budget
Revenue Budgets

General Fund

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
Traders Licenses	201,465	168,916	210,000	210,000	-%
Plumbing Licenses	15,728	92,636	15,000	75,000	400.0%
Electrical Licenses	126,777	53,467	110,000	50,000	-54.5%
Marriage License	23,483	13,460	20,000	20,000	-%
Animal Licenses	60,359	46,164	55,000	55,000	-%
Raffle Permits	232,907	180,338	210,000	210,000	-%
Parks Alcohol Permit	9,925	6,100	8,000	8,000	-%
Zoning & Home Occupancy Permits	221,277	204,576	168,000	168,000	-%
Building Permits	2,062,300	2,141,201	1,700,000	2,000,000	17.6%
Building Permit - Filing Fee	124,045	122,529	110,000	110,000	-%
Electrical Permits	1,061,506	1,111,325	930,000	1,000,000	7.5%
Plumbing Permits	1,206,184	1,280,073	1,000,000	1,200,000	20.0%
Driveway Permits	12,083	10,042	5,000	5,000	-%
Grading Permits	789,156	793,200	620,000	700,000	12.9%
Forest Resource Permits	7,922	5,809	-	-	-%
Licenses & Permits Total	6,637,042	6,564,048	5,619,700	6,269,700	11.6%
Federal Funding					
Federal Grants - Direct	-	376,719	-	-	-%
Federal Grants - Pass Thru	128,178	668,415	-	-	-%
Federal Grants - A133 Exempt	315,394	300,939	211,093	204,546	-3.1%
Federal Funding Total	443,572	1,346,073	211,093	204,546	-3.1%
State Funding					
State Department of Transport	2,876,877	2,355,509	3,004,792	2,750,000	-8.5%
State Pub Safety & Corrections	201,420	146,655	200,000	200,000	-%
Maryland State Police	1,094,424	1,109,136	1,086,363	1,086,363	-%
Amoss ST508 Grant	572,654	582,967	580,000	600,000	3.4%
State Funding Total	4,745,375	4,194,267	4,871,155	4,636,363	-4.8%
Fees & Charges					
Municipal Services	125,016	172,624	78,000	175,000	124.4%
Electricity Demand Side Mgmt	5,824	6,589	5,000	5,000	-%
Tax Status Reports Collection	181,568	199,350	160,000	160,000	-%
Hotel Tax Admin Fee	37,311	38,328	48,454	48,454	-%
Other Fees	75	18,850	7,420	7,420	-%
Court Costs, Fees and Charges	13,219	9,523	2,000	2,000	-%
Planning Rezoning/Text Amend	15,693	23,963	5,000	5,000	-%
Develop Review-Subdivision	223,626	260,511	200,000	200,000	-%

FY2022 Adopted Budget
Revenue Budgets

General Fund

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
Develop Review-Site Plan	152,420	93,870	100,000	100,000	-%
APFO Review	17,788	9,675	10,000	10,000	-%
Forest Resource Ordinance Fee	30,561	24,009	34,000	34,000	-%
OLS Review/Inspection	950,084	981,318	750,000	950,000	26.7%
Zoning Charges - Inspect/Appeals	48,734	25,050	42,000	42,000	-%
Engineering IP & SWM Review	485,714	363,145	300,000	350,000	16.7%
Eng Site Plan/Subdivision Review	58,782	41,625	50,000	50,000	-%
Develop Review - IP Review	10,603	7,560	7,000	7,000	-%
Automation Enhancement Fee	153,512	147,670	-	-	-%
Performance Agree/Surety Mod	11,284	79,414	1,000	1,000	-%
Sheriff's Fees	22,403	20,675	22,200	22,200	-%
PADDD Admin Fees	3,090	2,130	4,000	4,000	-%
Third Millennium Fees	1,380	1,500	-	-	-%
Fingerprinting Fees	76,068	52,820	60,300	60,300	-%
Animal Control Collections	60,624	40,598	50,000	50,000	-%
Animal Control Medical Receipt	8,369	7,094	3,000	3,000	-%
Fire Marshall Liquor Inspection	3,625	4,047	-	1,000	-%
Ambulance Insurance Billing	6,186,901	5,949,183	6,200,000	6,200,000	-%
Insurance Proceeds - Fire/Resc	(1,566,977)	(1,817,216)	(1,426,000)	(1,426,000)	-%
Subscriptions - Fire / Rescue	349,888	343,630	395,000	395,000	-%
Subscription Credits - Fire/Rescue	(332,014)	(329,941)	(395,000)	(395,000)	-%
Admin Services - Alt Sentencing	18,356	11,095	10,000	10,000	-%
Road Inspections	183,843	305,904	200,000	200,000	-%
Medical Assistance - State	37,454	32,030	10,000	10,000	-%
Scott Key Ctr-Day Program Fees	1,188,894	1,262,227	1,048,441	1,032,381	-1.5%
Scott Key Ctr-Supported Employment	567,897	610,336	622,376	548,125	-11.9%
Scott Key Ctr-DoRS Dept Rehab Services	-	17,628	-	25,000	-%
Scott Key Ctr-Comm Learning Services	-	14,245	-	58,190	-%
Scott Key Ctr-Self-Directed Funding	8,342	6,283	-	32,121	-%
Day Camp Tuition	241,794	193,116	175,000	175,000	-%
Recreation Ctr Program Fees	633,187	490,287	600,000	509,513	-15.1%
Catoctin Nature Ctr Fees	129,528	98,290	120,000	120,000	-%
Fountain Rock Nature Ctr Fees	69,236	57,853	85,000	85,000	-%
Museum Fees	136,401	71,303	100,000	104,000	4.0%
Ballfield Fees	19,410	7,876	22,700	22,700	-%
Synthetic Turf Fields	130,030	69,860	325,377	415,864	27.8%
Admin Revenue - Parks	5,668	4,472	-	-	-%

FY2022 Adopted Budget
Revenue Budgets

General Fund

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
Dev Disabilities Collections	2,735	1,778	2,000	12,000	500.0%
Class Tuition	376,251	275,264	271,500	271,500	-%
Weed Control Fees	458,873	396,034	264,921	268,925	1.5%
Court Papers Served	182,085	146,040	170,000	170,000	-%
Fees & Charges Total	11,725,155	10,849,515	10,740,689	11,131,693	3.6%
Fines & Forfeitures					
Court Fines	22,520	15,069	25,000	25,000	-%
Alcohol Code Violation Fines	8,000	6,700	20,000	10,000	-50.0%
Gaming Permit	100	100	100	100	-%
Building Fines	2,000	2,237	100	100	-%
Electrical Fines	-	-	100	100	-%
Plumbing Fines	-	-	100	100	-%
Environmental Fines	6,000	-	100	100	-%
Parks & Recreation Fines	1,550	600	-	-	-%
Fines & Forfeitures Total	40,170	24,706	45,500	35,500	-22.0%
Investment Earnings					
Investment Earnings	3,787,716	6,540,406	2,000,011	2,000,011	-%
EPC Earnings Allocation	-	(3,004,114)	-	-	-%
Unrealized Gain / Loss	194,000	(40,700)	-	-	-%
Interest Income	2,351	-	1,000	-	-100.0%
Investment Earnings Total	3,984,067	3,495,592	2,001,011	2,000,011	-%
Miscellaneous Revenue					
Rental Income - Buildings	1,339,978	1,382,104	1,292,820	1,287,820	-0.4%
Rental Income - Parks	294,892	220,760	304,096	289,470	-4.8%
Rental Income - Parking	47,369	50,535	46,600	46,600	-%
Cap Contr - Developer	-	4,300	-	-	-%
Contributions & Donations	85,737	97,624	46,265	46,265	-%
Sponsorship Revenue	21,580	7,050	-	-	-%
Sale of Merchandise	375	475	-	-	-%
Tax Collection-Auto Tag Recovery	1,197	837	1,000	1,000	-%
Misc Rev - State Operating	28,693	17,498	-	-	-%
ID Badge Replacement Charge	220	390	-	-	-%
Pcard Rebate	244,054	281,480	175,000	250,000	42.9%
Food Rebate	3,269	2,486	2,000	2,000	-%
Conduit Issuers Admin Fee	70,471	106,112	-	-	-%
Collection Charges - NSF	4,468	3,000	3,000	3,000	-%

FY2022 Adopted Budget
Revenue Budgets

General Fund

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
Misc Rev - Vending Machines	11,514	9,388	13,000	13,000	-%
Misc Rev - Pay Phones	89,827	81,524	80,000	80,000	-%
Unanticipated Revenue	82,537	-	500,000	500,000	-%
Miscellaneous Revenues	531,645	185,784	250,000	250,000	-%
Treasury - Cash Over/Under	-	(2)	-	-	-%
AP Discounts	512	349	-	-	-%
Total Miscellaneous Revenues	2,858,338	2,451,694	2,713,781	2,769,155	2.0%
Sale of Capital Assets	199,605	-	-	-	-%
Insurance Proceeds	17,459	-	-	-	-%
Trans from Grants Fund	295,252	264,767	-	-	-%
Gain/Loss-Asset Disposition	106,128	39,064	-	-	-%
Total Other Financing Sources	618,444	303,831	-	-	-%
Budgeted Fund Balance					
Budgeted Fund Balance	-	-	26,005,370	29,664,726	14.1%
TOTAL	616,278,256	639,751,979	665,783,863	717,160,342	7.7%

FY2022 Adopted Budget
Departmental Expense Budgets

General Fund

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
County Executive					
County Executive	1,343,451	1,729,613	880,681	936,115	6.3%
County Executive Total	1,343,451	1,729,613	880,681	936,115	6.3%
Administrative Services					
County Administration	-	-	967,721	1,390,491	43.7%
Budget	615,310	586,151	782,486	968,865	23.8%
Workforce Services	574,023	540,252	598,309	780,852	30.5%
Office of Economic Development	1,542,337	1,606,612	1,658,614	1,787,619	7.8%
Communications	780,584	788,506	834,974	799,120	-4.3%
Risk Management	-	-	-	809,503	-%
Procurement & Contracting	-	-	-	1,340,317	-%
Environmental Sustainability	202,391	207,188	212,629	222,635	4.7%
Watersheds - NPDES	1,561,086	1,110,125	1,933,573	2,195,896	13.6%
Administrative Services Total	5,275,731	4,838,834	6,988,306	10,295,298	47.3%
County Council					
County Council	663,481	728,171	827,618	849,566	2.7%
County Council Total	663,481	728,171	827,618	849,566	2.7%
Sheriff					
Sheriff-Administration	1,235,017	1,286,741	1,341,388	1,387,638	3.4%
Court House Security	2,384,808	2,504,753	2,625,401	2,737,925	4.3%
Sheriff-Law Enforcement	24,242,218	25,055,873	26,036,541	27,086,562	4.0%
Community Deputy Program	1,200	814	-	-	-%
Detention Center	14,406,641	15,761,865	16,604,418	18,286,846	10.1%
Work Release Center	3,983,760	4,158,324	4,434,036	4,531,428	2.2%
Sheriff Total	46,253,644	48,768,370	51,041,784	54,030,399	5.9%
State's Attorney					
State's Attorney	6,355,416	6,339,763	6,402,169	7,180,554	12.2%
State's Attorney Total	6,355,416	6,339,763	6,402,169	7,180,554	12.2%
Circuit Court					
Circuit Court	1,586,474	1,621,948	1,629,323	1,833,208	12.5%
Jury	42,527	26,896	97,395	97,395	-%
Circuit Court Magistrate	16,948	2,800	-	-	-%
Circuit Court Total	1,645,949	1,651,644	1,726,718	1,930,603	11.8%

FY2022 Adopted Budget
Departmental Expense Budgets

General Fund

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
Orphan's Court					
Orphan's Court	31,602	34,091	39,706	39,706	-%
Orphan's Court Total	31,602	34,091	39,706	39,706	-%
County Attorney					
County Attorney	1,433,724	1,406,305	1,496,829	1,715,486	14.6%
Ethics Commission	-	-	10,419	10,419	-%
County Attorney Total	1,433,724	1,406,305	1,507,248	1,725,905	14.5%
Finance					
Finance Administration	12,355	675,703	677,569	531,613	-21.5%
Debt & Benefit Trust Mgmt	-	-	-	242,138	-%
Treasury	1,217,554	1,190,493	1,255,988	1,289,402	2.7%
Accounting	2,529,522	1,913,841	1,969,118	2,086,523	6.0%
Risk Management	402,681	432,518	542,563	-	-100.0%
Procurement & Contracting	1,131,917	1,025,781	1,155,458	-	-100.0%
Finance Total	5,294,029	5,238,336	5,600,696	4,149,676	-25.9%
Human Resources					
Human Resources	1,292,113	1,237,179	1,244,409	1,677,690	34.8%
Human Resources Total	1,292,113	1,237,179	1,244,409	1,677,690	34.8%
Interagency Information Technology					
Interagency Information Technology	9,368,822	9,704,194	10,958,724	12,550,993	14.5%
Interagency Information Technology Total	9,368,822	9,704,194	10,958,724	12,550,993	14.5%
Planning & Permitting					
Planning & Development Review	2,379,490	2,589,768	2,863,900	3,055,278	6.7%
Permits & Inspections	3,643,781	3,544,127	4,094,612	4,368,604	6.7%
Planning & Permitting Total	6,023,271	6,133,895	6,958,512	7,423,882	6.7%
Emergency Management					
Emergency Communications	8,777,332	9,199,765	9,736,057	10,759,392	10.5%
Emergency Preparedness	482,693	569,646	650,039	833,553	28.2%
Emergency Management	286,765	399,496	502,150	830,564	65.4%
Emergency Management Total	9,546,790	10,168,907	10,888,246	12,423,509	14.1%

FY2022 Adopted Budget
Departmental Expense Budgets

General Fund

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
Fire & Rescue Services					
Fire/Rescue Office of the Fire Chief	690,233	678,998	702,804	729,801	3.8%
Fire/Rescue Administrative Services	1,215,910	1,503,736	1,310,892	1,546,110	17.9%
Fire/Rescue Training	1,065,443	1,373,299	1,135,198	1,965,877	73.2%
Fire & EMS Operations	48,958,930	54,828,104	58,988,989	64,142,275	8.7%
Ambulance Billing	698,528	518,297	556,075	566,123	1.8%
Fire Marshall	567,276	541,716	658,692	685,080	4.0%
Fire & Rescue Services Total	53,196,320	59,444,150	63,352,650	69,635,266	9.9%
Volunteer Fire/Rescue Services					
Volunteer Fire Companies	3,716,514	4,365,572	4,581,092	4,405,092	-3.8%
Fire Teams	535,819	486,899	644,089	712,275	10.6%
Volunteer Fire & Rescue	2,979,114	2,847,704	2,994,369	3,532,351	18.0%
Amoss Fire Funds	572,653	582,966	580,000	600,000	3.4%
Volunteer Fire/Rescue Services Total	7,804,100	8,283,141	8,799,550	9,249,718	5.1%
Animal Control					
Animal Control	2,170,773	2,182,494	2,232,764	2,440,152	9.3%
Animal Control Total	2,170,773	2,182,494	2,232,764	2,440,152	9.3%
Citizen Services					
Citizens Services Administration	492,279	525,184	694,778	719,259	3.5%
Scott Key Center	3,255,300	3,389,554	3,504,177	3,552,686	1.4%
Family Partnership	408,907	421,893	429,177	388,005	-9.6%
Housing	668,913	658,573	664,730	762,620	14.7%
Office for Children & Family	267,164	230,759	232,793	258,085	10.9%
Child Advocacy Center	316,632	375,951	375,426	446,126	18.8%
Human Relations	145,329	180,022	190,491	227,069	19.2%
Human Relations Commission	4,139	1,610	4,770	4,770	-%
Citizen Services Total	5,558,663	5,783,546	6,096,342	6,358,620	4.3%
Senior Services					
Senior Services	1,628,299	1,791,562	1,957,843	2,270,498	16.0%
Senior Services Total	1,628,299	1,791,562	1,957,843	2,270,498	16.0%

FY2022 Adopted Budget
Departmental Expense Budgets

General Fund

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
Health Services					
Health Administration	129,433	131,023	131,461	137,751	4.8%
Health Equity Office	-	-	-	335,885	-%
School Health Program	-	10,075	10,000	10,000	-%
Mental Health Program	421,533	421,533	421,533	421,533	-%
Behavioral Health Program	-	-	-	856,350	-%
Substance Abuse-Detention Center	132,572	132,572	132,572	132,572	-%
Health Core Services	1,718,204	1,870,069	2,027,497	2,096,533	3.4%
Developmental Center	3,593,396	3,548,477	3,877,652	4,057,904	4.6%
Health Services Total	5,995,138	6,113,749	6,600,715	8,048,528	21.9%
Parks & Recreation					
Parks & Recreation	7,634,794	7,972,814	9,460,598	10,293,609	8.8%
Building Security	220,494	255,277	270,457	291,879	7.9%
Custodial Services	1,794,661	1,886,324	2,146,560	2,246,938	4.7%
Parks & Recreation Total	9,649,949	10,114,415	11,877,615	12,832,426	8.0%
Public Works					
Public Works Administration	1,091,709	1,086,056	1,204,064	1,637,894	36.0%
Highway Operations	17,728,530	15,608,701	16,734,044	17,105,306	2.2%
Transportation Engineering	1,550,324	1,810,055	1,952,539	2,076,497	6.3%
Construction Management	885,688	898,558	1,061,497	1,234,211	16.3%
Facility Maintenance	7,889,467	6,946,784	8,582,594	8,970,711	4.5%
Public Works Total	29,145,718	26,350,154	29,534,738	31,024,619	5.0%
Transit Services					
Transit	80,314	182,682	-	-	-%
Transit Services Total	80,314	182,682	-	-	-%
Board of Education					
Board of Education	283,305,205	294,548,343	309,699,428	330,327,308	6.7%
Board of Education Total	283,305,205	294,548,343	309,699,428	330,327,308	6.7%
Frederick Community College					
Frederick Community College	17,754,562	18,857,979	20,288,119	21,822,363	7.6%
Frederick Community College Total	17,754,562	18,857,979	20,288,119	21,822,363	7.6%

FY2022 Adopted Budget
Departmental Expense Budgets

General Fund

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
Frederick County Public Libraries					
Library	11,575,842	11,778,496	11,962,068	12,879,194	7.7%
Frederick County Public Libraries Total	11,575,842	11,778,496	11,962,068	12,879,194	7.7%
Independent Agencies					
Social Services	542,448	558,149	500,684	573,587	14.6%
Board of Elections	1,806,424	1,445,254	2,123,776	2,389,295	12.5%
Liquor Commission	426,469	405,121	477,122	571,119	19.7%
Interagency Internal Audit	375,054	267,696	391,063	404,385	3.4%
Cooperative Extension Service	392,029	397,181	415,619	415,619	-%
Weed Control	359,588	334,200	264,921	268,925	1.5%
Soil Conservation	109,335	109,159	109,335	109,335	-%
MD Dept Assessment & Taxation	724,248	888,368	900,618	900,618	-%
Independent Agencies Total	4,735,595	4,405,128	5,183,138	5,632,883	8.7%
Non-Departmental					
Non-Dept - County	211,339	433,034	232,231	241,449	4.0%
Non-Dept - Personnel	386,432	913,649	742,700	1,197,700	61.3%
Non-Dept - Finance	330,980	294,094	418,364	431,890	3.2%
Non-Dept - Risk Management	1,290,030	1,409,636	2,034,656	2,034,656	-%
Non-Dept - Debt Service	42,000,000	43,680,000	44,990,400	47,099,362	4.7%
Contingencies	2,131,385	(2,816,732)	669,718	592,979	-11.5%
Transfer to Other Funds	18,766,242	21,490,263	19,885,762	21,925,646	10.3%
Transfer to Grant Funds	5,654,170	7,047,157	7,861,295	9,376,237	19.3%
Transfer to Other Govts	4,739,190	4,980,765	5,053,754	5,142,756	1.8%
Non-Departmental Total	75,509,768	77,431,866	81,888,880	88,042,675	7.5%
Grant in Aid / Non County					
Non County Agencies	149,748	276,680	286,000	373,000	30.4%
Commission for Women	4,661	6,495	9,196	9,196	-%
Community Partnership Grant	945,551	894,916	950,000	1,000,000	5.3%
Grant in Aid / Non County Total	1,099,960	1,178,091	1,245,196	1,382,196	11.0%
TOTAL	603,738,229	626,425,098	665,783,863	717,160,342	7.7%
Full-Time Equivalents	1,724.59	1,842.22	1,862.75	1,899.49	2.0%

FY2022 Adopted Budget
Board of Education Detail

General Fund

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
Cash					
Board of Education Approp	272,586,443	283,465,005	296,598,012	316,598,012	6.7%
In-Kind					
BOE In-Kind School Health	6,390,611	6,360,025	7,433,791	8,077,573	8.7%
BOE In-Kind Develop Ctr	2,538,982	2,734,324	2,892,293	2,930,570	1.3%
BOE In-Kind School Res Ofc	1,518,935	1,757,228	2,428,317	2,340,852	-3.6%
BOE In-Kind Internal Audit	8,672	48,349	90,542	90,542	-%
BOE In-Kind Crossing Guards	261,562	183,412	256,473	289,759	13.0%
Subtotal In-Kind	10,718,762	11,083,338	13,101,416	13,729,296	4.8%
TOTAL	283,305,205	294,548,343	309,699,428	330,327,308	6.7%

FY2022 Adopted Budget**Frederick Community College Detail****General Fund**

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
Cash					
FCC Appropriation	17,376,502	18,441,502	19,841,502	21,341,502	7.6%
In-Kind					
FCC In-Kind Appropriation	345,972	396,772	352,076	390,320	10.9%
FCC In-Kind Dues	1,000	-	-	-	-%
FCC In-Kind Internal Audit	31,088	16,086	90,541	90,541	-%
FCC In-Kind Appraisals	-	3,619	4,000	-	-100.0%
Subtotal In-Kind	378,060	416,477	446,617	480,861	7.7%
TOTAL	17,754,562	18,857,979	20,288,119	21,822,363	7.6%

FY2022 Adopted Budget**Frederick County Public Libraries Detail****General Fund**

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
Cash					
Library Appropriation	10,208,748	10,445,532	10,377,062	11,244,135	8.4%
In-Kind					
Library In-Kind IIT	428,816	464,461	543,285	571,322	5.2%
Library In-Kind Building	1,695,004	1,667,968	1,866,721	1,867,757	0.1%
Library In-Kind Insurance	71,846	80,075	81,000	84,079	3.8%
Subtotal In-Kind	2,195,666	2,212,504	2,491,006	2,523,158	1.3%
Library Recovery - Depreciation	(828,572)	(879,540)	(906,000)	(888,099)	-2.0%
TOTAL	11,575,842	11,778,496	11,962,068	12,879,194	7.7%

**SPECIAL REVENUE FUNDS -
OPERATING**

This Page Not Used

Special Revenue Funds

A fund administered by the County to collect revenues enacted for a specific purpose.

Frederick County Government has seven special revenue operating funds with adopted budgets:

Agricultural Preservation

Grants

Hotel Room Rental Tax

Electric Lighting Districts

Housing Initiatives

Debt Service – General Government

Economic Development Loans

Agricultural Preservation

The Agricultural Land Preservation office administers a variety of local, state, and federal land preservation programs focused on protecting agricultural lands. Current programs are Conservation Reserve Enhancement Program, Critical Farms, Installment Purchase, Maryland Agricultural Preservation Foundation, and Rural Legacy.

The main funding sources for the agricultural preservation programs are derived from dedicated County recordation tax, State grants, a portion of the State Agricultural Transfer Tax, and contributions from the County's general fund. Through legislation, the County has dedicated 25.0% of recordation tax revenues toward agricultural land preservation in the county.

Budget Highlights

The following budget adjustments are reflected in FY22:

Effective October 1, 2020, the recordation tax was increased from \$6/\$500 of consideration to \$7/\$500 of consideration. The \$1 increase is dedicated to agriculture preservation (of which \$500,000 is dedicated to related programs). This will effectively increase the percentage dedicated from 12.5% to 25.0%.

The FY2022 budget reflects a full year of the new rate in revenue (Other Taxes) and in program expenditures. Miscellaneous Revenue is significantly higher than FY21, due to timing of Critical Farms refunds.

A Planner I position and related operating costs were approved mid. year in FY21.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

FY2022 Adopted Budget

Fund Budgets

Agricultural Preservation

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
REVENUES					
Other Taxes	5,266,396	5,731,992	10,900,000	12,543,750	15.1%
State Funding	5,511,829	3,979,709	3,000,000	3,000,000	-%
Investment Earnings	3,943,695	5,611,712	398,808	336,087	-15.7%
Miscellaneous Revenue	8,081	1,974,860	2,491	4,108,741	164,843.4%
Budgeted Fund Balance	-	-	1,843,634	522,165	-71.7%
Other Financing Sources	1,985,280	1,937,704	1,118,716	2,250,003	101.1%
Total	16,715,281	19,235,977	17,263,649	22,760,746	31.8%
EXPENDITURES					
Salaries - Regular Employees	132,988	140,581	149,146	207,460	39.1%
Benefits	73,026	66,574	59,712	84,802	42.0%
Professional & Technical Services	4,477	26,008	20,199	20,199	-%
Other Services	2,757	1,623	9,655	9,655	-%
Supplies	1,609	208	750	750	-%
Miscellaneous Expense	-	-	500,000	500,000	-%
Capital	8,365,668	7,759,350	13,437,003	17,894,371	33.2%
Other Financing Uses	3,683,452	5,453,130	3,089,675	4,046,000	31.0%
Debt Costs	-	3,536	-	-	-%
Reimbursements	-	-	(2,491)	(2,491)	-%
Total	12,263,977	13,451,010	17,263,649	22,760,746	31.8%
Full-Time Equivalents	2.00	2.00	2.00	3.00	50.0%

Grants

The grant fund accounts for Federal and State grant revenues and expenditures. This fund is a special revenue fund and receives revenues from Federal and State grant programs and expends these funds in accordance with the terms of the grants. The County's General Fund also supports the grant programs.

Budget Highlights

The FY22 budget is consistent with the FY21 Adopted Budget. However, a multi-year grant was added mid-year in FY2021, reflecting an increase in FTEs.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

FY2022 Adopted Budget

Fund Budgets

Grants

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
REVENUES					
Federal Funding	17,417,767	24,800,147	17,799,411	16,876,192	-5.2%
State Funding	5,799,967	5,751,213	4,444,497	4,300,852	-3.2%
Fees & Charges	843,955	628,496	1,009,890	939,890	-6.9%
Investment Earnings	385	1,316	-	-	-%
Miscellaneous Revenue	537,831	1,064,959	437,745	470,932	7.6%
Budgeted Fund Balance	1,212,701	970,063	-	-	-%
Other Financing Sources	5,654,170	7,047,158	7,861,295	9,376,237	19.3%
Total	31,466,776	40,263,352	31,552,838	31,964,103	1.3%
EXPENDITURES					
Salaries - Regular Employees	9,808,324	10,658,903	11,762,630	12,178,057	3.5%
Salaries - Overtime	260,523	412,939	66,746	66,746	-%
Benefits	4,506,186	5,127,760	5,768,281	5,823,417	1.0%
Professional & Technical Services	527,923	701,711	135,938	66,373	-51.2%
Property Services	140,781	152,121	196,000	216,000	10.2%
Repair/Maintenance	946,607	983,662	1,226,670	1,226,670	-%
Other Services	2,255,340	2,072,662	1,878,212	1,822,679	-3.0%
Rental Expense	6,701,643	6,928,559	7,522,000	7,605,200	1.1%
Supplies	1,637,267	3,810,122	1,488,858	1,459,077	-2.0%
Miscellaneous Expense	2,876,888	8,435,718	3,146,603	3,033,252	-3.6%
Capital	2,478,727	(1,387,660)	99,959	99,959	-%
Other Financing Uses	408,674	362,267	-	-	-%
Debt Costs	-	88,542	-	-	-%
In-Kind	289,393	832,552	313,135	346,322	10.6%
Reimbursements	(1,756,700)	(1,816,094)	(2,052,194)	(1,979,649)	-3.5%
Total	31,081,576	37,363,764	31,552,838	31,964,103	1.3%
Full-Time Equivalents	169.43	192.95	200.59	228.23	13.8%

Hotel Room Rental Tax

Hotel Rental Tax was implemented in FY2005, providing dedicated funding for the Tourism Council. A Memorandum of Understanding (MOU) was established that required the Tourism Council to provide funding to certain tourism related agencies in amounts similar to that previously provided by Frederick County. Bill No. 16.13, which became effective October 29, 2016, increased the hotel tax from 3% to 5%, and a new MOU was signed. After dedicating a County administrative fee, the new MOU sets aside 10% of the revenue stream to fund existing debt service, 12.5% for the Main Streets matching program, 12.5% for the Tourism Reinvestment in Promotion & Product (TRIPP) Program, 12.5% for county promotion via a Destination & Development Fund, and 62.5% for the Tourism Council's marketing & operations budget.

Budget Highlights

The FY22 budget is consistent with the FY21 Adopted Budget with only minor changes. However, this fund is expected to experience a decline in actual revenue collected for FY21 and FY22 related to the pandemic and subsequently less hotel rooms being rented.

FY2022 Adopted Budget

Fund Budgets

Hotel Room Rental Tax

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
REVENUES					
Other Taxes	2,506,978	1,967,562	2,346,000	2,346,000	-%
Investment Earnings	2,700	1,773	2,500	2,500	-%
Miscellaneous Revenue	169,047	168,911	-	170,800	-%
Total	2,678,725	2,138,246	2,348,500	2,519,300	7.3%
EXPENDITURES					
Professional & Technical Services	37,202	38,219	45,451	45,451	-%
Miscellaneous Expense	2,472,476	1,931,116	2,303,049	2,303,049	-%
Other Financing Uses	169,047	168,911	-	170,800	-%
Total	2,678,725	2,138,246	2,348,500	2,519,300	7.3%

Electric Lighting Districts

This fund accounts for property taxes restricted to providing street lighting within designated areas of the County. Frederick County has three electric lighting districts: Braddock Heights, Libertytown, and New Addition.

Budget Highlights

The FY22 budget is consistent with the FY21 Adopted Budget. The tax rates for all three lighting districts remain unchanged.

Braddock Heights at .010

Libertytown at .010

New Addition at .010

FY2022 Adopted Budget**Fund Budgets****Electric Lighting Districts**

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
REVENUES					
Property Taxes	16,164	16,420	11,280	11,551	2.4%
Investment Earnings	363	318	-	-	-%
Budgeted Fund Balance	-	-	2,020	2,699	33.6%
Total	16,527	16,738	13,300	14,250	7.1%
EXPENDITURES					
Property Services	13,109	14,411	13,300	14,250	7.1%
Total	13,109	14,411	13,300	14,250	7.1%

Housing Initiatives

The Housing Initiatives Fund was approved to establish a locally funded affordable housing tool to provide flexible loans to help create and preserve affordable housing for Frederick County through leveraging of other funding sources, such as local, state, federal, public and private sources. The primary objectives of the Fund are to: foster the development of public/private partnerships for the production of affordable housing to enhance and create housing for very low, low, and moderate income residents to promote, where possible, mixed income communities through the creation and equitable distribution of affordable housing units; to preserve housing that could be lost from the affordable housing stock to renovate affordable distressed properties and to fulfill a critical housing need in Frederick County.

The FY2019 budget provided the first ever committed stream of revenue to add stability and predictability to the fund by setting aside the equivalent of 1.5% of recordation tax revenue as a pass.thru from the General Fund. In FY2020, legislation was introduced and approved by the County Council to codify this revenue stream. The legislation also included a gradual increase through FY2023. However, Bill 20-03 increased the tax rate resulting in a revised allocation to the fund of 1.29%. The additional revenue will be a start to making meaningful progress to address affordable housing issues in the County.

Budget Highlights

The following budget adjustments are reflected in FY22:

The FY22 budget includes an increase in the dedicated recordation tax from 1.29% to 1.71% and a small increase to payment in lieu taxes. These additional revenues will help support additional program expenditures including a new rent buy-down program.

FY2022 Adopted Budget

Fund Budgets

Housing Initiatives

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
REVENUES					
Property Taxes	2,904,559	2,506,614	1,500,000	2,000,000	33.3%
Other Taxes	-	-	600,000	827,213	37.9%
Investment Earnings	89,779	85,801	46,000	78,000	69.6%
Miscellaneous Revenue	161,521	262,420	-	-	-%
Budgeted Fund Balance	2,344,260	1,481,203	2,550,500	3,012,220	18.1%
Other Financing Sources	614,003	678,990	-	-	-%
Total	6,114,122	5,015,028	4,696,500	5,917,433	26.0%
EXPENDITURES					
Other Services	11,587	592	15,000	15,000	-%
Rental Expense	-	-	-	150,000	-%
Miscellaneous Expense	3,157,220	1,546,871	4,681,500	5,752,433	22.9%
Reimbursements	(596,716)	-	-	-	-%
Total	2,572,091	1,547,463	4,696,500	5,917,433	26.0%

Debt Service.General Government

Established during FY17, the Debt Service Fund accounts for the accumulations of resources for the payment of general long term debt principal and interest for governmental funds.

The governmental funds include:

- General Fund
- Agricultural Preservation Fund
- Hotel Room Rental Tax Fund
- Parks Acquisitions/Development Fund
- Impact Fees/School Mitigation Fund
- School Construction Fund

Budget Highlights

FY20's financials were unique as a result of the Series 2017A Crossover Refunding Bonds. An escrow of \$64.7 million of these bond proceeds were used for the payoff of the 2010B Build America Bonds in FY20. This transaction also eliminated the Federal Build America Bond subsidy revenue for future years as well as investment earnings related to the escrow.

The following budget adjustments are reflected in FY22:

The FY22 budget includes additional transfers from other funds due to a large anticipated bond issuance in September 2021. The total bond issuance is estimated at \$186.9 million and the general fund portion is estimated at \$173.7 million which includes refinance of the 2020 BANS.

FY2022 Adopted Budget

Fund Budgets

Debt Service - General Government

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
REVENUES					
Federal Funding	1,253,645	1,202,253	-	-	-%
Investment Earnings	2,203,267	1,406,405	-	-	-%
Budgeted Fund Balance	-	-	806,816	(1,389,676)	-272.2%
Other Financing Sources	57,871,181	6,541,167	58,864,455	62,024,722	5.4%
Total	61,328,093	9,149,825	59,671,271	60,635,046	1.6%
EXPENDITURES					
Debt Costs	65,613,453	75,771,281	59,671,271	60,635,046	1.6%
Total	65,613,453	75,771,281	59,671,271	60,635,046	1.6%

Economic Development Loans

This fund accounts for the receipt of loan proceeds from other governments and subsequent re.lanning of those proceeds to certain private users for economic development purposes. This fund received loans from the State of Maryland under the Maryland Industrial Land Act Program. Beginning calendar year 2016, the Frederick County Small Business Loan Guarantee program provides another source of financing for existing and aspiring small business concerns in Frederick County. The program provides a loan guarantee for up to 80% with a maximum of \$50,000 for growth-related expansion projects to existing businesses and provides funds for the purchase of real estate, machinery, equipment, inventory, working capital and renovation of real estate to start-up businesses (or those in business for less than two years). The business must be located in a Frederick County priority funding area. Priority funding areas cover most municipalities and major transportation corridors in the County.

Budget Highlights

The FY22 budget is consistent with the FY21 Adopted Budget.

FY2022 Adopted Budget

Fund Budgets

Economic Development Loans

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
REVENUES					
Investment Earnings	11,637	8,069	-	-	-%
Budgeted Fund Balance	-	-	200	200	-%
Total	11,637	8,069	200	200	-%
EXPENDITURES					
Other Services	-	-	150	150	-%
Supplies	-	-	50	50	-%
Total	-	-	200	200	-%

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ENTERPRISE FUNDS

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Enterprise Funds

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.

Frederick County Government has four enterprise funds with adopted budgets:

Comprehensive Care Facilities

Bell Court

Solid Waste Management

Water & Sewer Management

Comprehensive Care Facilities

The Citizens Care and Rehabilitation Center and Montevue Assisted Living Facility are Frederick County's premier skilled nursing and assisted living centers. Citizens Care and Rehabilitation Center is a 170 bed skilled nursing facility offering state of the art rehabilitative services. The Center maintains the highest possible 5 Star Rating from the Center for Medicare and Medicaid Services. Established in 1870, Montevue Assisted Living is a licensed assisted living facility offering private rooms for 75 residents. Montevue has a long history of providing excellent care to the senior citizens it serves following a mission to pursue the promotion, maintenance, and restoration of the health and well-being of its residents. Montevue offers services to both indigent and private pay residents.

Budget Highlights

The FY22 budget is consistent with the FY21 Adopted Budget with only minor changes.

FY2022 Adopted Budget

Fund Budgets

Comprehensive Care Facilities

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
REVENUES					
Federal Funding	-	1,077,649	-	-	-%
Fees & Charges	27,443,282	27,237,227	28,396,700	25,546,346	-10.0%
Investment Earnings	36,803	51,226	-	-	-%
Miscellaneous Revenue	4,943,940	66,836	-	-	-%
Budgeted Fund Balance	-	-	(1,300,362)	1,363,845	-204.9%
Total	32,424,025	28,432,938	27,096,338	26,910,191	-0.7%
EXPENDITURES					
Professional & Technical Services	12,190	7,481	-	-	-%
Repair/Maintenance	10,500	10,500	-	-	-%
Other Services	25,749,620	27,004,724	25,551,719	25,351,658	-0.8%
Miscellaneous Expense	694,439	738,719	749,177	807,878	7.8%
Capital	-	143,573	-	-	-%
Debt Costs	884,174	844,131	795,442	750,655	-5.6%
Reimbursements	-	(143,573)	-	-	-%
Total	27,350,923	28,605,555	27,096,338	26,910,191	-0.7%

Bell Court

Bell Court provides affordable rental housing for fixed or low income seniors and/or persons with a disability or handicap. The development is named for the family of William Bell in thanks for his generous donation of land to Western Maryland Interfaith Housing Development Corporation. Western Maryland Development Corporation, now Interfaith Housing Alliance, Inc. developed the 28 affordable units in conjunction with the County Housing Department using the Maryland Partnership Rental Housing Program. Frederick County owns and manages the apartments.

Budget Highlights

The FY22 budget is consistent with the FY21 Adopted Budget with only minor changes.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

FY2022 Adopted Budget

Fund Budgets

Bell Court

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
REVENUES					
Investment Earnings	119	123	120	120	-%
Miscellaneous Revenue	129,366	136,182	136,000	143,000	5.1%
Budgeted Fund Balance	-	-	71,346	71,346	-%
Total	129,485	136,305	207,466	214,466	3.4%
EXPENDITURES					
Salaries - Regular Employees	24,123	25,337	26,175	27,067	3.4%
Benefits	13,574	13,006	12,385	12,960	4.6%
Professional & Technical Services	3,057	3,236	4,060	3,560	-12.3%
Property Services	20,563	20,711	24,300	23,216	-4.5%
Repair/Maintenance	30,471	27,988	29,520	31,220	5.8%
Other Services	11,404	11,438	13,775	12,965	-5.9%
Supplies	212	110	1,344	598	-55.5%
Miscellaneous Expense	82,337	75,764	95,907	102,880	7.3%
In-Kind	-	1,438	-	-	-%
Total	185,741	179,028	207,466	214,466	3.4%
Full-Time Equivalents	0.40	0.40	0.40	0.40	-%

Solid Waste Management

The Solid Waste Management Fund is a separate self-supporting fund that accounts for a variety of solid waste activities and services for both commercial and residential customers within Frederick County. The two primary services provided are solid waste facilities and a County-wide recycling program.

The Reich's Ford Landfill site covers 475 acres in the southeast part of the County. Established in 1968, it is the County's only public sanitary landfill. All burning dumps were closed in 1974. The landfill is open to County residents and accepts all solid wastes except hazardous materials, pathological wastes, animal carcasses, waste oil and abandoned vehicles. Alternative disposal programs usually regulate these restricted wastes. Private contractors collect solid waste in all the county's election districts and local municipalities except in Frederick City which employs collection crews.

Budget Highlights

The following budget adjustments are reflected in FY22:

Four positions were approved in FY22 for the Solid Waste Management Fund, as was capital equipment in the amount of \$670,000.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

FY2022 Adopted Budget

Fund Budgets

Solid Waste Management

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
REVENUES					
Federal Funding	9,555	5,165	-	-	-%
Fees & Charges	28,193,534	27,765,593	27,205,500	28,394,000	4.4%
Investment Earnings	1,272,477	925,512	800,000	300,000	-62.5%
Miscellaneous Revenue	24,708	27,565	19,000	24,700	30.0%
Budgeted Fund Balance	-	-	5,116,472	2,949,157	-42.4%
Other Financing Sources	90,173	23,152	-	-	-%
Total	29,590,447	28,746,987	33,140,972	31,667,857	-4.4%
EXPENDITURES					
Salaries - Regular Employees	2,199,640	2,310,355	2,475,339	2,751,950	11.2%
Salaries - Overtime	113,936	115,112	29,432	29,874	1.5%
Benefits	1,314,215	1,263,946	1,263,842	1,402,967	11.0%
Professional & Technical Services	109,074	131,585	129,350	128,844	-0.4%
Property Services	326,058	342,477	403,251	561,700	39.3%
Repair/Maintenance	462,537	522,940	588,800	540,988	-8.1%
Other Services	17,153,519	18,569,400	23,026,994	21,814,932	-5.3%
Rental Expense	11,012	235	27,000	27,000	-%
Supplies	196,159	127,532	271,800	290,237	6.8%
Miscellaneous Expense	1,670,224	1,840,737	1,794,614	1,876,441	4.6%
Capital	318,719	106,683	950,000	911,000	-4.1%
Other Financing Uses	-	13,175	170,000	40,500	-76.2%
Debt Costs	406,878	323,208	2,245,782	1,576,071	-29.8%
Reimbursements	(559,641)	(296,426)	(235,232)	(284,647)	21.0%
Total	23,722,330	25,370,959	33,140,972	31,667,857	-4.4%
Full-Time Equivalents	46.55	46.55	46.50	49.90	7.3%

Water and Sewer Management

The Water and Sewer Management Fund is a separate self-supporting fund that provides water and wastewater services. Depending on customer location, the water source may be the Potomac River, Lake Linganore, or a ground water source from deep wells in various aquifers throughout the County.

The Department of Water and Sewer develops, constructs, operates, and maintains the County's controlled water and sewer systems; reviews all designs, agreements, and construction contracts for system additions; prepares water supply and sewage disposal studies; and assists municipalities with water and sewer problems when resources are available.

Budget Highlights

The following budget adjustments are reflected in FY22:

The County Council approved a sewer rate increase effective on September 1, 2019. The increase will occur for each fiscal year through FY 2024. Capacity fees increased based on recent actuals and therefore, other financing sources was increased as these funds will be used in the future for capital infrastructure.

Three positions were approved in FY22 for the Water and Sewer Management Fund, as was capital equipment and additional vehicles totaling \$660,000.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

FY2022 Adopted Budget

Fund Budgets

Water & Sewer Management

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
REVENUES					
Federal Funding	364,846	197,193	-	-	-%
State Funding	300,000	300,000	300,000	300,000	-%
Fees & Charges	38,958,598	42,549,598	42,270,922	43,496,462	2.9%
Investment Earnings	3,301,990	2,083,385	600,000	600,000	-%
Miscellaneous Revenue	41,667,461	37,182,737	20,755,167	23,733,390	14.3%
Budgeted Fund Balance	-	-	6,837,429	9,855,328	44.1%
Other Financing Sources	44,149	239,968	(7,626,530)	(13,880,969)	82.0%
Total	84,637,044	82,552,881	63,136,988	64,104,211	1.5%
EXPENDITURES					
Salaries - Regular Employees	9,678,193	9,315,936	10,685,432	11,309,810	5.8%
Professional & Technical Services	12,224	12,207	23,456	35,599	51.8%
Property Services	3,863,471	3,889,027	4,400,174	4,071,222	-7.5%
Repair/Maintenance	3,822,241	3,725,917	5,322,953	5,943,942	11.7%
Other Services	3,020,805	3,096,371	3,508,426	5,441,994	55.1%
Supplies	3,157,035	3,079,793	3,895,347	3,837,362	-1.5%
Miscellaneous Expense	20,342,128	24,141,597	15,606,941	15,767,737	1.0%
Capital	805,105	399,925	531,611	680,240	28.0%
Other Financing Uses	743,708	105,525	1,223,700	180,877	-85.2%
Debt Costs	4,601,569	4,230,547	18,388,948	17,285,428	-6.0%
Reimbursements	(1,218,111)	(816,827)	(450,000)	(450,000)	-%
Total	48,828,368	51,180,018	63,136,988	64,104,211	1.5%
Full-Time Equivalents	133.45	137.45	137.50	141.10	2.6%

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INTERNAL SERVICE FUNDS

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Internal Service Funds

A fund administered by the County to achieve economy of scale and operating efficiencies by grouping like projects and costs. These funds do not have adopted budgets but are shown for information purposes.

Frederick County Government has three internal service funds:

Fleet Services

Voice Services

Worker's Compensation

Fleet Services

Fleet Services is an Internal Service Fund within the Public Works Division whose objective is to supply the County departments and employees with vehicles, maintenance, fuel, parts, and supplies to satisfy their vehicular needs. Departments that use specialty equipment are furnished with parts and supplies, and all departments and agencies are supplied with fuel.

Presented for informational purposes only and is not adopted by the County Council.

Budget Highlights

The FY22 Budget is consistent with the FY21 Budget with 7.2% increase. The increase is related to more vehicles/equipment being replaced as compared to the prior year and likewise vehicle/equipment depreciation is also increasing. Although small in dollar, rental expense has increased 77%, as the County evaluates the efficiencies and cost savings of leasing of equipment versus buying.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustment to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

FY2022 Adopted Budget

Fund Budgets

Fleet Services

	Actual 2019	Actual 2020	Budgeted 2021	Budgeted 2022	Change %
REVENUES					
Fees & Charges	12,848,187	12,298,483	13,826,619	14,358,639	3.8%
Investment Earnings	138,480	83,014	27,500	27,500	-%
Miscellaneous Revenue	3,872	2,162	-	-	-%
Budgeted Fund Balance	-	-	1,709,926	2,239,441	31.0%
Other Financing Sources	1,566,671	1,536,406	1,381,788	1,544,869	11.8%
Total	14,557,210	13,920,065	16,945,833	18,170,449	7.2%
EXPENDITURES					
Salaries - Regular Employees	1,719,342	1,717,473	1,748,194	1,796,897	2.8%
Salaries - Overtime	6,870	2,242	5,110	5,187	1.5%
Benefits	997,716	903,842	862,948	941,683	9.1%
Professional & Technical Services	404	955	400	400	-%
Repair/Maintenance	701,141	776,245	851,365	832,231	-2.2%
Other Services	431,727	497,234	533,200	547,200	2.6%
Rental Expense	143,914	164,015	167,504	297,423	77.6%
Supplies	5,509,052	4,341,164	5,007,500	4,859,500	-3.0%
Miscellaneous Expense	3,169,062	3,835,769	3,315,418	3,792,968	14.4%
Capital	4,977,706	4,956,513	4,454,194	5,096,960	14.4%
Reimbursements	(4,977,706)	(4,956,513)	-	-	-%
Total	12,679,228	12,238,939	16,945,833	18,170,449	7.2%
Full-Time Equivalents	28.00	28.00	28.00	28.00	-%

Presented for informational purposes only and is not adopted by County Council.

Voice Services

Voice Services is an internal service fund that manages, monitors, analyzes, procures, implements and upgrades the entire telecommunications network embracing multiple jurisdictions: Frederick County Government, Frederick City Government, State of Maryland agencies located within Frederick County and several fire and rescue companies. The telecommunications network is also integrated with the Frederick County Public Schools (FCPS) telecommunications network. Examples of services include: dial tone, voice mail, video, paging, cell phones, and switchboard.

Presented for informational purposes only and is not adopted by the County Council.

Budget Highlights

The FY22 budget is consistent with the FY21 Budget with only minor changes.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

FY2022 Adopted Budget**Fund Budgets****Voice Services**

	Actual 2019	Actual 2020	Budgeted 2021	Budgeted 2022	Change %
REVENUES					
Fees & Charges	1,107,569	1,038,002	1,140,000	1,140,000	-%
Investment Earnings	24,613	15,469	2,000	2,000	-%
Budgeted Fund Balance	-	-	31,112	69,814	124.4%
Total	1,132,182	1,053,471	1,173,112	1,211,814	3.3%
EXPENDITURES					
Salaries - Regular Employees	278,161	287,114	309,703	336,991	8.8%
Salaries - Overtime	4,157	1,945	-	-	-%
Benefits	147,738	134,068	134,218	143,568	7.0%
Professional & Technical Services	239,355	286,918	230,585	230,585	-%
Repair/Maintenance	11,772	12,204	12,068	12,273	1.7%
Other Services	360,558	351,558	360,220	360,220	-%
Supplies	4,467	2,212	7,219	7,219	-%
Miscellaneous Expense	89,590	84,969	119,099	120,958	1.6%
Capital	-	248,814	-	-	-%
Reimbursements	-	(248,814)	-	-	-%
Total	1,135,798	1,160,988	1,173,112	1,211,814	3.3%
Full-Time Equivalents	3.70	4.12	4.12	4.12	-%

Presented for informational purposes only and is not adopted by County Council.

Worker's Compensation

The Worker's Compensation Fund is an internal service fund for premiums collected within county departments by worker class. These funds are redistributed to the worker's compensation fund for eventual premium and deductible payments.

Presented for informational purposes only and is not adopted by the County Council.

Budget Highlights

The FY22 budget reflects worker compensation rates to the various funds consistent with the prior year. However, due to a change in funding methodology, expenses budgeted for FY22 are lower.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

FY2022 Adopted Budget**Fund Budgets****Worker's Compensation**

	Actual 2019	Actual 2020	Budgeted 2021	Budgeted 2022	Change %
REVENUES					
Fees & Charges	2,595,440	4,167,381	5,625,909	5,625,909	-%
Investment Earnings	89,403	57,221	-	-	-%
Budgeted Fund Balance	-	-	(2,786)	(906,107)	32,423.6%
Other Financing Sources	-	529,617	529,617	529,617	-%
Total	2,684,843	4,754,219	6,152,740	5,249,419	-14.7%
EXPENDITURES					
Salaries - Regular Employees	-	14,818	51,062	54,470	6.7%
Benefits	-	8,178	22,297	31,971	43.4%
Professional & Technical Services	171,899	216,271	225,000	271,750	20.8%
Other Services	5,156,257	4,135,035	5,854,381	4,891,228	-16.5%
Supplies	-	4,331	-	-	-%
Total	5,328,156	4,378,633	6,152,740	5,249,419	-14.7%
 Full-Time Equivalents	 -	 -	 1.00	 1.00	 -%

Presented for informational purposes only and is not adopted by County Council.

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FIDUCIARY FUNDS

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Fiduciary

A fund, administered by the County as trustee, consisting of resources to be expended or invested under the terms and conditions of the Trust established for the purpose.

Frederick County Government has four fiduciary operating funds with budgets:

Pension Trust – Employee Plan

Pension Trust – Uniformed Plan

Other Post Employment Benefits Trust

Length of Service Award Program Trust

Pension Trust – Employees Plan

The Frederick County Employees Retirement Plan was established in 1993. All full-time and permanent part-time employees of the county hired on or after July 1, 1993 and current employees who elected to transfer into the plan on that date are members of the plan. Effective July 1, 2021, the County will establish a separate plan, the Frederick County Uniformed Employees Retirement Plan. The trust assets will be allocated between the two plans, one for “uniformed” employees and the other for all other employees. Non-uniformed employees are required to contribute 6% of their base pay.

Presented for informational purposes only and is not adopted by the County Council.

Budget Highlights

The following budget adjustments are reflected in FY22:

The Actuarially Determined Contribution (ADC) is fully funded in the FY22 budget. When determining the ADC, there was one change related to criteria/assumptions:

- (1) A proposed modification to the County’s plan funding policy to state that for each group separately (Uniformed and Non-Uniformed) the County will contribute at least the actuarially determined contribution, but no less than two times the expected employee contributions as a percentage of total payroll.

Also taken into consideration for the ADC, is the 3rd year (of three) of the ad hoc cost of living adjustment to retirees who retired before January 1, 2019.

Funded Ratio

	FY2019 Actual	FY2020 Actual	FY2021 Projection	FY2022 Projection
Combined Plan	104.1%	102.24%	N/A	N/A
Uniformed	N/A	99.7%	100.1%	99.1%
Employee's	N/A	103.7%	104.5%	103.5%

Note: The funded ratio is affected by different factors and can fluctuate from one year to the next even with funding ADC at 100% and with no substantive changes to the plan.

FY2022 Adopted Budget

Fund Budgets

Pension Trust - Employees Plan

	Actual 2019	Actual 2020	Budgeted 2021	Budgeted 2022	Change %
REVENUES					
Investment Earnings	47,759,404	35,774,176	31,080,000	37,764,825	21.5%
Miscellaneous Revenue	32,847,688	29,666,256	27,580,484	14,967,804	-45.7%
Budgeted Fund Balance	-	-	(27,024,813)	(31,175,078)	15.4%
Total	80,607,092	65,440,432	31,635,671	21,557,551	-31.9%
EXPENDITURES					
Salaries - Regular Employees	71,384	85,443	60,751	43,510	-28.4%
Salaries - Overtime	51	-	-	-	-%
Benefits	23,109,275	25,688,375	27,974,320	19,740,800	-29.4%
Professional & Technical Services	3,167,160	2,223,423	2,902,000	1,724,811	-40.6%
Other Services	104,467	641,172	692,600	39,740	-94.3%
Supplies	1,292	3,195	6,000	8,690	44.8%
Total	26,453,629	28,641,608	31,635,671	21,557,551	-31.9%
Full-Time Equivalents	1.00	1.00	0.95	0.64	-32.6%

Presented for informational purposes only and is not adopted by County Council.

Pension Trust – Uniformed Plan

The Frederick County Employees Retirement Plan was established in 1993. All full-time and permanent part-time employees of the county hired on or after July 1, 1993 and current employees who elected to transfer into the plan on that date are members of the plan. Effective July 1, 2021, the County will establish a separate plan, the Frederick County Uniformed Employees Retirement Plan. The trust assets will be allocated between the two plans, one for “uniformed” employees and the other for all other employees. Uniformed employees are required to contribute 9% of their base pay.

Presented for informational purposes only and is not adopted by the County Council.

Budget Highlights

The following budget adjustments are reflected in FY22:

The Actuarially Determined Contribution (ADC) is fully funded in the FY22 budget. When determining the ADC, there were three criteria/assumption changed:

- (1) The new DROP plan provisions which become effective July 1, 2021 for Uniformed participants,
- (2) The change in assumed retirement rates for Uniformed participants as a result of DROP implementation. The new retirement rates for Uniformed participants are the same as those used in our DROP study dated January 17, 2020.
- (3) A proposed modification to the County’s plan funding policy to state that for each group separately (Uniformed and Non-Uniformed) the County will contribute at least the actuarially determined contribution, but no less than two times the expected employee contributions as a percentage of total payroll.

Also taken into consideration for the ADC, is the 3rd year (of three) of the ad hoc cost of living adjustment to retirees who retired before January 1, 2019.

Funded Ratio

	FY2019 Actual	FY2020 Actual	FY2021 Projection	FY2022 Projection
Combined Plan	104.1%	102.24%	N/A	N/A
Uniformed	N/A	99.7%	100.1%	99.1%
Employee's	N/A	103.7%	104.5%	103.5%

Note: The funded ratio is affected by different factors and can fluctuate from one year to the next even with funding ADC at 100% and with no substantive changes to the plan.

FY2022 Adopted Budget**Fund Budgets****Pension Trust - Uniformed Plan**

	Actual 2019	Actual 2020	Budgeted 2021	Budgeted 2022	Change %
REVENUES					
Investment Earnings	-	-	-	27,425,620	-%
Miscellaneous Revenue	-	-	-	16,399,872	-%
Budgeted Fund Balance	-	-	-	(31,965,717)	-%
Total	-	-	-	11,859,775	-%
EXPENDITURES					
Salaries - Regular Employees	-	-	-	23,558	-%
Benefits	-	-	-	10,547,184	-%
Professional & Technical Services	-	-	-	1,253,860	-%
Other Services	-	-	-	28,862	-%
Supplies	-	-	-	6,311	-%
Total	-	-	-	11,859,775	-%
Full-Time Equivalents	-	-	-	0.31	-%

Presented for informational purposes only and is not adopted by County Council.

Other Post Employment Benefits Trust

The County's Other Post-Employment Benefit (OPEB) cost (expense) is calculated based on the actuarial determined contribution (ADC), in accordance with the parameters of GASB. The ADC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded actuarial liabilities (or funding excess) over a period not to exceed thirty years. Actuarial valuations of an ongoing plan involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Examples include assumptions about future employment, mortality, investment earnings and the healthcare cost trends. Amounts determined regarding the funded status of the plan and the ADC of the employer are subject to bi-annual revision as actual results are compared with past expectations and new estimates are made about the future.

Presented for informational purposes only and is not adopted by the County Council.

Budget Highlights

The following budget adjustments are reflected in FY22:

The Actuarially Determined Contribution (ADC) is fully funded in the FY2022 budget. When determining the ADC, there was one change in eligibility criteria, decreasing the years of service from 10 years to 5 years for employees aged 65 or older. Besides reflecting this change, no significant change in ADC occurred in for FY2022 and the rate to departments did not change.

Funded Ratio

FY2019 Actual	FY2020 Actual	FY2021 Projection	FY2022 Projection
65.0%	87.3%	89.71%	N/A

Note: The funded ratio is affected by different factors and can fluctuate from one year to the next even with funding ADC at 100% and with no substantive changes to the plan. The ratio being shown is as of June 30th of the fiscal year.

FY2022 Adopted Budget**Fund Budgets****Other Post Employment Benefits Trust**

	Actual 2019	Actual 2020	Budgeted 2021	Budgeted 2022	Change %
REVENUES					
Investment Earnings	10,967,960	10,899,099	8,501,000	9,543,500	12.3%
Miscellaneous Revenue	13,773,893	14,219,532	8,231,312	8,666,840	5.3%
Budgeted Fund Balance	-	-	(8,344,812)	(7,081,340)	-15.1%
Total	24,741,853	25,118,631	8,387,500	11,129,000	32.7%
EXPENDITURES					
Benefits	8,529,622	8,985,543	8,291,000	11,017,000	32.9%
Professional & Technical Services	42,598	66,910	91,000	106,000	16.5%
Other Services	10,214	11,941	5,500	6,000	9.1%
Total	8,582,434	9,064,394	8,387,500	11,129,000	32.7%

Presented for informational purposes only and is not adopted by County Council.

Length of Service Award Program Trust

The Length of Service Awards Program (LOSAP) is a voluntary program funded by Frederick County and administered by the Frederick County Volunteer Fire and Rescue Association (FCVFRA). Volunteer Fire and Rescue personnel in Frederick County enrolled in LOSAP are eligible to receive certain financial benefits based on years of qualified service.

Beginning in FY2017, the County's expense for this program was required to change from a cash pay-as-you-go basis to an actuarially determined expense. With this change came the creation of a Trust Fund established by the County, which is reported here. The LOSAP Trust Fund holds assets for investment to pay future costs and is used to measure and report on the liability resulting from the promise to pay future benefits.

Presented for informational purposes only and is not adopted by the County Council.

Budget Highlights

The Actuarially Determined Contribution (ADC) is fully funded in the FY2022 budget. When determining the ADC, there were no methodology changes or assumption changes.

Funded Ratio

FY2019 Actual	FY2020 Actual	FY2021 Projection	FY2022 Projection
13.0%	16.9%	17.70%	N/A

Note: The funded ratio is affected by different factors and can fluctuate from one year to the next even with funding ADC at 100% and with no substantive changes to the plan. The ratio being shown is as of June 30th of the fiscal year.

FY2022 Adopted Budget**Fund Budgets****Length of Service Award Program Trust**

	Actual 2019	Actual 2020	Budgeted 2021	Budgeted 2022	Change %
REVENUES					
Investment Earnings	103,917	118,589	147,100	916,200	522.8%
Miscellaneous Revenue	1,460,600	1,187,046	1,201,982	1,207,434	0.5%
Budgeted Fund Balance	-	-	(504,852)	(1,273,034)	152.2%
Total	1,564,517	1,305,635	844,230	850,600	0.8%
EXPENDITURES					
Non-Employee Compensation	763,315	774,052	824,000	832,300	1.0%
Professional & Technical Services	25,561	16,122	20,180	18,200	-9.8%
Other Services	26	46	50	100	100.0%
Total	788,902	790,220	844,230	850,600	0.8%

Presented for informational purposes only and is not adopted by County Council.

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CAPITAL PROJECTS FUND

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Capital Projects Fund

A special revenue fund administered by the County to collect revenues enacted for the specific purpose of funding capital projects.

Frederick County Government has one capital projects fund with an adopted budget. This budget is referred to as the Capital Budget and represents the first year of the six-year Capital Improvement Program (CIP).

The Capital Budget/Capital Improvement Program has eleven categories:

General Government

Parks & Recreation

Watershed Restoration & Retrofit

Roads

Bridges

Highways

Water and Sewer

Solid Waste

Community College

Board of Education

Municipalities

FY2022 Adopted Budget
Fund Budgets

Capital Projects

	Adopted 2022
REVENUES	
General Fund	19,526,252
General Fund Bonds/Leases	78,639,057
Recordation Tax	6,075,495
Recordation Tax Bonds	5,052,333
Impact Fees	6,779,248
Impact Fee Bonds	3,000,000
School Construction Fees	3,000,000
Water & Sewer Fees	3,334,301
Enterprise Fund Bonds/Loans	2,635,600
Grants	31,420,877
Miscellaneous Revenue	2,146,500
Developer Contribution	20,000,000
Cash - Forward Fund State	2,544,308
Total	184,153,971

EXPENDITURES

GENERAL GOVERNMENT

Green Valley FD Waterline Extension	1,134,500
Green Valley FD Sewerline Extension	762,000
Fire Station Alerting System	478,334
Knox Box - Key Secure Boxes and Core Replacement	466,659
Emergency Generator Replacement	620,000
Fire Apparatus and Vehicle Replacement	4,577,000
ADC Medical Unit	12,753,959
Courthouse Security Equipment Replacement	190,035
Portable Radio Replacement	1,602,935
Scholl's Lane Renovation	(1,000,000)
Courthouse Capacity Improvements Project	123,000
Montevue Campus Refueling Station	3,395,618
Pine Avenue Maintenance Complex Renovations	750,000
Animal Control Addition	1,032,013
Warehouse Acq and Fit Out	1,000,000
Value Added Agriculture Facility	100,000
Middletown Library	7,079,381
West Frederick Library Study/Design	200,000
Integrated Library System Migration	410,000
Maintenance Systemics - General	5,969,338

FY2022 Adopted Budget
Fund Budgets

Capital Projects

	Adopted 2022
IIT Systemics- General	3,420,000
LEAPS	6,422,063
Enterprise GIS	1,591,735
Financial Systems	1,165,763
Land Management	1,107,881
Enterprise Asset Management (EAM)-software	1,000,000
State Rural Broadband	1,000,000
Video Services On-going Replacements	557,975
Total General Government	57,910,189
PARKS AND RECREATION	
Acquisition	500,000
Rose Hill Exhibit and Storage Barn	1,022,596
Parks Systemic	983,426
Ballenger Creek Park Maintenance Area and Widrick House Rehabilitation	138,231
Bikeways/Trails Program	2,111,186
South Coutny YMCA, Indoor Pool Partnership	600,000
Total Parks and Recreation	5,355,439
WATERSHED RESTORATION AND RETROFIT	
County Owned Stormwater Facility Retrofits	197,181
Reforestation Program	985,169
Stream Restorations	1,981,616
Non-County Owned Stormwater Facility Retrofits	3,386,971
Cloverhill Stormwater Retrofits	223,397
Total Watershed Restoration and Retrofit	6,774,334
ROADS	
Gas House Pike (from the City Limits to Boyers Mill Road)	666,300
Christopher's Crossing Widening	325,500
Braddock Heights Improvements	122,100
Total Roads	1,113,900
BRIDGES	
Brethren Church Rd Br	2,592,100
Hessong Bridge Road Bridge (F15-01)	64,800
Hornets Nest Road Bridge	26,500
Stottlemeyer Road Bridge Deck	278,600
Covell Road Bridge	122,500
Replacement of Old Mill Road Bridge over Maryland Midland Railroad	93,900
Total Bridges	3,178,400

FY2022 Adopted Budget
Fund Budgets

Capital Projects

	Adopted 2022
HIGHWAYS	
Pavement Management Program	17,414,600
Highway Network Systemic - General	1,205,000
Sidewalk Retrofit Program	1,365,700
Sidewalk Missing Links	369,300
Traffic Control and Safety	154,000
Cloverhill Stormdrain Improvements	263,938
Drainage Assessment Response Team (DART)	512,500
Roads Satellite Facilities #3	2,168,043
Intercoastal Drive Brine System	330,686
Highway Operations Satellite Facility Acquisition	527,875
Total Highways	24,311,642
WATER & SEWER	
Inflow & Infiltration 1 201A-S	100,000
Water Storage Tank Improvements	250,000
Developer-Funded Infrastructure	20,000,000
Maintenance Building Expansion/Relocation	1,505,000
Facility Residuals Disposal	600,000
Ballenger-McKinney IPS Modifications	300,000
Crestview WWTP Improvements	204,100
DWSU Office Building Fit Out	1,267,000
Green Valley FD Waterline Extension	1,134,500
Green Valley FD Sewerline Extension	762,000
DUSWM Maintenance Systemics - Ballenger Wastewater	370,000
DUSWM Maintenance Systemics - Small Systems Wastewater	385,000
DUSWM Maintenance Systemics - Water	385,000
Total Water & Sewer	27,262,600
SOLID WASTE	
Solid Waste Maintenance Systemics	210,000
Total Solid Waste	210,000
FREDERICK COMMUNITY COLLEGE	
Linganore Hall (Bldg L) Renovation/Addition	4,281,790
Technology Upgrade	500,000
Classroom Technology Upgrades	250,000
FCC Systemics	1,500,000
Total Frederick Community College	6,531,790

FY2022 Adopted Budget
Fund Budgets

Capital Projects

	Adopted 2022
BOARD OF EDUCATION	
Waverley ES: Replacement/Addition	24,969,000
Brunswick ES: Replacement/Addition	15,000,000
Systemics - Generic	2,552,737
Limited Renovations Systemic	7,183,000
New Buses-Capacity	92,000
Portable Classrooms FY2022	1,200,000
Total Board of Education	50,996,737
MUNICIPALITIES	
CITY OF FREDERICK	
Frederick Municipal Airport	146,250
Yellow Springs Rd Bridge	362,690
Total Municipalities	508,940
Total	184,153,971

Capital Projects Operating Costs

The following two pages shows the Associated Operating Costs for FY2022 and the Estimated Annual Future Operating Costs for the Adopted Capital Improvement Program projects.

Associated Operating Costs are operating costs that will be added to the operating budget when the CIP projects are complete in FY2022. These costs can also be residual costs related to projects that have been completed in FY2021.

Estimated Annual Future Operating Costs are estimated annual operating costs for future CIP projects that once they are completed in the future will have annual operating costs.

General Government projects are normally refurbish or replacement projects and normally do not have significant additional operating costs once the project is complete. Projects that are brand new will have significant new operating costs that will need to be included once the project is complete. These costs are reflected in the General Fund.

Parks & Recreation projects that expand the FRXQW recreational areas sometimes have significant additional operating costs once the project is complete. These costs are reflected in the General Fund.

Watershed projects normally have additional operating costs for maintaining the project site once completed. These costs are reflected in the General Fund.

Roads, Bridges and Highways are normally refurbished or enhancement projects and normally do not have significant additional operating costs once the project is complete. The exception is under Highways for any Satellite facilities that are built or replaced. The established CIP for Roads, Bridges and Highways helps to keep the operating maintenance costs down for keeping the good condition of the infrastructure of Roads, Bridges and Highways. These costs are reflected in the General Fund.

Water and Sewer projects are normally refurbish or replacement projects and normally do not have significant additional operating costs once the project is complete. These costs are reflected in the Water and Sewer Fund.

Operating Costs for Board of Education projects are not reflected. Some of the one.time costs may be funded through the Board of Education normal County funding request.

Operating Costs for Frederick Community College projects are not reflected. Some of these cost may be indirectly funded through the Frederick Community College normal County funding request.

Operating Costs for Municipalities projects are not funded by the County.

FY2022 Adopted Budget
Fund Budgets

Capital Projects - Associated Operating Costs

	Adopted 2022
<u>BY PROJECT</u>	
Watershed-NPDES	686,003
Blue Heron ES	69,166
Northgate Fire Station	126,306
PSTF Parking Lot	4,000
PSTF Training Building	3,000
Rock Creek School (Park School costs)	41,620
Othello Regional Park - Phase 2	34,552
Utica Park Ph 2	58,292
Kanode Farm Park	17,992
Warehouse Acq & Fit Out (Tilco Warehouse)	103,610
Communication Support Vehicle	15,000
Total	<u>1,159,541</u>

<u>BY DEPARTMENT</u>	
Custodial Services	1,000
Facility Maintenance	255,452
Fire Operations	75,000
Fleet Maintenance	15,000
NPDES Compliance-Maintenance expense	686,003
School Health Program	69,166
Total	<u>1,159,541</u>

-Listed projects could include previously funded projects that have just become operational or have a long-term maintenance contract

-Operating costs for Board of Education projects that may be funded through the County's appropriation to the school system is not reflected

FY2022 Adopted Budget
Fund Budgets

Capital Projects - Future Operating Costs

	<u>Estimated Annual</u>
<u>BY PROJECT</u>	
ADC Medical Unit	10,800
Animal Control Addition	12,082
Blue Heron ES	69,166
Carroll Manor Fire Station	10,300
Courthouse Capacity Improvements Project	642,107
Green Valley Fire Station	10,000
Integrated Library System Migration	79,000
Middletown Library	116,280
Montevue Campus Refueling Station	10,000
Old National Pike District Park	403,859
Othello Regional Park Phase 2	505,830
Park Schools	554,000
Pine Avenue Maintenance Complex Renovations	116,280
Public Safety Training Facility Maintenance Shop and Garages	71,300
Roads Satellite Facilities #3	31,865
Rose Hill Exhibit and Storage Barn	10,000
Thurmont & Johnsville Satellite Yard	20,000
Urbana Satellite Yard	15,932
Warehouse Purchase for Multiple County Agencies	14,300
Watersheds NPDES	686,003
Work Release Parking Lot Expansion	5,000
	<u>3,394,104</u>
<u>BY DEPARTMENT</u>	
Custodial Services	963,546
Facility Maintenance	86,600
School Health Program	69,166
Parks & Recreation	1,509,789
Library Operations	79,000
Maintenance Agreements NPDES	686,003
	<u>686,003</u>
Total	<u>3,394,104</u>
<u>Indirect Operating Costs</u>	
Future Debt Service - General Fund Supported	30,309,000
Future Debt Service - Self Supported	8,318,000

-Operating costs are reflected in today's cost

-Operating costs for Board of Education projects that may be funded through the County's appropriation to the school system is not reflected

**SPECIAL REVENUE FUNDS -
CAPITAL**

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Special Revenue Funds - Capital

A fund administered by the County to collect revenues enacted for the specific purpose of funding specific type of capital project, by either transferring pay-go to the Capital Projects Fund or by paying for debt service costs associated with bond funding.

Frederick County Government has three special revenue capital funds with adopted budgets:

Parks Acquisition/Development

Impact Fees/School Mitigation

School Construction

Parks Acquisition/Development

This fund records the collections of recordation taxes dedicated to the acquisition and development of recreational and open space land. Funds are then transferred to the Capital Projects Fund or the Debt Service Fund to assist in this goal.

A portion of the County's recordation tax revenue is dedicated for use in funding the County's acquisition and development of recreational and open space land. Effective October 1, 2020, the recordation tax was increased from \$6/\$500 of consideration to \$7/\$500 of consideration. The \$1 increase is dedicated to agriculture preservation. This will not have an effect on the overall revenue dedicated to this fund but will decrease the percentage from 12.5% to 10.71%.

Budget Highlights

Other Financing Uses is significantly lower in the FY22 Budget since there are no large Park projects in FY22.

FY2022 Adopted Budget**Fund Budgets****Parks Acquisition/Development**

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
REVENUES					
Other Taxes	5,236,396	5,420,378	5,000,000	5,180,963	3.6%
Investment Earnings	336,121	182,538	78,062	68,588	-12.1%
Budgeted Fund Balance	-	-	3,611,938	(2,042,551)	-156.6%
Total	5,572,517	5,602,916	8,690,000	3,207,000	-63.1%
EXPENDITURES					
Other Financing Uses	10,166,800	2,744,208	8,690,000	3,207,000	-63.1%
Total	10,166,800	2,744,208	8,690,000	3,207,000	-63.1%

Impact Fees/School Mitigation

This fund records the collection of impact fees and school construction fees. The funding is then used to fund capital projects by either transferring pay.go to the Capital Project Fund or by paying for debt service costs associated with bond funding.

Impact fees offer a funding source to help meet the capital expenditure requirements of planned infrastructure expansion. Impact fees are broadly defined as 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. Currently impact fees are collected for school and library facilities.

The payment of a school construction fee (or mitigation fee) was an option between July 2011 and July 2016 for developments that failed the school adequacy provision of the county APFO. This fee also provides funding to help meet the capital expenditure requirements of planned infrastructure expansion.

Budget Highlights

Other Financing Uses is significantly lower in the FY22 Budget since there is only one elementary school project being financed with fund balance.

FY2022 Adopted Budget

Fund Budgets

Impact Fees/School Mitigation

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
REVENUES					
Fees & Charges	40,740,932	30,631,873	22,940,714	22,940,714	-%
Investment Earnings	1,244,739	1,194,853	1,089,371	1,287,018	18.1%
Budgeted Fund Balance	-	-	11,818,956	(12,419,101)	-205.1%
Other Financing Sources	-	14,813	-	-	-%
Total	41,985,671	31,841,539	35,849,041	11,808,631	-67.1%
EXPENDITURES					
Other Financing Uses	17,137,462	22,522,057	35,849,041	11,808,631	-67.1%
Total	17,137,462	22,522,057	35,849,041	11,808,631	-67.1%

School Construction

This fund records the collections of recordation taxes dedicated to the construction of schools. Funds are then transferred to the Capital Projects Fund or the Debt Service Fund to assist in this goal.

A portion of the County's recordation tax revenue is dedicated to support school construction. Effective October 1, 2020, the recordation tax was increased from \$6/\$500 of consideration to \$7/\$500 of consideration. The \$1 increase is dedicated to agriculture preservation. This will not have an effect on the overall revenue dedicated to this fund but will decrease the percentage from 16.667% to 14.29%.

Budget Highlights

The FY22 Budget is consistent with the FY21 Adopted Budget with only minor changes.

FY2022 Adopted Budget**Fund Budgets****School Construction**

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
REVENUES					
Other Taxes	6,981,999	7,227,315	6,666,800	6,912,788	3.7%
Investment Earnings	326,186	253,654	222,649	198,586	-10.8%
Budgeted Fund Balance	-	-	2,348,551	835,194	-64.4%
Total	7,308,185	7,480,969	9,238,000	7,946,568	-14.0%
EXPENDITURES					
Other Financing Uses	6,142,124	7,742,389	9,238,000	7,946,568	-14.0%
Total	6,142,124	7,742,389	9,238,000	7,946,568	-14.0%

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COMPONENT UNITS

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Component Units

Legally separate organizations for which the elected/appointed officials of the separate organizations are financially accountable.

Frederick County Government has three Component Units:

Frederick County Public Schools

Frederick Community College

Frederick County Public Libraries

The budgets for the component units are shown for informational purposes only. The County’s budget only reflects the appropriation to each component units except for Frederick County Public Libraries.

Frederick County Libraries, according to State law, uses and follows the County’s Finance and Human Resources policies, procedures, and software programs but is governed by the Board of Trustees.

Board of Education

In Maryland, public schools are part of a statewide system of county school boards. The school boards' political boundaries conform to the county boundaries. The purpose of the Board of Education of Frederick County, is to operate the local public school system in accordance with state and community standards. Schools are funded with local, State, and Federal monies. Frederick County has the oversight responsibility for approval and partial funding of the Board's operating budget.

For the 2020.2021 school year, the Frederick County Public Schools will serve a projected 44,059 students throughout the county. Frederick County is home to 38 elementary schools, 13 middle schools, 10 high schools, 3 public charter schools, an alternative school, a special education school, Flexible Evening High, and a Career & Technology Center. In support of its mission, the FCPS has over 6,000 professionals and support employees. General supervision and management of FCPS is provided by the superintendent of schools. Under the direction of the superintendent, the system's 68 schools are supported by a number of central office functions, including human resources, student services, purchasing, accounting and finance, food service, transportation, maintenance, facility planning, warehouse, technical services, security and curriculum development.

In Frederick County, a seven-member board of education sets policy not otherwise controlled by state and federal laws. The Board of Education also monitors the implementation of the school system's master plan, reviews the work of the superintendent of schools, and gives final approval to curriculum matters and materials, grant applications, key staff appointments, equipment purchases, land acquisitions, and major school construction, repairs and alterations.

Budget Highlights

Operating Budget:

In FY2021, FCPS began the school year in a fully-virtual environment due to the Novel Coronavirus Disease 2019 (COVID-19). The school system experienced an unexpected decline in enrollment. The adjusted actual September 30th enrollment decreased by 211 students from FY2020 to FY2021. This adjusted actual enrollment is used to determine the County's Maintenance of Effort (MOE) funding required by Maryland law. The County's MOE mandate was decreased by \$1,471,114. The County's adopted budget did not reflect this decrease, and funded FCPS \$20,000,000 above the previous year's appropriation.

For FY2022, FCPS projected the enrollment to increase by 584 students from projection to projection. These enrollment projections are used to determine staffing for schools. Due to the projected enrollment increases, FCPS will add 85.60 school-based positions including teachers, administrators, and support staff. Additionally, FCPS will add 92 positions to meet the needs of an expanding system, including operations, custodial, technology, secretarial, mental health professionals, and additional academic support staff in the schools.

As FCPS returns to five-days a week in-person instruction, the operating budget includes expenditures to meet the needs of the students, who have experienced significant upheaval academically and emotionally. Additionally, the system continues to experience significant enrollment growth. In FY2022, FCPS expenditures focus on inflationary increases, additional resources to address academic recovery and support mental health, continuation and the expansion of programs, strategic replacement cycles, and operational needs.

FY2022 Adopted Budget

Fund Budgets

Board of Education

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022	Change %
REVENUES					
Federal	21,783,002	21,796,053	30,135,989	92,576,585	207.2%
State	278,852,168	302,334,408	313,806,816	319,167,629	1.7%
Local	272,386,838	283,465,005	296,598,012	316,598,012	6.7%
Local In-Kind	11,758,711	12,111,313	13,101,416	13,729,296	4.8%
Earnings from Investments	350,000	650,000	650,000	650,000	-%
Other	17,166,734	16,784,317	20,229,466	22,361,768	10.5%
Total	602,297,453	637,141,096	674,521,699	765,083,290	13.4%
EXPENDITURES					
Administration	11,431,591	11,900,432	13,635,375	15,485,271	13.6%
Mid-Level Management	36,561,327	38,035,731	40,212,951	44,877,765	11.6%
Instructional Salaries	218,859,738	230,079,912	244,257,685	272,109,098	11.4%
Instructional Supplies	11,588,158	13,569,742	17,482,567	36,603,958	109.4%
Instructional - Other	2,662,891	3,402,098	4,913,972	5,407,007	10.0%
Special Education	68,282,567	73,259,307	76,321,388	87,959,448	15.2%
Pupil Personnel	1,922,800	2,277,351	2,642,188	3,293,225	24.6%
Health Services	7,549,147	8,010,213	8,649,383	9,971,767	15.3%
Transportation	23,051,200	23,757,268	25,193,622	26,850,406	6.6%
Operations	39,072,638	42,086,098	42,399,396	45,976,694	8.4%
Maintenance	13,179,393	13,465,609	14,199,044	18,166,019	27.9%
Fixed Charges	164,916,174	173,674,295	180,873,286	193,488,130	7.0%
Food Services	90,515	80,820	573,180	898,180	56.7%
Community Services	890,518	1,031,532	988,718	1,761,556	78.2%
Capital Outlay	2,238,796	2,510,688	2,178,944	2,234,766	2.6%
Total	602,297,453	637,141,096	674,521,699	765,083,290	13.4%

Frederick Community College

Established in 1957, Frederick Community College (FCC) provides educational opportunities for Frederick County residents. The College is fully accredited by the Middle States Association of Colleges and Secondary Schools offering more than 85 degree & certificate programs as well as workforce training & continuing education. Additionally, a variety of non-credit course offerings are provided. New construction funding is usually shared by the County and State. In recent years, the College has added a vibrant Student Center; revamped its Library facilities into a modern Learning Commons; expanded its STEM (Science, Technology, Engineering, and Math) laboratories and classrooms; renovated Jefferson Hall to streamline registration, financial aid, and counseling services for students; and collocated with Frederick County Workforce Services into the renovated Monroe Center to serve the workforce development needs of the entire community.

In 1975, a Board of Trustees was created to govern FCC. Seven citizens are appointed by the Governor to serve for staggered terms. The FCC President is the Board Secretary and has no vote. The Board appoints the President, approves all major positions at the College and sets internal policies and procedures for FCC operation. The Board recommends a budget to the County Executive for approval by the County Council. FCC also receives State monies and student fees; a small amount of federal funding is received for vocational-technical programs.

Budget Highlights

The Frederick Community College Board of Trustees approves the Operating Budget, Auxiliary Enterprise Budget, and the Capital Improvements Program (CIP) Budget.

Operating Budget:

The FY 2022 Operating budget of \$59,732,461 represents an increase of \$7,076,081 or 13.0% from the FY 2021 budget. Note that the FY 2021 budget reflected a decrease in the FY 2020 budget of 6.2% due to expected revenue decreases from the impact of COVID-19. The increase in FY 2022 is due to anticipated increases in enrollment post-pandemic, a slight increase in tuition, and full funding of the CADE formula by the State. County funding for FY 2022 includes an additional \$1,500,000 to provide a 2% COLA for regular full-time and regular part-time administrators and support staff, full-time faculty, credit adjunct faculty, clinical/field experience staff, CEWD adjunct faculty, CEWD instructional specialists, and coaches.

FY2022 Adopted Budget**Fund Budgets****Frederick Community College**

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022	Change %
REVENUES					
Tuition & Fees	19,324,544	19,172,897	14,181,617	17,374,494	22.5%
State Government	13,057,717	13,873,345	13,851,575	16,234,779	17.2%
County Government	17,376,502	18,441,502	19,841,502	21,341,502	7.6%
County Government In-Kind	501,525	515,654	446,617	446,617	-%
Other Income	895,000	792,000	935,413	935,413	-%
Prior Year Fund Balance	3,538,703	3,339,704	3,399,656	3,399,656	-%
Total	54,693,991	56,135,102	52,656,380	59,732,461	13.4%
EXPENDITURES					
Instruction	25,613,998	26,248,359	24,733,649	26,440,126	6.9%
Academic Support	1,183,577	1,399,435	1,360,432	1,485,035	9.2%
Student Services	7,824,126	8,033,257	6,953,536	8,495,798	22.2%
Plant Operations	6,793,760	6,899,659	6,008,515	8,044,556	33.9%
Institutional Support	10,951,540	11,287,402	11,333,258	12,883,127	13.7%
Other	2,326,990	2,266,990	2,266,990	2,383,819	5.2%
Total	54,693,991	56,135,102	52,656,380	59,732,461	13.4%

Frederick County Public Libraries

Frederick County Public Libraries (FCPL) includes the C. Burr Artz Central Library in Frederick City, as well as, branch libraries in Brunswick, Emmitsburg, Middletown, Myersville, Point of Rocks, Thurmont, Walkersville, and Urbana, a library facility in the Detention Center, and two mobile libraries providing regularly scheduled service to neighborhoods and childcare facilities throughout the County.

As part of the Regional Cooperating Libraries of Central Maryland (public, academic, and other libraries), and of the statewide network of public libraries, FCPL gives its citizens access to materials from libraries across the state, and the nation, through interlibrary loan.

FCPL is governed by a Board of Trustees, which is an entity authorized under Maryland State Law (ED, 23.401). The Board consists of seven members. The members serve five year staggered terms and may not serve more than two consecutive terms. The Board, as authorized by Maryland State Law, has broad fiscal responsibility and policy oversight.

Presented for informational purposes only and is not adopted by the County Council.

Budget Highlights

The following budget adjustments are reflected in FY22:

A new formula was approved that established funding for materials (\$2 per capita) and operating expenses (\$0.75 per capita). In addition, the County has historically funded 100% of personnel costs except for State retirement.

Three positions (2.0 FTEs) were approved which will help expand services in several areas.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustment to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

FY2022 Adopted Budget

Fund Budgets

Frederick County Public Library System

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022	Change %
REVENUES					
Federal Funding	61,216	23,743	15,000	15,000	-%
State Funding	2,333,922	2,441,084	2,441,084	2,441,084	-%
Fees & Charges	135,748	85,190	136,200	34,500	-74.7%
Fines & Forfeitures	184,677	96,063	180,000	5,000	-97.2%
Investment Earnings	10,343	10,223	-	-	-%
Miscellaneous Revenue	2,410,393	2,402,062	2,691,006	2,754,125	2.3%
Budgeted Fund Balance	-	-	730,698	507,443	-30.6%
Other Financing Sources	10,208,748	10,445,532	10,377,062	11,244,135	8.4%
Total	15,345,047	15,503,897	16,571,050	17,001,287	2.6%
EXPENDITURES					
Salaries - Regular Employees	6,600,339	7,261,245	7,852,271	8,223,193	4.7%
Salaries - Overtime	63,122	61,524	-	-	-%
Benefits	3,136,078	3,217,664	3,062,373	3,184,920	4.0%
Professional & Technical Services	140,433	139,775	164,975	32,216	-80.5%
Repair/Maintenance	248,248	214,761	254,255	304,581	19.8%
Other Services	344,522	301,186	393,606	326,645	-17.0%
Rental Expense	21,628	25,052	23,720	24,320	2.5%
Supplies	2,023,719	1,823,859	2,234,743	2,345,305	4.9%
Miscellaneous Expense	94,261	120,052	185,101	131,028	-29.2%
Capital	32,330	16,041	-	-	-%
In-Kind	2,123,820	2,132,429	2,410,006	2,439,079	1.2%
Reimbursements	(53,382)	(37,980)	(10,000)	(10,000)	-%
Total	14,775,118	15,275,608	16,571,050	17,001,287	2.6%
Full-Time Equivalents	133.63	134.05	134.05	136.00	1.5%

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ORGANIZATIONAL BUDGETS

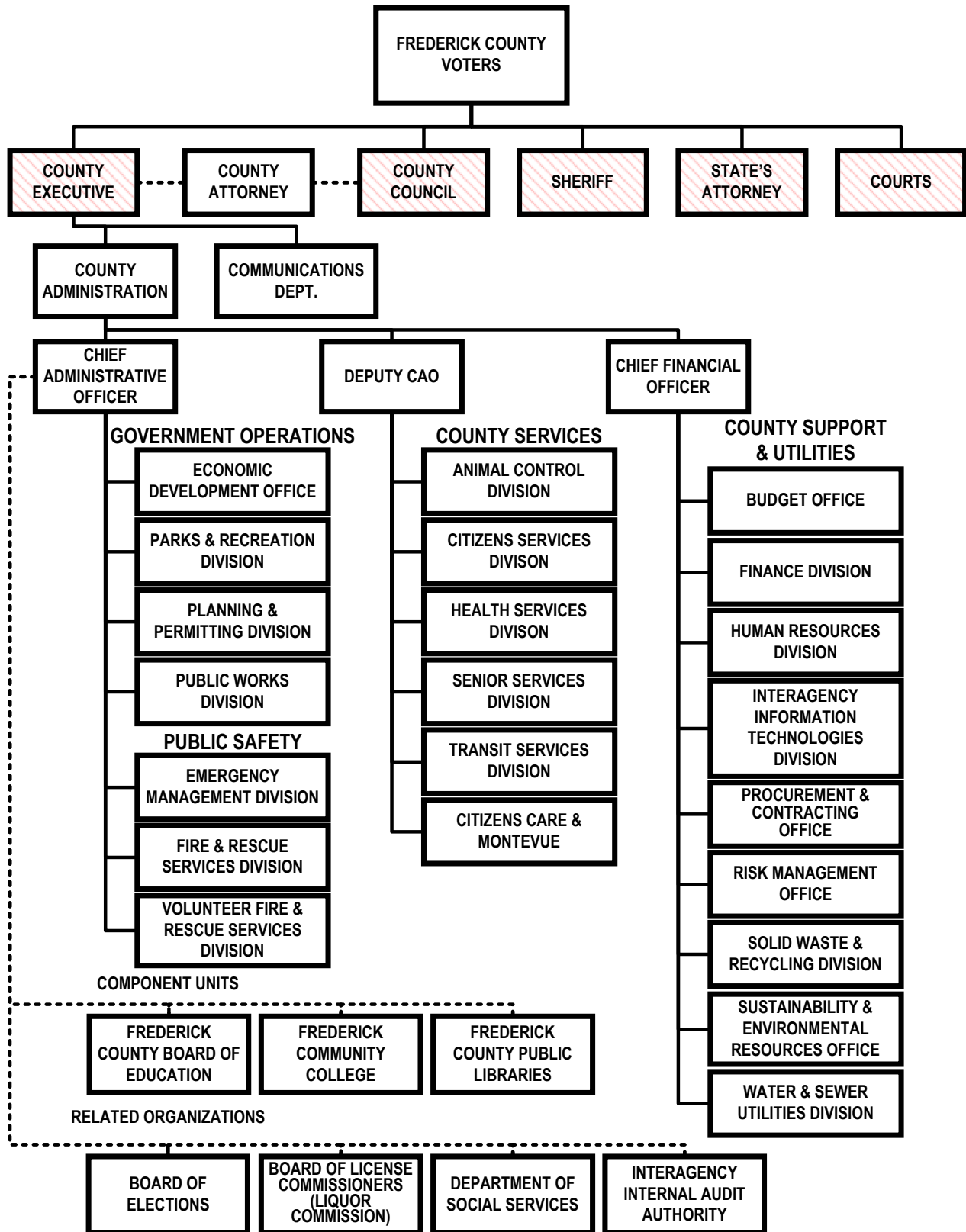
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FREDERICK COUNTY GOVERNMENT ORGANIZATIONAL CHART

June 3, 2021



ELECTED POSITIONS



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COUNTY ADMINISTRATION

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Mission

The County Executive leads the executive branch of the County Government in the delivery of services to all county citizens.

About The Division

The County Administration Division consists of ten departments: The County Office, County Administration, Budget Office, Workforce Services, Office of Economic Development, Communications, Environmental Watersheds, NPDES, Risk Management and Procurement and Contracting.

Services Provided:

- Lead the County
- Formulate and Monitor the Countywide Strategic Plan
- Provide Economic Programs
- Connect Skilled Workforce to Industry
- Protect the Environment
- Coordinate Countywide Environmental Initiatives
- Communicate with Citizens
- Reduce and control cost of county incident losses
- Procurement Services

FY22 Budgeted
(Total)

\$13,446,051

County Government



Budget Highlights

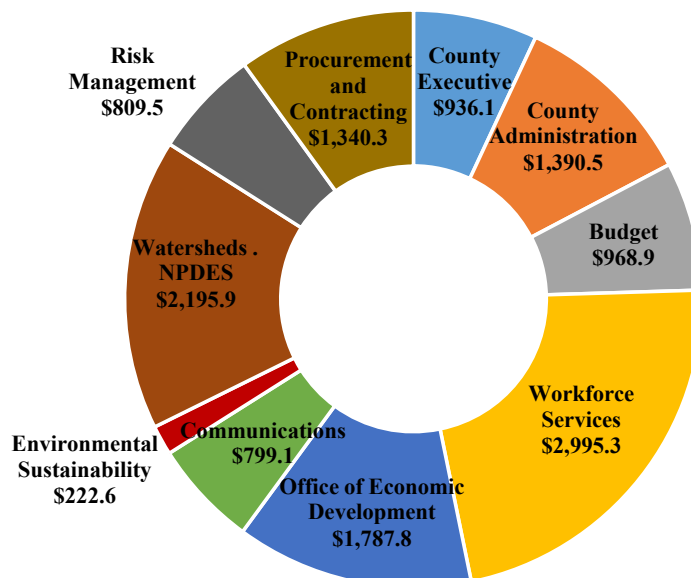
The FY22 budget reflects the transfer of two departments from the Finance Division to the County Administration Division. They are Risk Management and Procurement & Contracting.

The FY22 budget includes:

- County Administration received one new position
- Budget Office received two new positions
- Workforce Services received three new positions
- Economic Development received two new positions
- Risk Management received one new position and funding for claim management software
- Procurement & Contracting received one new position

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Expenditures by Department
(In thousands)



County Executive's Office

In accordance with the Charter of Frederick County, the County Executive is the chief executive officer of the County. The County Executive leads the executive branch of the County Government in the delivery of services to all county citizens.

Frederick County is poised for prosperity and planning for progress. The County Executive has established a Strategic Framework to guide all County Divisions to budget for the achievement of shared goals. This framework allows the County Executive to allocate resources, measure performance and communicate positive results being generated for all county citizens.



Jan H. Gardner, County Executive

Vision

Best Place

Frederick County is one of the best places to live, work and raise a family in the United States as a result of exceptional schools, safe communities, a vibrant economy, and a high quality of life

High Quality of Life

Frederick County government ensures a high quality of life to our residents through our parks, libraries, senior centers, transit, and community services

Grow & Preserve

Frederick County can grow while preserving our historic and agricultural heritage, our cultural amenities, and our strong sense of belonging and community

Strategic Priorities

Good Government

Frederick County provides open, transparent government where people can participate and make a difference. Residents are energized to shape the future of the county.

Education

Frederick County offers excellence in public education and lifelong learning opportunities ensuring a well-educated and trained workforce supporting long-term prosperity.

Jobs

Frederick County provides interesting and fulfilling jobs to ensure residents have the opportunity to work where they live.

Community Needs

Frederick County offers a high quality of life, safety and well-being for all citizens.

Seniors

Frederick County engages, empowers and equips our seniors to live their best life through Seniors First.

Growth

Frederick County preserves our rich history and valuable resources while investing in communities and infrastructure as part of a plan for future prosperity.

County Administrative Services

To efficiently lead the County, the County Executive has aligned several offices and departments under County Administrative Services. Although presented in a “divisional” format each work as individual ³GLYLVLRLQW. Included here are budgets for **County Administration, Budget Office, Office of Economic Development and Workforce Services, Communications, Risk Management, Procurement and Contracting, and Office of Sustainability and Environmental Resources.**

County Administration

Mission Statement

Support the County Executive and County Divisions

The County Administration department oversees the managerial function of the County government. The Chief Administrative Officer assists the County Executive in management, planning, execution and implementation of programs and activities.

Budget Office

Mission Statement

To advise and assist the County Executive in development, presentation and justification of the proposed annual budget to the County Council, provide timely and accurate information for decision making, and assist County Divisions with on-going budget monitoring throughout the fiscal year.

The Budget Office works collaboratively with all County Divisions, boards, agencies and commissions to understand what budgetary resources are needed to accomplish the &RXQW Strategic Goals. By forecasting revenues and predicting expenses this Office provides the County Executive with resource estimates that guide development of County policy. Analysis is conducted on programs, projects and initiatives to look for performance indicators that measure progress. The Budget Office also advises all areas of County Government on annual budget guidelines and assists them in supplemental budget requests in front of the County Council.

Fiscal 2022 Adopted Operating and Capital Budgets



Jan H. Gardner, County Executive



"Rise, Recover & Renew"

Frederick County
Government *Maryland*

Strategic Goals

Maintain Stewardship of County Funds

County Strategic Goal Alignment: Good Governance

Monitor and ensure budget limits are not exceeded

		FY 2019	FY 2020	FY 2021	FY 2022
Number of Divisions Over Budget	Target	0	0	0	0
	Actual	3	0	0	--

Maintain and Improve Budget Transparency

County Strategic Goal Alignment: Good Governance

Produce public presentations, reports, analysis, and documentation that make it easy for citizens and elected officials to comprehend complex financial information

		FY 2019	FY 2020	FY 2021	FY 2022
Number of Public Hearings related to the Budget	Target	3	3	3	3
	Actual	3	3	3	--
Increase in Website Visits	Target		10%	10%	10%
	Actual	--	9%	6%	--
Number of Submissions in Budget Simulation Exercise (new for FY2021)	Target			500	650
	Actual	--	--	693	--

Provide Excellent Customer Service

County Strategic Goal Alignment: Good Governance

Conduct survey on service provided

		FY 2019	FY 2020	FY 2021	FY 2022
Average Rating (out of 10) (new for FY2022)	Target				9.0
	Actual	--	--	--	--

Office of Economic Development (OED)

Mission Statement

Increase the overall economic health of Frederick County through attracting new businesses in our targeted industries and helping existing businesses be more successful.

OED serves as the primary contact for the business community, with a focus on job creation and commercial capital investment. OED works to attract new businesses to the county, retain and grow existing businesses, and assist entrepreneurs and small business. Targeted industries include Biosciences, Computing and IIT, Hospitality and Tourism, Professional, Engineering, Scientific and Technical Services, Logistics & Distribution, Value-Added Agriculture, and Manufacturing. Partnerships with the ODU and Women's Business Center, the Small Business Development Center and Frederick Innovative Technology Center Inc. and OED's Minority and Inclusion programs support the County's strategic focus on entrepreneurship and small business support.



Strategic Goals

Business Retention and Expansion

County Strategic Goal Alignment: Jobs

Business retention visits including economic development and workforce partners

		FY 2019	FY 2020	FY 2021	FY 2022
Total Business Retention Visits	Target	230	250	200	200
	Actual	--	--	--	--
Jobs created through expansion assistance	Target	150	150	100	100
	Actual	--	--	--	--
Assistances given to our business community	Target	590	500	100	150
	Actual	--	--	--	--
Diversity and Inclusion events	Target	6	6	6	6
	Actual	--	--	--	--

Business Attraction and Marketing

County Strategic Goal Alignment: Jobs

Prospects worked, new jobs created, and marketing Frederick County as The place to do business

		FY 2019	FY 2020	FY 2021	FY 2022
Total Prospects Worked	Target	40	50	40	40
	Actual	--	--	--	--
Jobs created	Target	150	150	150	1,000
	Actual	--	--	--	--
Real Share attendees	Target	35	45	60	90
	Actual	--	--	--	--

Diversify the Agriculture Industry

County Strategic Goal Alignment: Jobs

Promote the Homegrown Frederick brand

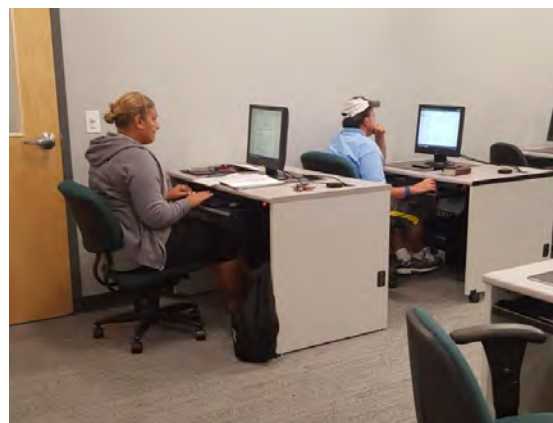
		FY 2019	FY 2020	FY 2021	FY 2022
Homegrown Website Sessions engagement	Target	700	800	900	1,000
	Actual	--	--	--	--
Social Media engagements	Target	700	800	900	1,000
	Actual	--	--	--	--
Prospects worked	Target	3	3	3	5
	Actual	--	--	--	--

Workforce Services

Mission Statement

To be the leader in workforce development for Frederick County and contribute to the economic prosperity of the community.

In order to meet the growing and changing labor market needs of Frederick County, the Office of Economic Development also includes Workforce Services. Workforce Services equips job seekers with information, training, and resources needed to attain employment and grow their careers in today's dynamic market. Workforce Services provides businesses in need of qualified talent with recruitment support and training programs that deliver customized solutions to ensure industries have access to skilled workers. They also maintain a focus on future talent pipeline development through partnerships with Frederick County Public Schools, Frederick Community College and others to provide education, employment and training opportunities for the youth of Frederick County.



Strategic Goals

Support Training and Employment Needs

County Strategic Goal Alignment: **Jobs, Community Needs**

Provide equal opportunity and accessibility of programs and services for all residents and identify priority industries for targeted training and workforce preparation initiatives; recruit individuals for training and employment programs that directly meet the demands of the local economy

		FY 2019	FY 2020	FY 2021	FY 2022
Number of Businesses Provided	Target	300	300	350	200
Customized Candidate Recruitment	Actual	380	212	126	--
Number Of Individuals Trained in Targeted Industries	Target	200	200	250	100*
	Actual	109	231	75*	--
Percentage of Satisfaction Survey Rating Services at or Above Average (new for FY22)	Target				90%
	Actual	--	--	--	--

Provide Educational Opportunities For Businesses

County Strategic Goal Alignment: **Jobs, Community Needs**

		FY 2019	FY 2020	FY 2021	FY 2022
Number of Businesses Actively Engaged in Services Annually	Target	100	100	100	200
	Actual	62	70	120	--

*Impacted by COVID-19

Grow Staff Professional Development

County Strategic Goal Alignment: *Jobs, Community Needs*

		FY 2019	FY 2020	FY 2021	FY 2022
Number of Staff Completing Professional Development Annually	Target	20	20	20	20
	Actual	12	22	10*	--
Number of Staff Earning/Updating Workforce Development Credentials	Target	10	10	10	10
	Actual	4	5	1	--

Increase Workforce Opportunities to Adults and Youth to Promote Self-Sufficiency

County Strategic Goal Alignment: *Jobs, Community Needs*

Increase growth opportunities through skill development and career pathways; provide youth access to career opportunities that incorporates academic and occupational education

		FY 2019	FY 2020	FY 2021	FY 2022
Individuals Participating in Skill Development or Career Pathways	Target	450	400	400	500*
	Actual	601	520	346	--
Number of Youth Completing Training or Education	Target	25	25	25	25
	Actual	28	32	13	--

Maximize Use of Technology

County Strategic Goal Alignment: *Jobs, Community Needs*

		FY 2019	FY 2020	FY 2021	FY 2022
Increase Persons Engaged in Virtual Programs Annually (new for FY22)	Target	--	--	--	600
	Actual	--	--	--	--
Clients Satisfied With Virtual Programs per Satisfaction Survey (new for FY22)	Target	--	--	--	90%
	Actual	--	--	--	--

*Impacted by COVID-19

Communications

Mission Statement

Tell the stories of Frederick County Government to engage and inform the people we serve.

The Communications Department uses internal and external media outlets to educate and inform the public. Through avenues such as social media, FCG TV programming, news releases, and public information briefings, the department informs residents of the Executive's initiatives and the work done by divisions within the Executive Branch. The Department also provides television coverage of public meetings by the County Council and numerous boards and commissions. Staff include an Assistant Director, Video Services, and the Public Affairs Specialist. Each of the Department's strategic goals support the Livable Frederick, PA Smart Growth Plan's underlying objective of "fostering transparency and participation in the process of determining priorities".



Strategic Goals

The Department creates content and provides logistical support for the Executive's public information briefings, town hall meetings, and public hearings. Staff produce and disseminate video programming for FCG TV and social media accounts; graphics for presentations and social media; news releases for local and regional media; and written and visual content for the County's website. In addition, WKH create presentations, newsletters, and other writings about what is happening within the Executive Branch, and enable the Legislative Branch to operate transparently through the broadcast of open meetings. The Department also works with local and regional media to provide accurate, relevant information, and coordinate special recognition ceremonies and events.

Generate Content to Inform the Public and Internal Audiences

County Strategic Goal Alignment: **Good Governance**

Create news releases, videos, graphics, social media posts, and more to inform the community about how Frederick County Government is impacting their lives

		FY 2019	FY 2020	FY 2021	FY 2022
Press Releases Issued	Target	115	115	115	115
	Actual	181	148	135	--
Videos Produced-PSAs, Programs, Training, & Live Broadcasts	Target	350	400	400	425
	Actual	489	427	330*	--
People liking FCG Facebook page	Target	12,000	14,000	15,500	16,250
	Actual	12,734	15,029	15,891	--

Share More Stories of Frederick County Government with the Community

County Strategic Goal Alignment: **Good Governance**

Increase video views across select platforms: Granicus (website) and YouTube

		FY 2019	FY 2020	FY 2021	FY 2022
Number of Views	Target	275,000	325,000	325,000	325,000
	Actual	299,814	421,879	251,413	--

*Impacted by COVID-19

The Communications Department assists the Division of Emergency Management with public notification in advance of and during emergencies. Staff informs residents about the services and programs provided through Frederick County Government; provides support to county agencies by recording employee training sessions, assisting with website management, and promoting their programs and initiatives. Staff facilitates public participating during open meetings.

Manage Information

County Strategic Goal Alignment: **Good Governance**

Increase participation at public meetings and reduce the number of clarifications and corrections requested by local media outlets

		FY 2019	FY 2020	FY 2021	FY 2022
Meeting attendees via Public Input, incl callers and commenters	Target	--	--	1,000	1,250
	Actual	--	--	1,751	--
Viewers of webstreamed productions (Page views)	Target	250,000	250,000	250,000	250,000
	Actual	267,790	380,271	204,226	--
Clarifications and Corrections requested	Target	--	--	0	0
	Actual	--	--	3	--

*Tracking began in FY2021

Risk Management

Mission Statement

Responsible for protecting the assets of Frederick County from unnecessary and controllable losses by providing a safe workplace for our employees and eliminating hazards to the public on County property.

The primary function of Risk Management is to reduce losses and control the cost of those incidents that do occur. When identified, exposures are addressed through loss control techniques, training and education, and transfer of risk. Risk Management is responsible for managing all insurance coverage for the County, including property, liability and workers' compensation.



Strategic Goals

Provide a Safe Environment

County Strategic Goal Alignment: **Good Governance**

Risk Mitigation & Claims Handling

		FY 2019	FY 2020	FY 2021	FY 2022
Number of Workers' Compensation Claims	Target	--	--	450	425
	Actual	--	--	350	--
Number of Liability Claims	Target	--	--	485	450
	Actual	--	--	400	--

Safety and Education

		FY 2019	FY 2020	FY 2021	FY 2022
Provide safety training and educational resources for employees	Target	--	--	100	135
	Actual	--	--	50	--
Conduct safety inspections	Target	--	--	250	300
	Actual	--	--	100	--

Procurement and Contracting

Mission Statement

Provides professional, value-added procurement services, both practical and innovative processes that result in continuous customer satisfaction, while maintaining public trust, with the assurance that each dollar expended is utilized in the most efficient manner.

In this spirit, free and open competition, and equal opportunity for all qualified vendors is promised. This Department also administers the purchasing card program which adds both convenience and expedience into the purchasing process while maintaining efficiency and financial oversight.



Strategic Goals

Number of Solicitations

County Strategic Goal Alignment: **Good Governance**

Conduct solicitation processes to procure goods and services necessary for successful operations

		FY 2019	FY 2020	FY 2021	FY 2022
Increase number of solicitations by 3% (new for FY22)	Target	--	--	--	720
	Actual				--

The number of solicitations represents an increase in competitively bid and formally awarded contract pricing which yields best pricing and value for the county.

Provide Excellent Customer Service

County Strategic Goal Alignment: **Good Governance**

Receive satisfaction ratings of 4.5 out of 5.0 from county agencies, contractors, and other vendors

		FY 2019	FY 2020	FY 2021	FY 2022
Satisfaction Ratings 4.5 out of 5.0 (new for FY22)	Target	--	--	--	4.5
	Actual				--

Audit Procurement Card Statements

County Strategic Goal Alignment: **Good Governance**

Perform random auditing

		FY 2019	FY 2020	FY 2021	FY 2022
Audit Statements 50% (new for FY22)	Target	--	--	--	50%
	Actual				--

The Procurement & Contracting Office administers the County's Procurement Card program which enables agencies to purchase quickly from existing contracts or for small purchases. In addition to close supervision, this program requires random auditing.

Office of Sustainability and Environmental Resources

Mission Statement

Offer practical solutions for protecting the environment, conserving energy and living sustainably.

-Winner of 2021 Maryland Green Registry Sustainability Leadership Award-

The Office of Sustainability advances practical solutions for protecting the environment, conserving energy and living sustainably in Frederick County, Maryland. This Office collaborates with County Divisions, businesses, citizens, and other organizations to advance improvements and innovation in Sustainability. The Office manages the Comprehensive Energy Plan, maintains LEED Cities and Counties silver certification, collaborates with the Metropolitan Washington Council of Governments on regional issues related to climate change, air, and water, manages grants, manages a Property Assessed Clean Energy Loan program, implements Climate and Energy initiatives of the Livable Frederick Comprehensive Plan, and more.

The Watershed Management Section of this Office works to identify water quality problems from the storm sewer system discharges to watersheds in Frederick County and to correct these water quality problems. This work includes GIS data collection, water quality monitoring, special studies and reporting, stream restoration projects, stormwater management facility retrofits, and the reduction of untreated urban impervious areas. Regulatory compliance programs include management of the mandatory National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) permit and reporting as well as industrial stormwater discharge permits on county facilities and compliance with Total Maximum Daily Load regulations for polluted waterbodies.

This Office is fostering the long-term ability to provide an excellent quality of life for citizens, a thriving economy for businesses and jobs, and conservation of important resources. Sustainability means that the needs of the present and the needs of the future both have weight. A sustainability framework requires that decisions are made that give consideration to the economy, society, and environment.

Strategic Goals

Offer a high quality of life, safety and well-being for all citizens

County Strategic Goal Alignment: Community Needs

Invest in healthy living opportunities, renewable energy, and climate change mitigation

		FY 2019	FY 2020	FY 2021	FY 2022
Execute 100% of capital project to meet impervious acre restoration goal in MS4 permit and replace nutrient	Target	3	3	3	3
	Actual	3	3	3	--

Increase opportunities to benefit from renewable energy

		FY 2019	FY 2020	FY 2021	FY 2022
Develop Climate and Energy Program to reduce GHG 50% from 2005 baseline by 2030 and 100% by 2050	Target	100%	100%	100%	100%
	Actual	95%	90%	100%	--


Preserve valuable resources while investing in communities and infrastructure

County Strategic Goal Alignment: Growth

Maintain physical infrastructure with economically efficient investments and increase opportunities to benefit from renewable energy

		FY 2019	FY 2020	FY 2021	FY 2022
Compliance with NPDES MS4 permit & Industrial Discharge	Target	100%	100%	100%	100%
	Actual	100%	100%	100%	--
Establish baselines & reduction targets for greenhouse gas emissions*	Target	--	--	--	TBD
	Actual	--	--	--	--

*Consistent with MWCOG region goals, TBD in FY22 based on results of FY21 GHG inventories & plans





MARYLAND GREEN REGISTRY

FREDERICK COUNTY GOVERNMENT

SUSTAINABILITY LEADERSHIP AWARD WINNER


2021

The Frederick County Government serves a population 260,000 citizens and a land area of 664 square miles.

Environmental Achievements:

- Actively working toward meeting greenhouse gas reduction goals of 50% from baseline levels by 2030 and 100% by 2050.
- Completed energy assessments of 25 county buildings and upgraded lighting, roofing, and mechanical equipment.
- Met the Maryland Smart Energy Communities goal of reducing 20% of building electricity usage using renewables.
- Powers the county's electric vehicles through large photovoltaic arrays, and is building a parking lot solar canopy.
- Achieved LEED Silver for Cities and Communities.



FY2022 Adopted Budget
Organizational Budgets

County Administration Division

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
County Executive	1,343,451	1,729,613	880,681	936,115
County Administration	-	-	967,721	1,390,491
Budget	615,310	586,151	782,486	968,865
Workforce Services	2,651,212	2,735,045	2,840,093	2,995,290
Office of Economic Development	1,542,337	1,606,612	1,658,814	1,787,819
Communications	780,584	788,506	834,974	799,120
Risk Management	-	-	-	809,503
Procurement and Contracting	-	-	-	1,340,317
Environmental Sustainability	699,556	480,137	212,629	222,635
Watersheds - NPDES	1,560,286	1,110,925	1,933,573	2,195,896
TOTAL	9,192,736	9,036,989	10,110,971	13,446,051
Expenses by Category				
Personnel	6,530,440	7,118,919	7,587,119	10,056,985
Operating	3,737,551	3,415,952	3,917,739	4,797,225
Capital	170,000	(115,801)	-	-
Recoveries	(1,245,255)	(1,382,081)	(1,393,887)	(1,408,159)
TOTAL	9,192,736	9,036,989	10,110,971	13,446,051
Expenses by Fund				
General Fund	6,619,182	6,568,447	7,868,987	11,231,413
Grants	2,573,554	2,468,542	2,241,784	2,214,438
Economic Development Loans	-	-	200	200
TOTAL	9,192,736	9,036,989	10,110,971	13,446,051
Full-Time Equivalents	61.50	64.50	64.50	89.50

Beginning in FY22, the Risk Management and Procurement and Contracting Departments are shown in the County Administration Division. This table reflects the FY22 budget for those departments. Please see the Finance Division table for prior year budget and actuals for these departments.

**FY2022 Adopted Budget
Organizational Budgets**

County Executive

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	1,270,020	1,653,844	843,882	899,316
Operating	73,431	75,769	36,799	36,799
TOTAL	1,343,451	1,729,613	880,681	936,115
Expenses by Fund				
General Fund	1,343,451	1,729,613	880,681	936,115
TOTAL	1,343,451	1,729,613	880,681	936,115
Full-time Equivalents	10.00	12.00	6.00	6.00

FY2022 Adopted Budget
Organizational Budgets

County Administration

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	-	-	907,888	1,196,511
Operating	-	-	59,833	193,980
TOTAL	-	-	967,721	1,390,491
Expenses by Fund				
General Fund	-	-	967,721	1,390,491
TOTAL	-	-	967,721	1,390,491
Full-time Equivalents	-	-	6.00	7.00

FY2022 Adopted Budget
Organizational Budgets

Budget

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	507,957	505,125	548,034	726,603
Operating	107,353	81,026	234,452	242,262
TOTAL	615,310	586,151	782,486	968,865
Expenses by Fund				
General Fund	615,310	586,151	782,486	968,865
TOTAL	615,310	586,151	782,486	968,865
Full-time Equivalents	4.00	4.00	4.00	6.00

FY2022 Adopted Budget
Organizational Budgets

Workforce Services

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	1,996,040	2,143,674	2,334,314	2,378,342
Operating	1,889,669	1,973,452	1,899,666	2,023,107
Recoveries	(1,234,497)	(1,382,081)	(1,393,887)	(1,406,159)
TOTAL	2,651,212	2,735,045	2,840,093	2,995,290

Expenses by Fund				
General Fund	574,023	540,252	598,309	780,852
Grants	2,077,189	2,194,793	2,241,784	2,214,438
TOTAL	2,651,212	2,735,045	2,840,093	2,995,290

Full-time Equivalents	21.00	22.00	22.00	25.00
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Job seekers served in all programs	Count	5,000	8,000	15,000
Registered job seekers employed in target industries	Percentage	80	70	60
Registered job seekers earned skills or credentials	Percentage	75	75	60
Businesses served	Count	200	350	200
New business prospects supported	Count	20	20	20
Workers trained in targeted industries	Count	80	120	100
Unemployed and underemployed trained in targeted industries	Count	150	250	150
Youth served	Count	250	250	150
Registered youth employed	Percentage	70	60	60
Registered youth earning skills or credentials	Percentage	70	60	60

FY2022 Adopted Budget
Organizational Budgets

Office of Economic Development

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	1,219,358	1,208,008	1,302,639	1,306,644
Operating	327,787	398,604	356,175	481,175
Recoveries	(4,808)	-	-	-
TOTAL	1,542,337	1,606,612	1,658,814	1,787,819

Expenses by Fund				
General Fund	1,542,337	1,606,612	1,658,614	1,787,619
Economic Development Loans	-	-	200	200
TOTAL	1,542,337	1,606,612	1,658,814	1,787,819

Full-time Equivalents	11.00	11.00	11.00	11.00
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Business visits and assistance	Count	450	450	520
Jobs retained	Count	500	-	-
Jobs created through business retention/expansion	Count	150	-	100
Business attractions and prospects worked	Count	50	40	45
Jobs created through business attraction	Count	300	300	1,000
Outreach providing agriculture education	Count	-	20	25
Small business assistance	Count	200	100	-
Prospect & site selector assistance	Count	-	-	75
Website sessions engagement	Count	-	25,000	31,000
Social media engagement	Count	-	3,000	4,500

FY2022 Adopted Budget
Organizational Budgets

Communications

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	755,730	768,904	780,990	745,136
Operating	24,854	19,602	53,984	53,984
TOTAL	780,584	788,506	834,974	799,120
Expenses by Fund				
General Fund	780,584	788,506	834,974	799,120
TOTAL	780,584	788,506	834,974	799,120
Full-time Equivalents	7.00	7.00	7.00	7.00

FY2022 Adopted Budget
Organizational Budgets

Risk Management

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	-	-	-	602,572
Operating	-	-	-	206,931
TOTAL	-	-	-	809,503

Expenses by Fund				
General Fund	-	-	-	809,503
TOTAL	-	-	-	809,503

Full-time Equivalents	-	-	-	6.00
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Workers compensation claims	Count	425	450	440
Auto accidents	Count	400	420	420
3rd party liability claims (bodily injury and property damage)	Count	58	60	65
County property damage claims	Count	27	25	40
Vendor insurance compliance monitoring	Count	875	900	800
County projects with assigned insurance	Count	1,100	1,200	900
Trainings, orientation, safety meetings	Count	90	104	135
Compliance HIPAA Investigations	Count	-	5	10
Building inspections	Count	230	300	200
Authorized driver program	Count	3,420	3,600	3,400

FY2022 Adopted Budget
Organizational Budgets

Procurement and Contracting

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	-	-	-	1,293,546
Operating	-	-	-	48,771
Recoveries	-	-	-	(2,000)
TOTAL	-	-	-	1,340,317

Expenses by Fund				
General Fund	-	-	-	1,340,317
TOTAL	-	-	-	1,340,317

Full-time Equivalents	-	-	-	13.00
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Purchase orders processed	Count	4,715	6,000	6,000
Requisitions processed	Count	5,057	7,500	7,500
Change orders processed	Count	167	180	180
Requests for proposals	Count	28	30	30
Invitations for bid	Count	49	55	55
Quotations	Count	33	45	45
Piggybacking	Count	144	160	160
Renewals	Count	140	157	157
Sole source	Count	269	280	280
Purchasing card statements audited	Count	1,600	1,600	1,600

FY2022 Adopted Budget
Organizational Budgets

Environmental Sustainability

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	229,214	234,831	206,635	216,641
Operating	300,342	361,107	5,994	5,994
Capital	170,000	(115,801)	-	-
TOTAL	699,556	480,137	212,629	222,635
Expenses by Fund				
General Fund	202,391	207,188	212,629	222,635
Grants	497,165	272,949	-	-
TOTAL	699,556	480,137	212,629	222,635
Full-time Equivalents	1.50	1.50	1.50	1.50

FY2022 Adopted Budget
Organizational Budgets

Watersheds - NPDES

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	552,121	604,533	662,737	691,674
Operating	1,014,115	506,392	1,270,836	1,504,222
Recoveries	(5,950)	-	-	-
TOTAL	1,560,286	1,110,925	1,933,573	2,195,896
Expenses by Fund				
General Fund	1,561,086	1,110,125	1,933,573	2,195,896
Grants	(800)	800	-	-
TOTAL	1,560,286	1,110,925	1,933,573	2,195,896
Full-time Equivalents	7.00	7.00	7.00	7.00

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COUNTY COUNCIL

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About The Council

The seven-member Council consists of five members elected by district and two elected at-large. Council members have the power to initiate legislation.

All the legislative powers which the County may exercise under the Maryland Constitution and laws of the State are vested in the Council.

Legislative sessions are limited to 45 days yearly and non-legislative sessions as needed.

Frederick County transitioned from the County Commissioner form of government to the Charter form of government on December 1, 2014. Under Charter Government, there is an Executive Branch with a County Executive and a Legislative Branch with a Council.

For many years, all five County Commissioners were elected in large elections by all county voters. Under the new Charter Government, the County Executive and only two of the Council members are elected at-large.

Council members serve for four years and no more than three consecutive terms.

FY22 Budgeted
(Total)

\$849,566

County Council



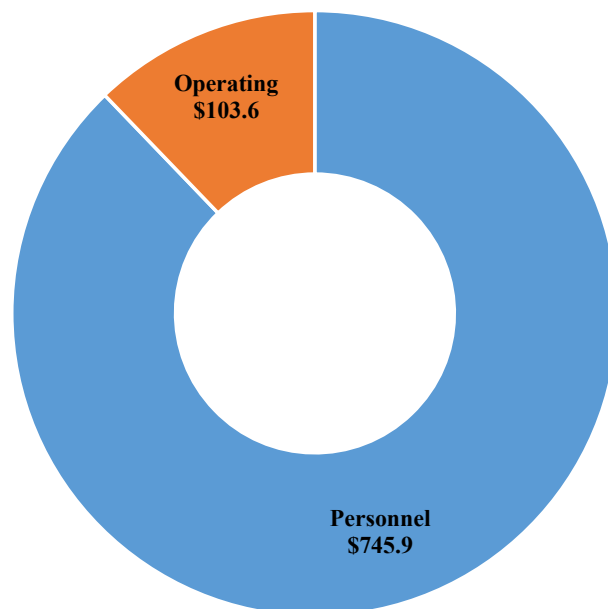
Council Members Left to Right: Steve McKay, Kai Hagen, Jerry Donald, President M.C. Keegan- Ayer, Phil Dacey, Jessica Fitzwater, Vice President Michael Blue

Budget Highlights

The FY22 budget is consistent with the FY21 adopted budget with only minor changes.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Expenditures by Category
(In thousands)



County Council

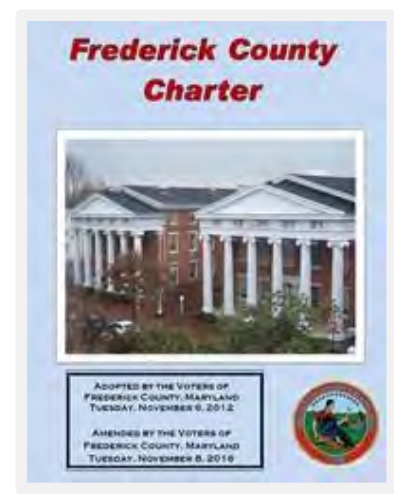
Council History

Frederick County transitioned from the County Commissioner form of government to the Charter form of government on December 1, 2014. Under Charter Government, there is an Executive Branch with a County Executive and a Legislative Branch with a County Council.

For many years, all five County Commissioners were elected in at-large elections by all county voters. Under Charter government, the seven-member Council consists of five members elected by district and two elected at-large. Council members have the power to initiate legislation. There is a three-year term limit for Council members.

The Council's Responsibilities

The County Council's responsibilities are specified in the Frederick County Charter and Maryland State law.



Legislation: As the legislative branch of government, the Council's major responsibility is enacting the laws of Frederick County. The legislative body authorizes the issuance of all County bonds. The Council amends the zoning code and approves the County's Comprehensive Plan. Frederick County Code, which contains current laws for the County, can be found on-line at www.municode.com.

Budget: The Council is responsible for approving county spending. Each year, the County Executive submits a recommended operating and capital budget for review and approval by the Council. The Council's powers include annual authorization of the County's operating and capital budgets as well as approval of County tax rates.

Constituent Service: Constituent service is a primary focus of Council Members. They and their professional support staff are available to assist citizens in dealing with County government or to work on the constituent's behalf on problems related to the State or federal government. Council Members help residents with questions or concerns relating to road repair, the County's growth and development, zoning, animal control, building code problems, liquor violations, and many other matters.

Appointment Confirmations: Another Council responsibility includes confirming appointments of volunteers, which are recommended by the County Executive, to various County boards and commissions.

Good Government: The County Council plans to continue to provide excellent constituent services and responsiveness in coordination with the County Executive's staff. Excellent constituent services can be measured by the amount of problems that are brought to Council members and how many are rectified. The Frederick County Council will continue to pass meaningful legislation to improve the quality of life and economic growth for the businesses of Frederick County. This will be measured by the number of bills and resolutions that are passed during the year.

Education, Jobs, Seniors, Community Needs, and Growth: The purpose of the County Council is to help citizens directly. The County Executive's priorities are much in line with the Council's every day goals of good education for all, job growth and stability, services and support for seniors, and to also meet the needs to the community. The growth of Frederick County is reflected in the before mentioned activities. Initially, the County Council's goals can be measured by the amount of legislation that is passed in a year. Diving deeper into the legislation, the Council's goals can be measured by the fiscal impact the bills have on a specific program. An example of this measurement would be the allocation of recordation taxes from one program to another.

Strategic Priorities

Constituent Services

County Strategic Goal Alignment: Good Governance

Provide excellent constituent services & responsiveness

		FY 2019	FY 2020	FY 2021	FY 2022
Constituent issues rectified by Council	Target	100%	100%	100%	100%
	Actual	100%	100%	100%	--

Responsiveness to constituents

		FY 2019	FY 2020	FY 2021	FY 2022
Business days to respond to a constituent after being contacted (new for FY22)	Target				1
	Actual	--	--	--	--

Pass meaningful legislation

		FY 2019	FY 2020	FY 2021	FY 2022
Bills pass within a normal 90-day period (new for FY22)	Target				100%
	Actual	--	--	--	--

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**FY2022 Adopted Budget
Organizational Budgets**

County Council

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
<hr/>					
Expenses by Department					
County Council		663,481	728,171	827,618	849,566
	TOTAL	663,481	728,171	827,618	849,566
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Expenses by Category					
Personnel		613,431	678,010	723,997	745,945
Operating		50,050	50,161	103,621	103,621
	TOTAL	663,481	728,171	827,618	849,566
<hr/>					
Expenses by Fund					
General Fund		663,481	728,171	827,618	849,566
	TOTAL	663,481	728,171	827,618	849,566
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Full-Time Equivalents		6.00	6.00	6.00	6.00
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**FY2022 Adopted Budget
Organizational Budgets**

County Council

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	613,431	678,010	723,997	745,945
Operating	50,050	50,161	103,621	103,621
TOTAL	663,481	728,171	827,618	849,566
Expenses by Fund				
General Fund	663,481	728,171	827,618	849,566
TOTAL	663,481	728,171	827,618	849,566
Full-time Equivalents	6.00	6.00	6.00	6.00

SHERIFF

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Mission

The Frederick County Sheriff's Office is a full service law enforcement agency; an arm of the court, and a keeper of offenders. In this regard it exists to serve all the people within Frederick County with respect, fairness, and compassion. The Sheriff's Office is committed to the prevention of crime; the protection of life and property; the preservation of peace and order; the enforcement of laws and ordinances; the safeguarding of constitutional guarantees; and safekeeping of prisoners.

About The Division

The Sheriff's Division consists of seven departments: Administration, Courthouse Law Enforcement, & RPPXQL Deputy Program, School Crossing Guards, Detention Center, and the Work Release Center.

Services Provided:

- /Dw Enforcement
- &RUUHFWRQV
- Inmate Services
- &RPPXQL Deputy
- 3URJUDP
- School Crossing Guards
- Work Release Center

7Rtal FY22 Budgeted
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\$54,279,057

6KHU#ID Office

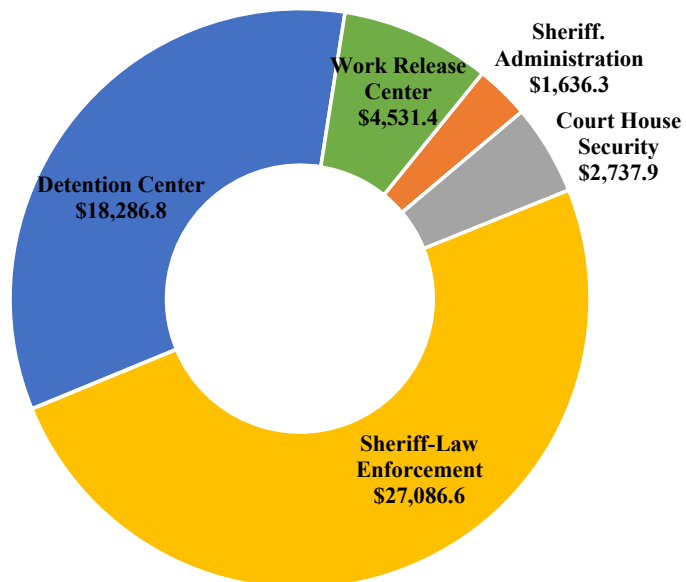


Budget Highlights

The FY22 budget includes four part.time positions to the Corrections Bureau to provide adequate coverage at the Frederick County Adult Detention Center.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Expenditures by Department
(In thousands)



7Ke Community Deputy Department is not shown as it is fully reimbursed by the municipalities. The School Crossing Guard Department is shown in the Board of Education.

Sheriff's Office

OFFICE OF THE SHERIFF



The Frederick County Sheriff's Office provides law enforcement services to the citizens of Frederick County. The Sheriff's Office provides law enforcement services to the unincorporated portions of the county, support to municipal law enforcement agencies, provides security and various other support functions for the courts, and maintains the county detention center.



The Office of the Sheriff provides guidance and direction to all aspects of the Sheriff's Office. The Office also includes the Office of Policy and Compliance, Accreditation, a Polygraph Examiner and a Spokesperson.

LAW ENFORCEMENT BUREAU

The Law Enforcement Bureau is comprised of two Divisions, the Operations Division and the Administrative Services Division.

Operations Division



Most of the sworn law enforcement deputies work in this division that consists of Special Operations and Patrol Operations.

Patrol Operations is the largest and most visible section of the Sheriff's Office as it is responsible for six patrol teams, Traffic Unit, the Community Deputy Program, K-9 Program, Pro-Active Criminal Enforcement Team, School Resource Officer Section, SWAT, Mobile Field Force and Honor Guard.



Special Operations includes the Criminal Investigations Section, the Narcotics Investigations Section, and the Judicial Services Section. The Criminal Investigations Section consists of Person Crimes, Property Crimes, ICAC Unit (Internet Crimes Against Children), Sex Offender Registry, Crime Analysis, Victim Services, Fire Investigations Task Force, Evidence Unit, and Crisis Negotiations. The Narcotics Investigations Section is part of a HIDTA Group (High Intensity Drug Trafficking Area) sponsored by Homeland Security Investigations (HSI). The Judicial Services Section consists of the Court Security Unit and Civil Process Unit. The Court Security Unit is responsible for the security of the entire Courthouse, to include Courthouse entrances, District Court rooms, Circuit Court rooms, Judges, Courthouse employees, and visitors to the Courthouse. The Civil Process Unit is required to attempt service of all papers directed to it by the courts or private parties. Both sworn deputies and Constables work in the Civil Process Unit.



Administrative Services Division



This Division consists of Personnel Services, Fiscal Services, Support Services, and the Technology Section.

Personnel Services is responsible for personnel related paperwork, recruiting and background investigations, records management, and the Duty Desk/Police Information Specialists. Fiscal Services handles accounting functions, budget, grants administration, procurement, quartermaster services, research and strategic planning.

Support Services is responsible for crime prevention and community education through Community Services, fingerprinting, the Neighborhood Watch Program, community assistance patrols and all training. The Technology Section collaborates with allied law enforcement and public safety agencies in the effective use of computer aided dispatch, records management, communications/radios, scheduling systems and all other automated or systems-based resources.

CORRECTIONS BUREAU

The County Corrections Bureau is comprised of four divisions: Administrative Services, Community Services, Inmate Services, and Security Operations.

The Frederick County Adult Detention Center is a full service correctional facility that handles traditional incarcerations and imprisonment for offenders either awaiting trial or sentenced.

Sentenced offenders are incarcerated at this local correctional facility for a maximum of 18 months. For any sentence greater than 18 months, the offender will be sent to the Maryland Department of Public Safety/Division of Corrections.



Alternatives to incarceration often deliver better long-term results for the community and the offender, if a cycle of recidivism can be broken. This Bureau, working with the Court system, administers pretrial services, home detention, alternative sentencing/community service and work release.

Administrative Division

The Administrative Division entails four sections: Fiscal, Technology, Accreditation, and Training. Fiscal Services is responsible for the management of all funds to include the budget, procurement, inmate funds, inmate canteen, and medical billings. Technology is an ever-changing field and this section is responsible for all computers, video surveillance, inmate telephone system, digital archiving of records, forms, electronic door control, and any other technology utilized. The Accreditation Section is responsible for monitoring compliance with local, state, and national standards and laws. This section is also responsible for inmate disciplinary and inmate records. The Training Section is responsible for our in-house academy and in-service training, as well as training from outside agencies. The Training Section also acts as the liaison with County Maintenance for the facility.

Security Division

The Security Division provides overall security, custody, and confinement of all incarcerates remanded to the custody of the Detention Center by the judicial system. The division is organized into three primary units: Security Operations/Day Shifts, Security Operations/Night Shifts, and the Special Operations Unit. Special Operations consists of inmate

transportation, Central Booking, video bond review, the Emergency Response Team and other safety functions such as oversight of the body scanner.

This Division also houses, and is reimbursed for, inmates from the Department of Homeland Security's Immigration and Customs Enforcement. The Frederick County Sheriff's Office participates in two separate ICE programs. They are the IGSA (Inter Governmental Service Agreement) which started July 12, 2007 and the 287(g) program, which started April 11, 2008.



Community Services

Community Services functions include Work Release, Home Detention, Pretrial Release, drug and alcohol monitoring, Alternative Sentencing, the PADD Program (Positive Alternatives to Dangerous and Destructive Decisions) and the 3rd Millennium Classroom Program for completion of an on-line educational class for misdemeanor drug and alcohol offenders. Additionally, the Community Labor Unit / Inmate Labor Program offer free labor to local and state government agencies, churches, fire companies and many other non-profit organizations.

Inmate Services

Inmate Services is accountable for all programs and services available to the inmate population. This includes classification, food, laundry services, medical services, mental health services, substance abuse programs, library services, GED programs, re-entry services, and religious programs. Classification Specialists handle the daily tasks such as new offender intakes, housing assignments, work assignments, program assignments, release preparation, inmate request slips, referrals, housing unit management and inmate classification.

The medical unit has nursing staff on duty 24 hours a day/seven days a week and a licensed physician or physician's assistant that visits the facility at least 5 days a week to see inmates. The physician's assistant and physician are also on call. Inmates receive appropriate in-house care and may be referred to outside providers for specialized care. Mentally on-site credentialed personnel for psychiatric treatment and case management provide health services. Licensed social workers, licensed professional counselors, psychiatrists provide direct services.

Other services include a small library provided by the Frederick County Public Library System, religious programs, and a Vivitrol medication program for opioid dependence.

Substance abuse counselors are also on-site at the Detention Center, Monday through Friday, to provide drug and alcohol treatment and education to both men and women. The primary focus of the Detention Center's program is increasing awareness and personal responsibility in the recovery of our participants. Strong emphasis is placed on relapse prevention and following through with treatment recommendations upon release.

Strategic Goals

Ensure safe communities in Frederick County

County Strategic Goal Alignment: Community Needs

Provide citizens with the most community focused, efficient, & effective law enforcement services

		FY 2019	FY 2020	FY 2021	FY 2022
Recruit Processes	Target	3	3	3	3
	Actual	3	3	3	--
Training Hours	Target	32,823	32,823	32,823	34,225
	Actual	32,823	32,823	34,225	--

Respond to Priority calls under the National average response time of 10 minutes

		FY 2019	FY 2020	FY 2021	FY 2022
Average response time Priority calls (minutes)	Target	7.00	7.00	7.00	7.00
	Actual	6.85	7.59	6.75	--
Average response time Non-Priority calls (minutes)	Target	9.00	9.00	9.00	9.00
	Actual	7.10	9.79	8.40	--

Provide information to citizens about existing programs & services

County Strategic Goal Alignment: Community Needs

Provide referrals for medical or psychological assistance and crime prevention programs

		FY 2019	FY 2020	FY 2021	FY 2022
Community Referrals	Target	98%	98%	98%	98%
	Actual	98%	98%	98%	--
Neighborhood Watch Programs	Target	74	75	76	77
	Actual	74	74	76	--

Provide a safe & secure environment to the inmate population

County Strategic Goal Alignment: Community Needs

Maintain zero escapes and/or erroneous releases from custody or community programs

		FY 2019	FY 2020	FY 2021	FY 2022
Escapes	Target	0	0	0	0
	Actual	0	1	0	--
Walk-offs	Target	0	0	0	0
	Actual	0	0	0	--
Bad Release	Target	0	0	0	0
	Actual	1	0	0	--

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**FY2022 Adopted Budget
Organizational Budgets**

Sheriff Division

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
Sheriff-Administration	1,597,707	1,666,196	1,590,046	1,636,296
Court House Security	2,384,808	2,504,753	2,625,401	2,737,925
Sheriff-Law Enforcement	24,242,218	25,055,873	26,036,541	27,086,562
Community Deputy Program	1,200	814	-	-
Detention Center	14,406,641	15,761,865	16,604,418	18,286,846
Work Release Center	3,983,760	4,158,324	4,434,036	4,531,428
TOTAL	46,616,334	49,147,825	51,290,442	54,279,057
Expenses by Category				
Personnel	43,246,183	44,959,719	47,441,701	49,774,888
Operating	7,642,035	7,783,826	8,531,340	8,287,890
Capital	66,693	172,743	53,564	53,564
Recoveries	(4,338,577)	(3,768,463)	(4,736,163)	(3,837,285)
TOTAL	46,616,334	49,147,825	51,290,442	54,279,057
Expenses by Fund				
General Fund	46,253,644	48,768,370	51,041,784	54,030,399
Grants	362,690	379,455	248,658	248,658
TOTAL	46,616,334	49,147,825	51,290,442	54,279,057
Full-Time Equivalents	421.00	422.00	425.00	425.00

FY2022 Adopted Budget
Organizational Budgets

Sheriff-Administration

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	1,282,720	1,314,024	1,337,696	1,394,306
Operating	305,390	307,278	247,186	236,826
Capital	37,781	75,342	53,564	53,564
Recoveries	(28,184)	(30,448)	(48,400)	(48,400)
TOTAL	1,597,707	1,666,196	1,590,046	1,636,296
Expenses by Fund				
General Fund	1,235,017	1,286,741	1,341,388	1,387,638
Grants	362,690	379,455	248,658	248,658
TOTAL	1,597,707	1,666,196	1,590,046	1,636,296
Full-time Equivalents	12.00	12.00	12.00	12.00
Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Civil Process papers received	Count	22,122	11,558	16,700

FY2022 Adopted Budget
Organizational Budgets

Court House Security

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	2,260,527	2,375,578	2,494,800	2,592,545
Operating	124,281	129,175	130,601	145,380
TOTAL	2,384,808	2,504,753	2,625,401	2,737,925

Expenses by Fund				
General Fund	2,384,808	2,504,753	2,625,401	2,737,925
TOTAL	2,384,808	2,504,753	2,625,401	2,737,925

Full-time Equivalents	25.00	25.00	25.00	25.00
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	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Performance Indicators				
Courthouse visitors	Count	283,000	104,085	193,500
Prisoners handled at Courthouse	Count	4,000	1,277	2,650

FY2022 Adopted Budget
Organizational Budgets

Sheriff-Law Enforcement

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	22,825,657	23,685,359	25,124,471	26,257,686
Operating	3,149,606	3,295,267	3,430,187	3,259,528
Capital	-	59,620	-	-
Recoveries	(1,733,045)	(1,984,373)	(2,518,117)	(2,430,652)
TOTAL	24,242,218	25,055,873	26,036,541	27,086,562

Expenses by Fund				
General Fund	24,242,218	25,055,873	26,036,541	27,086,562
TOTAL	24,242,218	25,055,873	26,036,541	27,086,562

Full-time Equivalents	212.00	212.00	215.00	216.00
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Criminal investigations handled	Count	1,070	976	1,010
Search & Seizure warrants served	Count	147	48	60
Calls for service	Count	102,655	103,357	110,000
Total arrests	Count	4,200	2,215	3,200
Protective and Peace Orders served	Count	1,409	502	1,400
Guns seized	Count	190	65	100
Incident reports written	Count	8,753	6,663	7,500
Traffic citations and Warnings processed	Count	43,618	19,041	25,000
Sex Offenders registered	Count	214	233	250
Traffic collisions	Count	1,165	891	900

FY2022 Adopted Budget
Organizational Budgets

Community Deputy Program

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	687,594	708,942	746,844	799,056
Operating	75,812	78,268	79,329	82,418
Recoveries	(762,206)	(786,396)	(826,173)	(881,474)
TOTAL	1,200	814	-	-
Expenses by Fund				
General Fund	1,200	814	-	-
TOTAL	1,200	814	-	-
Full-time Equivalents	6.00	6.00	6.00	6.00

**FY2022 Adopted Budget
Organizational Budgets**

School Crossing Guard

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Operating	261,562	183,412	256,473	289,759
Recoveries	(261,562)	(183,412)	(256,473)	(289,759)

	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Performance Indicators				
Crossing Guards	Count	23	25	25
Schools with Crossing Guards	Count	21	23	24

FY2022 Adopted Budget
Organizational Budgets

Detention Center

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	12,474,956	12,976,557	13,655,878	14,549,528
Operating	3,375,805	3,453,884	3,938,540	3,827,318
Capital	28,912	37,781	-	-
Recoveries	(1,473,032)	(706,357)	(990,000)	(90,000)
TOTAL	14,406,641	15,761,865	16,604,418	18,286,846
Expenses by Fund				
General Fund	14,406,641	15,761,865	16,604,418	18,286,846
TOTAL	14,406,641	15,761,865	16,604,418	18,286,846
Full-time Equivalents	126.00	127.00	127.00	127.00
Performance Indicators				
	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Average daily inmate population	Count	282	224	224
Prisoner intakes	Count	2,199	849	1,800
Court appearances	Count	5,499	527	2,000
Inmate sick call requests	Count	1,598	2,210	2,300
Documented log entries	Count	643,735	545,483	600,000
Central Booking intakes	Count	3,957	1,109	2,500

FY2022 Adopted Budget
Organizational Budgets

Work Release Center

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	3,714,729	3,899,259	4,082,012	4,181,767
Operating	349,579	336,542	449,024	446,661
Recoveries	(80,548)	(77,477)	(97,000)	(97,000)
TOTAL	3,983,760	4,158,324	4,434,036	4,531,428

Expenses by Fund				
General Fund	3,983,760	4,158,324	4,434,036	4,531,428
TOTAL	3,983,760	4,158,324	4,434,036	4,531,428

Full-time Equivalents	40.00	40.00	40.00	39.00
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Home Detention participants	Count	5	15	16
Average daily population	Count	27	11	10
Hours of court ordered community service	Count	18,988	4,135	9,000
Offenders participating in the Alternative Sentencing program	Count	605	373	425
Offenders completing the Alternative Sentencing program	Count	467	151	200
Average pre-trial releases per month	Count	133	151	160

STATE§ ATTORNEY

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Mission

The mission of the Frederick County State's Attorney's Office is to promote public safety and foster a sense of security in our community by holding people accountable for violating the law and pursuing justice in a fair, honest, efficient and ethical manner.

About The Division

Services Provided:

- Prosecute all criminal, juvenile, and serious traffic offenses
- Work with local law enforcement to provide information and services
- Provide community education and promote confidence in the criminal justice system
- Utilize diversion programs as an alternative form of justice for the community

Total FY22 Budgeted
(2022)

\$8,904,067

6WD State's Attorney Office

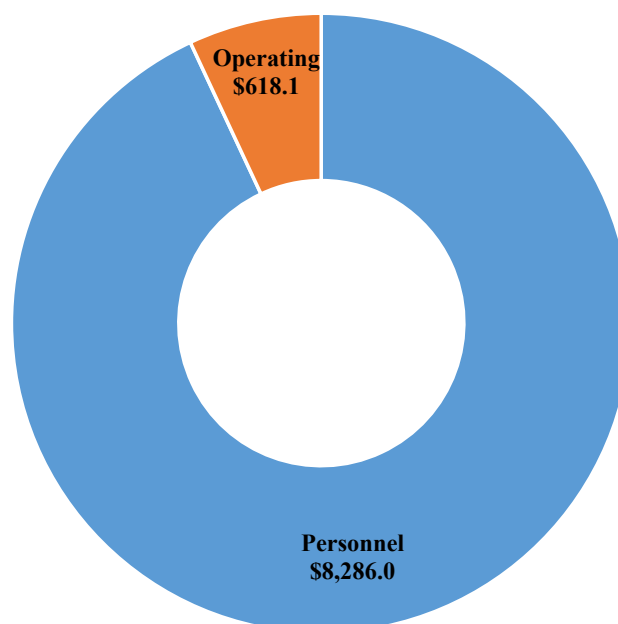


Budget Highlights

The FY22 budget includes five new positions. These positions will be assigned to the new Evidence Review Unit. The positions include one Assistant State's Attorney and Four Investigators.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Expenditures by Category
(In thousands)



State's Attorney Office

Mission Statement

The mission of the Frederick County State's Attorney's Office is to promote public safety and foster a sense of security in our community by holding people accountable for violating the law and pursuing justice in a fair, honest, efficient and ethical manner.

Our team of professionals work collaboratively with state and local law enforcement agencies, social service agencies, victims and members of the public to provide information and services, and to seek justice in the cases that are investigated and prosecuted within our county. In doing so, the office screens cases to ensure legitimate prosecutions, and to determine eligibility for an alternative to prosecution, such as a diversion program or drug court. The office also works to develop crime prevention programs in cooperation with other agencies.



J. Charles Smith, III, State's Attorney

Circuit Court Division

This Division is primarily responsible for prosecution of felony cases, which include violent and property crimes, as well as crimes committed against children and family members. Additionally, the Circuit Court Division is responsible for presenting cases to and advising the Grand Jury. This Division also handles post-trial proceedings like modification hearings, violations of probation, post-conviction proceedings, and other such proceedings.

District Court Division

The District Court Division screens and prosecutes misdemeanor cases involving criminal and serious traffic matters. This Division meets with citizen complainants and further investigates cases in which citizens have brought charges through the commissioner process. This Division also handles the prosecution of misdemeanor cases for which a jury trial has been prayed.

Strategic Goals

Promoting Public Safety

County Strategic Goal Alignment: Community Needs

Appropriately use our investigations & criminal sanctions to deter & punish criminal activity and protect society

		FY 2019	FY 2020	FY 2021	FY 2022
Circuit Court Felony cases handled	Target	500	640	600	650
	Actual	550	458	--	--
AOC Jury Trial Prayed	Target	1,200	953	1,000	1,000
	Actual	1,350	1,148	--	--
District Court Criminal cases handled	Target	4,000	3,549	3,500	3,500
	Actual	4,350	3,161	--	--

Effectively use treatment or diversion programs to rehabilitate and deter criminal activity in juveniles

		FY 2019	FY 2020	FY 2021	FY 2022
Juvenile Division cases handled	Target	500	536	350	350
	Actual	600	283	--	--
Youthful Offender Program	Target	100	100	100	100
	Actual	175	64	--	--
JEDI-SAO Police Diversion Program	Target	N/A	12	90	90
	Actual	N/A	83	--	--

Juvenile Court Division

The Juvenile Court Division screens cases forwarded for prosecution by the Department of Juvenile Services. This Division is responsible for preparing Juvenile Petitions and prosecuting these cases before the Juvenile Magistrates.

Promoting Public Safety

County Strategic Goal Alignment: Community Needs

Leverage innovative adult diversion programs as an alternate form of justice for the community

		FY 2019	FY 2020	FY 2021	FY 2022
Drug Court participants	Target	50	50	50	50
	Actual	32	34	40	
Mental Health Court participants	Target	N/A	0	10	20
	Actual	N/A	4	--	--

Child Support Division

The Child Support Division is grant funded, and focuses on establishing child support and paternity orders, and then enforcing payment of court ordered support. The Child Support Division works closely with the Department of Social Services and local law enforcement providing these services.

Promoting Public Safety

County Strategic Goal Alignment: Community Needs

Facilitate consistent support for children by increasing child support collections and payment reliability

		FY 2019	FY 2020	FY 2021	FY 2022
Resolved Paternity	Target	--	--	95.00%	95.00%
	Actual	--	96.64%	--	--
Current Support	Target	--	--	75.00%	75.00%
	Actual	--	73.04%	--	--
Arrears	Target	--	--	65.00%	65.00%
	Actual	--	63.35%	--	--

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FY2022 Adopted Budget
Organizational Budgets

State's Attorney

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department					
State's Attorney		7,963,944	8,016,691	8,027,178	8,904,067
TOTAL		7,963,944	8,016,691	8,027,178	8,904,067
Expenses by Category					
Personnel		7,372,583	7,429,859	7,438,013	8,285,965
Operating		591,361	588,832	589,165	618,102
Recoveries		-	(2,000)	-	-
TOTAL		7,963,944	8,016,691	8,027,178	8,904,067
Expenses by Fund					
General Fund		6,355,416	6,339,763	6,402,169	7,180,554
Grants		1,608,528	1,676,928	1,625,009	1,723,513
TOTAL		7,963,944	8,016,691	8,027,178	8,904,067
Full-Time Equivalents					
		68.00	68.00	70.00	75.00

FY2022 Adopted Budget
Organizational Budgets

State's Attorney

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	7,372,583	7,429,859	7,438,013	8,285,965
Operating	591,361	588,832	589,165	618,102
Recoveries	-	(2,000)	-	-
TOTAL	7,963,944	8,016,691	8,027,178	8,904,067

Expenses by Fund				
General Fund	6,355,416	6,339,763	6,402,169	7,180,554
Grants	1,608,528	1,676,928	1,625,009	1,723,513
TOTAL	7,963,944	8,016,691	8,027,178	8,904,067

Full-time Equivalents	68.00	68.00	70.00	75.00
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Circuit Court Felony cases handled	Count	640	640	458
Circuit Court Jury Trial Prayed cases handled	Count	953	953	1,148
Circuit Court Drug Court participants	Count	78	80	34
District Court Criminal cases handled	Count	3,092	3,549	3,161
District Court Motor vehicle cases and citations handled	Count	22,586	22,600	23,870
District Court Domestic Violence cases	Count	512	550	516
Juvenile Division cases handled	Count	516	536	283
Juvenile Diversion Youthful Offender Program	Count	100	100	64
Child Support Resolved Paternity cases	Percentage	-	97	97
Child Support Resolved Support Orders	Percentage	-	88	88

COURTS

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Mission

The mission of the MaryOHl Court SyVW is to provide fair, efficient and effective justice for all.

About The Division

The Courts System consists of the Circuit Court, Jury, Circuit Court Magistrate, and Family /Dw.

Services Provided:

- Judicial Decisions
- Selection of Juries
- Case Assignments
-)DPLO'Services
- 0HGLDWRU
- Legal Help
- Drug Court Program

**7Rtal FY22 Budgeted
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\$2,834,845

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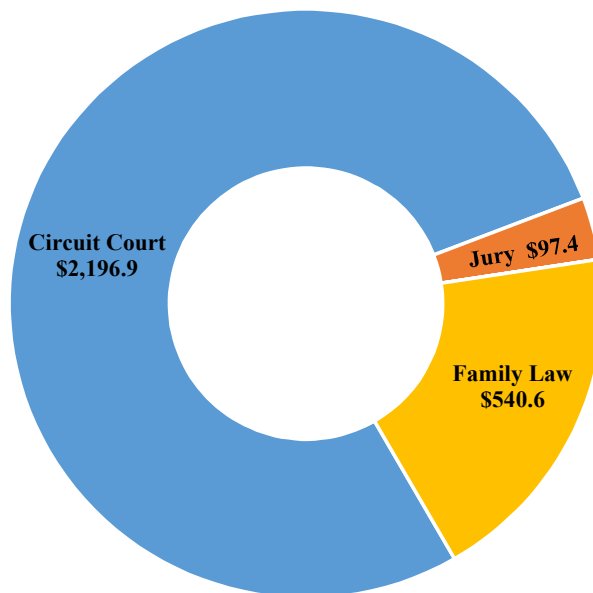


Budget Highlights

The FY22 budget includes one Chambers Manager position and operating expenses.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Expenditures by Department
(In thousands)



For FY22, the Circuit Court Magistrate is estimated to be fully reimbursed by the state and is therefore not shown in the above chart as there will be no cost to the County.

Courts

Frederick County Circuit Court

The mission of the Frederick County Circuit Court is to provide fair, efficient and effective justice for all. Our vision is to work collaboratively with justice partners to serve the people with integrity and transparency.



Circuit Court

This is the highest common law and equity Court of record exercising original jurisdiction within the State. It is a trial Court which handles major civil cases, where the controversy exceeds \$25,000, family court cases, cases involving juveniles and more serious criminal matters as well as appeals or requests for jury trials from the District Court and certain administrative agencies. Judges are usually appointed by the Governor for a period not to exceed two years, after which they must stand for election for a 15-year term.

Jury Selection System

This system is administered by the Clerk of the Circuit Court under the direct supervision of the Jury Judge. There are two types of jurors: grand jurors and petit jurors. The Grand Jury plays an important role in the criminal justice process. It evaluates the State's evidence against a person and decides whether there is probable cause for criminal charges. Petit jurors serve in both criminal and civil matters, hearing evidence from all parties to the proceedings to decide the outcome of the case based on the facts and laws presented. Both grand and petit jurors are chosen by random selection from a fair cross section of citizens residing in the county. The jury pool is created from a consolidated list of registered voters from the Board of Elections and licensed drivers or identification card holders from the Motor Vehicle Administration.

The Circuit Court also includes a Drug Treatment Court and provides family and mediation services.

Drug Treatment Court is a specialized court docket that targets criminal defendants and offenders who have alcohol and other drug dependency problems. Collaboration among court team members begins during the early planning stage to facilitate behavioral changes and improve the participant's ability to function effectively in society and remain crime free. The designated drug court judge provides overall leadership of the team and represents the court authority to the drug court participants.

Family Services are designed to support family service programs and ensure that services provided by the courts are accessible to all litigants regardless of their ability to pay for services and without regard to representational status. These services assist the court in fulfilling the mandate of Maryland Rule 16-204.

Mediation Services benefit the court and citizens with the goal of increasing efficiency in the courts, expanding access to justice, preventing conflicts from escalating, and assist with the resolution of family cases.

Strategic Goals

Provide access to justice

County Strategic Goal Alignment: Community Needs

Be responsive and adaptable to changing community needs

		FY 2019	FY 2020*	FY 2021*	FY 2022
New Case Filings - Criminal, Civil, Family, & Probate	Target	8,943	8,895	9,616	7,900
	Actual	9,158	7,499	5,002	--
In-House Mediation-Family & Child Welfare Cases	Target	244	172	255	176
	Actual	243	167	176	--
Family Support Services referrals to various services	Target	2,244	2,116	2,532	1,667
	Actual	2,412	2,520	1,667	--
Drug Treatment Court Grant participants	Target	75	73	75	75
	Actual	72	67	62	--
Outsourced Mediation Referrals-Family & Civil cases	Target	--	671	702	700
	Actual	669	522	609	--

Assure the highest level of service

County Strategic Goal Alignment: Community Needs

Communicate effectively and use resources wisely

		FY 2019	FY 2020*	FY 2021*	FY 2022
Number of Jurors	Target	4,799	4,566	3,992	3,992
	Actual	3,802	1,857	3,992	--
Jurors sitting in excess of five days	Target	100	69	79	79
	Actual	75	0	79	--
Events concluded by Magistrates	Target	4,690	4,896	5,415	4,842
	Actual	5,157	3,632	3,268	--

*Impacted by COVID-19

Information regarding the Strategic Plan for the Maryland Judiciary may be found at mdcourts.gov

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FY2022 Adopted Budget
Organizational Budgets

Circuit Court

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
Circuit Court	1,928,127	1,991,463	1,969,172	2,196,894
Jury	42,527	26,896	97,395	97,395
Circuit Court Magistrate	16,948	2,800	-	-
Family Law	369,242	473,720	598,271	540,556
TOTAL	2,356,844	2,494,879	2,664,838	2,834,845
Expenses by Category				
Personnel	2,145,029	2,308,672	2,417,098	2,604,221
Operating	409,095	353,545	526,109	508,633
Capital	50,391	52,441	-	-
Recoveries	(247,671)	(219,779)	(278,369)	(278,009)
TOTAL	2,356,844	2,494,879	2,664,838	2,834,845
Expenses by Fund				
General Fund	1,645,949	1,651,644	1,726,718	1,930,603
Grants	710,895	843,235	938,120	904,242
TOTAL	2,356,844	2,494,879	2,664,838	2,834,845
Full-Time Equivalents	23.00	24.00	25.00	26.00

**FY2022 Adopted Budget
Organizational Budgets**

Circuit Court

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	1,693,694	1,741,929	1,775,610	1,991,110
Operating	197,184	204,443	193,562	205,784
Capital	50,391	52,441	-	-
Recoveries	(13,142)	(7,350)	-	-
TOTAL	1,928,127	1,991,463	1,969,172	2,196,894
Expenses by Fund				
General Fund	1,586,474	1,621,948	1,629,323	1,833,208
Grants	341,653	369,515	339,849	363,686
TOTAL	1,928,127	1,991,463	1,969,172	2,196,894
Full-time Equivalents	20.00	20.00	20.00	21.00
Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
New case filings-Criminal, Civil, Family, and Probate	Count	8,895	5,002	7,900
In-house mediation-Family and child welfare cases	Count	172	176	176
Number of Jurors	Count	4,566	3,992	3,992
Events concluded by Magistrates	Count	4,454	3,268	4,842
Family support services referrals to various services	Count	2,116	1,667	1,667
Drug Treatment Court grant participants	Count	73	62	75

FY2022 Adopted Budget
Organizational Budgets

Jury

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Operating	102,662	54,736	192,395	192,395
Recoveries	(60,135)	(27,840)	(95,000)	(95,000)
TOTAL	42,527	26,896	97,395	97,395
Expenses by Fund				
General Fund	42,527	26,896	97,395	97,395
TOTAL	42,527	26,896	97,395	97,395

FY2022 Adopted Budget
Organizational Budgets

Circuit Court Magistrate

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	191,342	187,389	183,369	183,009
Recoveries	(174,394)	(184,589)	(183,369)	(183,009)
TOTAL	16,948	2,800	-	-
Expenses by Fund				
General Fund	16,948	2,800	-	-
TOTAL	16,948	2,800	-	-
Full-time Equivalents	1.00	1.00	1.00	1.00

**FY2022 Adopted Budget
Organizational Budgets**

Family Law

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	259,993	379,354	458,119	430,102
Operating	109,249	94,366	140,152	110,454
TOTAL	369,242	473,720	598,271	540,556
Expenses by Fund				
Grants	369,242	473,720	598,271	540,556
TOTAL	369,242	473,720	598,271	540,556
Full-time Equivalents	2.00	3.00	4.00	4.00

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ORPHAN'S COURT

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Mission

The mission of the Maryland Court System is to provide fair, efficient and effective justice for all.

About The Division

The Orphans' Court Division consists of the Orphans' Court Department.

Services Provided:

- Supervise the management of estates
- Direct the actions of personal representatives
- Appoint guardians of minors

Total FY22 Budgeted
(\$)

\$39,706

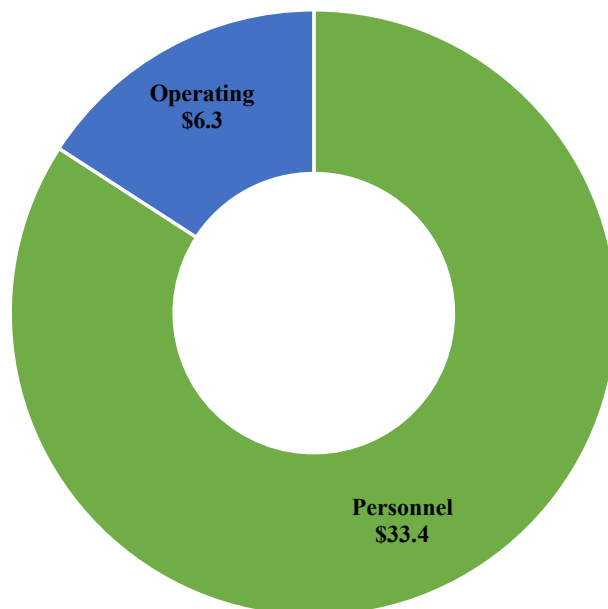
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Budget Highlights

The FY22 budget is consistent with the FY21 Adopted budget.

Expenditures by Category
(In thousands)



Orphans' Court

This is a probate court with jurisdiction over estates which are administered judicially. It is especially concerned in wills to minors and the appointment of guardians for them.



Orphans' Courts were unknown in provincial Maryland and were first created in Maryland under the Acts of 1777. They were to be established in each county and served by a Register of Wills. The initial act established that in contested cases, the parties were entitled to file their actions in courts of general jurisdiction—the then general court, the chancery court, or the county court. In 1851, the judges of the Orphans' Court became constitutional judges. Present constitutional recognition of the Orphan's Court can be found in Maryland Constitution Article IV, §§ 1 and 40.

The three presiding Judges of the Orphans' Court in Frederick County are elected on a partisan ballot for four-year terms. A judge must be over 30 years of age, a resident of Maryland and their jurisdiction for twelve months before their election and of the Circuit for six months. There are no professional qualifications. They are responsible for approving administration accounts, ensuring that only appropriate payments are made from estate assets and that distributions are made appropriately. The Governor appoints the Chief Judge from among the three elected. The Court is in session two mornings a week.

Strategic Goals

Fairly and diligently review and approve estate filings in a timely manner

County Strategic Goal Alignment: Community Needs

Sign orders approving estate accounts, personal representative appointments, and all other orders to ensure timely closure of estates

		FY 2019	FY 2020	FY 2021	FY 2022
Orders signed	Target	--	--	--	--
<i>tracking only</i>	Actual			1,139	
Hearings held	Target	--	--	--	--
<i>tracking only</i>	Actual			27	
Orders overturned by a higher court	Target	--	0	0	0
	Actual		2	0	--

FY2022 Adopted Budget
Organizational Budgets

Orphan's Court

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
<hr/>					
Expenses by Department					
Orphan's Court		31,602	34,091	39,706	39,706
	TOTAL	31,602	34,091	39,706	39,706
<hr/>					
Expenses by Category					
Personnel		28,740	33,647	33,409	33,409
Operating		2,862	444	6,297	6,297
	TOTAL	31,602	34,091	39,706	39,706
<hr/>					
Expenses by Fund					
General Fund		31,602	34,091	39,706	39,706
	TOTAL	31,602	34,091	39,706	39,706
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FY2022 Adopted Budget
Organizational Budgets

Orphan's Court

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	28,740	33,647	33,409	33,409
Operating	2,862	444	6,297	6,297
TOTAL	31,602	34,091	39,706	39,706
Expenses by Fund				
General Fund	31,602	34,091	39,706	39,706
TOTAL	31,602	34,091	39,706	39,706

COUNTY ATTORNEY

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Mission

The County Attorney's Office will provide the best possible legal services to Frederick County and all county boards and agencies.

About The Division

The County Attorney Division consists of the County Attorney Office and the Ethics Commission.

Services Provided:

- The County Attorney is the chief legal officer of the County and conducts all the law business of the County
- The County Attorney's Office is the legal advisor to the Executive, the Council, all County departments, agencies, offices, boards, commissions, and other instrumentalities of the County
- Writes and prepares laws, resolutions, deeds, leases, contracts, and other legal documents
- Works with the Ethics Commission

Total FY22 Budgeted
(including capital)

\$1,725,905

County SWWRU Office

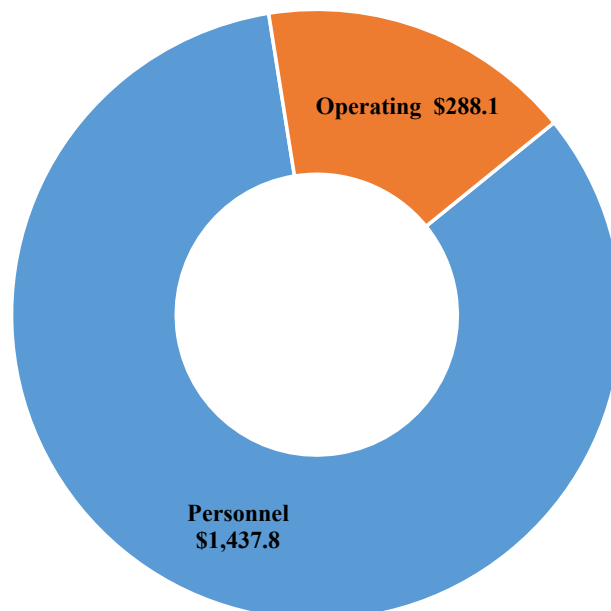


Budget Highlights

The FY22 budget includes one additional position for the Division and an increase in contracted services as the need for specific legal expertise and other contracted services are needed.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Expenditures by Category
(In thousands)



County Attorney's Office

The County Attorney's Office is the legal advisor of the county and its offices, departments, boards, commissions and agencies. This office issues opinions and gives advice upon any legal question affecting the interest of the county.

The County Attorney's Office is responsible for the written preparation of laws, resolutions, deeds and leases; review of contractual documents; drafting of bills for the Maryland General Assembly; and, the enforcement of laws in Maryland courts.

The office represents the Frederick County Executive, the Frederick County Council, and various departments and agencies of county government primarily in civil matters. This Office is unable to provide legal advice to citizens.

In alignment with the County Attorney, the Ethics Commission administers the Frederick County Ethics Law by encouraging and enforcing compliance by Frederick County officials and employees covered by the Law. The duties of the Ethics Commission include making determinations on alleged violations of the Law, granting or denying exceptions to the Law, giving advisory opinions on application of the Law, and recommending Law changes. There are seven members and one alternate serving on the Commission and they serve three year, staggered terms. They are appointed by the County Executive and affirmed by the County Council.



County Attorney's Office providing legal guidance to the Planning Commission

Strategic Goals

Prevent Legal Problems

County Strategic Goal Alignment: Good Governance

Provide accurate, timely, and reliable document review and legal advice for the County Executive, County Council, Divisions, Departments, boards and commissions, and agencies in order to help these clients achieve their objectives without unnecessary litigation or loss.

		FY 2019	FY 2020	FY 2021	FY 2022
Percentage of clients who report advice provided was clear, relevant, and timely (new for FY2022)	Target				100%
	Actual	--	--	--	--
Percentage of responses for advice or document review are completed within five working days (new for FY2022)	Target				100%
	Actual	--	--	--	--

Provide Best Service Possible

County Strategic Goal Alignment: Good Governance

Provide effective legal representation to the County Executive, County Council, Divisions, Departments, boards and commissions, and agencies in a cost effective manner

		FY 2019	FY 2020	FY 2021	FY 2022
Divisional expenses as a percentage of the County budget	Target	0.3%	0.3%	0.2%	0.2%
	Actual	0.2%	0.2%	0.2%	--

FY2022 Adopted Budget
Organizational Budgets

County Attorney Division

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
County Attorney	1,433,724	1,406,305	1,496,829	1,715,486
Ethics Commission	-	-	10,419	10,419
TOTAL	1,433,724	1,406,305	1,507,248	1,725,905
Expenses by Category				
Personnel	1,305,149	1,317,305	1,326,346	1,437,803
Operating	128,575	89,000	180,902	288,102
TOTAL	1,433,724	1,406,305	1,507,248	1,725,905
Expenses by Fund				
General Fund	1,433,724	1,406,305	1,507,248	1,725,905
TOTAL	1,433,724	1,406,305	1,507,248	1,725,905
Full-Time Equivalents	9.00	9.00	9.00	10.00

FY2022 Adopted Budget
Organizational Budgets

County Attorney

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	1,305,149	1,317,305	1,326,346	1,437,803
Operating	128,575	89,000	170,483	277,683
TOTAL	1,433,724	1,406,305	1,496,829	1,715,486
Expenses by Fund				
General Fund	1,433,724	1,406,305	1,496,829	1,715,486
TOTAL	1,433,724	1,406,305	1,496,829	1,715,486
Full-time Equivalents	9.00	9.00	9.00	10.00

FINANCE

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Mission

The Finance Division will efficiently manage the financial operations of Frederick County Government by implementing sound fiscal policies which provide the County Executive, Board of Commissioners, and taxpayers of Frederick County with accurate and timely financial information which can be effectively used in the decision making process; to efficiently and effectively administer the property tax system and collect and safeguard the County's fiscal resources; and to effectively and efficiently manage the resources dedicated to the County's long term liabilities related to debt obligations, and the pension and other postemployment plans.

About The Division

The Division of Finance consists of Finance Administration and three departments: Accounting, Treasury, and Debt & Benefit Trust Management.

Services Provided:

- Manage County's debt obligations
- Analyze, interpret and present financial data
- Collect and deposit tax

Total FY22 Budgeted

\$4,149,676

Finance Division



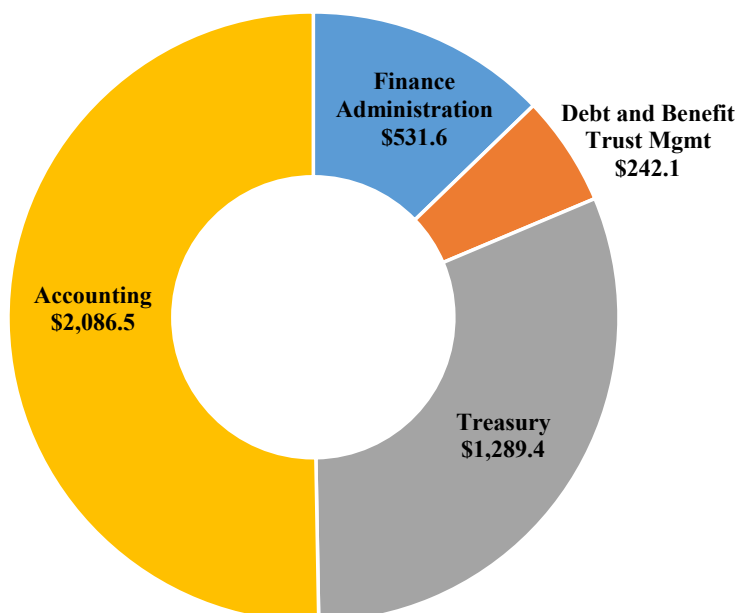
Budget Highlights

FY22 includes one new Tax Credit Specialist position and one new Accountant position.

The Debt and Benefit Trust Management Department was formed in FY2022 from re-allocating positions and other expenses from the Finance Administration and Accounting Departments.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Expenditures by Department
(In thousands)



Finance Division

The Finance Division, under the direction of the Finance Director, is composed of **Finance Administration** and the departments of **Accounting, Treasury and Debt and Benefit Trust Management**. The Finance Director, appointed by the County Executive, is responsible for the preparation of the County's comprehensive annual financial report. The Finance Director also acts as a financial advisor to the Executive.

Finance Administration

Finance Administration provides guidance and support to the Accounting, Treasury, and Debt and Benefit Trust Management departments. This office provides financial support and information to the County Executive and is responsible for providing the County Council with fiscal impact notes and financial information on proposed legislation and resolutions. Finance Administration is responsible for the development of the County's fiscal policies, as well as the integration of ILQnce-related information systems throughout County Government.



The Finance Director serves as a committee member in the administration and management of the County's Pension, Defined Contribution Plan, Other Post-Employment Benefits (OPEB) and Length of Service Awards Program (LOSAP) trusts.

Debt and Benefit Trust Management Department

The Debt and Benefit Trust Management Department is responsible for managing the timely and economic issuance of long-term financial obligations; developing and maintaining strong rating agency relations; preparing accurate and WLPFD financing documents, including the County's Annual Financial Disclosure Statement; ensuring strict compliance with disclosure requirements; and coordinating bond counsel review. Administration also plays an integral role in the formation, monitoring and payment processing of Tax Incremental Financing (TIF) and Community Development Authority (CDA) conduit debt financing.

This department is also responsible for the management of the benefit trust DVets, including the Employee's Retirement Plan Trust, the Uniformed Employee's Retirement Plan Trust, Other Post (PSOR\ment Benefit (OPEB) Trust and Length of Service Award Program (LOSAP) Trust. Services provided include contract administration with external consultants, cash flow monitoring, participation in committee meetings, plan document reviews, as well as management of the trust assets.

Management of these areas includes budget preparation, financial policy review and preparation, accounting and financial reporting for each of the Trust Funds and the Debt Service Fund. Independent software systems are maintained for the debt portfolio and an investor relations website.

Accounting Department

The Accounting Department is responsible for the analysis, interpretation, and presentation of the County's financial position and results of operations through timely, accurate, and professional financial reports.

These reports provide public assurance as to the accountability and integrity of the use of County resources; adherence to budgetary policies established by management; and compliance with Federal, State, and County mandates.

The Department prepares the Comprehensive Annual Financial Report as well as other standardized and specialized reports. This Department also provides high quality, timely service to County departments through analysis and technical assistance.

Accounts Payable is responsible for timely and accurate payments to vendors for goods and services provided to the County.

Payroll is responsible for managing and maintaining the County's SD\roll system and assuring that employees are paid accurately and timely.



Treasury Department

The Treasury Department serves as a primary provider of person-to-person customer service to County residents. The Treasurer is responsible for the collection and deposit of all County monies, in essence functioning as a banking operation.

All of the County's DFFRXQWeivable billing is done by the Treasury Department. This includes County, State, and Municipal real estate tax bills which are prepared, verified, and issued from the Treasury Department.

The Treasury Department also collects water/sewer bills, permit and planning fees, and landfill bills; issues dog and cat licenses; sells Transit bus passes; and certifies all real property transfers including the collection of recordation taxes. In addition, the Treasurer is the &RXQWInvestment Officer and KIdles the investment of County funds in a manner that will provide the maximum safety of principal while meeting the daily cash flow needs of the County.

All investments are in conformance with the County's Investment Policy and State law. The Treasurer is also responsible for the GDLOash management of the County as well as managing the &RXQWbanking relationship and merchant card services.

Strategic Goals

Protect the financial resources of the County through prudent fiscal management

County Strategic Goal Alignment: Good Governance

Maintain AAA bond rating by all three major rating agencies (Moody's, Standard and Poor's and Fitch)

		FY 2019	FY 2020	FY 2021	FY 2022
County Bond Rating	Target	3	3	3	3
	Actual	3	3	3	--



Meet all statutory, regulatory and external mandates for timely, accurate, and comprehensive reporting

		FY 2019	FY 2020	FY 2021	FY 2022
Number of findings.	Target	0	0	0	0
	Actual	0	0	0	--

A clean opinion from outside auditors measures the reliability, integrity and accuracy of the information presented in reports prepared by staff in the Accounting Department.

Gain efficiencies through technology. Reduce postage costs and decrease the amount of staff time necessary to process and manage checks by increasing the number of disbursements made electronically.

		FY 2019	FY 2020	FY 2021	FY 2022
% of disbursements made electronically	Target	N/A	N/A	N/A	48.10%
(new for FY22)	Actual	42.40%	43.83%	46.63%	--

Process revenue payments promptly, accurately and as efficiently as possible to provide timely availability of funds to the government agencies for which taxes are collected

		FY 2019	FY 2020	FY 2021	FY 2022
Revenue Collection Cost Ratio	Target	N/A	N/A	N/A	0.100%
(operating expenses/revenue collected)	Actual	0.095%	0.093%	0.083%	--
(new for FY22)					

FY2022 Adopted Budget
Organizational Budgets

Finance Division

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
Finance Administration	12,355	675,703	677,569	531,613
Debt and Benefit Trust Mgmt	-	-	-	242,138
Treasury	1,217,554	1,190,493	1,255,988	1,289,402
Accounting	2,529,522	1,913,841	1,969,118	2,086,523
Risk Management	402,681	432,518	542,563	-
Procurement & Contracting	1,131,917	1,025,781	1,155,458	-
TOTAL	5,294,029	5,238,336	5,600,696	4,149,676
Expenses by Category				
Personnel	4,863,304	4,834,649	5,088,721	3,733,088
Operating	432,368	404,035	513,975	416,588
Recoveries	(1,643)	(348)	(2,000)	-
TOTAL	5,294,029	5,238,336	5,600,696	4,149,676
Expenses by Fund				
General Fund	5,294,029	5,238,336	5,600,696	4,149,676
TOTAL	5,294,029	5,238,336	5,600,696	4,149,676
Full-Time Equivalents	46.56	46.56	47.56	32.56

Beginning in FY22, the Risk Management and Procurement and Contracting Departments are shown in the County Administration Division. This table reflects prior year budget and actuals for these departments. Please see the County Administration Division table for those department's FY22 budget. Also in FY22, a new department, Debt and Benefit Trust Management, was formed by moving personnel and operating expenses from the Finance Administration and Accounting departments.

FY2022 Adopted Budget
Organizational Budgets

Finance Administration

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	12,355	665,476	660,969	519,413
Operating	-	10,227	16,600	12,200
TOTAL	12,355	675,703	677,569	531,613
Expenses by Fund				
General Fund	12,355	675,703	677,569	531,613
TOTAL	12,355	675,703	677,569	531,613
Full-time Equivalents	-	4.00	4.00	3.00
Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
County Bond Rating by Fitch, Moody's, and S&P	Text	AAA	AAA	AAA
Interest Rate - True Interest Cost for County GO Bonds	Percentage	2.2	2.2	3.3

FY2022 Adopted Budget
Organizational Budgets

Debt and Benefit Trust Mgmt

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	-	-	-	237,028
Operating	-	-	-	5,110
TOTAL	-	-	-	242,138
Expenses by Fund				
General Fund	-	-	-	242,138
TOTAL	-	-	-	242,138
Full-time Equivalents	-	-	-	2.00

**FY2022 Adopted Budget
Organizational Budgets**

Treasury

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	895,650	909,539	934,361	964,437
Operating	321,904	280,954	321,627	324,965
TOTAL	1,217,554	1,190,493	1,255,988	1,289,402
Expenses by Fund				
General Fund	1,217,554	1,190,493	1,255,988	1,289,402
TOTAL	1,217,554	1,190,493	1,255,988	1,289,402
Full-time Equivalents	8.56	8.56	8.56	9.56
Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Property tax bills and delinquent notices sent	Count	110,000	112,000	114,000
Liens sold at tax sale	Count	450	350	450
Recordation transactions	Count	15,000	28,000	29,000
Rate of return on investments	Percentage	1.0	0.09	0.10

**FY2022 Adopted Budget
Organizational Budgets**

Accounting

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	2,462,940	1,871,319	1,894,095	2,012,210
Operating	66,582	42,522	75,023	74,313
TOTAL	2,529,522	1,913,841	1,969,118	2,086,523
Expenses by Fund				
General Fund	2,529,522	1,913,841	1,969,118	2,086,523
TOTAL	2,529,522	1,913,841	1,969,118	2,086,523
Full-time Equivalents	22.00	18.00	18.00	18.00
Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Accounting transactions	Count	132,804	181,950	200,145
Accounts Payable checks generated	Count	14,210	12,942	12,813
ACH electronic payments submitted	Count	11,086	11,308	11,873
Number of W-2s issued	Count	3,702	3,689	3,765
Number of active grants maintained	Count	185	245	265

FY2022 Adopted Budget
Organizational Budgets

Risk Management

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
<hr/>					
Expenses by Category					
Personnel		392,111	395,850	483,109	-
Operating		10,570	36,668	59,454	-
	TOTAL	402,681	432,518	542,563	-
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General Fund		402,681	432,518	542,563	-
	TOTAL	402,681	432,518	542,563	-
<hr/>					
Full-time Equivalents		4.00	4.00	5.00	-
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**FY2022 Adopted Budget
Organizational Budgets**

Procurement & Contracting

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	1,100,248	992,465	1,116,187	-
Operating	33,312	33,664	41,271	-
Recoveries	(1,643)	(348)	(2,000)	-
TOTAL	1,131,917	1,025,781	1,155,458	-
Expenses by Fund				
General Fund	1,131,917	1,025,781	1,155,458	-
TOTAL	1,131,917	1,025,781	1,155,458	-
Full-time Equivalents	12.00	12.00	12.00	-

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HUMAN RESOURCES

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Mission

Provide effective human resource management by developing and implementing sound policies, offering quality programs and providing excellent service that contributes to the attainment of county and employee goals by: upholding fiscal responsibility, balancing the needs of the employees and the needs of the government, ensuring a diverse workforce in a safe environment, maintaining compliance with employment laws and government regulations, and providing management and employee training communication.

About The Division

Services Provided:

- Employee Recruitment
- Employee Training
- Benefits Management
- Position Control
- Pension Service/6XSSRUW
- Labor Relations
- Employer/Employee 5HODWLRQV

**7Rtal FY22 Budgeted
([SHQGLWXUHV**

\$1,677,690

Human Resources Division

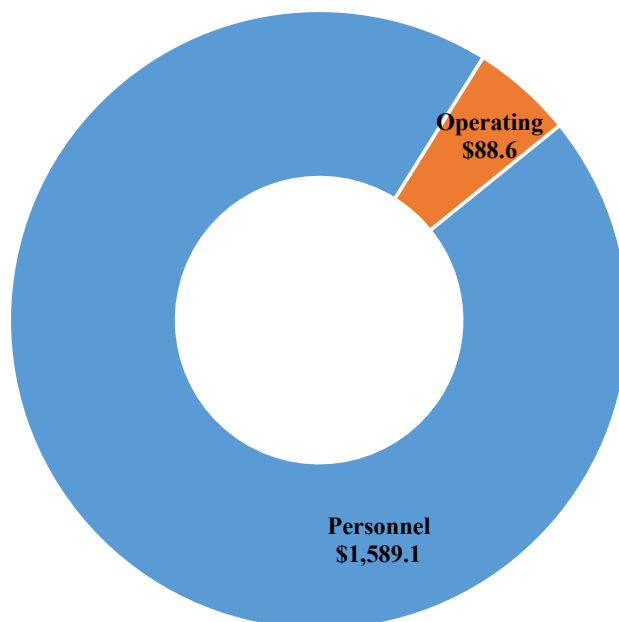


Budget Highlights

The FY22 budget includes one HR Administrator, one HR Generalist, and one part time administrative position. There was also an increase to the current training program.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Expenditures by Category
(In thousands)



Human Resources Division

The Frederick County Department of Human Resources is responsible for the administration of employee benefits, recruitment and selection, wage and salary administration, affirmative action, employee/labor employee relations, training, employee counseling and assistance, and support to the County Executive and Management.

Human Resources develops policies and procedures; provides training and development in areas of effective leadership and employment law and government regulation. The recruitment and selection of the most qualified candidates is supported by providing pre-planning staffing services, ensuring an effective internal interview process, identifying the best and most cost effective recruitment sources, and conducting thorough reference checks.



Retaining our valued employees is supported by assuring effective leadership qualities in our managers; providing competitive wages and benefits; furnishing technical, interpersonal and career development training and coaching; conducting exit interviews and supplying relevant feedback to management; and enhancing two-way communication between employees and management.

The department provides services in a fair and equitable manner and provides accurate, efficient, and timely services to both employees and County agencies, all in accordance with policies and procedures as adopted by the County Executive.

Strategic Goals

Ensure Fairness and Consistency in Position Classification

County Strategic Goal Alignment: **Good Governance**

Review position classification and policies for competitiveness and fair treatment

		FY 2019	FY 2020	FY 2021	FY 2022
Percentage of Position Classification Reviewed	Target	33%	33%	33%	33%
	Actual	33%	0%	100%	--
Percentage of Policies Reviewed	Target	10%	10%	10%	10%
	Actual	--	--	--	--
Turnover Rate	Target	<10%	<10%	<10%	<10%
	Actual	15%	12%	6%	--

Compare County policies to peer organizations to evaluate whether the policies serve their purposes. Evaluate reclassification process versus upgrade process to validate the competitiveness (service/credentials) of the upgrade process. A low turnover rate and good survey results will measure competitiveness resulting from retaining the existing workforce through fair and consistent treatment. The FY22 budget includes implementation of a new Comprehensive Classification & Compensation Study. This includes installing a new salary plan, salary adjustments for certain classifications and using the Segal Evaluator (classification software) to classify our positions moving forward.

Employee Value & Appreciation

County Strategic Goal Alignment: Good Governance

Recognition and Engagement

		FY 2019	FY 2020	FY 2021	FY 2022
Recognition Programs	Target	2	2	2	2
	Actual	2	1	1	--

Provide Training, Wellness, and Personal Development Trainings

		FY 2019	FY 2020	FY 2021	FY 2022
Training Opportunities for Managers	Target	--	--	--	12
	Actual	--	--	--	--
Overall Wellness/Personal	Target	--	--	30	36
Development Programs Offered	Actual	--	--	44	--

While our large gathering events, Service Awards & Employee Picnic, were cancelled due to the COVID-19 pandemic restrictions, HR pivoted and created a comprehensive recognition program in FY21 to recognize extraordinary efforts of employees during the pandemic.

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FY2022 Adopted Budget
Organizational Budgets

Human Resources Division

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
Human Resources	1,292,113	1,237,179	1,244,409	1,677,690
Pension Trust	26,453,629	28,641,608	31,635,671	-
OPEB Trust	8,582,434	9,064,394	8,387,500	-
LOSAP Trust	788,902	790,220	844,230	-
TOTAL	37,117,078	39,733,401	42,111,810	1,677,690
Expenses by Category				
Personnel	33,685,376	36,732,540	38,326,849	1,589,119
Operating	3,431,702	3,000,861	3,784,961	88,571
TOTAL	37,117,078	39,733,401	42,111,810	1,677,690
Expenses by Fund				
General Fund	1,292,113	1,237,179	1,244,409	1,677,690
Pension Trust - Employees Plan	26,453,629	28,641,608	31,635,671	-
Other Post Employment Benefits Trust	8,582,434	9,064,394	8,387,500	-
Length of Service Award Program Trust	788,902	790,220	844,230	-
TOTAL	37,117,078	39,733,401	42,111,810	1,677,690
Full-Time Equivalents	12.00	12.00	12.00	14.68

Beginning in FY22, the Pension, OPEB and LOSAP Trusts are shown in the Non-Departmental Division. This table reflects prior year budget and actuals for these departments. Please see the Non-Departmental Division table for those department's FY22 budget.

**FY2022 Adopted Budget
Organizational Budgets**

Human Resources

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	1,211,729	1,199,127	1,176,778	1,589,119
Operating	80,384	38,052	67,631	88,571
TOTAL	1,292,113	1,237,179	1,244,409	1,677,690
Expenses by Fund				
General Fund	1,292,113	1,237,179	1,244,409	1,677,690
TOTAL	1,292,113	1,237,179	1,244,409	1,677,690
Full-time Equivalents	11.00	11.00	11.05	14.68

FY2022 Adopted Budget
Organizational Budgets

Pension Trust

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	23,180,710	25,773,818	28,035,071	-
Operating	3,272,919	2,867,790	3,600,600	-
TOTAL	26,453,629	28,641,608	31,635,671	-
Expenses by Fund				
Pension Trust - Employees Plan	26,453,629	28,641,608	31,635,671	-
TOTAL	26,453,629	28,641,608	31,635,671	-
Full-time Equivalents	1.00	1.00	0.95	-

FY2022 Adopted Budget
Organizational Budgets

OPEB Trust

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	8,529,622	8,985,543	8,291,000	-
Operating	52,812	78,851	96,500	-
TOTAL	8,582,434	9,064,394	8,387,500	-
Expenses by Fund				
Other Post Employment Benefits Trust	8,582,434	9,064,394	8,387,500	-
TOTAL	8,582,434	9,064,394	8,387,500	-

FY2022 Adopted Budget
Organizational Budgets

LOSAP Trust

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	763,315	774,052	824,000	-
Operating	25,587	16,168	20,230	-
TOTAL	788,902	790,220	844,230	-
Expenses by Fund				
Length of Service Award Program Trust	788,902	790,220	844,230	-
TOTAL	788,902	790,220	844,230	-

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INTERAGENCY INFORMATION TECHNOLOGY

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Mission

The Mission of the Interagency Information Technologies (IIT) Division is to leverage WHFKQROD facilitate the GHOLYH County government services in a cost-effective, timely, high-TXDOL and secure manner.

About The Division

The Interagency Information 7HFKQROD Division consists of the Interagency Information 7HFKQROD Department and the Voice Services Fund.

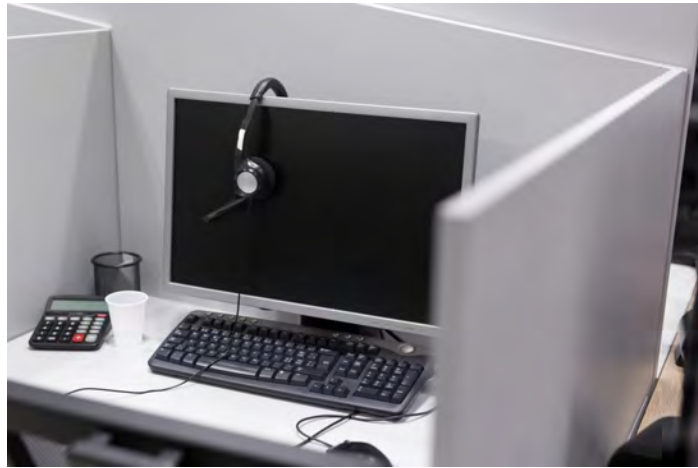
Services Provided:

- Help Desk and Workstation 6XSSRUW
- Software System Development, Support and 0DLQWHQDQFH
- *HRgraphic Information 6HUFLFHV
- Public Safety System 6XSSRUW
- Network Engineering
- Telecommunications and Voice Services
- Data Center Support
- Badging Services
- Information Security

**7Rtal FY22 Budgeted
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\$13,762,807

Interagency Information Technology Division

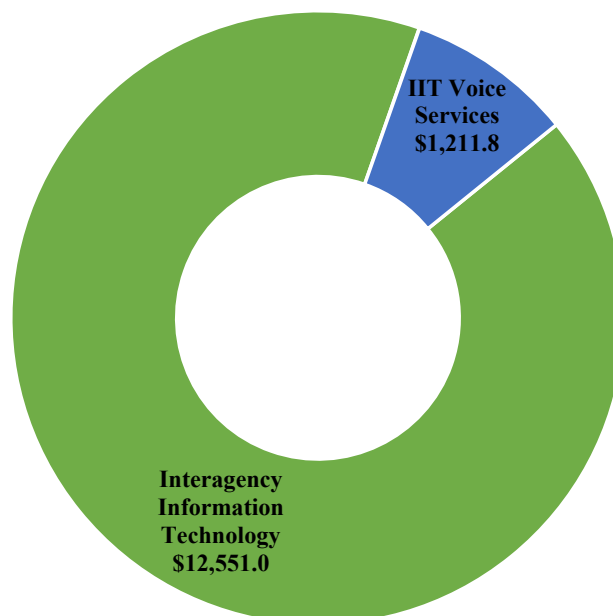


FY22 Budget Highlights

The FY22 budget includes an additional five Software Integrator positions and operating expenses for the increased cost of county software maintenance contracts.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Expenditures by Department
(In thousands)



Interagency Information Technology Division

The Interagency Information Technologies Division is organized into four groups: Infrastructure, Operations, Applications Services and GIS/Public Safety. Technology services provided include: Network Engineering, Telecommunications Services, Voice Services, Systems Administration, Information Security, Enterprise/Financial Applications, Desktop Support, Help Desk Services, and Badging Services.

IIT provides doorstep delivery of information processing services to all government agencies funded by the County. The Division also establishes and operates a wide area network (WAN) and central services facility that designs and supports data, video and wireless technology projects (except for police, fire or rescue radio communications).



As an ³interagency” provider, IIT also serves some of the IT needs of: Frederick County Public Schools, Frederick Community College, Frederick County Public Libraries, all Divisions of County Government and various independent agencies and municipalities within Frederick County.

The IIT Geographic Information Services (GIS) team provides mapping support for various citizen services including emergency response, roadway maintenance, environmental sustainability, public works, health initiatives, public schools, and parks and recreation. In collaboration with its municipal partners, the GIS team provides spatial data, mapping and addressing support, as well as cost sharing for GIS data acquisition and development. Access is provided via internet map applications for property information, schools, voting information, and crime statistics which allows Frederick County to leverage its GIS into a valued public service.

Voice Services is an Internal Service Fund that manages, monitors, analyzes, procures, implements and upgrades the entire telecommunications network embracing multiple jurisdictions: Frederick County Government, Frederick City Government, State of Maryland agencies located within Frederick County and several fire and rescue companies. The telecommunications network is also integrated with the Frederick County Public Schools telecommunications network. Examples of services include: dial tone, voice mail, video, paging, cell phones, and switchboard.

Within the IIT Division, good governance manifests itself as maintaining a reliable and robust data environment. Information must be stored securely and be easily accessible. All data must be easily consumable as presented and available for meaningful use in our work-from-home environment. Continued enhancements to the County’s ZHEVL and the &RXQW internal portal increases access and usability of services delivered to citizens and divisions.

Strategic Goals

Increase Redundancy of FCG Network and Data Centers

County Strategic Goal Alignment: **Good Governance**

Employ advanced network design capabilities to further improve the resiliency of FCG networks, data centers, and the many applications running on this infrastructure.

		FY 2019	FY 2020	FY 2021	FY 2022
Reduce Physical Servers	Target		85	75	65
	Actual	--	85	75	--
		FY 2019	FY 2020	FY 2021	FY 2022
Increase Virtual Servers	Target		425	455	480
	Actual	--	425	455	--

Further Improve County Cyber Security Defenses

County Strategic Goal Alignment: **Good Governance**

Continue to invest in Information Security tools and replace end-of-life platforms to address audit issues and ever-increasing cyber security threats; Implement Mobile Device Management (MDM) solution

		FY 2019	FY 2020	FY 2021	FY 2022
Implement mobile device management program (new for FY22)	Target				25.00%
	Actual	--	--	--	--
		FY 2019	FY 2020	FY 2021	FY 2022
Provide annual security training to all county employees	Target		100.00%	100.00%	100.00%
	Actual	--	50.00%	93.00%	--

Enterprise Resource Planning (Finance/HR/Asset Management/Fleet Services) and the Land Management System upgrade will continue into FY2022. Implementing an Enterprise Asset Management solution to measure / analyze division outcomes will provide insight for long-range fiscal planning, and increase the impact of the services divisions deliver to our citizens. IIT will continue the implementation of virtual meeting capabilities and the rollout of an electronic forms platform to include electronic signatures and improved workflow.

IIT's plans for expansion are focused on current and projected County growth. IIT must accurately project capacity and service demands in order to adequately prepare to support the varied projects and initiatives designed to serve citizens.

Improve citizen services and internal services to divisions

County Strategic Goal Alignment: **Growth**

Employ advanced network design capabilities to further improve the resiliency of FCG networks, data centers, and the many applications running on this infrastructure.

		FY 2019	FY 2020	FY 2021	FY 2022
Increase CivicsPlus website hits (page views)	Target		6,026,552	6,249,602	6,400,000
	Actual	--	--	--	--
		FY 2019	FY 2020	FY 2021	FY 2022
Increase division/member Sharepoint sites	Target		190	190	368
	Actual	--	191	190	--

Support Divisional Technology Initiatives

County Strategic Goal Alignment: Growth

Provide expertise and assistance to divisions implementing technology initiatives

		FY 2019	FY 2020	FY 2021	FY 2022
Provide IT project management	Target	--	195	210	220
	Actual		195	210	--
		FY 2019	FY 2020	FY 2021	FY 2022
Assist divisions implementing technology	Target	--	55	360	450
	Actual		55	360	--



FY2022 Adopted Budget
Organizational Budgets

Interagency Information Technology Division

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
Interagency Information Technology	9,368,822	9,779,194	10,958,724	12,550,993
IIT Voice Services	1,135,798	1,160,988	1,173,112	1,211,814
TOTAL	10,504,620	10,940,182	12,131,836	13,762,807
Expenses by Category				
Personnel	7,241,130	7,463,757	7,701,729	8,492,073
Operating	4,359,018	4,668,215	5,726,182	6,639,151
Capital	-	248,814	-	-
Recoveries	(1,095,528)	(1,440,604)	(1,296,075)	(1,368,417)
TOTAL	10,504,620	10,940,182	12,131,836	13,762,807
Expenses by Fund				
General Fund	9,368,822	9,704,194	10,958,724	12,550,993
Grants	-	75,000	-	-
Voice Services	1,135,798	1,160,988	1,173,112	1,211,814
TOTAL	10,504,620	10,940,182	12,131,836	13,762,807
Full-Time Equivalents	64.00	67.00	68.00	73.00

FY2022 Adopted Budget
Organizational Budgets

Interagency Information Technology

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	6,811,074	7,040,630	7,257,808	8,011,514
Operating	3,653,276	3,930,354	4,996,991	5,907,896
Recoveries	(1,095,528)	(1,191,790)	(1,296,075)	(1,368,417)
TOTAL	9,368,822	9,779,194	10,958,724	12,550,993
Expenses by Fund				
General Fund	9,368,822	9,704,194	10,958,724	12,550,993
Grants	-	75,000	-	-
TOTAL	9,368,822	9,779,194	10,958,724	12,550,993
Full-time Equivalents	60.30	62.88	63.88	68.88
Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
PCs, laptops, and mobile device terminals supported	Count	3,629	4,000	4,200
Leased copiers, multi-function devices, and printers supported	Count	216	220	225
Total documents managed	Count	2,215,917	2,375,917	2,464,917
Virtual servers supported	Count	425	455	480
User requests	Count	18,000	20,500	19,000
Facilities connected to County network	Count	150	155	160
Surveillance cameras managed	Count	1,050	1,063	1,100
Supported development applications	Count	197	202	205
Wireless devices managed	Count	1,770	2,400	2,800
GIS addresses assigned and reviewed	Count	5,666	6,100	6,081

FY2022 Adopted Budget
Organizational Budgets

IIT Voice Services

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	430,056	423,127	443,921	480,559
Operating	705,742	737,861	729,191	731,255
Capital	-	248,814	-	-
Recoveries	-	(248,814)	-	-
TOTAL	1,135,798	1,160,988	1,173,112	1,211,814
Expenses by Fund				
Voice Services	1,135,798	1,160,988	1,173,112	1,211,814
TOTAL	1,135,798	1,160,988	1,173,112	1,211,814
Full-time Equivalents	3.70	4.12	4.12	4.12

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PLANNING & PERMITTING

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Mission

Facilitate good government practice, active citizen participation and a balanced approach to planning and preservation activities, development review responsibilities, and permits and inspections functions in Frederick County.

About The Division

The Planning & Permitting Division consists of two departments: the Development Review and Planning Department, and the Permits & Inspections Department. The Division also includes the Office of Livable Frederick Planning & Design. Staff in the Division are also responsible for the management of the Agricultural Preservation Fund.

Services Provided:

- Comprehensive and Functional Planning
- Historic Preservation SURJUDPV
- Development Plan Review
- Zoning and Code (QIRUFHPHQW
- Agricultural Land Preservation programs
- Permits and Inspections DGPLQLVWUDWLRQ

**7Rtal FY22 Budgeted
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\$30,184,628

Planning and Permitting Division

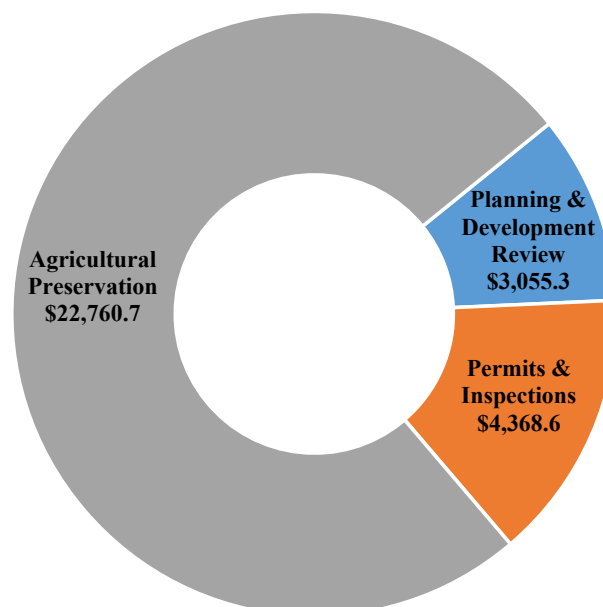


Budget Highlights

Several new positions have been added in a mid year FY21 appeal and in FY22. The positions were: Communications Manager (Planning), Technol-
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FY22 budget for the Agricultural Preservation Department reflects a full year of the new tax rate that was implemented in FY21 which provides matching funds for various programs.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Expenditures by Department
(In thousands)



Planning and Permitting Division

This Division is comprised of two functional departments and one policy-focused land use planning office. Specifically, the Division includes the Department of Development Review and Planning; the Department of Permits and Inspections; and, the Office of Livable Frederick Planning and Design.



Livable Frederick Planning & Design Office

Staff of the Livable Frederick Planning & Design Office develops and advances comprehensive, long-range planning documents through collaborative efforts with the County Executive, the County Council and the County Planning Commission. This Office also bears responsibility for the drafting, presentation, approval and implementation of a number of functional planning and policy related documents, such as the Planning Annual Report; the triennial Water and Sewer Master Plan and related cycle amendments; the Land Preservation, Parks and Recreation Plan; and, the Historic Preservation Master Plan.

Implementation of the **Livable Frederick Master Plan**, a long-term vision and policy-focused strategic planning document, also falls under the primary jurisdiction of this Office. Unlike prior comprehensive planning efforts, the Livable Frederick Master Plan is policy based, not zoning and land use driven. Initial implementation efforts under the Livable Frederick Master Plan include long-term preservation strategies for the Sugarloaf Mountain area and revitalization opportunities within in the MD85/MD355 corridors south of the City of Frederick.

As noted above, the first substantive planning efforts related to the implementation of the Livable Frederick Master Plan are the *Sugarloaf Treasured Landscape Area Plan* and the *South Frederick Corridors Plan*. The Sugarloaf area planning effort focuses on the protection and preservation of neighborhoods, resources and amenities located in the vicinity of Sugarloaf Mountain. The South Frederick Corridors Plan focuses on opportunities for economic growth and revitalization within the commercialized MD355 and MD85 corridors extending to the south of the City of Frederick.



Development Review and Planning

The Development Review and Planning Department performs multiple functions, serving primarily as the clearinghouse for private and public land development proposals subject to review by the Frederick County Planning Commission, pursuant to their DXWK Rule under the State's Land Use Article. Staff are responsible to the Planning Commission for the timely preparation of meeting agenda, staff reports, legal advertisements and notifications, including the preparation of public presentations and meeting minutes on all land development proposals.

Zoning administration functions are also the responsibility of the Development Review and Planning Department. Duties of staff in the zoning office include: processing of zoning certificates; zoning inspections and the issuance of violations; and administering/interpreting the Zoning Ordinance.

In addition to the Planning Commission as noted above, staff is also responsible for the administration of the Board of Appeals and the Bicycle and Pedestrian Advisory Committee.

Permits and Inspections

Permits and Inspections staff provides on-site and remote permitting, inspection and code enforcement services to protect the health, safety, and welfare of the citizens of Frederick County. The Department is responsible for the issuance of Building Permits, Electrical and Plumbing Permits, Use and Occupancy Permits, Gaming Permits, and other related permits throughout Frederick County (excluding the City of Frederick and the Town of Mt. Airy).

The Department is also the centralized location for the collection of many fees for residential and non-residential building

permits, and impact fees. Once a permit has been issued, field inspections are scheduled and conducted on a fixed schedule. Inspections are performed in a manner consistent with the respective ordinances and codes that may apply to each permit.

COVID-19 Considerations

The pandemic created specific challenges to the efficient and timely provision of services offered by the Division of Planning & Permitting. As a public facing agency of County Government, we recognized immediately that business as usual was not going to be available for our customers during the COVID-19 shutdown. Fortunately, a successful collaboration with the County's IIT Division resulted in the launch of a new paperless plan review, permits and inspections processing tool in December of 2019 ± three months prior to the start of the pandemic. IPS, the new Infor land management software tool, allowed for a seamless transfer to a paperless environment. As a result, development plans are now submitted and reviewed, permit applications received and approved, and inspections scheduled and conducted, all within a virtual environment. The timely implementation of IPS proved invaluable to our customer's businesses and livelihoods during the pandemic.

Strategic Goals

Implement the Livable Frederick Master Plan

County Strategic Goal Alignment: **Growth**

Manage plans that would follow the Livable Frederick Master Plan

		FY 2019	FY 2020	FY 2021	FY 2022
Expand reviews of development impacts on historic properties	Target	13	33	35	45
	Actual	13	41	45	--
Initiate comprehensive area or functional plans (i.e., corridor revitalization, transportation, etc.)	Target	0	4	5	7
	Actual	1	4	5	--

Continue to work in partnership with the County Executive, the County Council, the Planning Commission and other governmental and non-governmental agencies on the successful implementation of the Livable Frederick Master Plan.

In collaboration with a citizen based advisory group, and in a predominantly virtual environment, advance a *Sugarloaf Treasured Landscape Area Plan* for final adoption by the close of calendar year 2021.

In collaboration with a citizen based advisory group, and in a predominantly virtual environment, advance a *South Frederick Corridors Plan* for final adoption by the close of calendar year 2021.

Continue Implementation of the New Land Management 'Infor' Software

County Strategic Goal Alignment: Growth

Continue with the implementation of the IPS software program in collaboration with the Division of Interagency Information Technology and all affected agencies.

		FY 2019	FY 2020	FY 2021	FY 2022
Facilitate an increase in the number of site plan and development plan	Target	180	192	241	274
	Actual	180	192	241	--
Facilitate an increase in the number of inspections (i.e., Building, Land Use, ECS, Trades) conducted annually	Target	60,458	58,616	62,408	80,068
	Actual	60,458	58,616	62,408	--

Successful implementation will reduce reliance on paper-based reviews and document storage; improve document management and tracking; and, improve public interaction while providing a significantly faster and more efficient service for our customers.

Division Initiatives

Continually Improve the County's Public Processes for Which We Are Responsible

Periodically review and initiate changes to notification procedures, web pages, social media and signage requirements to improve transparency and visibility. Promote good public process through the timely provision of location specific information on projects of importance to local communities, neighborhoods and citizens.

Create and staff a Community Outreach Coordinator position within the Division to assist with expanded virtual and in-person public interactions on matters related to: implementation of the Livable Frederick Master Plan; economic development project advancement; and, continuous efforts to improve upon the IPS land management software tool.

Periodic Review and Adjustment of Fees and Fee Structure

Perform and implement periodic fee adjustments in a timely manner in concert with Consumer Price Index (CPI) increases. Ensure fees collected are sufficient to cover the operating budget required to pay for the plan review, permitting and inspection functions within the Division.

Improve Quality Control and Oversight of Fee Collection Procedures

Periodically review fee collection policies and procedures, including best management practices regarding requests to reduce and waive fees, to achieve a timely and consistent collection as required by statute.



FY2022 Adopted Budget
Organizational Budgets

Planning & Permitting Division

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
Planning & Development Review	2,379,490	2,741,681	2,863,900	3,055,278
Permits & Inspections	3,643,781	3,544,127	4,094,612	4,368,604
Agricultural Preservation	12,260,238	14,028,589	17,263,649	22,760,746
TOTAL	18,283,509	20,314,397	24,222,161	30,184,628
Expenses by Category				
Personnel	5,661,390	5,967,340	6,538,145	7,066,350
Operating	4,256,451	6,583,407	4,249,504	5,226,398
Capital	8,365,668	7,763,650	13,437,003	17,894,371
Recoveries	-	-	(2,491)	(2,491)
TOTAL	18,283,509	20,314,397	24,222,161	30,184,628
Expenses by Fund				
General Fund	6,023,271	6,133,895	6,958,512	7,423,882
Agricultural Preservation	12,263,977	13,451,010	17,263,649	22,760,746
Grants	(3,739)	729,492	-	-
TOTAL	18,283,509	20,314,397	24,222,161	30,184,628
Full-Time Equivalents	57.00	65.50	65.50	68.50

FY2022 Adopted Budget
Organizational Budgets

Planning & Development Review

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	2,246,156	2,501,282	2,578,945	2,767,995
Operating	133,334	236,099	284,955	287,283
Capital	-	4,300	-	-
TOTAL	2,379,490	2,741,681	2,863,900	3,055,278
Expenses by Fund				
General Fund	2,379,490	2,589,768	2,863,900	3,055,278
Grants	-	151,913	-	-
TOTAL	2,379,490	2,741,681	2,863,900	3,055,278
Full-time Equivalents	20.00	22.00	23.00	24.00
Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Water and Sewer Plan Amendments	Count	10	20	20
Zoning Map Amendments	Count	2	2	2
Zoning Violation cases	Count	138	180	159
Board of Zoning appeals	Count	17	29	25
Family Farm Impact Fee exemption	Count	3	1	2
APFO	Count	55	55	55
Development Review plans	Count	440	428	430
FRO	Count	114	131	125
Historic Preservation reviews	Count	41	45	45

FY2022 Adopted Budget
Organizational Budgets

Permits & Inspections

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	3,209,220	3,258,903	3,750,342	4,006,093
Operating	434,561	285,224	344,270	362,511
TOTAL	3,643,781	3,544,127	4,094,612	4,368,604

Expenses by Fund				
General Fund	3,643,781	3,544,127	4,094,612	4,368,604
TOTAL	3,643,781	3,544,127	4,094,612	4,368,604

Full-time Equivalents	35.00	41.50	40.50	41.50
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Plan Review: Life Safety and Fire	Count	2,335	2,244	2,473
Plan Review: Site and Development plans	Count	192	241	274
Inspections: Building, Land Use, and ECS	Count	22,304	23,167	31,554
Inspections: Trade Permits (Life Safety, Electric, and Plumbing)	Count	36,312	39,241	48,514
Inspections: Sites	Count	137	137	173
Processing: Building and Driveway Permits, Grading, and FRO	Count	4,798	5,004	5,847
Processing: Trade Permits (Electric, Plumbing, Fire)	Count	9,466	10,045	11,087
Processing: Use Permits (Gaming, Land Use, and Home Occ)	Count	484	474	461
Processing: Licenses	Count	414	888	932

FY2022 Adopted Budget
Organizational Budgets

Agricultural Preservation

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	206,014	207,155	208,858	292,262
Operating	3,688,556	6,062,084	3,620,279	4,576,604
Capital	8,365,668	7,759,350	13,437,003	17,894,371
Recoveries	-	-	(2,491)	(2,491)
TOTAL	12,260,238	14,028,589	17,263,649	22,760,746
 Agricultural Preservation	 12,263,977	 13,451,010	 17,263,649	 22,760,746
Grants	(3,739)	577,579	-	-
TOTAL	12,260,238	14,028,589	17,263,649	22,760,746

Full-time Equivalents	2.00	2.00	2.00	3.00
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
IPP applications	Count	27	2	30
CREP projects	Count	25	10	15
Critical Farms applications	Count	8	10	10
MALPF applications	Count	52	52	50
Easements acquired (all programs)	Count	14	22	30
Applications received (all programs)	Count	92	74	105
Easement inspections	Count	23	93	100
Ag Board meetings	Count	6	3	6
Easement acreage total (all programs, acres protected)	Count	67,210	70,000	-

EMERGENCY MANAGEMENT

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Mission

Coordinate the emergency mitigation, preparedness, response, and recovery efforts of Frederick County Government with our municipal, county, state, federal, and private-sector partners to benefit our community residents, businesses, and visitors.

Make Connections ± Solve Problems ± Work Together ± Be ILFH

About The Division

The Emergency Management Division consists of three departments: Emergency Communications, Emergency Preparedness, and the Emergency Management Department.

Services Provided:

- Coordinate emergency management planning in accordance with federal, state and local law
- Operate the County's 9-1-1 and Non-Emergency Contact Center and warning point
- Provide radio dispatch services for County agencies and mission partners
- Administer County 9-1-1 and computer aided dispatch infrastructure
- Manage County digital, trunked, integrated voice and data radio s\VWHP

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\$12,829,540

Emergency Management Division

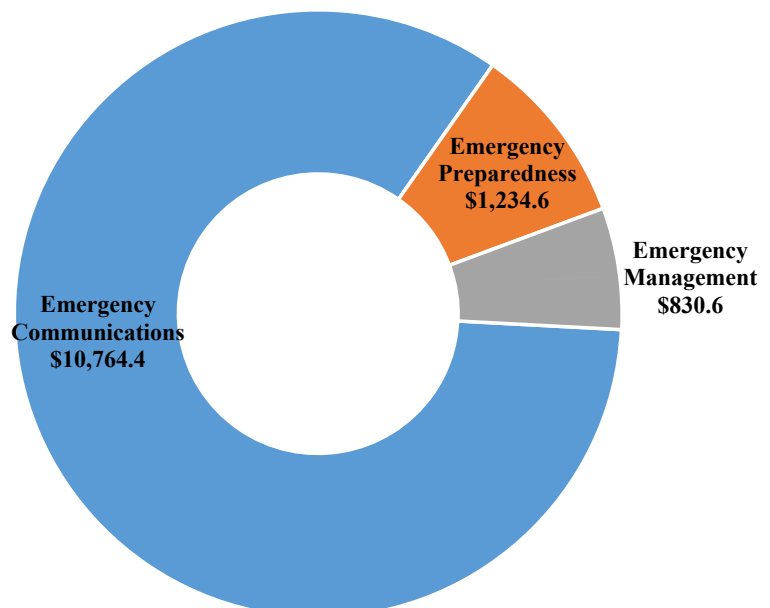


Budget Highlights

The FY22 budget includes five additional positions for the Division, as well as additional funding for emergency management contracts, strategic planning and training.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several \HDUphase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to VDODSales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Expenditures by Department
(In thousands)



Emergency Management Division

The Division of Emergency Management is comprised of an administrative office and two operational departments. The Departments operate in accordance with policies established by the County Executive and Division Director, under the supervision of the Division Director. Each Department is led by a Director who is responsible for managing the operational and administrative activities of the Department.

Administration

Provides guidance, coordination, and support for development, maintenance and operations of the County's shared public safety systems including: public safety/public service trunked radio system; 9-1-1 telephony system and related addressing/mapping efforts; fixed and mobile computer aided dispatch system; digital logging solutions; public warning and agency notification systems. Point of contact for developing, modifying and enacting of mutual aid agreements, and emergency action plans. Staff also works with the Maryland Emergency Numbers System Board, the Maryland Emergency Medical Services Advisory Council, the Metropolitan Washington Council of Governments, Maryland Association of Counties, Federal Communications Commission Region 20 Planning Committee, and the Federal Emergency Management Agency (FEMA) Region 3 Emergency Communications and Coordination Working Group to ensure County concerns and interests are addressed in relevant efforts.



County disaster operations are coordinated by the Division Director as a part of the emergency management function as defined in Title 14 of the Annotated Code of Maryland.



FEMA

Direction and control for this process is provided by the Division Director or designee in support of the County Executive and Chief Administrative Officer through the Maryland Emergency Management Agency (MEMA) and Governor to the Federal Emergency Management Agency. Certain communication items and other expenses are funded by FEMA via state pass-through grants. Application for disaster relief is made through the local Emergency Management office to FEMA. The County's various planning documents are continuously updated to reflect changes in local condition as well as to conform to changing State and Federal regulations.

Emergency Communications

The Department of Emergency Communications operates the County's Public Safety Answering Point, more commonly referred to as the 9-1-1 Center. The 9-1-1 Center provides around the clock service to the community for emergency and non-emergency requests for assistance. The 9-1-1 Center serves as the communications headquarters for all public safety first responders county-wide. Primary 9-1-1 answering and dispatching is conducted by County staff for all of the county's fire, rescue, and ambulance services, Frederick County Animal Control, and the Frederick County Sheriff's Office, Brunswick City Police, and the Thurmont Police Department. The Frederick Police Department, Fort Detrick Police Department, Maryland State Police Barrack B, and the Maryland State Highway Administration's Traffic Operations Center provide their own agency staff to dispatch their agency resources and partner with the County in our facilities and/or public safety systems.





Emergency Preparedness

The Department of Emergency Preparedness coordinates the emergency preparedness, response, and recovery efforts of Frederick County Government with appropriate public and private partners to mitigate the adverse impact of hazard events on the county. These partners include county agencies, community and business organizations, the county's municipalities, adjacent counties, the State of Maryland, and federal government installations and agencies with interests in Frederick County.

Strategic Goals

Maintain and Enhance Service Delivery Capacity and Quality

County Strategic Goal Alignment: Community Needs

Achieve staffing levels to ensure service at or above State of Maryland and National Emergency Number Association standards for emergency call processing; Reduce redundant 9-1-1 and non-emergency sessions through timely and efficient processing; Maintain adequate radio system capacity to serve community service provider needs

		FY 2019	FY 2020	FY 2021	FY 2022
Percent of 9-1-1 sessions answered in less than 10 seconds	Target	90.0%	90.0%	90.0%	90.0%
	Actual	98.7%	99.1%	99.8%	--
Percent of non-emergency sessions answered in less than 10 seconds	Target	90.0%	90.0%	90.0%	90.0%
	Actual	96.7%	97.9%	97.7%	--
9-1-1 sessions handled	Target	95,000	98,000	98,000	98,000
	Actual	97,610	93,608	93,175	--
Non-emergency sessions handled	Target	365,000	360,000	310,000	300,000
	Actual	359,884	303,752	215,230	--
County digital radio system push to talk transactions	Target	6,000,000	6,500,000	4,000,000	4,500,000
	Actual	6,511,413	6,253,814	4,399,058	--

Increase Community Communication Capabilities

County Strategic Goal Alignment: Community Needs

Increase the community's capability to contact the public to provide community and emergency information; Increase interagency communication capabilities to enhance teamwork and situational awareness; Increase value of radio system investment by increasing local participation and ensuring interoperable programming of regional partners to support mutual aid activities

		FY 2019	FY 2020	FY 2021	FY 2022
Number of Alert Frederick County public contacts	Target	--	--	122,957	259,547
	Actual	--	--	223,807	--
Number of Alert Frederick County organization contacts	Target	--	--	2,991	3,000
	Actual	--	--	52,813	--
Number of County digital radio system users supported	Target	15,000	17,000	18,000	20,000
	Actual	16,986	17,891	19,739	--
Number of County digital radio system agency talk groups supported	Target	110	120	140	181
	Actual	115	131	181	--



FY2022 Adopted Budget
Organizational Budgets

Emergency Management Division

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
Emergency Communications	9,597,357	9,603,200	9,741,057	10,764,392
Emergency Preparedness	858,896	889,514	1,048,071	1,234,584
Emergency Management	286,765	399,496	502,150	830,564
TOTAL	10,743,018	10,892,210	11,291,278	12,829,540
Expenses by Category				
Personnel	6,709,887	7,242,290	7,509,305	8,200,459
Operating	3,745,868	3,649,920	3,735,578	4,582,686
Capital	287,263	-	46,395	46,395
TOTAL	10,743,018	10,892,210	11,291,278	12,829,540
Expenses by Fund				
General Fund	9,546,790	10,168,907	10,888,246	12,423,509
Grants	1,196,228	723,303	403,032	406,031
TOTAL	10,743,018	10,892,210	11,291,278	12,829,540
Full-Time Equivalents	76.00	85.00	85.00	90.00

FY2022 Adopted Budget
Organizational Budgets

Emergency Communications

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	5,996,094	6,402,995	6,562,513	7,085,946
Operating	3,314,000	3,200,205	3,178,544	3,678,446
Capital	287,263	-	-	-
TOTAL	9,597,357	9,603,200	9,741,057	10,764,392
General Fund	8,777,332	9,199,765	9,736,057	10,759,392
Grants	820,025	403,435	5,000	5,000
TOTAL	9,597,357	9,603,200	9,741,057	10,764,392
Full-time Equivalents	68.00	76.00	76.00	80.00
Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Total Phone calls	Count	434,785	465,000	473,000
Total 911 calls	Count	95,671	100,000	103,000
Total incidents input by EC personnel	Count	342,496	350,000	358,000
Weather warnings issued for Frederick County	Count	100	135	135
Siren activations and testing	Count	375	375	375

FY2022 Adopted Budget
Organizational Budgets

Emergency Preparedness

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	446,335	516,710	513,662	528,523
Operating	412,561	372,804	488,014	659,666
Capital	-	-	46,395	46,395
TOTAL	858,896	889,514	1,048,071	1,234,584

Expenses by Fund				
General Fund	482,693	569,646	650,039	833,553
Grants	376,203	319,868	398,032	401,031
TOTAL	858,896	889,514	1,048,071	1,234,584

Full-time Equivalents	5.00	7.00	6.00	6.00
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Mass public notifications	Count	600	400	400
Preparedness projects and activities	Count	30	30	30
New plan development	Count	1	1	2
Exercises, drills, and trainings	Count	18	20	20
Preparedness events and presentations	Count	17	10	10

FY2022 Adopted Budget
Organizational Budgets

Emergency Management

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	267,458	322,585	433,130	585,990
Operating	19,307	76,911	69,020	244,574
TOTAL	286,765	399,496	502,150	830,564
Expenses by Fund				
General Fund	286,765	399,496	502,150	830,564
TOTAL	286,765	399,496	502,150	830,564
Full-time Equivalents	3.00	2.00	3.00	4.00
Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Operational plans managed	Count	61	61	61
Mutual aid agreements	Count	57	57	57
Radio system transactions	Count	6,650,000	6,650,000	6,650,000
Communications sites managed	Count	14	14	14

FIRE & RESCUE SERVICES

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Mission

The mission of the Division of Fire and Rescue Service is to protect life, property and the environment by providing professional, efficient and quality services.

About The Division

For financial purposes the Division of Fire & Rescue Services is broken down into six departments: Office of the Fire Chief, Fire/Rescue Operations, Administrative Services, Training, Fire Marshal, and Ambulance Billing.

Services Provided:

- Emergency Response
 - Fire Suppression
 - Emergency Medical
- Hazardous Materials
- Search and Rescue
- Outreach and
- Cause and Origin
- Code Compliance
- Public Safety Training

Total FY22 Budgeted

\$72,638,054

Fire and Rescue Services Division

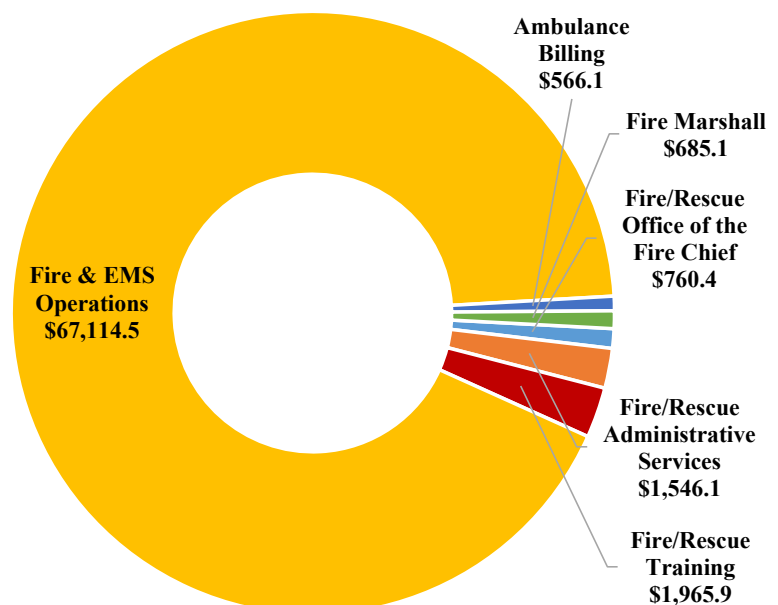


Budget Highlights

The FY22 budget includes thirteen new positions. Nine of these are Fire-fighter Recruits funded with a SAFER grant. The other four are a CDL Training Tech, an Apparatus & Equipment Tech, a Fire Captain, and a Fire Lieutenant. Operating expenses include funds for on-going PPE replacement, recruit training, and Thermal Imaging Cameras.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Expenditures by Department
(In thousands)



Fire and Rescue Services Division

The Fire and Rescue Services Division is a combination department comprised of career employees and volunteer personnel affiliated with 25 volunteer fire and rescue corporations. Services are provided throughout Frederick County, which is the largest county in Maryland covering 664 square miles.

The work of this Division is to provide fire suppression, emergency medical service, rescue, hazardous materials containment and special response operations to approximately 264,000 residents in Frederick County. Nearly 500 uniformed career, 700 operational volunteers and civilian personnel work to the highest standards of moral and ethical character to protect life and property professionally, enthusiastically, and to their utmost ability to answer approximately 31,000 calls for service annually. The Division of Fire and Rescue Services operates under Federal and State regulations and guidelines and the adopted County Code.

The Division is organized to report through the chain of command to the Chief along two primary areas of responsibility, each with a Deputy Chief: Emergency Services and Administrative Services.



Emergency Services Section (*Fire & EMS Operations*) is responsible for all field services including: Fire Suppression, Emergency Medical Services (EMS), Special Operations, Research and Planning, and Safety. The **Training Office** (*Professional Services*) includes management and oversight of the Training Academy which provides initial and recertification training to all response personnel as well as members of the public. All EMS, fire and rescue training, driver training, and safety and management courses are conducted by in-house staff to ensure the highest level of quality and consistency in training standards. The Health and Safety Office supports the physical well-being of the firefighters.



Administrative Services Section (*Technical Services*) provides fiscal management, budget preparation and management as well as support services to the agency. The Administrative Services Section also includes the Fire Marshal's Office, Ambulance Insurance Billing Office and the Logistics Office. The **Fire Marshal's Office** enforces State and County fire codes and laws, performs on-site inspections at construction sites, responds to and investigates complaints and fire code violations, and performs fire cause and origin investigations. The **Ambulance Insurance Billing Office** collects reimbursement for services rendered for ambulance transport. In many cases insurance policies and government support programs reimburse a portion for ambulance charges. The Logistics

Office supports all fire stations through the acquisition and distribution of equipment and supplies, fleet management including the specification and acquisition of vehicles and apparatus, maintenance of the reserve fleet and fuel management.

Strategic Goals

Improve cost effectiveness of fleet management

County Strategic Goal Alignment: **Good Governance**

Continue to implement the established apparatus and equipment replacement schedule to reduce maintenance costs and out of service time for emergency apparatus

		FY 2019	FY 2020	FY 2021*	FY 2022
Annual Maintenance costs of County owned Fire Engines (Pumpers)	Target	--	--	--	250,000
	Actual	306,956	286,574	85,880	--

*As documented in FASTER software as of 5/21/21

Improve the reliability of fire and emergency medical response services

County Strategic Goal Alignment: **Community Needs and Growth**

Monitor growth and response trends to ensure citizens receive timely and effective emergency services

		FY 2019	FY 2020	FY 2021	FY 2022
Fire/Rescue's Response Time Success by unit response	Target	--	--	--	99.00%
	Actual	97.52%	97.38%	97.92%	--

This metric looks at the fire department's ability to respond within acceptable time frames. The county is broken into areas by population density and response times tracked. Those geographic areas are defined as; urban with a response within 4 minutes, suburban with a response within 6 minutes, and rural with a response within 8 minutes.

Reduce emergency medical response to chronic health conditions

County Strategic Goal Alignment: **Community Needs and Growth**

Continue to build partnerships with Public Health, Social Services, and Frederick Health Hospital to deliver "home-based" paramedical service to chronically ill patients

		FY 2019	FY 2020	FY 2021*	FY 2022
Reduction in EMS usage after discharge from the MCH Program	Target	75.00%	75.00%	75.00%	75.00%
	Actual	66.00%	69.66%	67.33%	--

*through May 31, 2021

This metric looks at three of the county's top EMS system utiliziers and the percent reduction in their use of 911 services upon their discharge from the mobile community healthcare program.

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FY2022 Adopted Budget
Organizational Budgets

Fire & Rescue Services Division

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
Fire/Rescue Office of the Fire Chief	2,165,803	769,531	733,384	760,381
Fire/Rescue Administrative Services	1,215,910	1,503,736	1,310,892	1,546,110
Fire/Rescue Training	1,065,443	1,373,299	1,135,198	1,965,877
Fire & EMS Operations	48,958,930	55,594,833	62,130,259	67,114,483
Ambulance Billing	698,528	518,297	556,075	566,123
Fire Marshall	567,276	541,716	658,692	685,080
TOTAL	54,671,890	60,301,412	66,524,500	72,638,054
Expenses by Category				
Personnel	50,658,366	56,127,131	62,766,818	67,544,240
Operating	4,054,898	4,107,152	3,767,682	5,103,814
Capital	-	86,135	-	-
Recoveries	(41,374)	(19,006)	(10,000)	(10,000)
TOTAL	54,671,890	60,301,412	66,524,500	72,638,054
Expenses by Fund				
General Fund	53,196,320	59,444,150	63,352,650	69,635,266
Grants	1,475,570	857,262	3,171,850	3,002,788
TOTAL	54,671,890	60,301,412	66,524,500	72,638,054
Full-Time Equivalents	416.00	500.00	512.00	525.00

FY2022 Adopted Budget
Organizational Budgets

Fire/Rescue Office of the Fire Chief

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	1,993,759	548,436	532,952	559,949
Operating	172,044	221,095	200,432	200,432
TOTAL	2,165,803	769,531	733,384	760,381
Expenses by Fund				
General Fund	690,233	678,998	702,804	729,801
Grants	1,475,570	90,533	30,580	30,580
TOTAL	2,165,803	769,531	733,384	760,381
Full-time Equivalents	24.50	4.00	4.00	4.00

FY2022 Adopted Budget
Organizational Budgets

Fire/Rescue Administrative Services

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	650,419	664,863	709,639	735,526
Operating	565,491	838,873	601,253	810,584
TOTAL	1,215,910	1,503,736	1,310,892	1,546,110
Expenses by Fund				
General Fund	1,215,910	1,503,736	1,310,892	1,546,110
TOTAL	1,215,910	1,503,736	1,310,892	1,546,110
Full-time Equivalents	6.00	7.00	7.00	7.00

FY2022 Adopted Budget
Organizational Budgets

Fire/Rescue Training

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	981,716	1,034,477	906,476	1,502,741
Operating	83,727	338,822	228,722	463,136
TOTAL	1,065,443	1,373,299	1,135,198	1,965,877
Expenses by Fund				
General Fund	1,065,443	1,373,299	1,135,198	1,965,877
TOTAL	1,065,443	1,373,299	1,135,198	1,965,877
Full-time Equivalents	7.00	7.00	6.00	8.00

FY2022 Adopted Budget
Organizational Budgets

Fire & EMS Operations

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	46,194,858	53,108,785	59,800,203	63,892,040
Operating	2,805,446	2,418,919	2,340,056	3,232,443
Capital	-	86,135	-	-
Recoveries	(41,374)	(19,006)	(10,000)	(10,000)
TOTAL	48,958,930	55,594,833	62,130,259	67,114,483
Expenses by Fund				
General Fund	48,958,930	54,828,104	58,988,989	64,142,275
Grants	-	766,729	3,141,270	2,972,208
TOTAL	48,958,930	55,594,833	62,130,259	67,114,483
Full-time Equivalents	371.50	474.00	488.00	499.00

FY2022 Adopted Budget
Organizational Budgets

Ambulance Billing

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	284,671	242,915	193,843	203,891
Operating	413,857	275,382	362,232	362,232
TOTAL	698,528	518,297	556,075	566,123
Expenses by Fund				
General Fund	698,528	518,297	556,075	566,123
TOTAL	698,528	518,297	556,075	566,123
Full-time Equivalents	3.00	4.00	3.00	3.00

FY2022 Adopted Budget
Organizational Budgets

Fire Marshall

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	552,943	527,655	623,705	650,093
Operating	14,333	14,061	34,987	34,987
TOTAL	567,276	541,716	658,692	685,080
Expenses by Fund				
General Fund	567,276	541,716	658,692	685,080
TOTAL	567,276	541,716	658,692	685,080
Full-time Equivalents	4.00	4.00	4.00	4.00

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VOLUNTEER FIRE & RESCUE SERVICES

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Mission

The mission of the Division of Volunteer Fire and Rescue Service is to protect life, property and the environment by providing professional, efficient and quality services.

About The Division

The Divisions volunteer companies provide fire department facilities, apparatus and over 500 active operational members who support response on various types of incidents. In addition, some of these companies have extremely active administrative members who participate in the business operations to include fundraising activities, which help in maintaining fire stations and apparatus. For financial purposes the Division of Volunteer Fire & Rescue is broken down into four departments: Volunteer Fire Companies, Fire Teams, Volunteer Fire & Rescue, and Amos Fire Funds.

Services Provided:

- Emergency Response
 - Fire Suppression
 - Emergency Medical
 - Search and Rescue
- Outreach and
- Public Safety Training

Total FY22 Budgeted
(in thousands)

\$9,779,335

Volunteer Fire & Rescue Services Division

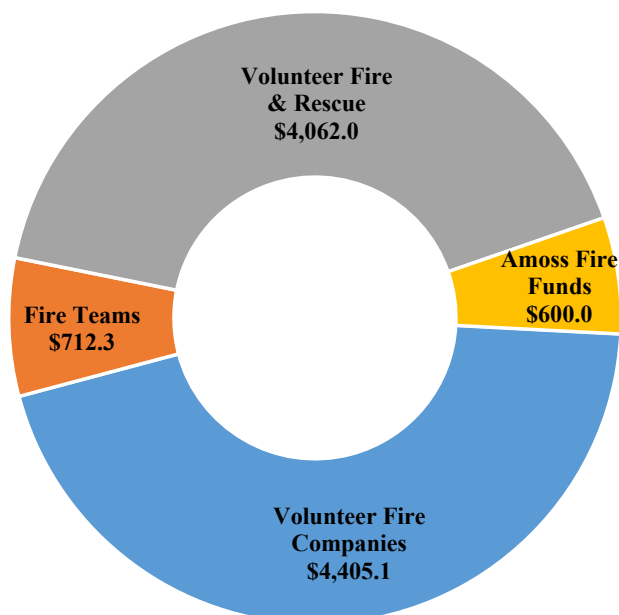


FY22 Budget Highlights

The FY22 budget includes portable radios for the Fire Teams, Water Rescue PPE and Equipment, funding for a PPE voucher program for volunteers, %/S medical supplies, and funding for a Cadet Training Program.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Expenditures by Department
(In thousands)



Volunteer Fire and Rescue Services Division

The Division of Volunteer Fire and Rescue Services (DVFRS) serves as liaison to the Volunteer Fire and Rescue Services community. The Frederick County Volunteer Fire and Rescue Association is an organization of 25 volunteer fire, rescue and emergency medical service companies throughout the County. The volunteer companies provide fire department facilities, apparatus and over 500 active operational members who support emergency response on various types of incidents. In addition, many of these companies have extremely active administrative members who participate in the business operations to include fundraising activities, which help in maintaining state of the art fire stations and apparatus to serve the residents and visitors of Frederick County. We will be establishing a diversity workgroup to address recruitment, retention and diversity issues within the Division while ensuring and promoting a diverse workforce connection with senior leadership of various minority populations and target recruitment through various cultural resources.

The DVFRS consists of four full time employees who work on initiatives in support of over 2000 administrative and operational volunteers. The positions included within this Division are a Director, Assistant Chief, Administrative Coordinator and Volunteer Recruiter.



Funding within this budget is used to support all of the above listed entities for services such as staff salaries and fringe benefits, volunteer firefighter medical physicals, recruitment, volunteer incentive initiatives (Length of Service Awards Program), and the volunteer corporation matrix system, which funds equipment, maintenance, operational expenses and utility costs. The Specialty Teams are made up of both volunteer and career personnel who respond on hazardous materials, technical rescue, swiftwater and wildland incidents. The Division is an operational component within the Division of Fire and Rescue Services chain of command. DVFRS SODs an important role in each volunteer member's progression within the Frederick County Fire and Rescue Service, from their initial orientation through their participation as an incentive recipient in the Length of Service Awards Program.

Strategic Goals

Improve retention and recruitment of volunteer personnel

County Strategic Goal Alignment: Good Governance

Ensure effective leadership development through training and mentoring of new volunteer members; Develop participation incentives tailored to the next generation; Enhance use of technology for required training

		FY 2019	FY 2020	FY 2021	FY 2022
Retention and Recruitment of Volunteer personnel	Target	100	100	100	100
	Actual	183	157	63	--

Enhance the personnel management database module to include training certifications & compliance

		FY 2019	FY 2020	FY 2021	FY 2022
Training certifications & compliance standards database module (new for FY22)	Target	--	--	--	500
	Actual	--	--	--	--

The volunteer fire service receives operational financial support from County government to fund maintenance, equipment, utilities and various additional expenses. A matrix system is the current method of allocation, which is dependent on call load, facility size, types of services and equipment in determination of amount. The matrix system is in its fifth year of existence and due for revaluation.



Improve cost effectiveness of volunteer fire service

County Strategic Goal Alignment: **Community Needs; Good Governance**

Maintain facilities, tools, equipment, new technologies; Improve internal processes; Adjust matrix system of funding as necessary

		FY 2019	FY 2020	FY 2021	FY 2022
Operating Cost	Target	526,270	863,196	1,069,890	1,059,694
	Actual	490,192	687,710	--	--

Improve/increase training opportunities for members of the volunteer fire/rescue services

County Strategic Goal Alignment: **Community Needs; Good Governance**

DVFRS will ensure training opportunities and delivery of effective and efficient emergency service training programs to increase high quality training for its' members.

		FY 2019	FY 2020	FY 2021	FY 2022
High School Work Learning Internship (new for FY22)	Target	--	--	--	25
	Actual	--	--	--	--



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FY2022 Adopted Budget
Organizational Budgets

Volunteer Fire/Rescue Services Division

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
Volunteer Fire Companies	3,716,514	4,365,572	4,581,092	4,405,092
Fire Teams	535,819	486,899	644,089	712,275
Volunteer Fire & Rescue	2,979,114	3,256,643	3,523,986	4,061,968
Amoss Fire Funds	572,653	582,966	580,000	600,000
TOTAL	7,804,100	8,692,080	9,329,167	9,779,335
Expenses by Category				
Personnel	2,285,358	1,676,111	1,756,776	1,777,735
Operating	5,612,084	7,074,265	7,557,391	7,986,600
Capital	-	-	15,000	15,000
Recoveries	(93,342)	(58,296)	-	-
TOTAL	7,804,100	8,692,080	9,329,167	9,779,335
Expenses by Fund				
General Fund	7,804,100	8,283,141	8,799,550	9,249,718
Worker's Compensation	-	408,939	529,617	529,617
TOTAL	7,804,100	8,692,080	9,329,167	9,779,335
Full-Time Equivalents	3.00	4.00	4.00	4.00

FY2022 Adopted Budget
Organizational Budgets

Volunteer Fire Companies

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Operating	3,809,856	4,423,868	4,581,092	4,405,092
Recoveries	(93,342)	(58,296)	-	-
TOTAL	3,716,514	4,365,572	4,581,092	4,405,092
Expenses by Fund				
General Fund	3,716,514	4,365,572	4,581,092	4,405,092
TOTAL	3,716,514	4,365,572	4,581,092	4,405,092

**FY2022 Adopted Budget
Organizational Budgets**

Fire Teams

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
<hr/>					
Expenses by Category					
Operating		535,819	486,899	644,089	712,275
	TOTAL	535,819	486,899	644,089	712,275
<hr/>					
Expenses by Fund					
General Fund		535,819	486,899	644,089	712,275
	TOTAL	535,819	486,899	644,089	712,275
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FY2022 Adopted Budget
Organizational Budgets

Volunteer Fire & Rescue

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	2,285,358	1,676,111	1,756,776	1,777,735
Operating	693,756	1,580,532	1,752,210	2,269,233
Capital	-	-	15,000	15,000
TOTAL	2,979,114	3,256,643	3,523,986	4,061,968
Expenses by Fund				
General Fund	2,979,114	2,847,704	2,994,369	3,532,351
Worker's Compensation	-	408,939	529,617	529,617
TOTAL	2,979,114	3,256,643	3,523,986	4,061,968
Full-time Equivalents	3.00	4.00	4.00	4.00

**FY2022 Adopted Budget
Organizational Budgets**

Amoss Fire Funds

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category					
Operating		572,653	582,966	580,000	600,000
TOTAL		572,653	582,966	580,000	600,000
Expenses by Fund					
General Fund		572,653	582,966	580,000	600,000
TOTAL		572,653	582,966	580,000	600,000

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ANIMAL CONTROL

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Mission

To prevent cruelty, abuse and neglect of animals in Frederick County by enforcing all state, county and city ordinances to the fullest extent possible.

We will shelter homeless animals and attempt to place them in safe and loving home environments. We will educate the public on all animal issues, to foster a more aware and caring community.

About The Division

The Animal Control Division provides animal sheltering and animal control services. The facility is the only animal shelter in the County and takes in just under 4,000 animals each year. Animal Control Officers respond to over 10,000 calls DQXDOO\

Services Provided:

- Provide shelter for homeless, unwanted, and stray animals
- Reunite stray animals with their owners
- Execute investigations on DQLPD-related situations ranging from general nuisance to felony/misdemeanor cases and animal bites
- Perform pet adoptions
- Coordinate in-house spay/neuter clinic for adoptable shelter pets
- Hold routine, low-cost pet microchip clinics
- Organize humane education events and presentations

Total FY22 Budgeted
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2,440,152

Animal Control Division

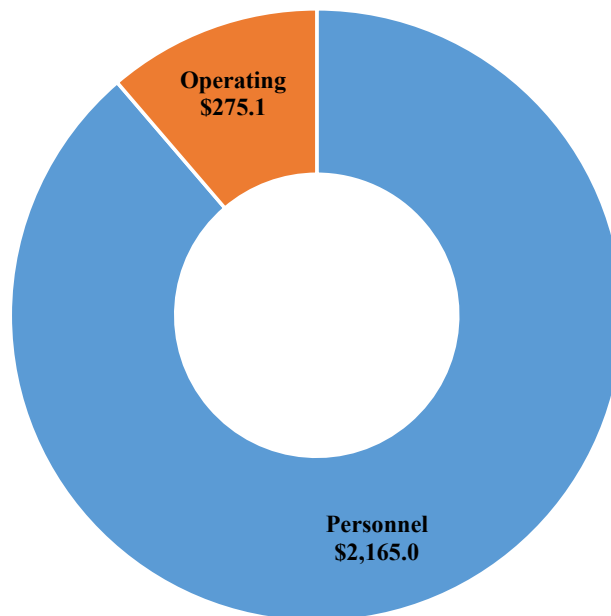


Budget Highlights

The FY22 budget includes one Animal Control Manager position and an increase in operating expenses.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Expenditures by Category
(In thousands)

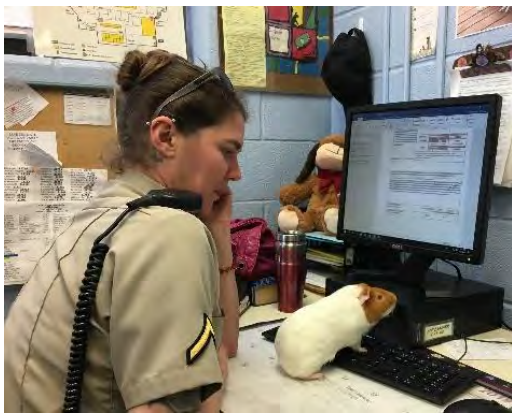


Operating expenses are shown net of recoveries.

Division of Animal Control

The Frederick County Division of Animal Control provides shelter and care for stray and homeless animals, presents educational programs to schools and organizations, maintains community outreach programs, assists pet owners in finding lost pets, and enforces laws pertaining to animals. The division investigates animal bites and animal cruelty cases for prosecution.

The Frederick County Division of Animal Control serves a unique role in the community. Animal Control Officers ensure public health and safety through enforcement of laws and ordinances. They not only respond to calls for service, but serve in a capacity of educating the public on animal care, appropriate food and shelter, and provide resources and outreach for County residents in need. Additionally, they perform investigations; their findings are crucial in legal proceedings.



In addition to the more “public facing” positions of Animal Control Officers, support staff at the shelter consistently work to be responsive to public need in a timely manner. Shelter staff coordinate pet adoptions, animal care, and ensure that associated administrative tasks are performed to meet or exceed public expectations.

The Division’s statistics consistently reflect a move in the right direction with trends of owner surrendered pets and animal euthanasia declining over time. The Division, in a coordinated effort with the County’s IIT Division, is working towards an interactive statistics page that will be available online.

While the overall number of animal intakes has declined over the past few years, there is still a need to provide a shelter environment for unwanted or stray animals. The Frederick County Division of Animal Control maintains a high standard of care for shelter animals by providing preventative vaccines and parasite treatments, enrichment and a clean, safe environment, and ensure that all adopted pets are spayed or neutered before leaving the shelter. Additionally, the Division holds routine, low-cost microchip clinics.

Educating the public on all things animal-related is incumbent on all Division positions. Education is a first “go to” to ensure community awareness of the appropriate treatment of animals. For families in need of the basics to maintain a family pet, the Division maintains a pet food bank.



Strategic Goals

Promote public health & safety through enforcement of all state, county, and city laws & ordinances

County Strategic Goal Alignment: Good Governance; Community Needs

Respond to calls for complaints, sick/injured wildlife, and situations that require expertise in animal handling

		FY 2019	FY 2020*	FY 2021*	FY 2022
Total Calls for Service	Target	10,000	8,750	10,500	10,500
	Actual	10,383	8,766	6,382	--
Cruelty cases	Target	400	350	450	450
	Actual	436	345	271	--
Bite cases	Target	700	675	700	800
	Actual	727	696	572	--
Complaints: At Large, Patrol, Barking, Locked in Vehicle	Target	2,400	1,800	2,600	2,700
	Actual	2,519	2,122	1,601	--
Wildlife	Target	750	695	800	850
	Actual	774	744	469	--
Assist Other Agencies	Target	80	65	90	110
	Actual	74	64	58	--

Shelter homeless animals and attempt to place them in safe and loving home environments

County Strategic Goal Alignment: Community Needs

Place animals safely with families who understand responsible pet ownership

		FY 2019	FY 2020*	FY 2021*	FY 2022
Total Animal Intake	Target	3,800	2,500	3,000	3,200
	Actual	3,783	2,675	1,896	--
Successful Placement %	Target	55%	61%	63%	65%
	Actual	57%	63%	56%	--
Pets Licensed	Target	4,000	2,950	4,000	4,300
	Actual	4,011	3,079	2,177	--
Transfer to Rescue Organization or Wildlife Release	Target	400	200	350	475
	Actual	398	258	217	--

*Impacted by COVID-19

Prevent the abuse and neglect of animals through education

County Strategic Goal Alignment: Community Needs

Have a presence in the community to promote responsible pet ownership

		FY 2019	FY 2020*	FY 2021*	FY 2022
Staff Trainings	Target	30	30	40	45
	Actual	42	30	20	--
Humane Education Presentations	Target	110	115	100	125
	Actual	119	19	2	--
Volunteer Orientations/Trainings	Target	110	80	100	125
	Actual	110	17	0	--
Adoption Events / Microchip Clinics	Target	40	20	25	65
	Actual	42	18	3	--

*Impacted by COVID-19

Continuity of operations is an important component of the Division of Animal Control, even during a pandemic. In order to continue adoptions during the COVID-19 pandemic, Animal Control implemented a very creative ‘virtual’ adoption process. The virtual adoption process still includes an application and interview; the main difference is that animal control staff select animals that match adopters’ preferences. It proved to be very successful and we will continue the process even when we get to a point of re-opening our facility to the public.



FY2022 Adopted Budget
Organizational Budgets

Animal Control Division

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
Animal Control	2,205,593	2,191,544	2,232,764	2,440,152
TOTAL	2,205,593	2,191,544	2,232,764	2,440,152
Expenses by Category				
Personnel	1,829,484	1,895,744	1,974,881	2,165,043
Operating	434,568	348,049	357,883	375,109
Recoveries	(58,459)	(52,249)	(100,000)	(100,000)
TOTAL	2,205,593	2,191,544	2,232,764	2,440,152
Expenses by Fund				
General Fund	2,170,773	2,182,494	2,232,764	2,440,152
Grants	34,820	9,050	-	-
TOTAL	2,205,593	2,191,544	2,232,764	2,440,152
Full-Time Equivalents	27.00	28.00	28.00	28.00

FY2022 Adopted Budget
Organizational Budgets

Animal Control

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	1,829,484	1,895,744	1,974,881	2,165,043
Operating	434,568	348,049	357,883	375,109
Recoveries	(58,459)	(52,249)	(100,000)	(100,000)
TOTAL	2,205,593	2,191,544	2,232,764	2,440,152

Expenses by Fund				
General Fund	2,170,773	2,182,494	2,232,764	2,440,152
Grants	34,820	9,050	-	-
TOTAL	2,205,593	2,191,544	2,232,764	2,440,152

Full-time Equivalents	27.00	28.00	28.00	28.00
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Total Animal Intake	Count	3,920	2,198	2,400
Total Animal Outcome	Count	3,940	2,102	1,600
Cruelty cases handled	Count	505	287	400
Bite cases	Count	737	550	700
Complaints, At Large, and Loose	Count	3,120	1,685	2,400
Wildlife	Count	800	443	800
Total calls for service	Count	11,800	6,637	10,000
Dogs - Average number of days length of stay	Count	30	30	30
Cats - Average number of days length of stay	Count	52	52	52

CITIZENS SERVICES

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Mission

Through its administrative office and each of its six departments, the Citizens Services Division improves the wellbeing of Frederick County, Maryland residents by providing low or no cost person-centered human services, and community resources.

About The Division

The Citizens Services Division (CSD) is comprised of the Child Advocacy Center, Family Partnership, Human Relations, the Office for Children & Families, Department of Housing and Community Development and the Scott Key Center. The CSD is the primary division for human service needs.

Services Provided:

- Provide employment and training opportunities to disabled adults
- Assist with creating affordable housing
- Develop programs for children, youth and families
- Assess needs and identify service gaps for children, youth, families
- Provide trauma informed services to victims of child abuse
- Address discrimination
- Create public private partnerships with non-profits

Fiscal FY22 Budgeted

\$23,766,899

Citizens Services Division

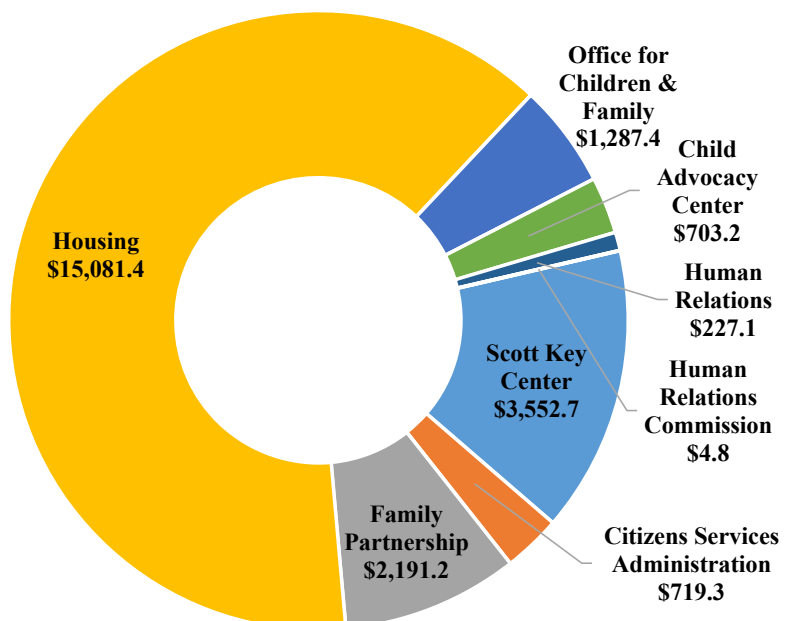


Budget Highlights

In FY22, a part-time IPPLJ Grant Affairs position was added to the Human Relations department. There was also an increase to the Housing Initiatives Fund due to an increase in Modified Price Dwelling Unit Program in Lieu payments and the use of fund balance.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to VDOT roles, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Expenditures by Department
(In thousands)



Citizens Services Division

The Citizen Services Division (CSD) encompasses a wide range of responsibilities spread across multiple Departments and numerous Boards and Commissions. Each has a unique focus on specialized services that target well defined needs of the community.

The Division has three priority areas: Leadership, Collaboration, and Reinvestment. Each Department has established measurable outcomes which focus on at least one of the priority areas.

Division Priorities:

Leadership

The Division is positioning itself to be a leader in the delivery of community services and resources in order to meet the needs of County residents.

Collaboration

The Division will succeed by expanding and strengthening collaborations within and between its Departments and externally with its community partners.

Reinvestment

Limited fiscal resources will be optimized for community reinvestment to best meet client/customer needs for service.

Scott Key Center

Mission Statement

Foster person-centered, integrated employment opportunities and community involvement for individuals with developmental disabilities in Frederick County.

The Scott Key Center provides employment training and employment opportunities for people with developmental and intellectual disabilities.

The Scott Key Center embraces the Employment First initiative. Employment First, a national movement, is a framework for systems change that is centered on the premise that all citizens, including individuals with significant disabilities, are capable of full participation in integrated employment and community life.

Implementing innovative and creative approaches, the Scott Key Center provides customized employment through utilizing the discovery process, job development, and on-going supports for individuals in integrated competitive jobs. The entire process focuses on the individual's likes, desires, strengths, weaknesses, talents, skills, experience, and education.

Facilitating collaboration with family members, staff, community partners, and other stakeholders, the Scott Key Center is able to customize the services and supports it provides to the person. As a result, more individuals will be able to choose the supports and jobs they want to have in the communities where they live, and be respected for their abilities and contributions.



Departmental Strategic Goals

Improve Employment Outcomes

County Strategic Goal Alignment: Community Needs

As an Employment First organization, SKC participants will utilize employment services for support toward obtaining competitive employment

		FY 2019	FY 2020	FY 2021	FY 2022
Percent of participants who are enrolled in employment services	Target	32%	41%	48%	51%
	Actual	32%	42%	45%	--
Percent of participants in employment services who have obtained competitive integrated employment	Target	22%	32%	38%	16%
	Actual	27%	10%	10%	--
Percent of participants transitioned from facility based to community based employment services	Target	1%	5%	10%	12%
	Actual	2%	4%	0%*	--

*Impacted by COVID-19

Family Partnership

Mission Statement

To support and empower children, youth and families with the knowledge and skills needed to meet basic needs, to successfully navigate life's challenges and to advance their hopes and dreams.

The Family Support Center provides parents and their children nurturing support and assistance, and offers educational and career development opportunities and related services. Family Partnership also provides educational and employment related programs and activities for youth and young adults, 16-24, through a partnership with the Frederick County Local Management Board

An array of comprehensive services are offered to provide maximum learning potential of youth, young adults, parents and their children. Core services include: education/high school completion, on-site developmental child care, parenting education, life skills, health and wellness, employability, parent/child activities, service brokering, leadership empowerment, peer support, outreach, transportation and in-home intervention. All services are integrated to provide comprehensive, meaningful, literacy based activities for youth, young adults, parents and their children.



Departmental Strategic Goals

Promote Safe and Healthy Families

County Strategic Goal Alignment: Community Needs

Provide families with parent education services designed to improve the quality of parent-child interactions, promote health and wellness and improve the overall well-being of families

		FY 2019	FY 2020	FY 2021	FY 2022
Percentage of families in parent education services meeting one or more goals from their individualized	Target	85%	85%	85%	87%
	Actual	86%	83%	82%	--
Percentage of children enrolled in child development activities meeting their developmental milestone targets	Target	80%	80%	80%	80%
	Actual	92%	95%	80%	--

Provide direct educational services to support high school completion, post-secondary preparation, career readiness and employment

		FY 2019	FY 2020	FY 2021	FY 2022
Percentage of participants obtaining a job or completing an Employment Readiness Milestone	Target	70%	70%	75%	75%
	Actual	57%	73%	50%*	--
Percentage of participants obtaining their high school diploma or meeting one or more other educational goals	Target	70%	75%	75%	78%
	Actual	71%	78%	75%	--

*Impacted by COVID-19

Housing and Community Development

Mission Statement

Assist in the provision of affordable housing for Frederick County residents with an emphasis on special needs populations, senior citizens, persons with disabilities, and low to moderate income workforce households.

Because of the vast array of need, a Housing Initiatives Fund exists as a centralized resource pool to encourage development of affordable housing. The primary objectives of the Fund are to:

- Foster the development of public/private partnerships for the production of affordable housing
- Enhance and create housing for very low, low, and moderate income residents
- Promote mixed income communities through the creation and equitable distribution of affordable housing;
- Preserve housing that could be lost from the affordable housing stock
- Renovate affordable distressed properties to fulfill the critical housing need

A portfolio of programs is offered to the community to create and preserve affordable housing options and support a continuum of care that stretches from homelessness prevention to emergency and transitional housing, leading to permanent affordable housing for all Frederick County residents.



HOMEBUYER PROGRAMS

The Home Buyer Assistance Program provides down payment and closing cost assistance in the form of zero percent interest deferred loans to low income first time homebuyers who live or work in Frederick County.

HOMEOWNER REPAIR AND REHABILITATION PROGRAMS

The Emergency Rehab Deferred Loan Program provides low income homeowners in the county with a zero percent deferred loan for emergency home

repair and accessibility needs. The Senior Rehab Grant Program provides extremely low income homeowners, with a household member who is 55 years of age or older, with grant funds for emergency home repair and accessibility needs. The Maryland Housing Rehabilitation Program is administered by the department on behalf of the State of Maryland and provides amortizing and deferred loans and grants to homeowners of low to moderate incomes. It is designed to bring properties up to applicable building codes and standards, fund accessibility modifications to allow senior homeowners to remain in their homes, abate lead paint and provide well and septic improvements to assist with indoor plumbing needs.

MODERATELY PRICED DWELLING UNIT PROGRAM (MPDU)

The Moderately Priced Dwelling Unit Program supports affordable housing in the County by requiring every new development of 25 or more units on public water and sewer in the county to build 12.5% of the units as affordable, or make a Payment in Lieu (PIL) of \$26,500 for each MPDU that would otherwise be built. The PIL rate is based on the ³DIIRUGDELPH calculation as outlined in the MPDU Ordinance and is updated triennially. Developers must pay the rate in effect at the time the permits for the project are pulled, and the current rate of \$26,500 is reflected here.

DEVELOPMENT INCENTIVE PROGRAMS

The Impact Fee Deferral Program provides non-profit and other developers of affordable housing units with exemptions from impact fees. The Deferred Loan Program provides zero percent interest, deferred and gap loans to non-profits and other housing developers to leverage other funding to create and preserve affordable housing in the county. The Payment in Lieu of Taxes Program (PILOT) provides for a negotiated payment instead of property taxes for affordable housing development.

RENTAL ASSISTANCE PROGRAMS

Housing Choice Voucher Programs (Section 8) provides rental assistance for nearly 500 very low income eligible households. One subcategory, the Family Unification Program, provides vouchers to reunite families with children in foster care and another, Non Elderly Disabled Category 2 (NEDCAT2) vouchers, assists persons with disabilities leaving rehabilitation centers. The Moderate Rehabilitation Program (also Section 8) provides unit-based rent assistance to very low income families at a 20-unit property in Emmitsburg. Bell Court Senior Housing is a County owned facility of 28 one bedroom, cottage style, one level townhomes with a community center for very low income seniors. (The development is named for the family of William Bell in thanks for his generous donation of land.)

HOMELESS AND TRANSITIONAL HOUSING GRANTS

Two Memorandums of Understanding provide funding to the Religious Coalition for Human Needs, Inc., to operate a year round shelter and to provide homelessness prevention and rapid rehousing assistance to those experiencing or at risk of homelessness.

LIVABILITY CODE ENFORCEMENT

The Livability Code protects the health, safety and welfare in rental residential structures and premises by establishing minimum property maintenance standards; minimum requirements for egress, fire protection systems, and other fire safety devices; and enforcing property owner's and tenant's responsibilities.

Departmental Strategic Goals

Produce and Preserve Affordable Housing

County Strategic Goal Alignment: Community Needs

Support Rental Stabilization - Assist low-income renters to remain in affordable housing in Frederick County. Promote the creation and preservation of additional housing options through incentives to affordable housing developers

		FY 2019	FY 2020	FY 2021	FY 2022
Create new leasable housing units each year through affordable rental housing development programs	Target	824	296**	50	50
	Actual	741	296**	60	--

**Beginning in FY20, a new method for determining outputs was implemented.

Promote and Preserve Homeownership Stabilization - Expand and retain citizen access to affordable and safe housing through homebuyer assistance loans and housing rehabilitation loans and grants. Promote the creation and preservation of additional affordable housing options through community partnerships

		FY 2019	FY 2020	FY 2021	FY 2022
Increase the number of first time homebuyers who take advantage of homebuyer assistance programs	Target	73	106	102	93
	Actual	92	111	90	--
Coordinate home repair projects each year through housing rehabilitation programs	Target	26	24	22	23
	Actual	26	15*	10*	--

*Impacted by COVID-19

Office for Children and Families

Mission Statement

Enhance the quality of life for children, youth and families. This encompasses planning, implementing, monitoring, and evaluating a comprehensive, integrated human service delivery system for children, youth and families and building on their capacity to be self-sufficient, safe, and healthy.



This Office seeks to create a more efficient and effective system of care for the children and families of Frederick County through developing service, family, community, and financial partnerships; designing goal directed services that are client centered and family focused; targeting resources to families with the greatest needs; and implementing a monitoring system to determine client and cost outcomes. Current funded initiatives focus on the Governor's Office for Children's Vision goal areas; to address reducing the impact of incarceration on children youth and families, improving outcomes for disconnected youth, addressing youth homelessness as well as long standing priorities including; mental, dental and prenatal health, home visiting programs for first time parents and after school programs for middle school aged children.

The Office for Children and Families (OCF) is home to the Frederick County Local Management Board (LMB), which guides the OCF in governing, allocating resources, monitoring, and evaluating family services in the County. Each county in Maryland is legislatively required to have a Local Management Board operating with the focus of improving results for children, youth, and families. The Frederick County LMB is composed of both private and public members. Private

members can include parents, business leaders, private providers, and other citizen representatives while public members include the Frederick County Department of Social Services, Frederick County Public Schools, Frederick County Department of Juvenile Services, Frederick City Police Department, Mental Health Management Agency, Frederick County Family Partnership, Frederick County Human Relations, Frederick County Finance, Frederick County Citizens Services Division, and the Frederick County Health Department.

A subcommittee of the LMB, the Local Care Team (LCT) is an interagency forum for parents and service providers to seek assistance with problem solving for the individual child and family unit, as well as addressing the systemic needs of the community. The LCT strives to ensure that children and their families receive the necessary supports and resources to live in the community successfully. Through discussion, the LCT assists with the identification of potential resources to meet identified needs of the child and parents.



Departmental Strategic Goals

Empower Families to be Safe, Stable, and Healthy

County Strategic Goal Alignment: Community Needs

OCF contracts with non-profit providers to fund child, youth and family focused programs that provide services to improve education and self-sufficiency, reduce instances of child maltreatment and trauma, address homelessness and child poverty, and reduce out of home placements. Measures are based on effectiveness of the vendor program.

		FY 2019	FY 2020	FY 2021	FY 2022
Percentage of Family programs funded by OCF meeting or exceeding their overall performance measures	Target	100%	100%	100%	100%
	Actual	100%	33%	67%	--
Percentage of Youth programs funded by OCF meeting or exceeding their overall performance measures	Target	100%	100%	100%	100%
	Actual	67%	100%	100%	--
Percentage of health & wellness programs funded by OCF meeting or exceeding overall performance	Target	100%	100%	100%	100%
	Actual	100%	50%	75%	--
Local Care Team families participating in community based after care services in lieu of out of home placements	Target	90%	90%	90%	90%
	Actual	78%	94%	81%	--

Child Advocacy Center

Mission Statement

Promote child well-being by providing a child -focused approach to address reports of child maltreatment. We seek to prevent and reduce trauma to children and families by using multi-disciplinary collaboration throughout the investigation, prosecution, treatment, education and advocacy processes.



The Child Advocacy Center (CAC) is a comfortable, child and family friendly facility designed, staffed, and equipped to provide comprehensive and coordinated multidisciplinary service to child abuse victims and their families. The Child Advocacy Center is fully accredited by the National Children's Alliance. Children



exposed to violence in their families and communities experience trauma. If unaddressed, the stress caused by child maltreatment has a lifelong impact on physical health, learning, and psychological wellbeing² including reduced brain volume and altered gene function. Children experiencing multiple types of childhood adversity can even have their lives shortened, living 20 years fewer on average than their more protected peers. ,Doesn't have to be this way. Exposure to adversity in childhood is a community-wide health concern and it is preventable.

The CAC works with law enforcement agencies, the Frederick County Department of Social Services, the State's \$WWRUQ Office, Frederick Health Hospital, Frederick County Public Schools, citizens and other service providers to help children and families heal past traumas, prevent future trauma from occurring, and assist in promoting life-long well-being of the children who come to us for care. Working together, we can successfully address and prevent the negative outcomes associated with maltreatment in childhood.

Departmental Strategic Goals

Cultivate Safe and Healthy Families

County Strategic Goal Alignment: Community Needs

CAC services reduce re-traumatization of children and families through a multi-disciplinary (MDT) response to the investigation and prosecution of child maltreatment, trauma-informed direct services, and coordinated care planning.

		FY 2019	FY 2020	FY 2021	FY 2022
Number of children receiving single point of access services at the CAC	Target	250	250	250	275
	Actual	274	251	245	--
Number of supportive advocacy encounters with CAC clients to promote health and well-being	Target	450	450	450	500
	Actual	468	348	500	--
Caregiver survey respondents indicating strong agreement that programs responded to their needs	Target	90%	90%	95%	95%
	Actual	93%	91%	96%	--
Youth survey respondents indicating that the CAC staff made them feel safe	Target	--	--	95%	95%
	Actual	--	--	98%	--

Human Relations Department

Mission Statement

Investigate complaints of discrimination in the areas of employment, housing and public accommodations; provide fair, current and state of the art investigative standards, and encourage fair and uniform appeal practices.

The Department encourages public and private employers, individuals and citizens to appreciate and value generational, gender, racial, religious, disability and cultural differences.

It does so in a fair, confidential and timely manner, and fashions appropriate remedies when illegal discrimination is found to exist. Work is undertaken to resolve disputes promptly and effectively, and serve as a source for helpful information that may be available elsewhere.

The Human Relations Department enthusiastically participates in a wide array of community events and activities, and constantly works to build bonds and bridges among all sections of our community.

The Frederick County Human Relations Commission is diligently served by this Department to help provide a responsive forum for the human rights needs of the community.

The Frederick County Commission on Disabilities is also enthusiastically served by this Department, with the goal of providing information about programs and services in our community to people with disabilities. Our staff responds promptly to inquiries and calls for assistance, and participates in all Commission meetings, events, programs and activities.

The Human Relations Department also assists Frederick County's efforts to combat human trafficking, E\ reviewing, certifying and creating training modules for hotel and motel workers.



Departmental Strategic Goals

Value Differences

County Strategic Goal Alignment: Community Needs

3UR YLE robust, transparent and “best practiFHVOMHSHU YHV mHPbers of the publiLFwho seek assistance and information on resolving generational, gender, racial, religious, disability and cultural differences.

Concentrate on discrimination in housing, employment and public accommodations

		FY 2019	FY 2020	FY 2021	FY 2022
Number of calls for service received on discrimination issues	Target	100	100	100	100
	Actual	95	53	90	--
Callers expressing satisfaction with services provided in response to calls for service on discrimination issues	Target	100%	100%	100%	100%
	Actual	93%	95%	94%	--

Protect Human Rights

County Strategic Goal Alignment: Community Needs

Plan and present public forums, events and other informative programs and activities aimed at opposing discrimination, promoting human rights, and publicizing available services and public and nonprofit agencies that directly assist people with disabilities

		FY 2019	FY 2020	FY 2021	FY 2022
Total number of events planned and presented	Target	15	15	10	15
	Actual	15	10	7	--

FY2022 Adopted Budget
Organizational Budgets

Citizens Services Division

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
Citizens Services Administration	494,124	533,339	694,778	719,259
Scott Key Center	3,255,300	3,389,554	3,504,177	3,552,686
Family Partnership	1,953,117	2,065,511	2,112,402	2,191,172
Housing	11,101,193	10,079,511	13,641,396	15,081,380
Office for Children & Family	1,273,311	1,163,384	1,223,601	1,287,357
Child Advocacy Center	681,338	688,757	692,690	703,206
Human Relations	145,329	180,022	190,491	227,069
Human Relations Commission	4,139	1,610	4,770	4,770
TOTAL	18,907,851	18,101,688	22,064,305	23,766,899
Expenses by Category				
Personnel	7,308,506	7,618,464	7,935,244	8,223,708
Operating	12,473,366	10,747,645	14,469,715	15,795,845
Capital	25,078	-	-	-
Recoveries	(899,099)	(264,421)	(340,654)	(252,654)
TOTAL	18,907,851	18,101,688	22,064,305	23,766,899
Expenses by Fund				
General Fund	5,558,663	5,783,546	6,096,342	6,358,620
Grants	10,591,356	10,591,651	11,063,997	11,276,380
Housing Initiatives	2,572,091	1,547,463	4,696,500	5,917,433
Bell Court	185,741	179,028	207,466	214,466
TOTAL	18,907,851	18,101,688	22,064,305	23,766,899
Full-Time Equivalents	81.57	88.58	88.58	90.08

FY2022 Adopted Budget
Organizational Budgets

Citizens Services Administration

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	389,413	420,149	586,655	611,136
Operating	104,711	113,190	108,123	108,123
TOTAL	494,124	533,339	694,778	719,259
Expenses by Fund				
General Fund	492,279	525,184	694,778	719,259
Grants	1,845	8,155	-	-
TOTAL	494,124	533,339	694,778	719,259
Full-time Equivalents	3.50	5.00	5.50	5.50

FY2022 Adopted Budget
Organizational Budgets

Scott Key Center

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	2,984,955	3,102,514	3,165,349	3,209,800
Operating	270,345	287,040	338,828	342,886
TOTAL	3,255,300	3,389,554	3,504,177	3,552,686

Expenses by Fund				
General Fund	3,255,300	3,389,554	3,504,177	3,552,686
TOTAL	3,255,300	3,389,554	3,504,177	3,552,686

Full-time Equivalents	37.00	39.00	39.00	39.00
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	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Performance Indicators				
Transitioning youth entering Scott Key	Count	1	-	4
Individuals in the discovery process	Count	-	15	15
Individuals involved in the job development process	Count	45	45	45
Individuals participating in community integrated activities	Percentage	100	100	100
Individuals employed in integrated community settings	Percentage	56	50	42
Individuals competitively employed	Percentage	7	26	18
Individuals served responding to an annual survey as "satisfied" or "very satisfied" with services received	Percentage	100	100	100

FY2022 Adopted Budget
Organizational Budgets

Family Partnership

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	1,995,578	2,127,432	2,163,434	2,179,713
Operating	240,623	186,557	282,744	259,735
Recoveries	(283,084)	(248,478)	(333,776)	(248,276)
TOTAL	1,953,117	2,065,511	2,112,402	2,191,172

Expenses by Fund				
General Fund	408,907	421,893	429,177	388,005
Grants	1,544,210	1,643,618	1,683,225	1,803,167
TOTAL	1,953,117	2,065,511	2,112,402	2,191,172

Full-time Equivalents	20.57	23.58	23.58	23.58
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Parents who completed formal parent education	Percentage	85	60	87
Participants referred to community services	Percentage	79	90	85
Children who have up to date immunization	Percentage	98	98	98
Children on track or exceeding developmental domains	Percentage	92	85	90
Participants demonstrating measurable progress in education	Percentage	78	78	79
Participants obtaining a job or internship	Percentage	75	50	65

FY2022 Adopted Budget
Organizational Budgets

Housing

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	1,059,034	1,018,614	1,036,504	1,149,537
Operating	10,649,520	9,069,720	12,608,892	13,933,343
Recoveries	(607,361)	(8,823)	(4,000)	(1,500)
TOTAL	11,101,193	10,079,511	13,641,396	15,081,380

Expenses by Fund				
General Fund	668,913	658,573	664,730	762,620
Grants	7,674,448	7,694,447	8,072,700	8,186,861
Housing Initiatives	2,572,091	1,547,463	4,696,500	5,917,433
Bell Court	185,741	179,028	207,466	214,466
TOTAL	11,101,193	10,079,511	13,641,396	15,081,380

Full-time Equivalents	12.00	12.00	12.00	13.00
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Clients served	Count	1,733	1,799	1,799
Affordable rental & ownership occupancies	Count	870	1,085	1,085
Units rehabilitated	Count	47	47	54
Clients looking to department for help with future housing needs	Count	2,544	2,544	3,315
Housing developers moving forward with projects	Count	5	4	4
Clients who remain in affordable, stable housing for one year or more after placement	Count	552	547	547
Clients who remain in affordable, stable housing for one year or more after placement	Percentage	94	94	94
Clients indicating their living conditions have improved	Percentage	100	100	100

FY2022 Adopted Budget
Organizational Budgets

Office for Children & Family

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	299,203	244,767	239,732	315,301
Operating	974,108	918,617	983,869	972,056
TOTAL	1,273,311	1,163,384	1,223,601	1,287,357

Expenses by Fund				
General Fund	267,164	230,759	232,793	258,085
Grants	1,006,147	932,625	990,808	1,029,272
TOTAL	1,273,311	1,163,384	1,223,601	1,287,357

Full-time Equivalents	3.00	3.00	2.50	2.50
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
People served	Count	1,381	1,212	1,300
LMB programs or strategies funded	Count	10	10	9
Families served indicating that the Local Care Team was helpful	Percentage	100	89	100
New and ongoing programs/strategies funded by meeting or exceeding standards	Percentage	90	60	100
Participants in Youth programs meeting at least one goal in education, employment, housing	Count	109	52	65
Services provided to improve health and wellness to families and children	Count	952	925	1,000
Families in Family Programs meeting at least one goal in health, wellness, education, employment	Count	99	147	175

FY2022 Adopted Budget
Organizational Budgets

Child Advocacy Center

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	436,736	526,730	557,529	535,602
Operating	224,124	169,147	137,539	169,982
Capital	25,078	-	-	-
Recoveries	(4,600)	(7,120)	(2,378)	(2,378)
TOTAL	681,338	688,757	692,690	703,206
Expenses by Fund				
General Fund	316,632	375,951	375,426	446,126
Grants	364,706	312,806	317,264	257,080
TOTAL	681,338	688,757	692,690	703,206
Full-time Equivalents				
	4.00	4.00	4.00	4.00
Performance Indicators				
	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Number of children served	Count	230	240	275
Respondents indicating agreement that resources were provided to support their child and respond to their needs	Percentage	93	95	95
Children presenting for forensic interviews screened for ACEs and general trauma symptoms	Percentage	87	65	80
Screened children indicating elevated ACEs and/or trauma symptoms connected/referred to supportive services	Percentage	-	90	95
Children engaged in trauma-focused therapy demonstrating measurable progress toward treatment goals	Percentage	85	75	80
Children participating in trauma-informed treatment demonstrating clinically significant improvement of trauma symptoms	Percentage	70	80	-
Elementary schools participating in trauma-informed yoga workshops	Count	5	-	-

FY2022 Adopted Budget
Organizational Budgets

Human Relations

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	143,587	178,258	186,041	222,619
Operating	1,742	1,764	4,450	4,450
TOTAL	145,329	180,022	190,491	227,069

Expenses by Fund				
General Fund	145,329	180,022	190,491	227,069
TOTAL	145,329	180,022	190,491	227,069

Full-time Equivalents	1.50	2.00	2.00	2.50
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	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Performance Indicators				
Public forums hosted by the HRC	Count	3	3	3
Participants in each public forum	Count	20	25	25
Community events and programs, and designated service activities	Count	12	15	15
Calls for service received on discrimination issues	Count	95	90	90
Investigations	Count	8	10	8
Survey responses that indicate a particular HRC event was helpful to them	Percentage	90	90	95
Callers with discrimination complaints whose issue was resolved following departmental protocol	Percentage	95	95	95
HRC members who met their requirement for community participation	Percentage	75	80	75
Survey respondents that indicating an increase in knowledge about discrimination	Percentage	80	85	80
Calls for service reporting an understanding of possible remedies for discrimination	Percentage	95	90	95

FY2022 Adopted Budget
Organizational Budgets

Human Relations Commission

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Operating	8,193	1,610	5,270	5,270
Recoveries	(4,054)	-	(500)	(500)
TOTAL	4,139	1,610	4,770	4,770
Expenses by Fund				
General Fund	4,139	1,610	4,770	4,770
TOTAL	4,139	1,610	4,770	4,770

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SENIOR SERVICES

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Mission

The Senior Services Division enriches lives through community connections to services, programs and resources.

About The Division

The Senior Services Division consists of three areas of focus: Home and Community Connections (Community Services), Resource and Service Navigation (Constituent Services), and Operations, in order to empower, engage and equip older adults to live their best life.

Services Provided:

- Senior Centers
(In person & Virtual)
- Resource & Service Navigation (Constituent Services)
- Information & Assistance
- Insurance counseling
- Home Delivered Meals
- Caregiver support
- Virtual Learning Center
- Long term Care Ombudsman
- Case Management
- ,Q-Home Aides
- Public Guardianship
- Volunteer Engagement

**7Rtal FY22 Budgeted
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\$4,728,382

Senior Services Division

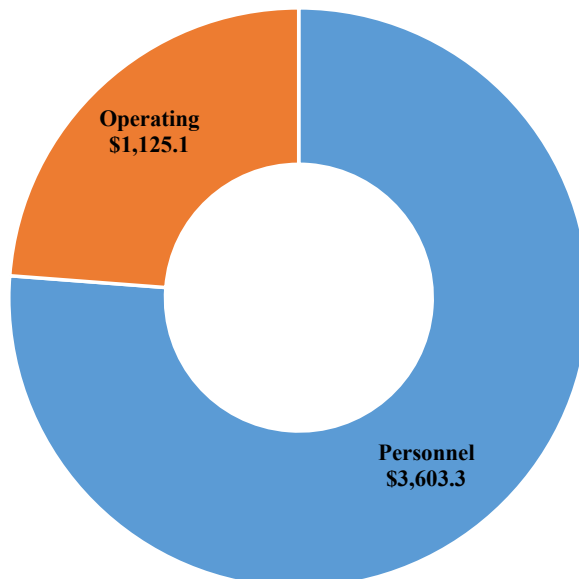


Budget Highlights

Four additional positions are included in the FY22 budget; two of these were approved mid-year in FY21. The budget also includes half-year funding for a satellite senior center.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to VDOD sales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Expenditures by Category
(In thousands)



Operating expenses are shown net of recoveries.

Senior Services Division

The Division of Senior Services has just completed its second full year as a stand-alone Division within Frederick County Government. During the past two years, programs and services formerly managed by the Department of Aging, shifted to the Division of Senior Services. The Division has three areas of focus: Home and Community Connections (Community Services), Resource and Service Navigation (Client Services) and Operations. This new Division is in a better position to champion the needs of Frederick County's growing senior population.

Vision Statement

That all Frederick County residents are empowered, engaged and equipped to live their best life.

As the designated local Area Agency on Aging (AAA), the Division's purpose is to help older adults and people with disabilities live safely in their homes and communities with independence and dignity. The Division helps plan, develop, coordinate and deliver a wide range of long-term services and supports which promote the dignity and enrichment of life for persons over 50 years old.

The Division is designated as the Maryland Access Point (MAP) for Frederick County. MAP is a trusted source of information and assistance for Frederick County residents who need or want to plan for their immediate and future needs. MAP serves adults 50 years and older, adults 18 years and older who have a disability, veterans, family members and other caregivers, and health or business professionals.



In response to the COVID pandemic, the Senior Services Division closed all four senior centers on March 13, 2020. However, services, supports, and nutrition programs have not only continued, but have grown, over the ensuing months. Senior Center staff created a virtual Senior Center for Frederick County residents to enjoy, and now host on-line classes featuring education, personal enrichment, socialization, and health and fitness classes. Nutrition programs have grown exponentially including, Meals on Wheels, COVID Temporary Meal Service, Groceries for Seniors, and the provision of shelf-stable emergency meal kits, all delivered directly to recipients. Maryland Access Point, insurance counseling and the caregiver support program have all developed new service methods and protocols to ensure that constituent questions are answered, applications are completed, and referrals are provided. The Senior Services Division remains active and committed to serving older adults and individuals with disabilities, so that they can remain at home, healthy and hopeful.

Services available include:

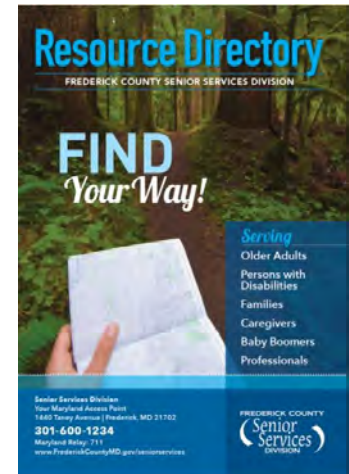
- Caregiver Support for families and others who provide care, support and supervision of older adults with chronic health conditions.
- Four full service senior centers that provide a variety of opportunities for education, personal enrichment, socialization, and health and fitness for adults age 50+. A virtual senior center started in response to the pandemic, which enables participatory interaction with classes and activities that occur (real time) in the senior centers so people can participate from home. It is now the Division's fifth senior center.
- Health and Wellness programs that include nursing assessment, health education and screenings, and evidence based fitness/wellness classes.



FY2022 Adopted Budget Organizational Budgets

Senior Services Division

- Home Delivered Meals (Meals on Wheels) to qualified homebound individuals.
- Long Term Care Ombudsman who helps to investigate and resolve concerns a resident may have who live at a nursing or assisted living care facility in Frederick County.
- Coordinate and/or provide in-home and community based services that enable eligible people to return to their home /community or provide needed services so they can remain in their homes in order to safely “age in place.”
- Medicare/Medicaid and other insurance counseling, as well as information, assistance and referral to other services in the County that can assist older adults and their families. Information about health care fraud and abuse is also provided.
- Public Guardianship case management for individuals age 65+ who have been declared incompetent by the Circuit Court.
- Volunteer and civic engagement opportunities.
- Virtual learning center that provides useful, educational videos for people to watch as their time permits.



Strategic Goals

Incorporate Technology

County Strategic Goal Alignment: Seniors

Incorporate technology enhancements in all areas of the Division

		FY 2019	FY 2020	FY 2021	FY 2022
Complete Alpha and Beta Testing of Division Tracking System over 3 years	Target	--	50%	50%	100%
	Actual	--	30%*	40%*	--
Complete Division dashboard based on service and program logic models	Target	--	50%	80%	100%
	Actual	--	50%	90%	--
Provide Division staff with laptops and cell phones by end of FY22 (percent complete)	Target	--	50%	80%	100%
	Actual	--	50%	80%	--
Transition all desktops to monitor docking stations to increase work location flexibility	Target	--	50%	80%	100%
	Actual	--	50%	80%	--

*Impacted by COVID-19

Promote Collaboration

County Strategic Goal Alignment: Seniors

Collaborate with internal Frederick County government partners and external community based partners to build a robust menu of resources, services and supports that assist individuals in their ability to age in place

		FY 2019	FY 2020	FY 2021	FY 2022
Increase Maryland Access Point Resource & Referral partners and programs to support aging in place	Target		5%	5%	5%
	Actual	--	5%	5%	--
Increase Dementia Friendly Community Partners	Target		5%	5%	5%
	Actual	--	0*	0*	--
Increase evidenced based programs through community partnerships	Target		5%	5%	5%
	Actual	--	5%	5%	--
Increase number of partnership presentations on Virtual Senior Center	Target		5%	5%	5%
	Actual	--	0*	0*	--

Provide Education

County Strategic Goal Alignment: Seniors

Create innovative services and programs that empower, engage and equip older adults and individuals with disabilities to lead their best life

		FY 2019	FY 2020	FY 2021	FY 2022
Number of hours annually for the Virtual Senior Center	Target		1,000	1,300	1,500
	Actual	--	1,000	1,300	--
Develop iPad Lending Program to reduce social isolation among older adults (percent complete)	Target		--	20%	100%
	Actual	--	--	20%	--
Increase nutrition video library to promote healthy cooking on a budget	Target		--	10%	10%
	Actual	--	--	10%	--
Create "R -It-Yourself" videos to empower constituents to complete assistance/subsidy applications	Target		--	10%	10%
	Actual	--	--	10%	--

*Impacted by COVID-19



FY2022 Adopted Budget
Organizational Budgets

Senior Services Division

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department					
Senior Services		3,554,076	4,018,869	4,191,035	4,728,382
TOTAL		3,554,076	4,018,869	4,191,035	4,728,382
Expenses by Category					
Personnel		2,680,725	3,007,837	3,107,988	3,603,264
Operating		1,006,333	1,118,760	1,204,447	1,255,718
Recoveries		(132,982)	(107,728)	(121,400)	(130,600)
TOTAL		3,554,076	4,018,869	4,191,035	4,728,382
Expenses by Fund					
General Fund		1,628,299	1,791,562	1,957,843	2,270,498
Grants		1,925,777	2,227,307	2,233,192	2,457,884
TOTAL		3,554,076	4,018,869	4,191,035	4,728,382
Full-Time Equivalents					
		35.44	37.44	37.44	41.34

FY2022 Adopted Budget
Organizational Budgets

Senior Services

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	2,680,725	3,007,837	3,107,988	3,603,264
Operating	1,006,333	1,118,760	1,204,447	1,255,718
Recoveries	(132,982)	(107,728)	(121,400)	(130,600)
TOTAL	3,554,076	4,018,869	4,191,035	4,728,382

Expenses by Fund				
General Fund	1,628,299	1,791,562	1,957,843	2,270,498
Grants	1,925,777	2,227,307	2,233,192	2,457,884
TOTAL	3,554,076	4,018,869	4,191,035	4,728,382

Full-time Equivalents	35.44	37.44	37.44	41.34
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Guardianship Clients	Count	19	10	15
Ombudsman cases opened and closed	Count	21	23	25
Senior Health Insurance Program client contracts	Count	4,000	3,000	4,000
Meals on Wheels and Home Delivered meals provided	Count	115,862	110,000	110,000
Congregate meals served	Count	3,717	0	0

HEALTH SERVICES

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Mission

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Improve the health and well-being of residents of Frederick County through programs that prevent disease and illness, promote wellness and safety, and protect public health.

About The Division

The Frederick County Health Services Division has five Departments that receive County Funding: Health Administration, School Health Services, Mental Health Services, Behavioral Health Services (Detention Center) and the Developmental Center. (Infants and Toddlers Program, School-Based Therapy, Children's Dental Clinic). County Core funding also supports Public Health Core Services.

Public Health Core Services:

- Addictions Services
- Public Health Nursing
- Adult Evaluation Review Services (Community First Choice services)
- Chronic Disease Prevention
- Infectious Disease Control and Response
- Maternal/Child Health & 6DIHW\
- &RPPXQLW Environmental +HDOWK
- Food Protection
- Water Quality & Waste Disposal Program
- Public Health Education

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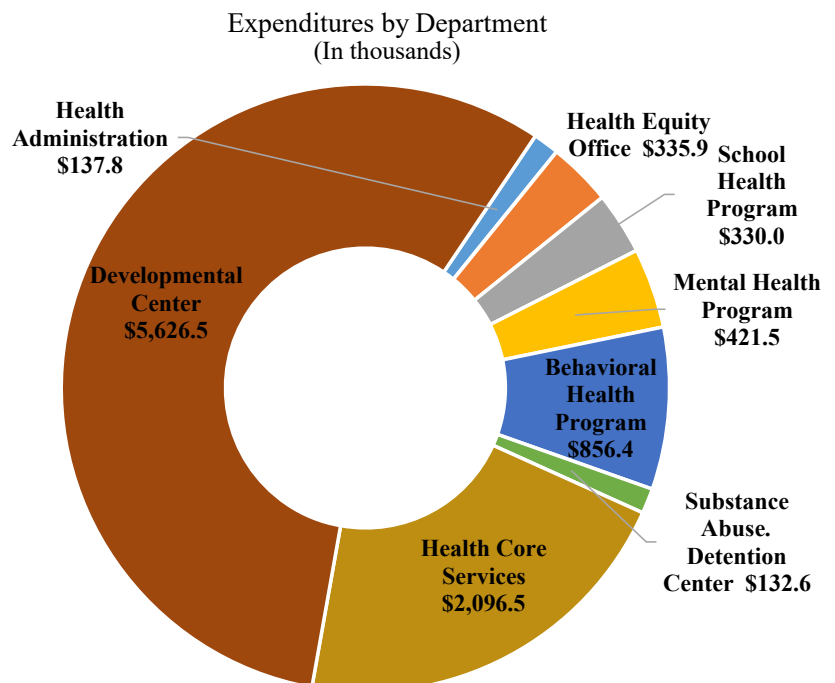
Health Services Division



Budget Highlights

The FY22 budget includes four additional positions for School Health (3.45 FTEs), and five positions (4.34 FTEs, one grant funded) for the Developmental Center. All but two of these positions were approved mid-year in FY21. The Health Equity Office was established and funded in FY22 to achieve healthy HTXJL within our community.

An independent VWXGK VDODD and benefits was conducted. As a result, the budget reflects a several \Har phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to VDODD sales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.



Health Services Division

The Health Department functions at both a State and County level by implementing State and County laws and regulations. The Director / Health Officer reports to the State Health Department and to the County Executive on public health issues in the County and the region.



Public Health
Prevent. Promote. Protect.

Frederick County Health Department

The Health Department performs all mandated functions as outlined in the Code of Maryland Regulations (COMAR) and also implements numerous Federal and State grant programs to address identified health needs in the community. Community partnerships are an essential component of the Health Department's success. The Health Department is proud to be an accredited organization, a status they achieved in 2014 and have successfully maintained.



Core Services

Core Public Health funding supports the following programs: Administration; Adult Evaluation and Review Services; Behavioral Health; Children's Dental Health; Environmental Health: Food Control, Water Quality, Community Services, and Well & Septic programs; Maternal and Child Health; Communicable Disease Control and Prevention; and Adult Chronic Disease Health outreach, education and screening. The funding is shared by the State and the County.

School Health Program

The Frederick County Health Department School Health Program is a collaborative effort with the County Public School System. The goal of the program is to prevent and identify student health related problems and to intervene to modify or remediate these problems. The Comprehensive School Health Program includes delivery of health services and health education that directly contributes to the student's educational success as well as the health of the family and community.

Mental Health Services Program

The Mental Health Services Program (MHS) provides mental health treatment services to Frederick County adults with mild to severe mental illness. In particular, MHS pursues the provision of services to those in our community who have traditionally been underserved. Services include, psychosocial evaluations and mental health therapy performed by licensed mental health clinicians, as well as medication evaluations and medication management conducted by licensed psychiatric medical professionals. MHS practitioners actively collaborate with other Frederick County service agencies on behalf of clients. Linking clients and their family members to ancillary community services, in addition to their mental health treatment, is critical to their mental health recovery. The Program is proud to have been accredited for three years by the Commission on Accreditation of Rehabilitation Facilities (CARF). MHS is supported through fee for service revenue and stipends from Frederick County Government and the Local Behavioral Health Authority.

Detention Center Substance Abuse Treatment Program

The substance use disorder services in the Detention Center include an intensive outpatient substance use treatment program serving an average of 24 males and 10 females. Peer support services are also available to all participants. The programs are very structured, consisting of individual and group therapy, utilizing Moral Reconation Therapy (MRT), an evidence based practice for the criminal justice population.

Developmental Center

The Frederick County Developmental Center (FCDC) is a multidisciplinary agency within the Health Services Division of the Frederick County Government that provides specialized health and education related services that positively impact children, their families and eligible adults in their daily lives. Services are provided to Frederick County residents by means of four unique programs.

The Infants and Toddlers Program provides early intervention family centered services and supports using a coaching model to eligible children and their families within a natural environment. Frederick County Health Department (FCHD) is the lead agency for the Frederick County Infants and Toddlers Program (FCITP). FCITP is a federally mandated, grant funded program through the State of Maryland as well as locally funded through the Frederick County Government. The program works collaboratively with Frederick County Public Schools, Maryland School for the Deaf and Frederick County Department of Social Services to support families. Efforts target helping families and caregivers meet the educational, social, emotional, and physical needs of young children with developmental needs. Services are provided to children birth to three years of age but may continue on an extended Individualized Family Service Plan (IFSP) until entry into school following the child's 4th birthday, should they chose that option prior to their 3rd birthday and during the transition process.

The school based program provides Occupational Therapy (OT) and Physical Therapy (PT) Services to eligible children enrolled in Frederick County Public Schools. Both OT and PT are related services under the Individuals with Disabilities Education Act. These services help children with an educational disability receive their education in the least restrictive environment.

The Audio program provides Audiology services for uninsured and underinsured children for Frederick County Infants and Toddlers program, Frederick County Public Schools, and YMCA of Frederick County Head Start and for adults with developmental disabilities.



The Dental Clinic provides pediatric dental care for uninsured and underinsured children under 18 years of age. Services include emergency care, examinations, cleaning, x-rays, flouride treatment, sealants, fillings, uncomplicated extractions, and oral health care.

Strategic Goals

Improve Population Health

County Strategic Goal Alignment: Community Needs

Certificates of Potability (COP) should be issued for every individual well prior to Use & Occupancy sign off.

		FY 2019	FY 2020	FY 2021	FY 2022
Percent of COPs issued before U&O	Target	100%	100%	100%	100%
	Actual	92%	94%	*	--

*Impacted by COVID-19-no data collected

County Strategic Goal Alignment: Community Needs

Reduce the percentage of Mental Health monthly appointments that are missed

		FY 2019	FY 2020	FY 2021	FY 2022
Percent of monthly Mental Health appointments missed	Target	--	32%	30%	30%
	Actual		19%	*	--

County Strategic Goal Alignment: Community Needs

Ensure that children in Frederick County who require services such as occupational or physical therapy, assistance from the Infants & Toddlers Program, or dental care receive what they need

		FY 2019	FY 2020	FY 2021	FY 2022
Children on medical assistance or uninsured who have received dental care from FCHD Clinic	Target	3,200	3,200	3,200	3,200
	Actual	3,000	2,371	*	--
Children ages 0-1 enrolled in Infants and Toddlers Program	Target	1.53%	1.53%	1.53%	1.53%
	Actual	1.33%	1.30%	*	--

*Impacted by COVID-19-no data collected

FY2022 Adopted Budget
Organizational Budgets

Health Services Division

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
Health Administration	129,433	131,023	131,461	137,751
Health Equity Office	-	-	-	335,885
School Health Program	-	10,075	330,000	330,000
Mental Health Program	421,533	421,533	421,533	421,533
Behavioral Health Program	-	-	-	856,350
Substance Abuse-Detention Center	132,572	132,572	132,572	132,572
Health Core Services	1,718,204	1,870,069	2,027,497	2,096,533
Developmental Center	4,969,866	4,909,496	5,240,484	5,626,493
TOTAL	7,371,608	7,474,768	8,283,547	9,937,117
Expenses by Category				
Personnel	13,280,847	13,401,653	15,116,263	16,381,103
Operating	3,203,284	3,388,138	3,675,008	4,724,297
Capital	28,693	17,498	-	-
Recoveries	(9,141,216)	(9,332,521)	(10,507,724)	(11,168,283)
TOTAL	7,371,608	7,474,768	8,283,547	9,937,117
Expenses by Fund				
General Fund	5,995,138	6,113,749	6,600,715	8,048,528
Grants	1,376,470	1,361,019	1,682,832	1,888,589
TOTAL	7,371,608	7,474,768	8,283,547	9,937,117
Full-Time Equivalents	153.18	158.21	166.33	174.13

FY2022 Adopted Budget
Organizational Budgets

Health Administration

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	129,433	131,023	131,461	137,751
Operating	184	-	-	-
Recoveries	(184)	-	-	-
TOTAL	129,433	131,023	131,461	137,751
Expenses by Fund				
General Fund	129,433	131,023	131,461	137,751
TOTAL	129,433	131,023	131,461	137,751
Full-time Equivalents	1.00	1.00	1.00	1.00

**FY2022 Adopted Budget
Organizational Budgets**

Health Equity Office

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
<hr/>					
Expenses by Category					
Operating		-	-	-	335,885
	TOTAL	-	-	-	335,885
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Expenses by Fund					
General Fund		-	-	-	335,885
	TOTAL	-	-	-	335,885
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FY2022 Adopted Budget
Organizational Budgets

School Health Program

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	6,380,136	6,348,546	7,707,531	8,348,113
Operating	37,959	50,431	62,260	65,460
Recoveries	(6,418,095)	(6,388,902)	(7,439,791)	(8,083,573)
TOTAL	-	10,075	330,000	330,000
General Fund	-	10,075	10,000	10,000
Grants	-	-	320,000	320,000
TOTAL	-	10,075	330,000	330,000
Full-time Equivalents	92.54	94.37	101.50	104.95
Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Students served	Count	42,130	27,726	43,000
Medications administered	Count	94,000	2,332	94,000
Treatments administered	Count	35,000	1,432	35,000
90 % return to class rate	Percentage	90	64	90
Health room visits	Count	217,000	4,928	225,000

**FY2022 Adopted Budget
Organizational Budgets**

Mental Health Program

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
<hr/>					
Expenses by Category					
Operating		421,533	421,533	421,533	421,533
	TOTAL	421,533	421,533	421,533	421,533
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Expenses by Fund					
General Fund		421,533	421,533	421,533	421,533
	TOTAL	421,533	421,533	421,533	421,533
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	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
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Performance Indicators				
Adult individual therapy and med management visits	Count	2,884	1,453	2,500

FY2022 Adopted Budget
Organizational Budgets

Behavioral Health Program

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
<hr/>					
Expenses by Category					
Operating		-	-	-	856,350
	TOTAL	-	-	-	856,350
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Expenses by Fund					
General Fund		-	-	-	856,350
	TOTAL	-	-	-	856,350
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**FY2022 Adopted Budget
Organizational Budgets**

Substance Abuse-Detention Center

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
<hr/>					
Expenses by Category					
Operating		132,572	132,572	132,572	132,572
	TOTAL	132,572	132,572	132,572	132,572
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Expenses by Fund					
General Fund		132,572	132,572	132,572	132,572
	TOTAL	132,572	132,572	132,572	132,572
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	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
<hr/>				
Performance Indicators				
Detention Center individuals served by clinicians connected with treatment & support	Percentage	-	100	75

FY2022 Adopted Budget
Organizational Budgets

Health Core Services

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Operating	1,689,511	1,852,571	2,027,497	2,096,533
Capital	28,693	17,498	-	-
TOTAL	1,718,204	1,870,069	2,027,497	2,096,533

Expenses by Fund				
General Fund	1,718,204	1,870,069	2,027,497	2,096,533
TOTAL	1,718,204	1,870,069	2,027,497	2,096,533

Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Issue 20,000 vital records	Count	24,500	11,000	17,750
Food permits and licenses processed	Count	2,916	1,541	3,000
Food inspections and investigations	Count	4,788	1,426	4,700
Well and septic permits and licenses processed	Count	1,621	2,716	2,513
Well and septic inspections and investigations	Count	2,143	2,390	2,007
Community services permits and licenses processed	Count	2,279	2,221	2,500
Community services inspections and investigations	Count	985	960	1,100
Educate 95% of new enrollments in the Medicaid and Health Choice programs	Percentage	95	95	95
Evaluate 90% of eligible Detention Center inmates for Medicaid within 60 days of release	Percentage	90	90	90
Complete 900 TB clinic visits	Count	900	500	900

FY2022 Adopted Budget
Organizational Budgets

Developmental Center

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	6,771,278	6,922,084	7,277,271	7,895,239
Operating	921,525	931,031	1,031,146	815,964
Recoveries	(2,722,937)	(2,943,619)	(3,067,933)	(3,084,710)
TOTAL	4,969,866	4,909,496	5,240,484	5,626,493

Expenses by Fund				
General Fund	3,593,396	3,548,477	3,877,652	4,057,904
Grants	1,376,470	1,361,019	1,362,832	1,568,589
TOTAL	4,969,866	4,909,496	5,240,484	5,626,493

Full-time Equivalents	59.64	62.84	63.84	68.18
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Children ages 1-18 served in Dental program	Count	1,936	2,237	3,000
Goal to serve 30% self-pay families in Dental program	Percentage	30	35	35
Children ages 0-5 served in Infant and Toddlers program	Count	820	890	950
Goal 60% of children applying for I&T services eligible to receive benefits	Percentage	55	60	65
Services provided to Frederick County Public School (FCPS) students	Count	17,710	20,637	20,799
Students dismissed from FCPS services	Count	72	79	86

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PARKS & RECREATION

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Mission

The Frederick County Division of Parks and Recreation is committed to the highest level of care for our natural and historic resources while making the park facilities and the recreational programs available to all. We believe that the benefits of parks and of recreation are far reaching and vital to each and every individual, family, and community in Frederick County.

About The Division

The Division of Parks and Recreation consists of three departments: Parks and Recreation, Custodial Services, and Building Security.

County citizens continue to seek out Frederick County community parks and recreation facilities to get active, explore nature, and connect with friends and neighbors.

Services Provided:

- Improve park spaces
- Provide recreational sports
- Provide nature and historical recreation programs
- Provide clean and attractive work environments
- Keep citizens and employees VDIH

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Parks and Recreation Division

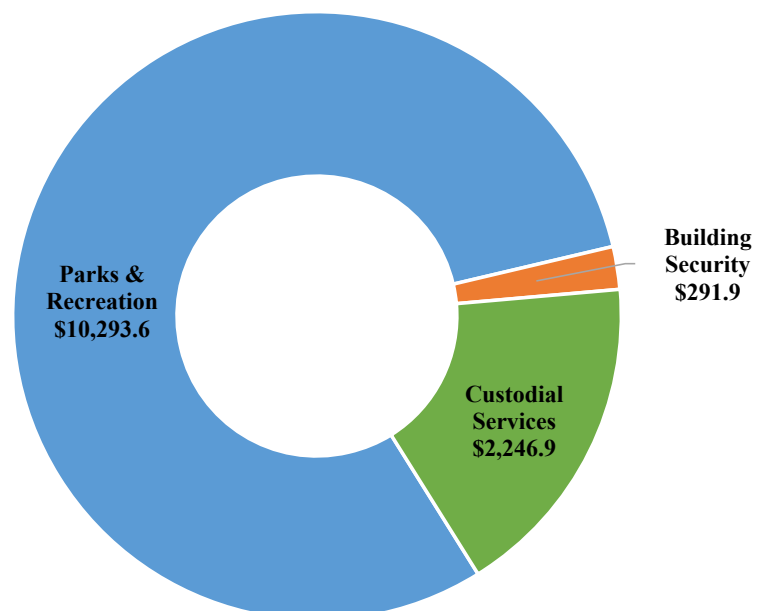


Budget Highlights

A full year of operating costs were included for the Rock Creek Park School Adaptive Recreation Program and the Utica District Park Agricultural/ Interpretive Program, as these were partially funded in FY21. Funding for the replacement of equipment and increases to custodial contracts were also added.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to VDOT scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Expenditures by Department
(In thousands)



Parks and Recreation Division

PARKS & RECREATION

Recreational Services

Vision Statement

The Department of Recreational Services will enhance the quality of life by providing innovative activities and programs to meet the recreational needs of our community. We will encourage participation in a variety of recreational opportunities that will foster enjoyment and lifelong learning.

Park Operations

Vision Statement

The Department of Parks Operations is dedicated to the highest level of care for our natural and historic resources while making the park facilities available to all to safely enjoy. The Parks department prioritizes maintenance with strategic capital resources to ensure the park infrastructure remains operational.



Frederick County Division of Parks and Recreation (FCPR) operates 25 parks which include features such as athletic facilities, picnic shelters, hiking trails, fishing areas, key water trail access points, tennis and basketball courts, historic sites, and more. County citizens continue to seek out Frederick County Parks and Recreation facilities to get active, explore nature, and connect with friends and neighbors. Parks and Recreation is committed to maintaining and expanding the county's recreational areas, parks, bike and walking trails, and other recreational infrastructure that contributes toward improving residents' physical and mental health and promotes economic opportunities. Parks and Recreation provides powerful benefits that create healthier people, protect our natural resources, and contribute to environmental sustainability.

The park system offers some unique amenities such as: a disc golf course and marble rings in Middletown Park, two of the County's three historic covered bridges (in Loy's Station Park and Roddy Road Park), a soccer court, four synthetic turf fields, two nature centers (Catoctin Creek and Fountain Rock Parks), and a manor house and children's pavilion at Rose Hill Manor Park.

Recreational programming includes special events, trips, sports and summer camps, fitness, leagues, nature programs, cooking, special interests, teen programs, crafts and games, social programs for developmentally challenged individuals, music programs and the arts.

Many visitors (in county/out of county) have used FCPR facilities and/or programs in the past year. In FY20, County parks received 2,320,853 visits. The Division coordinated recreation programs and activities for over 16,790 participants of all ages in 1,564 programs and summer camps; annual special events received participation from over 7,379 guests. Also in FY20, 5,173 volunteer hours were spent by dedicated individuals who volunteered by contributing their time and skills to a wide variety of programs and activities, from youth sports programming, special events, to park development and maintenance. The COVID-19 pandemic greatly reduced our spring and early summer FY20 program participation

and program offerings since most programs were cancelled. Programming was also reduced for FY21 due to the pandemic.



CUSTODIAL SERVICES

Vision Statement

The Frederick County Office of Custodial Services is committed to providing the highest level of facility management in an effort to maintain a clean, safe and sanitary environment for all stakeholders who live, work, and conduct business in Frederick County Government facilities.

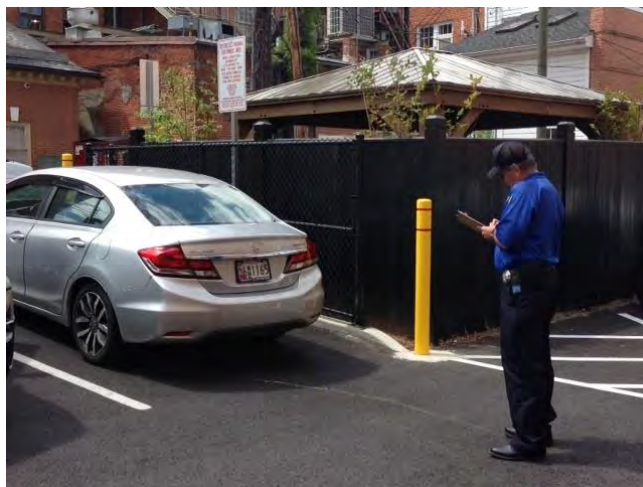
The Division of Parks and Recreation handles custodial services to 41 County facilities. In-house custodial staff provides custodial services in facilities that are considered to have high security requirements. All in-house staff is required to go through extensive background checks and uphold their clearance requirements in accordance to the custodial employment policy. In-House Custodial staff provides normal custodial services in an effort to support the goal of clean, safe, and attractive buildings that are ready for use by building occupants.

BUILDING SECURITY

Vision Statement

The Frederick County Office of Security is to provide a protected environment ensuring the safety of employees, visitors, and physical assets at designated County buildings. Our presence is meant to support and enhance the quality of operations and provide services in a professional and courteous manner, ensuring all we encounter are provided excellent customer service. This will be achieved through collaboration with other divisions and departments and by providing effective policies and procedures, training, and professional development opportunities to our Officer's.

The Building Security Department provides security for Winchester Hall and 30 North Market Street.



Strategic Goals

Provide Quality Services

County Strategic Goal Alignment: Community Needs

Increase the Number of Registrations for Parks and Recreation Programs

		FY 2019	FY 2020	FY 2021	FY 2022
Annual Number of County Residents Registered For Parks Programs	Target	20,000	21,000*	8,000*	15,000*
	Actual	21,754	17,440*	8,720	--

Increase Park Visitation

		FY 2019	FY 2020	FY 2021	FY 2022
Annual Number of Parks Visitors	Target	2,000,000	2,000,000	2,500,000	3,000,000
	Actual	2,224,067	2,508,575	3,890,939	--

Enhance Facilities

County Strategic Goal Alignment: Community Needs; Good Governance

Enhance and rehabilitate aging park facilities and park components that have reached the end of their useful life cycle to provide a more safe and enjoyable experience for visitors

		FY 2019	FY 2020	FY 2021	FY 2022
Number of Improved Park Projects	Target	10	19	11*	17*
	Actual	11	21	10*	--

Expand Programs For Seniors

County Strategic Goal Alignment: Seniors

Expand services to the growing population of seniors living in Frederick County

		FY 2019	FY 2020	FY 2021	FY 2022
Number of Senior Programs Offered	Target	40	45	0*	40*
	Actual	41	41*	5*	--

* Impacted by COVID-19

FY2022 Adopted Budget
Organizational Budgets

Parks & Recreation Division

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
Parks & Recreation	7,634,794	7,972,814	9,460,598	10,293,609
Building Security	220,494	255,277	270,457	291,879
Custodial Services	1,794,661	1,886,324	2,146,560	2,246,938
TOTAL	9,649,949	10,114,415	11,877,615	12,832,426
Expenses by Category				
Personnel	6,804,430	7,172,969	8,477,121	9,223,388
Operating	3,103,303	3,147,791	3,709,973	3,933,409
Recoveries	(257,784)	(206,345)	(309,479)	(324,371)
TOTAL	9,649,949	10,114,415	11,877,615	12,832,426
Expenses by Fund				
General Fund	9,649,949	10,114,415	11,877,615	12,832,426
TOTAL	9,649,949	10,114,415	11,877,615	12,832,426
Full-Time Equivalents	82.00	93.00	96.00	96.00

FY2022 Adopted Budget
Organizational Budgets

Parks & Recreation

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	5,224,147	5,447,749	6,561,980	7,190,516
Operating	2,411,122	2,525,065	2,898,618	3,103,093
Recoveries	(475)	-	-	-
TOTAL	7,634,794	7,972,814	9,460,598	10,293,609
 General Fund	 7,634,794	 7,972,814	 9,460,598	 10,293,609
TOTAL	7,634,794	7,972,814	9,460,598	10,293,609

Full-time Equivalents	49.00	60.00	63.00	63.00
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Building and shelter reservations	Count	806	957	1,400
Program registrations taken	Count	17,979	8,720	15,000
Registered youth in summer day camps	Count	1,793	750	2,000
Developed parks	Count	22	23	23
Total park acres	Count	2,282	2,612	2,714
Annual in-house, contracted, and interagency acres mowed	Count	21,387	21,563	21,700
Participants attending special events	Count	7,379	-	1,000
Annual attendance at nature centers	Count	17,203	3,000	7,500
Participants attending museum tours	Count	3,427	75	3,000
Registrants in youth sports leagues	Count	1,308	1,400	2,000

FY2022 Adopted Budget
Organizational Budgets

Building Security

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	214,125	246,416	254,256	274,178
Operating	6,369	8,861	16,201	17,701
TOTAL	220,494	255,277	270,457	291,879
Expenses by Fund				
General Fund	220,494	255,277	270,457	291,879
TOTAL	220,494	255,277	270,457	291,879
Full-time Equivalents	5.00	5.00	5.00	5.00

FY2022 Adopted Budget
Organizational Budgets

Custodial Services

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	1,366,158	1,478,804	1,660,885	1,758,694
Operating	685,812	613,865	795,154	812,615
Recoveries	(257,309)	(206,345)	(309,479)	(324,371)
TOTAL	1,794,661	1,886,324	2,146,560	2,246,938
Expenses by Fund				
General Fund	1,794,661	1,886,324	2,146,560	2,246,938
TOTAL	1,794,661	1,886,324	2,146,560	2,246,938
Full-time Equivalents	28.00	28.00	28.00	28.00

PUBLIC WORKS

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Mission

To provide the Frederick County community with exemplary service, mindful always of our UHVS RQVLELLOLWLFH as good stewards of taxpayer dollars and operate with efficiency, integrity, transparency, and environmental sensitivity.

About The Division

The Public Works Division consists of Public Works Administration and three departments: Engineering and Construction Management, +LJKZD and Facility Maintenance, and Fleet Services.

Services Provided:

- Project Management
- Construction Inspection
- Property Management
- Building Maintenance
- Roadway and Bridge
- 0DLQWHQDQFH
- Transportation Safety
-)Oet Maintenance
- Fuel Management
-)Lscal Management Services to support DPW
- UHVS RQVLELLOLWLFH
- Development infrastructure regulation and compliance
- Implementation of energy conservation and other VXVWDLQDOLWLHV
- :HDWKH related emergency planning and response

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\$49,195,068

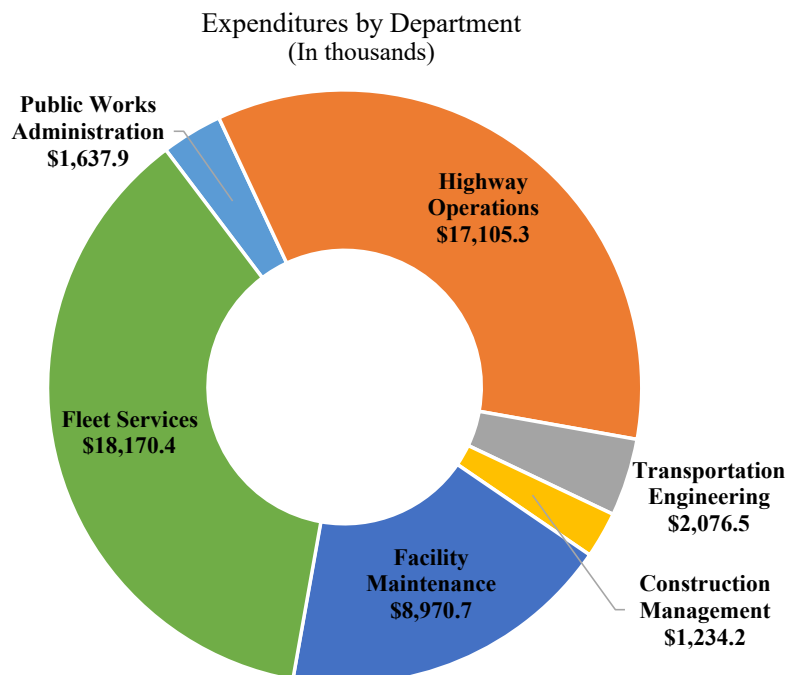
Public Works Division



Budget Highlights

In FY22, several new positions were added including two project managers positions being added to the Project Management department with partial &P recovery and one project manager for the Transportation Engineering department with partial CIP recovery. Increases in contractual obligations have been funded for the Division in FY22 as well. Funding for vehicles and equipment for the Utilities and Solid Waste Management Divisions are included in the Fleet Services budget.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.



Public Works Division

The Public Works Division (DPW) provides services to the County through the Departments of **Engineering and Construction Management, Highway and Facility Maintenance, and Fleet Services**. Each has a unique focus, mission, and resources, but their shared goals ensure the physical assets of the County are well managed and maintained.

DPW takes seriously its federally mandated first-responder role and has maintained 24/7 operations during the past year while observing COVID-19 protocols. DPW personnel have supported the County Administration and the Frederick County Health Department in confronting COVID-19 by organizing a temporary warehouse for the storage of PPE and later locating and negotiating the purchase of a permanent storage facility. They have also assisted in the establishment of a quarantine site and vaccination clinics.

Department of Engineering and Construction Management



Mission Statement

The Office of Transportation Engineering (OTE) administers system-wide programs to maintain and improve the County's transportation network.

OTE is currently managing 27 Capital Improvements Program (CIP) projects for various County agencies. The Traffic and Permit Section (TPS) within OTE's operating EXGJH also manages permits for work in County rights-of-way and various traffic/safety initiatives and projects. As part of the FY2022-2027 CIP, OTE will be responsible for the management of projects/programs within the Roads, Bridges, and Highways sections totaling approximately \$203,000,000.

The Office of Project Management (OPM) provides the project management services for Frederick County's capital building, park, and watershed restoration projects. Management of a project begins with initial planning and budgeting and continues through the design phase, construction phase, and post-occupancy period.

OPM is currently managing 48 CIP projects for various County agencies. The Property Management Section within OPM also manages multiple service contracts required for the operation of various County facilities. For the FY2022-2027 CIP, OPM will manage General Government, Parks & Recreation, Watershed Restoration, and Highways projects totaling approximately \$280,000,000 and assist with Maintenance Systemic projects totaling approximately \$35,000,000.

Strategic Goals

Transportation Mobility and Safety

County Strategic Goal Alignment: **Community Needs**

Monitor road, bridge, and traffic conditions to optimize mobility and safety for motorists, bicyclists, and pedestrians.

		FY 2019	FY 2020	FY 2021	FY 2022
Bridge Inventory in Fair or Good Condition	Target	96%	96%	96%	96%
	Actual	95%	95%	96%	--
Roadway Network % Acceptable Pavement Condition Index	Target	85	85	85	85
	Actual	78	80	81	--

Maintaining the roadway network in sound condition is essential to transportation mobility and safety. Roads and bridges are two major components of transportation infrastructure. The County owns and maintains 223 bridges, which are defined as crossings with a total span length of 20 feet or greater. Two of these bridges are located within County parks.

Categories of bridge condition or health are good, fair, and poor. A bridge in the poor category may be safe but require repair or replacement in the near future. The following charts illustrate the overall health of the County's bridges and also roadway network acceptable pavement condition index.

The County is responsible for nearly 1,300 centerline miles of roadway. The Pavement Condition Index (PCI) represents the general pavement condition of a road. A road segment with a PCI of 70 or higher is in acceptable condition. The goal of the County's Pavement Management Program (PMP) is 85% of the roadway segments rated at a PCI of 70 or higher. PMP utilized Agile Assets software to develop the future projections in the chart below.

Project Management Efficiency

County Strategic Goal Alignment:

Coordinate project-related activities with user agencies, design consultants, contractors, regulatory agencies, and other stakeholders. Establish and maintain standard specifications and design guidelines. Manage space allocation in County facilities and the use of County facilities by non-County organizations.

		FY 2019	FY 2020	FY 2021	FY 2022
Total CIP projects managed	Target	28	29	26	48
	Actual	36	41	48	--
Total CIP projects completed	Target	8	14	8	23
	Actual	8	14	8	--

OPM is currently responsible for approximately 71 County-owned facilities throughout the County. OPM inspects these facilities on a three-year cycle. The Building Inspection Program provides a proactive approach to ensure the safety and longevity. OPM mitigates identified deficiencies through projects performed under the Maintenance Systemic Program, comprised of six categories: Mechanical, Building Exterior, Building Interior, Grounds, Life Safety, and ADA. Facility occupant satisfaction has continued to improve under this program and complaints have steadily declined.

In addition to Maintenance Systemic projects, OPM currently manages approximately 44 CIP projects for various County user agencies. OPM works with these agencies to complete projects on time, within budget, and per user expectations and strategic goals.

Department of Highway and Facility Maintenance

Mission Statement

Maintain the County's road network, including nearly 1,300 miles of roadway, over 200 bridges, thousands of culverts, 29 signalized intersections, traffic control, and safety programs. Maintain 162 buildings, located on 68 sites, with a total footprint exceeding 1.5 million square feet.

Strategic Goals

Reliable Roadways

County Strategic Goal Alignment:

Community Needs

Improve mobility by developing and performing effective ongoing maintenance for the County's road and bridge network, including rural transportation and multi-modal systems.

		FY 2019	FY 2020	FY 2021	FY 2022
Total Culvert Replacements - Linear feet	Target	2,150	3,800	3,500	3,250
	Actual	4,756	2,990	3,431	--
Roadside Mowing - miles	Target	4,500	4,250	4,500	4,500
	Actual	5,200	5,090	3,742	--
Signs installed/repaired	Target	1,000	1,250	2,500	2,750
	Actual	832	1,418	2,285	--
Trees removed (dead or hazard)	Target	925	800	1,200	1,300
	Actual	757	1,297	643	--
Roadway marking installed - miles Contractor installs, we inspect	Target	738	500	500	500
	Actual	839	423	277	--
Tons of Salt used for Deicing	Target	19,785	22,720	18,441	17,263
	Actual	31,800	6,051	20,085	--
Brine Application: Lane miles treated	Target	2,400	2,000	2,000	2,000
	Actual	1,960	1,063	344	--

Proactively repair and replace bridges and culverts prior to failure to minimize disruption to the traveling public. Clear and maintain roadside drainage systems to ensure safe conveyance of runoff during storm events, to minimize flooding and road closures. Coordinate with the Utility Coordinator to oversee road crossings or borings that would impede traffic flow. Work closely with other first responders and Frederick County agencies to address inclement-weather events and accidents and ensure safe travel on all County-maintained roadways.



Prioritize Critical Infrastructure

County Strategic Goal Alignment:

Good Governance

Provide effective preventive maintenance for installed equipment in all buildings and respond to work orders from building managers for plumbing, electrical, HVAC, carpentry, and painting requests.

		FY 2019	FY 2020	FY 2021	FY 2022
Completion for Building Automation system installs/upgrades	Target	--	6	6	7
	Actual		6	6	--
Preventative maintenance/inspections completed	Target	480	480	480	480
	Actual	480	460	600	--
Construction Crew-Mechanical Equipment replaced/new install (units)	Target	--	--	--	100
	Actual			90	--
Construction Crew-Carpentry Building Space Renovated (Sq.Ft.)	Target	--	--	--	10,000
	Actual			10,250	--

Using a team approach, target critical infrastructure and systems to maintain the health of buildings, utilities, and technology, while minimizing total systemic costs. Reevaluate, identify, and fund in-house systemic needs at required levels. Examine systemic needs, priorities, and funding with a holistic lens focused on sustainability. Evaluate emerging technologies on a continuing basis, with pilot projects and studies implemented when metrics are promising.

Preventive maintenance/inspections completed on time:



- HVAC ± inspection, filter changes, coil cleaning testing, ice machine cleaning
- Electrical ± electrical panel IR study
- Plumbing ± backflow preventers, faucets, toilets, flushing water heaters, change UV lights and water filters, cleaning water fountains and changing filters, checking water pressure and pumps
- Emergency systems ± emergency lights test, exit signs, fire alarm, sprinkler system
- Carpentry ± elevators, door hardware ADA closures, roofs

Enterprise Asset Management

County Strategic Goal Alignment: Good Governance

Implement the Enterprise Asset Management (EAM) software system (Cartegraph) that tracks and manages County assets by inputting buildings, systems, and system components.

		FY 2019	FY 2020	FY 2021	FY 2022
Number of Work Orders Processed - Facility Maintenance	Target	3,000	3,000	3,000	3,000
	Actual	2,806	3,235	2,366	--
Number of Water Backflow Devices Tested	Target	84	86	86	87
	Actual	84	86	86	--
Number of Building, Emergency Lighting Tested	Target	35	36	36	36
	Actual	35	36	36	--
Number of Assets Maintained-tracked in Cartegraph software	Target	N/A	N/A	N/A	3,200
	Actual	N/A	N/A	1,865	--
Number of Work Orders Processed - Highway Operations-tracked in Cartegraph software	Target	3,000	2,600	3,000	3,200
	Actual	3,040	2,324	2,122	--

Utilizing the EAM system, evaluate and monitor major building components via life cycle cost analysis, preventive maintenance reports, and maintenance records. Schedule replacement at the most cost-effective time, with minimal downtime. Manage work requests and maintenance contracts; maintain building key inventory; purchase and manage utility contracts.

Department of Fleet Services

Mission Statement

Manage the County's fleet of 1,280 vehicles and equipment. Monitor the fuel inventory and track all fuel dispensed into County vehicles. Operate a combined Light Truck and Car Shop, Heavy Equipment and Truck Shop, Fire Apparatus Shop, Law Enforcement Light Vehicle Shop, and a Transit Bus Maintenance Facility.

Strategic Goals

Deliver Professional Services

County Strategic Goal Alignment: Good Governance

Manage the maintenance, repair and replacement of the County's motor resources.

		FY 2019	FY 2020	FY 2021	FY 2022
Total Fleet Size	Target	1,025	1,125	1,250	1,325
	Actual	1,047	1,202	1,280	--
Percentage of fleet availability (up-time)	Target	95	95	95	95
	Actual	93	94	93	--
Percentage of alternative fuel vehicles(AFVs) in fleet	Target	1.5	2.0	2.5	3.0
	Actual	1.9	2.2	2.4	--

Fleet Services manages with a staff of 18 vehicle technicians (71:1 ratio of vehicle to technician) who possess an extensive array of professional certifications, including Automotive Service Excellence (ASE) Master Certification, Emergency Vehicle Technician (EVT) Master Certification, and ASE Auto Parts Specialist Certification. The technology in the vehicles and equipment used by the County is continuously developing, and repair and maintenance methods advance with it. Fleet Services promotes ASE and EVT certification programs and creates a learning environment to encourage technicians to gain the comprehensive training required to repair and maintain modern vehicles and equipment. The Fleet Services Administrative Office tracks training and certification status. Frederick County is growing, and additional technicians with proper skills and knowledge will be required to sustain efficient service.

Life Cycle Management

County Strategic Goal Alignment: Growth

Rebuild the Replacement Fund and maintain appropriate life cycles for all fleet components.

		FY 2019	FY 2020	FY 2021	FY 2022
Total replaced fleet vehicles per year	Target	89	52	50	68
	Actual	92	51	60	--
Average life cycle of fleet (years)	Target	9	9	9	9
	Actual	8	8	8	--
Total number of fleet removed	Target	89	52	50	68
	Actual	120	68	43	--

Fleet Services also assists in the development of a replacement model for agency-owned equipment (fire apparatus, mowers, etc.), including the Division of Fire and Rescue Services and the Division of Parks and Recreation.

Based upon staff experience and industry-wide adopted life cycles, Fleet Services groups similar vehicles and equipment into a unique class and assigns an identification code. Average usage and maintenance costs are determined using data from Fleet's software program; an average, per class, equipment life cycle is established; and Fleet monitors equipment condition and mileage at predetermined preventive maintenance intervals. When equipment approaches the end of its life cycle, to ensure maximum use, Fleet staff conducts a performance evaluation to establish whether the equipment warrants removal from service or will continue to perform cost-effectively. Retained equipment may remain at its assigned department, transfer interdepartmentally, or be assigned reserve status. Fleet Services assesses and adjusts the life cycle and rate model annually as needed. Following this procedure enables Fleet Services to maintain a balanced replacement fund.



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**FY2022 Adopted Budget
Organizational Budgets**

Public Works Division

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
Public Works Administration	1,091,709	1,086,056	1,204,064	1,637,894
Highway Operations	17,728,530	15,608,701	16,734,044	17,105,306
Transportation Engineering	1,550,324	1,810,055	1,952,539	2,076,497
Construction Management	885,688	898,558	1,061,497	1,234,211
Facility Maintenance	7,889,467	6,946,784	8,582,594	8,970,711
Fleet Services	12,679,228	12,238,939	16,945,833	18,170,449
TOTAL	41,824,946	38,589,093	46,480,571	49,195,068
Expenses by Category				
Personnel	17,982,648	16,506,459	17,422,224	18,489,621
Operating	25,805,052	23,027,240	25,813,652	26,822,112
Capital	5,161,611	5,020,390	4,454,194	5,096,960
Recoveries	(7,124,365)	(5,964,996)	(1,209,499)	(1,213,625)
TOTAL	41,824,946	38,589,093	46,480,571	49,195,068
Expenses by Fund				
General Fund	29,145,718	26,350,154	29,534,738	31,024,619
Fleet Services	12,679,228	12,238,939	16,945,833	18,170,449
TOTAL	41,824,946	38,589,093	46,480,571	49,195,068
Full-Time Equivalents	208.00	214.00	214.00	220.00

FY2022 Adopted Budget
Organizational Budgets

Public Works Administration

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	1,111,302	1,057,223	1,159,064	1,577,832
Operating	32,444	28,833	45,000	60,062
Recoveries	(52,037)	-	-	-
TOTAL	1,091,709	1,086,056	1,204,064	1,637,894
Expenses by Fund				
General Fund	1,091,709	1,086,056	1,204,064	1,637,894
TOTAL	1,091,709	1,086,056	1,204,064	1,637,894
Full-time Equivalents	10.00	11.00	11.00	14.00

FY2022 Adopted Budget
Organizational Budgets

Highway Operations

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	8,161,298	7,555,271	8,036,071	8,264,306
Operating	9,662,681	8,023,411	8,728,973	8,872,000
Capital	183,905	63,877	-	-
Recoveries	(279,354)	(33,858)	(31,000)	(31,000)
TOTAL	17,728,530	15,608,701	16,734,044	17,105,306

Expenses by Fund				
General Fund	17,728,530	15,608,701	16,734,044	17,105,306
TOTAL	17,728,530	15,608,701	16,734,044	17,105,306

Full-time Equivalents	97.00	102.00	102.00	102.00
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Square Yardage of Bridges Cleaned/Swept	Count	40,000	25,000	22,500
Street Sweeping (lane miles)	Count	500	650	750
Number of sign/post installations (replace or new)	Count	4,000	2,500	2,750
Linear feet of pipe installed	Count	3,800	3,500	3,250
Roadside Mowing (miles)	Count	4,250	4,500	4,500
Trees - Take Downs	Count	800	1,200	1,300
Trees - Hand Trimming (miles)	Count	60	70	60
Tonnage of materials used	Count	6,200	20,500	25,000
Number of services/goods contracts in place	Count	27	27	27
Number of Work Request Received	Count	2,600	3,000	3,200

FY2022 Adopted Budget
Organizational Budgets

Transportation Engineering

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	1,495,245	1,315,064	1,454,406	1,556,104
Operating	347,498	526,467	514,611	536,871
Recoveries	(292,419)	(31,476)	(16,478)	(16,478)
TOTAL	1,550,324	1,810,055	1,952,539	2,076,497

Expenses by Fund				
General Fund	1,550,324	1,810,055	1,952,539	2,076,497
TOTAL	1,550,324	1,810,055	1,952,539	2,076,497

Full-time Equivalents	18.00	20.00	20.00	21.00
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Number of Bridges with span length over 20'	Count	222	223	226
Number of Bridges Repaired/Painted	Count	6	6	6
Number of Bridges Inspected	Count	159	140	165
Centerline Miles in County Road system	Count	1,282	1,289	1,290
Miles of roadway improved	Percentage	15	15	14
Total Length of Guardrails Installed/Repaired	Count	2,400	2,400	2,400
Number of Work Request Received	Count	120	260	260
Active CIP Projects in Design or Construction	Count	26	41	41
Number of service/goods contracts in place	Count	11	11	11

FY2022 Adopted Budget
Organizational Budgets

Construction Management

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	1,088,485	847,722	977,060	1,118,774
Operating	68,353	69,425	98,022	129,022
Recoveries	(271,150)	(18,589)	(13,585)	(13,585)
TOTAL	885,688	898,558	1,061,497	1,234,211
 General Fund	 885,688	 898,558	 1,061,497	 1,234,211
TOTAL	885,688	898,558	1,061,497	1,234,211
 Full-time Equivalents	 16.00	 14.00	 14.00	 16.00
 Performance Indicators	 Unit of Measure	 Estimate 2020	 Estimate 2021	 Estimate 2022
Number of Occupied Facilities Managed	Count	63	64	64
Number of Leases Managed	Count	33	33	33
Number of Buildings Maintained	Count	162	163	163
Number of Square Foot Maintained	Count	1,502,889	1,547,683	1,547,683
Active CIP Projects in Design or Construction	Count	25	51	55
Number of service/goods contracts in place	Count	16	15	15

FY2022 Adopted Budget
Organizational Budgets

Facility Maintenance

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	3,402,390	3,107,622	3,179,371	3,228,838
Operating	5,738,776	4,763,722	6,551,659	6,894,435
Recoveries	(1,251,699)	(924,560)	(1,148,436)	(1,152,562)
TOTAL	7,889,467	6,946,784	8,582,594	8,970,711
Expenses by Fund				
General Fund	7,889,467	6,946,784	8,582,594	8,970,711
TOTAL	7,889,467	6,946,784	8,582,594	8,970,711
Full-time Equivalents	39.00	39.00	39.00	39.00
Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Work Orders - Routine, Emergency, and Preventative	Count	2,806	2,366	3,000
Air Samples Performed	Count	7	6	7
Number of service/goods contracts in place	Count	26	25	28

FY2022 Adopted Budget
Organizational Budgets

Fleet Services

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	2,723,928	2,623,557	2,616,252	2,743,767
Operating	9,955,300	9,615,382	9,875,387	10,329,722
Capital	4,977,706	4,956,513	4,454,194	5,096,960
Recoveries	(4,977,706)	(4,956,513)	-	-
TOTAL	12,679,228	12,238,939	16,945,833	18,170,449
Expenses by Fund				
Fleet Services	12,679,228	12,238,939	16,945,833	18,170,449
TOTAL	12,679,228	12,238,939	16,945,833	18,170,449
Full-time Equivalents	28.00	28.00	28.00	28.00

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TRANSIT SERVICES

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Mission

Provide high-quality public transportation, paratransit, and commuter services in a safe, dependable, and courteous manner. TransIT promotes mass transportation alternatives in the region and assists Frederick County citizens to select the most cost-effective and convenient transportation alternatives.

About The Division

The Transit Services Division consists of the Transit Department.

Services Provided:

- On demand paratransit service for seniors and persons with disabilities with a supplemental Taxi Access Program for active users
- Operate ten connector routes in City of Frederick and urbanized parts of Frederick & RQW
- Operate seven shuttles to connect residents and visitors from the more rural parts of the County into UHCRick City, MARC train services, and business corridors
- Assist residents with commute alternatives in and out of Frederick County
- Assist Frederick County Employers to implement transportation benefits for their employees

FY22 Budgeted
(SHQGLWXUHV

\$7,841,580

Transit Services Division

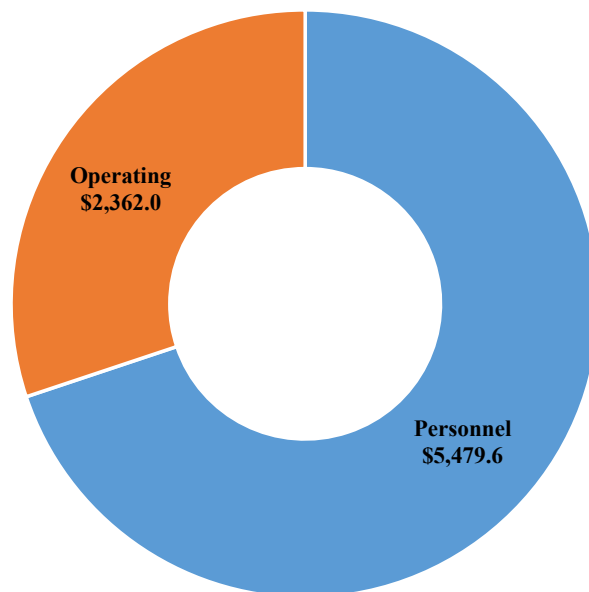


Budget Highlights

FY22 Transit grants state funding was reduced by approximately \$290,000 during the grant application process with the Maryland Transit Administration (MTA). Funding issues resulting from the COVID-19 pandemic have made it unclear as to whether the state will contribute to the grant awards.

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Expenditures by Category
(In thousands)



Operating expenses are shown net of recoveries.

FY2022 Adopted Budget
Organizational Budgets

Transit Services Division

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
Transit	9,014,489	5,633,037	7,944,364	7,841,580
TOTAL	9,014,489	5,633,037	7,944,364	7,841,580
Expenses by Category				
Personnel	5,463,087	5,604,740	5,291,052	5,479,628
Operating	1,921,676	1,833,893	2,870,703	2,582,526
Capital	2,195,477	(1,399,642)	-	-
Recoveries	(565,751)	(405,954)	(217,391)	(220,574)
TOTAL	9,014,489	5,633,037	7,944,364	7,841,580
Expenses by Fund				
General Fund	80,314	182,682	-	-
Grants	8,934,175	5,450,355	7,944,364	7,841,580
TOTAL	9,014,489	5,633,037	7,944,364	7,841,580
Full-Time Equivalents	68.75	70.75	67.75	67.75

FY2022 Adopted Budget
Organizational Budgets

Transit

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	5,463,087	5,604,740	5,291,052	5,479,628
Operating	1,921,676	1,833,893	2,870,703	2,582,526
Capital	2,195,477	(1,399,642)	-	-
Recoveries	(565,751)	(405,954)	(217,391)	(220,574)
TOTAL	9,014,489	5,633,037	7,944,364	7,841,580
 General Fund	 80,314	 182,682	 -	 -
Grants	8,934,175	5,450,355	7,944,364	7,841,580
TOTAL	9,014,489	5,633,037	7,944,364	7,841,580
 Full-time Equivalents	 68.75	 70.75	 67.75	 67.75
 Performance Indicators	 Unit of Measure	 Estimate 2020	 Estimate 2021	 Estimate 2022
Revenue Vehicle Miles	Count	834,378	1,103,215	1,147,167
Revenue Vehicle Hours	Count	65,848	75,709	75,850
Passenger Trips	Count	474,112	396,377	425,500
Passengers per day	Count	1,564	1,303	1,401
Passengers per hour	Count	11	8	9
Vanpools Formed	Count	2	3	2
Website hits	Count	145,790	80,989	101,236
Community events	Count	35	10	25
Taxi Access Program trips	Count	9,000	6,887	9,500

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COMPREHENSIVE CARE FACILITIES

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Comprehensive Care Facilities

About The Division

The County's Comprehensive Care Facilities include The Citizens Care and Rehabilitation Center and The Montevue Assisted Living Facility.

Services Provided:

Provide skilled nursing care for the elderly of the County



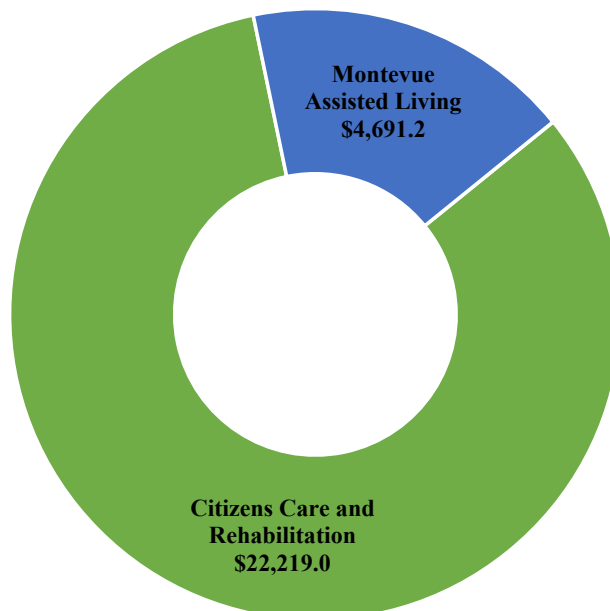
Budget Highlights

The FY22 budget is consistent with the FY21 adopted budget with only minor changes.

Total FY22 Budgeted
(SHQGLWXUHV)

\$26,910,191

Expenditures by Department
(In thousands)



Comprehensive Care Facilities

The Citizens Care and Rehabilitation Center of Frederick and Montevue Assisted Living Facility are Frederick County's premier skilled nursing and assisted living centers.

Citizens Care and Rehabilitation Center is a 172 bed skilled nursing facility offering state of the art rehabilitative services. Its guiding principle is to provide outstanding and innovative healthcare in an environment that remembers the importance of the individual and family.

Established in 1870, Montevue Assisted Living is a licensed assisted living facility offering private rooms for 75 residents. Montevue has a long history of providing excellent care to the senior citizens it serves following a mission to pursue the promotion, maintenance, and restoration of the health and well-being of its residents. Montevue offers services to both indigent and private pay residents.



Strategic Goals

Provide Healthcare Services

County Strategic Goal Alignment: Community Needs

Occupancy rate based on the budgeted revenue

		FY 2019	FY 2020	FY 2021	FY 2022
CCRC - Occupancy Rate	Target	--	--	--	83%
	Actual	--	--	--	--
Montevue - Occupancy Rate	Target	--	--	--	73%
	Actual	--	--	--	--

just started tracking as a measure

FY2022 Adopted Budget
Organizational Budgets

Comprehensive Care Facilities

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
Citizens Care and Rehabilitation	22,322,952	23,492,767	22,199,794	22,219,016
Montevue Assisted Living	5,027,971	5,112,788	4,896,544	4,691,175
TOTAL	27,350,923	28,605,555	27,096,338	26,910,191
Expenses by Category				
Operating	27,350,923	28,605,555	27,096,338	26,910,191
Capital	-	143,573	-	-
Recoveries	-	(143,573)	-	-
TOTAL	27,350,923	28,605,555	27,096,338	26,910,191
Expenses by Fund				
Comprehensive Care Facilities	27,350,923	28,605,555	27,096,338	26,910,191
TOTAL	27,350,923	28,605,555	27,096,338	26,910,191

FY2022 Adopted Budget
Organizational Budgets

Citizens Care and Rehabilitation

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Operating	22,322,952	23,492,767	22,199,794	22,219,016
Capital	-	143,573	-	-
Recoveries	-	(143,573)	-	-
TOTAL	22,322,952	23,492,767	22,199,794	22,219,016
Expenses by Fund				
Comprehensive Care Facilities	22,322,952	23,492,767	22,199,794	22,219,016
TOTAL	22,322,952	23,492,767	22,199,794	22,219,016

**FY2022 Adopted Budget
Organizational Budgets**

Montevue Assisted Living

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
<hr/>					
Expenses by Category					
Operating		5,027,971	5,112,788	4,896,544	4,691,175
	TOTAL	5,027,971	5,112,788	4,896,544	4,691,175
<hr/>					
Expenses by Fund					
Comprehensive Care Facilities		5,027,971	5,112,788	4,896,544	4,691,175
	TOTAL	5,027,971	5,112,788	4,896,544	4,691,175
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WATER AND SEWER UTILITIES

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Mission

Through responsible management of the county's water and wastewater, the Division strives to provide our customers with safe drinking water and treat wastewater to levels that protect the environment.

About The Division

The Division of Water and Sewer Utilities consists of five departments and one support office: Office of Accounting and Finance, Departments of SHJXODWR Compliance, Water and Wastewater Maintenance, Engineering and Planning, Water Purification and Distribution, and Wastewater Treatment and Disposal.

Services Provided:

- Drinking Water Production
- Wastewater Treatment
- Engineering and &RQVWUXFWLRQ
- Water and Wastewater 0DLQWHQDQFH

Total FY22 Budgeted
(SHQGLWLU

\$64,104,211

Water and Sewer Utilities Division



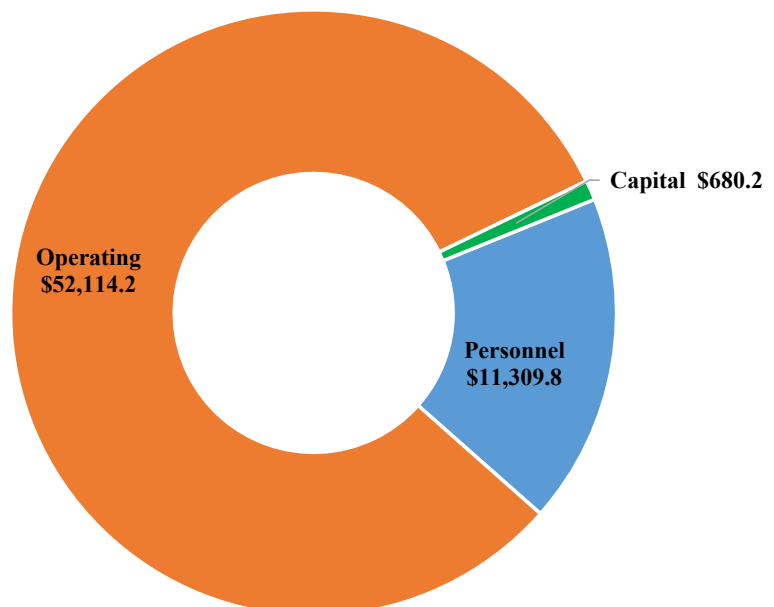
Budget Highlights

For FY22, the Division of Utilities and Solid Waste Management was separated into two divisions: The Division of Water and Sewer Utilities and the Division of Solid Waste and Recycling.

The County Council approved a sewer rate increase effective on September 1, 2019. This increase will occur for each fiscal year through 2024. Three positions and capital equipment, including vehicles, in the amount of \$660,000 was approved for the Division.

An independent VWXG salary and benefits was conducted. As a result, the budget reflects a several Har phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to VDOD sales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Expenditures by Category
(In thousands)



Operating expenses are shown net of recoveries.

Water and Sewer Utilities Division

The Division provides for the planning, construction and operation of the county's water supply and wastewater disposal infrastructure. The Water and Sewer Fund operates as a separate, self-supporting Enterprise Fund to ensure financial sustainability of this critical public service.

Specialized Departments within this Division provide unique services to both residential and non-residential customers.

Department of Wastewater Treatment and Disposal

The Department of Wastewater Treatment and Disposal is responsible for the operation of the County's wastewater treatment plants. The Ballenger-McKinney Wastewater Treatment Plant is the County's largest wastewater treatment facility and is staffed 24 hours per day, 7 days per week.

This Department provides the routine daily operation of the County's ten wastewater treatment plants to ensure continual compliance with Federal Clean Water Act requirements and Enhanced Nutrient Removal (ENR) goals established by the State of Maryland.



Department of Water Purification and Distribution

The Department of Water Purification and Distribution is responsible for the operation of the County's water treatment plants and the water distribution systems. Depending on customer location, the water source may be the Potomac River or a ground water source from deep wells in various aquifers throughout the County.

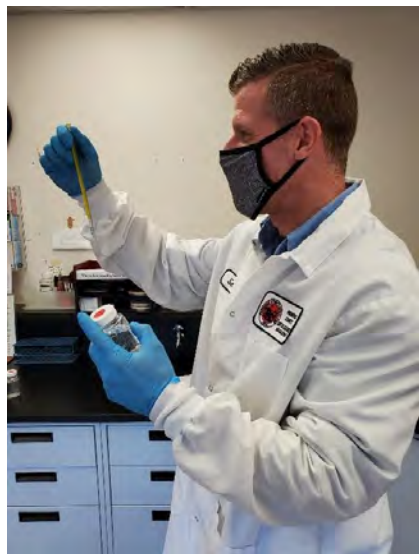
The County's primary water treatment facility, the New Design Water Treatment Plant is staffed 24 hours per day, 7 days per week. The Department's state-certified operators provide routine daily operation of the County's water supply infrastructure to ensure that customers receive water that continually complies with Federal Safe Drinking Water Act requirements.

Department of Engineering and Planning

The Department of Engineering and Planning performs numerous important functions related to the planning, design and construction of all County-owned water and sanitary sewer infrastructure. Water infrastructure includes water treatment plants, water booster pumping stations, transmission mains, water storage tanks, and distribution mains. Wastewater infrastructure includes wastewater treatment plants, wastewater pumping stations, interceptors, collection systems and treated effluent outfall sewers.

Department of Regulatory Compliance

The Department of Regulatory Compliance plans and coordinates the enforcement of state and local regulations regarding the compliance, monitoring and prevention of contamination and pollution of the public water supply and environment. Additionally, the department staffs a Maryland State-certified water quality laboratory, which supports operations personnel by annually performing over 26,000 analyses used for both compliance and treatment process control.



Department of Water and Wastewater Maintenance

The Department of Water and Wastewater Maintenance performs preventative and recurring maintenance on the County's water and sewer lines, treatment works, buildings and other related infrastructure. These activities include leak detection, line locations ("Miss 8WLOD") and related repair of more than 367 miles of water mains and over 3,227 fire hydrants; the periodic cleaning, preventative maintenance and repair of more than 430 miles of sanitary sewers; recurring maintenance of electrical and mechanical equipment, maintenance of water and wastewater treatment facilities, and the installation, repair and quarterly reads of residential and commercial water meters.

Accounting and Finance Support

The Department of Accounting and Finance Support provides services to the various departments of the Division of Water and Sewer Utilities. The primary responsibilities of this office include customer service, billing, collection of fees, capacity fee calculations, and contract administration.

Strategic Goals

Provide a Safe Environment

County Strategic Goal Alignment: Community Needs; Good Governance

Optimize operation of wastewater treatment facilities to discharge high quality effluent to protect regional water sources and minimize sanitary sewer overflows to the environment; Minimize the amount of nitrogen and phosphorus in treated wastewater effluent to help improve water quality in the Chesapeake Bay (figures shown below are based on calendar year)

		FY 2019	FY 2020	FY 2021	FY 2022
Pounds of Nitrogen Discharged - Ballenger-McKinney WWTP	Target	<78,759	<71,710	<67,794	<70,000
	Actual	73,318	32,412	21,239	--
Pounds of Phosphorus Discharged - Ballenger-McKinney WWTP	Target	<7,876	<7,171	<6,779	<7,000
	Actual	2,626	2,110	624	--
Number of Sanitary Sewer Overflows **	Target	0	0	0	0
	Actual	10	3	6	--
Number of NPDES Discharge Permit Violations **	Target	0	0	0	0
	Actual	42	16	5	--

**The Division has established a goal of zero sanitary sewer overflows and permit violations each year. However, factors beyond their control, such as weather, mechanical failure, or vandalism do not always make this an achievable goal.

Maintain Compliance

County Strategic Goal Alignment: Community Needs; Good Governance

Operate and maintain public water systems to comply with Federal Safe Drinking Water Act requirements to protect the health and safety of the public; Perform regular analysis of drinking water to verify compliance (figures shown below are based on calendar year)

		FY 2019	FY 2020	FY 2021	FY 2022
Number of Drinking Water System	Target	0	0	0	0
Violations Identified in Annual Water Quality Report	Actual	0	0	1	--
Number of Water Quality Samples Collected and Analyzed by Environmental Laboratory	Target	8,000	8,000	8,000	8,000
	Actual	7,422	8,447	8,081	--

Ensure the safety and longevity of the County's Water and Sewer Utilities by planning, designing, and constructing infrastructure to maximize reliability and ensure that Water and Sewer funds are managed appropriately (figures shown below are based on calendar year)

		FY 2019	FY 2020	FY 2021	FY 2022
Annual Water Loss Percentage (New Design System) - Indicator of system leaks and unmetered water usage	Target	10%	10%	10%	10%
	Actual	5%	6%	8%	--

Provide Excellent Customer Service

County Strategic Goal Alignment: Good Governance

Ensure that customers are able to view their accounts and make payments securely and conveniently

		FY 2019	FY 2020	FY 2021	FY 2022
Percentage of Accounts Enrolled in Paperless Billing	Target	4%	5%	7%	9%
	Actual	3%	4%	5.5%	--
Percentage of Accounts Enrolled in Automatic Payments	Target	10%	12%	15%	17%
	Actual	7%	7%	13%	--

FY2022 Adopted Budget
Organizational Budgets

Water & Sewer Utilities Division

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
Solid Waste Operations	23,722,328	25,370,960	33,140,972	-
Solid Waste Closure	2	(1)	-	-
Water & Sewer Plant Operations	48,646,374	45,137,985	62,998,748	63,973,471
Water & Sewer Non Capital Activities	182,886	6,245,575	138,240	130,740
Miscellaneous	(892)	(203,542)	-	-
TOTAL	72,550,698	76,550,977	96,277,960	64,104,211
Expenses by Category				
Personnel	13,305,984	13,005,349	14,454,045	11,309,810
Operating	59,898,642	64,152,273	81,027,536	52,564,161
Capital	1,123,824	506,608	1,481,611	680,240
Recoveries	(1,777,752)	(1,113,253)	(685,232)	(450,000)
TOTAL	72,550,698	76,550,977	96,277,960	64,104,211
Expenses by Fund				
Solid Waste Management	23,722,330	25,370,959	33,140,972	-
Water & Sewer Management	48,828,368	51,180,018	63,136,988	64,104,211
TOTAL	72,550,698	76,550,977	96,277,960	64,104,211
Full-Time Equivalents	180.00	184.00	184.00	141.10

Beginning in FY22, The Utilities and Solid Waste Management Division was separated into two divisions: the Solid Waste and Recycling Division and the Water & Sewer Utilities Division. This table reflects prior year budget and actuals for both divisions and the FY22 budget for the Water & Sewer Utilities Division only. Please see the Solid Waste and Recycling Division table for that division's FY22 budget.

FY2022 Adopted Budget
Organizational Budgets

Solid Waste Operations

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	3,615,107	3,684,093	3,760,710	-
Operating	20,107,221	21,686,867	28,430,262	-
Capital	318,719	95,855	950,000	-
Recoveries	(318,719)	(95,855)	-	-
TOTAL	23,722,328	25,370,960	33,140,972	-
Expenses by Fund				
Solid Waste Management	23,722,328	25,370,960	33,140,972	-
TOTAL	23,722,328	25,370,960	33,140,972	-
Full-time Equivalents	46.45	46.45	46.40	-

FY2022 Adopted Budget
Organizational Budgets

Solid Waste Closure

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	12,684	5,320	7,903	-
Operating	228,240	184,422	227,329	-
Capital	-	10,828	-	-
Recoveries	(240,922)	(200,571)	(235,232)	-
TOTAL	2	(1)	-	-
Expenses by Fund				
Solid Waste Management	2	(1)	-	-
TOTAL	2	(1)	-	-
Full-time Equivalents	0.10	0.10	0.10	-

FY2022 Adopted Budget
Organizational Budgets

Water & Sewer Plant Operations

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	9,679,085	9,315,936	10,685,432	11,309,810
Operating	39,380,295	36,035,409	52,369,945	52,564,161
Capital	805,105	399,925	393,371	549,500
Recoveries	(1,218,111)	(613,285)	(450,000)	(450,000)
TOTAL	48,646,374	45,137,985	62,998,748	63,973,471

Expenses by Fund				
Water & Sewer Management	48,646,374	45,137,985	62,998,748	63,973,471
TOTAL	48,646,374	45,137,985	62,998,748	63,973,471

Full-time Equivalents	133.45	137.45	137.50	141.10
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Customers set up on REFT (automatic payments)	Percentage	12	15	17
Customers set up on paperless billing	Percentage	5	7	9
Total Wastewater volume treated (million gallons)	Count	2,700	2,945	3,151
Total Water production (million gallons)	Count	2,539	2,342	2,460
Unaccounted Water loss (New Design only)	Percentage	6	-	-
Miles of sewer lines	Count	427	434	443
Bacteriological samples collected	Count	966	976	986
Samples present for total Coliform	Count	2	0	0

FY2022 Adopted Budget
Organizational Budgets

Water & Sewer Non Capital Activities

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Operating	182,886	6,245,575	-	-
Capital	-	-	138,240	130,740
TOTAL	182,886	6,245,575	138,240	130,740
Expenses by Fund				
Water & Sewer Management	182,886	6,245,575	138,240	130,740
TOTAL	182,886	6,245,575	138,240	130,740

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SOLID WASTE & RECYCLING

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Mission

Through responsible management of the county's solid waste infrastructure, the Division strives to provide our customers with reliable solid waste disposal services.

About The Division

The Division of Solid Waste and Recycling consists of two departments: Solid Waste Operations and Solid Waste Closure.

Services Provided:

- Solid Waste Disposal
- Recycling Services

Solid Waste & Recycling Division

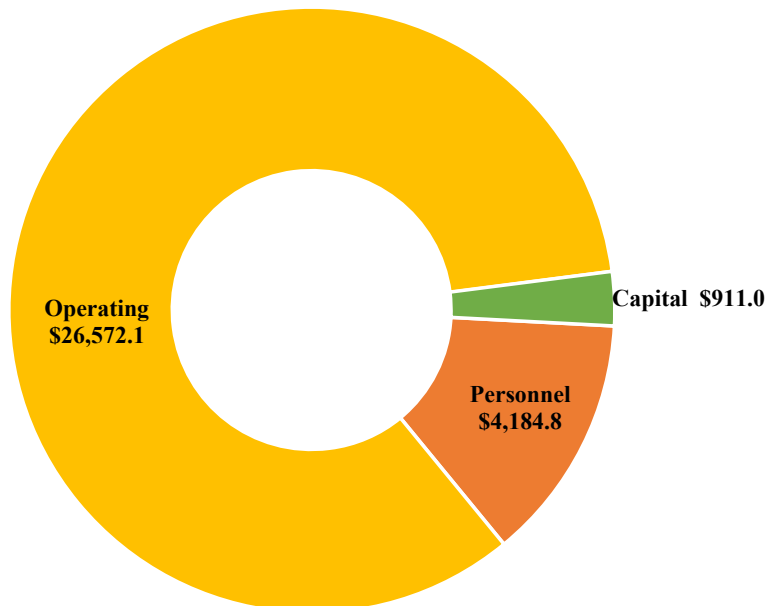


Budget Highlights

Four positions and \$911,000 of capital equipment were approved in the FY22 budget for the Solid Waste and Recycling Division.

An independent VWX salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Expenditures by Category
(In thousands)



Operating expenses are shown net of recoveries.

Total FY22 Budgeted
(SHQGLWNU)

\$31,667,857

Solid Waste and Recycling Division

The Division of Solid Waste and Recycling became a separate division in FY2021. Previously included in the Division of Utilities and Solid Waste Management, the new Division provides a solid waste disposal infrastructure and its allied waste reduction and recycling programs. A Solid Waste Fund operates as a separate, self-supporting Enterprise Fund to ensure financial sustainability of this critical public service.

The Division of Solid Waste and Recycling is responsible for the operation and management of the County's solid waste disposal and recycling programs, which are complementary disposal alternatives. The Solid Waste facilities are open to County residents and accept all solid wastes except hazardous materials, pathological (medical) wastes, waste oil and abandoned vehicles.

Private contractors collect solid waste in all the County's election districts and local municipalities except in Frederick City, which employs their own collection crews.

Management of the County's waste stream includes: monitoring the original, closed Site A Landfill and management of the currently operating Site B Landfill, operation of the County's Processing and Transfer station, oversight of the curbside recycling program, operation of a recycling drop-off center, operation of the yard waste recycling center, coordination of numerous waste-oil recycling centers, management of the Frederick County Government Office Recycling Program, and provision of other waste management programs and services, including twice-yearly household hazardous waste drop-off events.



Strategic Goals

Provide a Safe Environment

County Strategic Goal Alignment: Community Needs; Good Governance

Monitor/Manage Landfill Sites

		FY 2019	FY 2020	FY 2021	FY 2022
Site B - Annual Waste Tonnage Landfilled	Target	8,000	8,000	8,000	8,000
	Actual	8,100	8,087	8,104	--
Site B - Average Annual Compaction Density (tons per cubic yard)	Target	≥1,100	≥1,100	≥1,100	≥1,100
	Actual	1,360	1,248	1,248	--

Provide Recycling Programs and Maintain Recycling Facilities

		FY 2019	FY 2020	FY 2021	FY 2022
Annual Tonnage Recycled	Target	20,000	20,000	20,000	20,000
	Actual	28,256	25,417	25,936	--
Tons Recycled Within Previous 10-yr Average	Target	±1%	±1%	±1%	±1%
	Actual	15%	2%	3%	--

Maintain Compliance

County Strategic Goal Alignment: Community Needs; Good Governance

		FY 2019	FY 2020	FY 2021	FY 2022
Submission of Solid Waste Mgt Plan Update or Progress Report to MDE (FY19-neither report due)	Target	n/a	Yes	Yes	Yes
	Actual	n/a	Yes	Yes	--
Number of MDE Violation Notices or Consent Orders	Target	0	0	0	0
	Actual	0	0	0	--

Ensure Reliability

County Strategic Goal Alignment: Good Governance

Ensure the safety and longevity of the County's Solid Waste Management System by planning, designing, and constructing infrastructure to maximize reliability and ensure that Solid Waste funds are managed appropriately.

		FY 2019	FY 2020	FY 2021	FY 2022
Ensure Revenue Sufficiency meets PRAG Consultant Models	Target	Yes	Yes	Yes	Yes
	Actual	Yes	Yes	Yes	--
Ensure RCRA Standards Are Met For Annual Post Closure Set Aside Funding	Target	Yes	Yes	Yes	Yes
	Actual	Yes	Yes	Yes	--

Provide Excellent Customer Service

County Strategic Goal Alignment:

Good Governance

		FY 2019	FY 2020	FY 2021	FY 2022
Calls Responded To Within 24 hrs	Target	100%	100%	100%	100%
	Actual	100%	100%	100%	--
Maintain Participation in Recycling App Compared to Previous FY	Target	±5%	±5%	±5%	±5%
	Actual	n/a	-1.5%	8%	--
Recycling Outreach Events and Presentations	Target	25	25	25	25
	Actual	35	35	19*	--
Business Outreach Contacts	Target	15	15	15	15
	Actual	45	5*	4*	--

*Impacted by COVID-19



FY2022 Adopted Budget
Organizational Budgets

Solid Waste and Recycling Division

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department					
Solid Waste Operations		-	-	-	31,667,857
TOTAL		-	-	-	31,667,857
Expenses by Category					
Personnel		-	-	-	4,184,791
Operating		-	-	-	26,856,713
Capital		-	-	-	911,000
Recoveries		-	-	-	(284,647)
TOTAL		-	-	-	31,667,857
Expenses by Fund					
Solid Waste Management		-	-	-	31,667,857
TOTAL		-	-	-	31,667,857
Full-Time Equivalents		-	-	-	49.90

Beginning in FY22, The Utilities and Solid Waste Management Division was separated into two divisions: the Solid Waste and Recycling Division and the Water & Sewer Utilities Division. This table reflects the FY22 budget for Solid Waste Management and Recycling. Please see the Water and Sewer Utilities Division table for prior year budget and actuals for this division.

FY2022 Adopted Budget
Organizational Budgets

Solid Waste Operations

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	-	-	-	4,176,464
Operating	-	-	-	26,580,393
Capital	-	-	-	911,000
TOTAL	-	-	-	31,667,857
Expenses by Fund				
Solid Waste Management	-	-	-	31,667,857
TOTAL	-	-	-	31,667,857
Full-time Equivalents	-	-	-	49.80
Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
MRA Recycling Points (5 Max)	Count	5	5	5
Tons - Recycling	Count	28,000	29,000	29,000
Tons - Waste	Count	185,000	215,000	215,000
Tons - Compost	Count	8,500	7,500	7,500

FY2022 Adopted Budget
Organizational Budgets

Solid Waste Closure

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	-	-	-	8,327
Operating	-	-	-	276,320
Recoveries	-	-	-	(284,647)
Full-time Equivalents	-	-	-	0.10

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INDEPENDENT AGENCIES

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About The Division

The Independent Agency Divisional Unit consists of eleven agencies that are independent of the County Government but receive funding from the County Government. These agencies are: Social Services, Board of Elections, Liquor Commission, Commission for Women, Interagency Internal Audit, Cooperative Extension Services, Soil Conservation, Weed Control, Maryland Department of Assessment & Taxation, Non County Agencies, and Community Partnership Grants.

Services Provided:

- Voter Services
- Alcohol Awareness/ education programs/ Assist licensees with application SURFHVSUe one day special event liquor licenses
- Create transparency through engagement reporting/ Investigate fraud, waste and abuse/Perform internal control risk assessments
- Provide education to the problems of American families, agriculture, business, and industry
- Promote and implement programs that contribute to soil conservation principles
- Provide funding for non. SURILWV
- Weed control
- Advise Frederick County Government on issues affecting women and IDPLOLHV

**7Rtal FY22 Budgeted
([SHQGLWKKU**

\$7,015,079

Independent \$JHQFLHV



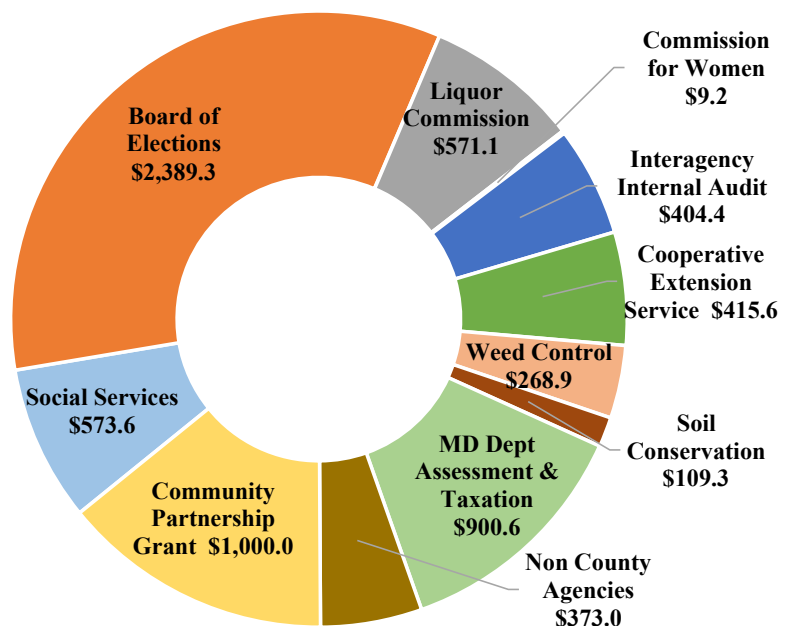
Budget Highlights

The FY22 budget is consistent with the FY21 adopted budget with only minor changes for these agencies.

- Social Services - reimbursements from the federal government has decreased, resulting in the county portion increasing
- Board of Elections - additional funding for pass-thru expense from the State and expenses for redistricting related to the 2020 census
- Liquor Commission - one additional position was added
- Non County Agencies and Community Partnership Grants - additional funding was provided overall to these programs

An independent study of salary and benefits was conducted. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustments to salary scales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Expenditures by Department
(In thousands)





Social Services

Mission Statement

The Mission of Frederick County Department of Social Services is to help individuals and families achieve safety, independence, and self-sufficiency through the provision of professional, fiscally responsible, quality human services in an innovative, collaborative, and customer service oriented environment.

Vision Statement

Everything we do is to enhance our internal and external customers' experience and improve the outcomes for individuals, children, and families in becoming self-sufficient.

The Frederick County Department of Social Services (FCDSS) is a State agency operating as one of twenty-four local Departments of Social Services within the Maryland Department of Human Services (DHS). The operations are managed and funded by the State of Maryland, and supported by both the federal and local governments to locally implement certain human services programs. FCDSS is part of a large network of local partners whose mission is to meet the needs of Frederick County Citizens. As such, the leadership and management teams represent the agency on multiple community organizations advisory boards and multi-disciplinary teams in order to integrate our service delivery responsibilities with others.

FCDSS is most known for child welfare services through the Services Division, such as child protective services, family preservation, foster care and adoption. This Division also provides protective and ongoing case management services to vulnerable adults, such as investigating allegations of abuse, neglect and exploitation, as well as in-home personal care services and guardianship.

Through the Family Assistance Administration, FCDSS administers a wide range of public assistance, such as food supplement, medical assistance and temporary cash assistance. This Division also implements a variety of workforce development and two-generation support programs to ensure whole family self-sufficiency.

Through the Child Support Division, FCDSS collects and distributes child support payments. This Division also enables, encourages and enforces parental responsibility through innovative programs, partnerships and technology that promote child and family well-being, such as the Noncustodial Parent Employment Program.



FCDSS services reach well beyond these mandated programs. For instance, FCDSS helps teens in foster care develop important life skills, recruits mentors and members of the faith community partnership to come alongside those served to offer social, emotional and concrete supports.

FCDSS brings over \$50,000,000 to Frederick County through these programs as well as grants and contracts with a number of community human service agencies. The ultimate goal is to provide support and enable families to stay together while maintaining their safety and self-sufficiency.

Strategic Goals

Deliver Quality Service

County Strategic Goal Alignment: Community Needs

Provide community based family support services (Family Partnership) to keep children safe in their homes and prevent out-of-home (OOH) placement

		FY 2019	FY 2020	FY 2021	FY 2022
% of participants that have not had an indicated abuse/neglect charge within 6 and 12 mos post closure	Target	90%	90%	90%	90%
	Actual	100%	98%	100%	--
% of participants remaining in home with no out of home placement within 6 and 12 mos post closure	Target	90%	90%	90%	1
	Actual	100%	100%	100%	--

Deliver education, job training and placement and other services to assist Temporary Assistance to Needy Families (TANF) customers to overcome barriers to obtaining employment

		FY 2019	FY 2020	FY 2021	FY 2022
Total job placements for TANF customers	Target	376	351	351	351
	Actual	336	235	108*	--

*Impacted by COVID-19

Board of Elections

Mission Statement

The Frederick County Board of Elections is committed to providing all eligible citizens of the County convenient access to voter registration; to provide all registered voters accessible locations in which they may exercise their right to vote; to promote fair and equitable elections; and to maintain registration records and other election-related data accurately and in a form that is accessible to the public.

The Board of Elections conducts county, state and federal elections. It is responsible for maintaining voter registration; selecting early voting locations and polling places; hiring and training election judges; administration of the nursing home and assisted living program; and receiving candidate filings.

The office creates and alters precincts as needed, based on the FRXQW\ HYH expanding voting population. Currently, there are over 181,000 registered voters in the County.

Every 10 years, after the U.S. Census, the Maryland General Assembly draws new congressional and legislative districts, and this office is charged with implementing those changes. This includes notifying voters of their new districts and creating the maps for these districts. Additionally, for the first time in 2021, the County will be drawing new County Council districts, as outlined in the Charter.

Agency Initiatives

Successful Redistricting

Assist in creating new county council, legislative and congressional districts in time for the 2022 elections. This includes creating new precincts and polling locations as needed, drawing new election maps, and notifying all voters of their new voting districts, and any new polling place.

2022 Primary Election

Successfully conduct the 2022 Primary Election in June 2022.



Frederick County Board of Elections

Liquor Board

Mission Statement

The Frederick County Liquor Board pledges to provide constituents, businesses, customers and stakeholders with services in a friendly and courteous manner.

The Board of License Commissioners regulates and controls the sales of alcoholic beverages within Frederick County with respect and obedience to law and to foster and promote temperance. Alcoholic Beverage licenses are issued and denied according to the laws and regulations stipulated in the Alcoholic Beverages Article, Annotated Code of Maryland and Regulations set forth by the licensed Commissioners. The Board of License Commissioners are appointed by the Governor and serve a term of five years.



Strategic Goals

Educate Establishments

County Strategic Goal Alignment: **Good Governance; Community Needs**

Focus on awareness and educating establishments instead of citing violations

		FY 2019	FY 2020*	FY 2021	FY 2022
Alcohol Awareness Training/Education	Target	1,500	250	500*	750*
	Actual	1,573	74	487*	--
Annual Alcohol Forum	Target	1	0	1	1
	Actual	1	0	--	--
Regular and Special inspections	Target	3,600	0	4,134	4,250
	Actual	no tracking	0	--	--
Violation Hearings	Target	2	0	8	4
	Actual	2	1	--	--

*Impacted by COVID-19

Internal Audit

Mission Statement

The Internal Audit Division seeks to assist Frederick County Government, Frederick County Public Schools and Frederick Community College, citizens and management in establishing accountability, transparency, efficiency of processes, programs and services, and continuous improvement in operations by making recommendations through independent internal audit, attest and non-attest services.

The Internal Audit Division performs independent audit, attest, non-attest and special projects on a performance and financial basis of departments and functions within Frederick County Government (FCG), Frederick County Public Schools (FCPS) and Frederick Community College (FCC). To assure that the Internal Audit staff maintains independence, the Division reports to the Interagency Internal Audit Authority (IIAA) which is comprised of a representative of each of the above three entities and four members of the public having expertise in accounting, auditing, finance and/or internal controls. Currently three out of four public members are active Certified Public Accountants (CPAs). The Internal Audit Division is codified under County code Bill 18-12. Annually, FCG, FCPS and FCC divisions and departments are evaluated relative to certain risk criteria and those determined to possess the highest risk are selected for audit. Consideration is given to audit and special project requests received from management and the external auditors. Also, reviews of major new computer applications during the design phase are scheduled to assure that the proper controls are programmed in the systems.



The Internal Audit Division performs several critical functions including, among other responsibilities, authorizing the distribution of audit, attest and special project reports including findings and recommendations; appraising the adequacy of actions proposed or taken by management; approving the strategic and annual work plans; and reviewing special requests for audit, attest or special project services for inclusion in the Division's strategic or annual work SOns. The Division is also responsible for the internal investigative hotline to report fraud, waste and abuse within the county.

Strategic Goals

Implement a Comprehensive Audit Program

County Strategic Goal Alignment: **Good Governance**

Internal Audit will implement an audit and project plan to accomplish completed reporting for improved efficiencies

		FY 2019	FY 2020	FY 2021	FY 2022
Number of audits, attest & special projects conducted from Audit Plan *	Target	10	10	10	10
	Actual	9	9	7	--

* Does not include follow up projects

Make Recommendations and Monitor for Compliance

County Strategic Goal Alignment: Good Governance

Internal Audit will make and monitor recommendations to achieve a higher level of internal controls, improved services and cost savings

		FY 2019	FY 2020	FY 2021	FY 2022
Number of audit, attest & special project recommendations made	Target	>40	>40	>40	>40
	Actual	>70	>40	90	--
Number of audit, attest & special project recommendations cleared	Target	>30	>30	>30	>30
	Actual	42	40	84	--

Cooperative Extension Services

Mission Statement

The mission of the University of Maryland Extension (UME) is to contribute to the wellbeing of Maryland residents by increasing economic prosperity, improving environmental quality and enhancing quality of life.

The University of Maryland Extension (UME) was established by Congress in 1914. UME is an educational network, centered in the country's seventy-two land grant universities. UME provides research-based practical education to the problems of American families, agriculture, business, and industry.

In Maryland, UME operates through the University of Maryland at College Park (UMCP), and the University of Maryland Eastern Shore (UMES). UME has field offices in all twenty-three Maryland counties and Baltimore City. UME is financially supported by federal, state, and local government.

Our UME faculty and staff are professionals engaged in non-formal educational programs that address economic, environmental, technical, and social concerns of all citizens. The UME faculty and staff efforts are supported by a multitude of dedicated volunteers. Our programs are carried out in response to the needs of the people of the state. The Frederick County UME faculty provide educational programs tailored to the unique problems of their area and use a variety of educational methods such as public presentations, demonstrations, publications, computer networks, satellite down links, videos, newspapers, radio, and television spots to reach their audiences related to the following topics:

- 4-H & Youth
- Agriculture
- Environment & Natural Resources
- Food & Nutrition
- Health & Wellness
- Home Gardening
- Money



Strategic Goals

Provide research-based practical education to families, agriculture, business, and industry

County Strategic Goal Alignment: Community Needs

Engage in education programs that address economic, environmental, technical, & social concerns of all citizens

		FY 2019	FY 2020	FY 2021*	FY 2022
4-H Youth Development Educational contacts	Target	11,500	5,300	--	11,000
	Actual	5,050	6,500	4,500	--
4-H Youth Development New Volunteers Trained/Certified	Target	100	40	--	30
	Actual	35	29	15	--
4-H Youth Development Volunteer Hours Supported	Target	35,000	35,000	--	--
	Actual	35,656	33,000	16,500	25,000
Agriculture & Natural Resources Acres with nutrient management plans	Target	10,000	13,000	21,000	21,000
	Actual	12,399	20,825	--	--
Agriculture & Natural Resources Educational/Technical Assistance	Target	4,500	5,200	2,350	2,350
	Actual	5,000	2,231	--	--
Family & Consumer Sciences Educators Trained	Target	165	122	9	15
	Actual	77	349	--	--
Family & Consumer Sciences Educational Contacts	Target	55,000	31,800	542	300
	Actual	31,134	29,395	--	--
Home Horticulture & Master Gardener Educational/Technical Assistance	Target	8,000	9,500	632	500
	Actual	9,647	500	--	--
Home Horticulture & Master Gardener Volunteer Hours Supported	Target	7,000	7,700	4,100	6,000
	Actual	7,632	4,100	--	--

*Impacted by COVID-19



Soil Conservation

Mission Statement

Our mission is to oversee soil & water conservation in agricultural sectors & urban areas in Frederick County, Maryland by developing soil conservation and water quality plans and providing assistance to landowners to install best management practices.

The Catoclin / Frederick Soil Conservation Districts promote and implement a range of local, state, and federal programs such as the United States Department of Agriculture Natural Resource Conservation Service (USDA-NRCS) programs including the Conservation Reserve Enhancement Program (CREP), Environmental Quality Incentive Program (EQIP), and Conservation Stewardship Program (CSP). The Districts assist landowners and farmers in obtaining cost-share funding for installation of best management practices through the Maryland Agricultural Water Quality Cost-Share Program (MACS). Our planners develop soil conservation and water quality plans to address existing resource concerns with solutions. Assisting livestock operations is one of our priorities along with providing assistance for the implementation of Farm Bill programs. We encourage new cooperators and livestock operations and implement the environmental provisions of the Farm Bill. The Districts also review sediment and erosion control plans for construction projects in the county and the City of Frederick.



The Catoclin / Frederick Soil Conservation Districts are members of The Maryland Association of Soil Conservation Districts (MASCD), which serves as the voice for Maryland's WZHQW soil and water conservation districts on state legislative issues. It also provides a forum for training, policy-making and the exchange of information at their annual and quarterly gatherings. The Districts promote and provide assistance in implementing a range of local programs including the Frederick County Land Preservation and Rural Legacy Programs.

Frederick County is the only county in the state with two soil conservation districts delineated by watershed boundaries. The Catoclin Soil Conservation District was established in 1939; the Frederick district started in 1944.

Some of the district's projects include animal waste storage structures, JUDS waterways, stream fencing and stream crossings for livestock, heavy use areas for livestock, installation of water troughs, grassed and forested stream buffers and the cover crop program that helps remove residual nutrients from the current crop year with fall plantings of small grain. Cover crops also help prevent soil erosion by eliminating bare ground from fall harvest to spring planting. All of these practices contribute to the reduction of nitrogen, phosphorus, and sediment entering the Chesapeake Bay as part of the Watershed Implementation plan aimed at improving the health of our Bay.

Strategic Goals

Provide Education

County Strategic Goal Alignment: Community Needs

Hold trainings for participants and attend annual and quarterly meetings to obtain and share information

		FY 2019	FY 2020	FY 2021	FY 2022
Number of Trainings Held	Target	2	1	1	1
	Actual	2	1	--	--
Nuner of Meetings Attended	Target	6	6	6	6
	Actual	6	5	5	--

Implement Best Practices in Soil Conservation

County Strategic Goal Alignment: Community Needs

Provide assistance to landowners to install best management practices

		FY 2019	FY 2020	FY 2021	FY 2022
Projects Completed	Target	350	350	350	350
	Actual	419	404	191*	--

*Impacted by COVID-19

Weed Control

The Frederick County Weed Control program is charged with aiding the Maryland Department of Agriculture in enforcing the Maryland Noxious Weed Laws. The Weed Control Program assists farmers or landowners in the battle against the designated noxious weeds Johnsongrass, Shattercane, Palmer Amaranth, Common Waterhemp, Bull Thistle, Plumeless Thistle, Musk Thistle, and Canada Thistle. The law requires landowners to manage noxious weeds on all types of land. Johnsongrass and thistles are considered two of the more persistent and destructive weeds in Maryland since they are very difficult to eradicate. Both the seed and the root system of these weeds must be managed for effective control. Control methods include cultural, physical, mechanical, biological or chemical. MDA enters into an agreement with each of the sixteen participating counties to provide technical assistance to landowners for initiating noxious weed control programs.



Strategic Goals

Reduce Noxious Weeds

County Strategic Goal Alignment: Community Needs

Eradicate and/or reduce regulated noxious weeds by treating areas requested within the optimum time frame

		FY 2019	FY 2020	FY 2021	FY 2022
Percent of Areas Treated of those Requested	Target	100%	100%	100%	100%
	Actual	95%	95%	90%	--
Turn Around Time For Answering Phone Messages (in business days)	Target	1	1	1	1
	Actual	1	1	2*	--

Provide Education

County Strategic Goal Alignment: Community Needs

Visit at least 20 landowners annually to provide education and resources on weed management

		FY 2019	FY 2020	FY 2021	FY 2022
Number of Landowners Advised	Target	20	20	20	20
	Actual	20	20	16*	--

*Impacted by COVID-19

State Department of Assessment & Taxation

The Budget Reconciliation & Financing Act of 2011, House Bill 72, shifted a percentage of costs to run the State Department of Assessments & Taxation. The percentage is based on the number of real property accounts in the County.

Non County Agencies

This funding supports non-profit organizations or causes that do not meet the criteria for the Community Partnership Grants.

Community Partnership Grants

This program was originally established to provide grants to non-profit agencies for the purpose of enhancing health and human services which contribute to a safe, healthy and self-sufficient community. Beginning FY15, the Grant-In-Aid Program was replaced with a new process whereby funding was received via the implementation of a Memorandum of Understanding agreements shown in corresponding county departments.

In September 2015, the County Executive launched the Community Partnership Grants Program for non-profit organizations. Frederick County Government entered into partnership contracts with community agencies and organizations to fund identified human needs within the county. The goal is to coordinate & align public and non-profit sector resources to create & enhance support services to positively impact children, youth, seniors, and families. Applications were solicited from entities that address needs in the following areas: Senior Needs, Community Needs, & Housing Needs.



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FY2022 Adopted Budget
Organizational Budgets

Independent Agencies

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
Social Services	542,448	558,149	500,684	573,587
Board of Elections	1,806,424	1,445,254	2,123,776	2,389,295
Liquor Commission	426,469	405,121	477,122	571,119
Commission for Women	4,661	6,495	9,196	9,196
Interagency Internal Audit	375,054	267,696	391,063	404,385
Cooperative Extension Service	392,029	397,181	415,619	415,619
Soil Conservation	109,335	109,159	109,335	109,335
Weed Control	359,588	334,200	264,921	268,925
MD Dept Assessment & Taxation	724,248	888,368	900,618	900,618
Non County Agencies	149,748	276,680	286,000	373,000
Community Partnership Grant	945,551	894,916	950,000	1,000,000
TOTAL	5,835,555	5,583,219	6,428,334	7,015,079
Expenses by Category				
Personnel	3,880,745	3,600,283	4,082,749	4,263,311
Operating	2,627,386	2,713,518	3,193,388	4,298,694
Capital	648,247	572,290	697,988	-
Recoveries	(1,320,823)	(1,302,872)	(1,545,791)	(1,546,926)
TOTAL	5,835,555	5,583,219	6,428,334	7,015,079
Expenses by Fund				
General Fund	5,835,555	5,583,219	6,428,334	7,015,079
TOTAL	5,835,555	5,583,219	6,428,334	7,015,079
Full-Time Equivalents	33.00	30.00	30.00	31.00

FY2022 Adopted Budget
Organizational Budgets

Social Services

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	1,142,977	1,117,970	1,117,708	1,164,964
Operating	198,000	198,000	198,000	198,000
Recoveries	(798,529)	(757,821)	(815,024)	(789,377)
TOTAL	542,448	558,149	500,684	573,587

Expenses by Fund				
General Fund	542,448	558,149	500,684	573,587
TOTAL	542,448	558,149	500,684	573,587

Full-time Equivalents	18.00	15.00	15.00	15.00
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Items mailed	Count	51,546	44,761	26,000
Participating foster homes and residential centers	Count	45	45	40
Children maintained in own home	Percentage	97	97	90
Child Support Paternity established	Percentage	108	108	100
Child Support Court orders established	Percentage	89	89	89
Child Support Distributed	Percentage	74	75	75
Child Support Paying on arrears	Percentage	76	77	76
Adults served through litigation	Count	7	6	6
Children served through litigation	Count	78	78	80

FY2022 Adopted Budget
Organizational Budgets

Board of Elections

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	957,108	721,333	1,131,166	1,126,423
Operating	231,545	185,211	294,622	1,262,872
Capital	619,551	572,290	697,988	-
Recoveries	(1,780)	(33,580)	-	-
TOTAL	1,806,424	1,445,254	2,123,776	2,389,295

Expenses by Fund				
General Fund	1,806,424	1,445,254	2,123,776	2,389,295
TOTAL	1,806,424	1,445,254	2,123,776	2,389,295

Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Total registered voters	Count	185,000	190,167	192,000
New voters	Count	8,000	8,000	2,000
Confirmation mailings	Count	40,000	40,000	40,000
Cancelled voters removed from rolls due to move out-of-state, etc.	Count	2,500	3,000	3,000
Petitions processed	Count	1	2	3
Election judges per election	Count	25	402	900
Polling place ballots processed	Count	75,000	146,147	90,000
Specimen ballots mailed	Count	-	190,000	192,000
Precincts	Count	79	78	85
Polling places	Count	2	14	75

FY2022 Adopted Budget
Organizational Budgets

Liquor Commission

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	392,681	382,151	410,593	504,534
Operating	47,377	34,738	67,279	67,335
Recoveries	(13,589)	(11,768)	(750)	(750)
TOTAL	426,469	405,121	477,122	571,119
 General Fund	 426,469	 405,121	 477,122	 571,119
TOTAL	426,469	405,121	477,122	571,119

Full-time Equivalents	5.00	5.00	5.00	6.00
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Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Regular licenses issued	Count	347	347	352
Applications and Hearings	Count	47	47	45
Special one day licenses	Count	412	412	100
Special permissions	Count	347	347	352
Regular inspections	Count	3,550	3,550	3,500
Special inspections	Count	584	584	750
Violation hearings	Count	8	8	20
Alcohol Awareness Training/Education	Count	48	48	104

**FY2022 Adopted Budget
Organizational Budgets**

Commission for Women

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category					
Operating		4,661	6,495	9,196	9,196
TOTAL		4,661	6,495	9,196	9,196
Expenses by Fund					
General Fund		4,661	6,495	9,196	9,196
TOTAL		4,661	6,495	9,196	9,196

FY2022 Adopted Budget
Organizational Budgets

Interagency Internal Audit

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	272,792	275,797	276,820	290,142
Operating	142,022	56,334	295,326	295,326
Recoveries	(39,760)	(64,435)	(181,083)	(181,083)
TOTAL	375,054	267,696	391,063	404,385
Expenses by Fund				
General Fund	375,054	267,696	391,063	404,385
TOTAL	375,054	267,696	391,063	404,385
Full-time Equivalents	2.00	2.00	2.00	2.00
Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Contractor audits	Count	6	6	8
Full compliance with Government Auditing Standards for contractor audits	Percentage	100	100	100
Special project reports	Count	4	4	3

FY2022 Adopted Budget
Organizational Budgets

Cooperative Extension Service

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	369,623	376,812	388,480	388,480
Operating	22,406	20,369	27,139	27,139
TOTAL	392,029	397,181	415,619	415,619

Expenses by Fund				
General Fund	392,029	397,181	415,619	415,619
TOTAL	392,029	397,181	415,619	415,619

	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Performance Indicators				
4-H Youth Development educational contacts	Count	6,500	4,500	11,000
4-H Youth Development new volunteers trained and certified	Count	29	15	30
Acres with nutrient management plans	Count	20,825	21,000	21,000
Ag and Natural Resources educational and technical assistance contacts	Count	5,200	2,350	2,350
Frederick News Post print and digital consumers	Count	55,612	53,000	53,000
Family and Consumer Sciences educators trained	Count	349	9	15
Family and Consumer Sciences educational contacts	Count	31,800	542	300
New Master Gardeners trained	Count	21	10	20
Home Horticulture educational and technical assistance contacts	Count	9,500	632	500
Volunteer hours supported	Count	42,700	4,100	6,000

**FY2022 Adopted Budget
Organizational Budgets**

Soil Conservation

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	467,165	435,092	548,934	575,716
Operating	109,335	109,335	109,335	109,335
Recoveries	(467,165)	(435,268)	(548,934)	(575,716)
TOTAL	109,335	109,159	109,335	109,335
Expenses by Fund				
General Fund	109,335	109,159	109,335	109,335
TOTAL	109,335	109,159	109,335	109,335
Full-time Equivalents	7.00	7.00	7.00	7.00

**FY2022 Adopted Budget
Organizational Budgets**

Weed Control

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	278,399	291,128	209,048	213,052
Operating	52,493	43,072	55,873	55,873
Capital	28,696	-	-	-
TOTAL	359,588	334,200	264,921	268,925
Expenses by Fund				
General Fund	359,588	334,200	264,921	268,925
TOTAL	359,588	334,200	264,921	268,925
Full-time Equivalents	1.00	1.00	1.00	1.00
Performance Indicators	Unit of Measure	Estimate 2020	Estimate 2021	Estimate 2022
Properties assisted with a weed management plan	Count	425	400	380
Noxious weed control advisory notices sent	Count	90	80	80

FY2022 Adopted Budget
Organizational Budgets

MD Dept Assessment & Taxation

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category					
Operating		724,248	888,368	900,618	900,618
TOTAL		724,248	888,368	900,618	900,618
Expenses by Fund					
General Fund		724,248	888,368	900,618	900,618
TOTAL		724,248	888,368	900,618	900,618

**FY2022 Adopted Budget
Organizational Budgets**

Non County Agencies

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category					
Operating		149,748	276,680	286,000	373,000
TOTAL		149,748	276,680	286,000	373,000
Expenses by Fund					
General Fund		149,748	276,680	286,000	373,000
TOTAL		149,748	276,680	286,000	373,000

FY2022 Adopted Budget
Organizational Budgets

Community Partnership Grant

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category					
Operating		945,551	894,916	950,000	1,000,000
TOTAL		945,551	894,916	950,000	1,000,000
Expenses by Fund					
General Fund		945,551	894,916	950,000	1,000,000
TOTAL		945,551	894,916	950,000	1,000,000

NON-DEPARTMENTAL BUDGETS

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About The Division

The Non-Departmental Divisional Unit only exists in the general fund and fiduciary funds. It consists of several departments that are not associated with any one division.

The divisional unit consists of twelve departments: County 1RQ-Departmental, Personnel 1RQ-Departmental, Finance Non-Departmental, Risk Management Non-Departmental, Transfer to Debt Service, Contingencies, Transfer to Other Funds, Transfer to Grant Funds, Transfer to Other Governments, Pension Trust, OPEB Trust, and LOSAP Trust.

Total FY22 Budgeted
(Total)
\$133,439,601

1RQ'HSDUWPHQWDO



Budget Highlights

The FY22 budget includes:

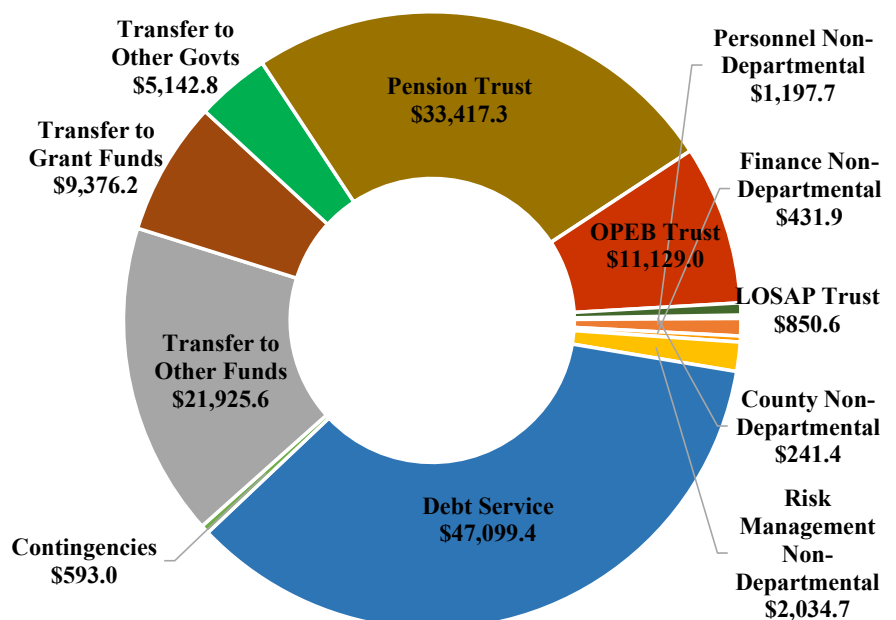
Increased funding to the Personnel Non-Departmental department for contracted services related to training, recruitment, and a study (\$455,000)

Increased funding for debt service for bonds issued related to the funding of capital projects and increased cash funding (transfer to other funds) for capital projects (\$2.1 million and \$1.8 million, respectively)

Transfer to Grant Funds and a small portion of the Transfer to Other funds is related to an independent VWX salary and benefits. As a result, the budget reflects a several year phase in to adjust the salaries of certain positions to reflect current market rates, as well as adjustment to VDO sales, position titles, and classifications. Changes in salaries and benefits based on contracts, individual benefit elections, tax laws, etc., are also included.

Fiduciary funds have been updated based on the actuarial GHW determined contribution or financial policy.

Expenditures by Department
(In thousands)



Non-Departmental

County Non-Departmental

Included are County dues for the Maryland Association of Counties, the National Association of Counties, and the Metropolitan Washington Council of Governments.

Personnel Non-Departmental

Included is the County's portion of funding for employee assistance, employee training, funding for employee drug testing, medical testing, investigations, position advertising, etc.



Finance Non-Departmental

Included here are licensing fees to the American Society of Composers, Authors, and Publishers, bond administration fees, and audit expenses.

Risk Management Non-Departmental

Included here is liability insurance, which provides comprehensive property and casualty coverage for the County and other agency members. Also included here are the costs of property appraisals, and risk related consultants.

Contingencies

Several sources of funds are budgeted to address unanticipated expenditures. Contingencies include the county contingency fund, unanticipated expense, fuel cost reserve, severe weather contingency, and revenue stabilization.

The County Contingency Fund is used at the direction of the County Executive and/or the County Council to fund unexpected needs that arise during the fiscal year.

Unexpended balances in this account will be reserved at the end of the year for future use. An equal amount of unanticipated revenue and expenditure is budgeted in order to recognize and expend additional revenues that may be received during the year. Also under this category is the budget that accounts for indirect costs recovered from the enterprise funds and grant funds.



Transfer to Other Funds

Included are transfers of general fund monies to other funds including transfers to the Capital Projects Fund, the Agricultural Preservation Fund, and the Fleet Fund.

Transfer to Grant Funds

Included are transfers of general fund monies to the Grants Fund. These funds are used to meet grant matching requirements and to supplement the program if needed.

Transfer to Other Governments

Tax Equity

The Tax Equity Program enables county governments to compensate municipalities for services or programs that they provide in lieu of similar county services or programs. Currently, four services are identified: highway maintenance, police service, parks/recreation services, and planning. It is meant to compensate for double taxation of municipal taxpayers occurring when both municipal and county property taxes are levied to fund similar services. These set-offs can take the form of a tax rebate directly paid to the municipality for providing the services or programs, or a tax differential that results in a lower county property tax rate for the municipal tax payers.



Two municipalities, City of Frederick & Town of Myersville, elect to receive their distribution in the form of a tax differential to its residents and is budgeted/recorded as a decrease to property tax revenue.

Pension Trust

A trust fund established by the County to collect and invest funds for the purposes of meeting the obligations set forth in the Frederick County Employees Retirement plan for eligible County personnel.

OPEB Trust

A trust fund established by the County to collect and invest funds for the purposes of meeting the obligations set forth in the Other Post Employment Benefit (OPEB) plan for eligible County personnel.

LOSAP Trust

A trust fund established by the County to collect and invest funds for the purposes of meeting the obligations set forth in the Length of Service Awards Program (LOSAP) for volunteer Fire and Rescue personnel in Frederick County.

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FY2022 Adopted Budget
Organizational Budgets

Non-Departmental

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
CARES Funding	-	7,988,145	-	-
County Non-Departmental	211,339	2,059,347	232,231	241,449
Personnel Non-Departmental	386,432	913,649	742,700	1,197,700
Finance Non-Departmental	330,980	294,094	418,364	431,890
Risk Management Non-Departmental	1,290,030	1,409,636	2,034,656	2,034,656
Debt Service	42,000,000	43,768,542	44,990,400	47,099,362
Contingencies	2,131,385	(2,816,732)	669,718	592,979
Transfer to Other Funds	18,766,242	21,490,263	19,885,762	21,925,646
Transfer to Grant Funds	5,654,170	7,047,157	7,861,295	9,376,237
Transfer to Other Govts	4,739,190	4,980,765	5,053,754	5,142,756
Pension Trust	-	-	-	33,417,326
OPEB Trust	-	-	-	11,129,000
LOSAP Trust	-	-	-	850,600
TOTAL	75,509,768	87,134,866	81,888,880	133,439,601
Expenses by Category				
Personnel	96,796	1,865,490	419,500	42,803,852
Operating	79,256,233	89,240,337	85,538,562	94,755,788
Recoveries	(3,843,261)	(3,970,961)	(4,069,182)	(4,120,039)
TOTAL	75,509,768	87,134,866	81,888,880	133,439,601
Expenses by Fund				
General Fund	75,509,768	77,431,866	81,888,880	88,042,675
Grants	-	9,703,000	-	-
Pension Trust - Employees Plan	-	-	-	21,557,551
Pension Trust - Uniformed Plan	-	-	-	11,859,775
Other Post Employment Benefits Trust	-	-	-	11,129,000
Length of Service Award Program Trust	-	-	-	850,600
TOTAL	75,509,768	87,134,866	81,888,880	133,439,601
Full-Time Equivalents	-	-	-	0.95

In FY22, the Pension, OPEB and LOSAP Trusts are shown in the Non-Departmental Division. This table reflects the FY22 budget for those departments. See the Human Resources Division table for prior year budget and actuals for those departments.

FY2022 Adopted Budget
Organizational Budgets

CARES Funding

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	-	1,636,685	-	-
Operating	-	6,351,460	-	-
TOTAL	-	7,988,145	-	-
Expenses by Fund				
Grants	-	7,988,145	-	-
TOTAL	-	7,988,145	-	-

**FY2022 Adopted Budget
Organizational Budgets**

County Non-Departmental

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
<hr/>					
Expenses by Category					
Operating		211,339	2,059,347	232,231	241,449
TOTAL		211,339	2,059,347	232,231	241,449
<hr/>					
Expenses by Fund					
General Fund		211,339	433,034	232,231	241,449
Grants		-	1,626,313	-	-
TOTAL		211,339	2,059,347	232,231	241,449
<hr/>					

**FY2022 Adopted Budget
Organizational Budgets**

Personnel Non-Departmental

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	96,796	228,805	419,500	599,500
Operating	308,004	698,589	337,700	612,700
Recoveries	(18,368)	(13,745)	(14,500)	(14,500)
TOTAL	386,432	913,649	742,700	1,197,700
Expenses by Fund				
General Fund	386,432	913,649	742,700	1,197,700
TOTAL	386,432	913,649	742,700	1,197,700

**FY2022 Adopted Budget
Organizational Budgets**

Finance Non-Departmental

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Operating	353,145	352,577	438,344	451,870
Recoveries	(22,165)	(58,483)	(19,980)	(19,980)
TOTAL	330,980	294,094	418,364	431,890
Expenses by Fund				
General Fund	330,980	294,094	418,364	431,890
TOTAL	330,980	294,094	418,364	431,890

**FY2022 Adopted Budget
Organizational Budgets**

Risk Management Non-Departmental

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Operating	2,247,491	2,459,378	3,069,656	3,163,234
Recoveries	(957,461)	(1,049,742)	(1,035,000)	(1,128,578)
TOTAL	1,290,030	1,409,636	2,034,656	2,034,656
Expenses by Fund				
General Fund	1,290,030	1,409,636	2,034,656	2,034,656
TOTAL	1,290,030	1,409,636	2,034,656	2,034,656

FY2022 Adopted Budget
Organizational Budgets

Debt Service

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
<hr/>					
Expenses by Category					
Operating		42,000,000	43,768,542	44,990,400	47,099,362
TOTAL		42,000,000	43,768,542	44,990,400	47,099,362
<hr/>					
Expenses by Fund					
General Fund		42,000,000	43,680,000	44,990,400	47,099,362
Grants		-	88,542	-	-
TOTAL		42,000,000	43,768,542	44,990,400	47,099,362
<hr/>					

FY2022 Adopted Budget
Organizational Budgets

Contingencies

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Operating	4,976,652	32,259	3,669,420	3,549,960
Recoveries	(2,845,267)	(2,848,991)	(2,999,702)	(2,956,981)
TOTAL	2,131,385	(2,816,732)	669,718	592,979
Expenses by Fund				
General Fund	2,131,385	(2,816,732)	669,718	592,979
TOTAL	2,131,385	(2,816,732)	669,718	592,979

FY2022 Adopted Budget
Organizational Budgets

Transfer to Other Funds

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
<hr/>					
Expenses by Category					
Operating		18,766,242	21,490,263	19,885,762	21,925,646
TOTAL		18,766,242	21,490,263	19,885,762	21,925,646
<hr/>					
Expenses by Fund					
General Fund		18,766,242	21,490,263	19,885,762	21,925,646
TOTAL		18,766,242	21,490,263	19,885,762	21,925,646
<hr/>					

FY2022 Adopted Budget
Organizational Budgets

Transfer to Grant Funds

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category					
Operating		5,654,170	7,047,157	7,861,295	9,376,237
TOTAL		5,654,170	7,047,157	7,861,295	9,376,237
Expenses by Fund					
General Fund		5,654,170	7,047,157	7,861,295	9,376,237
TOTAL		5,654,170	7,047,157	7,861,295	9,376,237

FY2022 Adopted Budget
Organizational Budgets

Transfer to Other Govts

		Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category					
Operating		4,739,190	4,980,765	5,053,754	5,142,756
TOTAL		4,739,190	4,980,765	5,053,754	5,142,756
Expenses by Fund					
General Fund		4,739,190	4,980,765	5,053,754	5,142,756
TOTAL		4,739,190	4,980,765	5,053,754	5,142,756

FY2022 Adopted Budget
Organizational Budgets

Pension Trust

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	-	-	-	30,355,052
Operating	-	-	-	3,062,274
TOTAL	-	-	-	33,417,326
Expenses by Fund				
Pension Trust - Employees Plan	-	-	-	21,557,551
Pension Trust - Uniformed Plan	-	-	-	11,859,775
TOTAL	-	-	-	33,417,326
Full-time Equivalents	-	-	-	0.95

FY2022 Adopted Budget
Organizational Budgets

OPEB Trust

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	-	-	-	11,017,000
Operating	-	-	-	112,000
TOTAL	-	-	-	11,129,000
Expenses by Fund				
Other Post Employment Benefits Trust	-	-	-	11,129,000
TOTAL	-	-	-	11,129,000

FY2022 Adopted Budget
Organizational Budgets

LOSAP Trust

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Category				
Personnel	-	-	-	832,300
Operating	-	-	-	18,300
TOTAL	-	-	-	850,600
Expenses by Fund				
Length of Service Award Program Trust	-	-	-	850,600
TOTAL	-	-	-	850,600

UNASSIGNED

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About The Division

The Unassigned Divisional Unit is a combination of different departments across different funds that are not otherwise assigned a division. It consists of seven departments: Debt Service, School Impact Fees, Debt Service, Agricultural Preservation, School Bus Impact Fees, Library Impact Fees, School Construction Fees, and No Specific Department.

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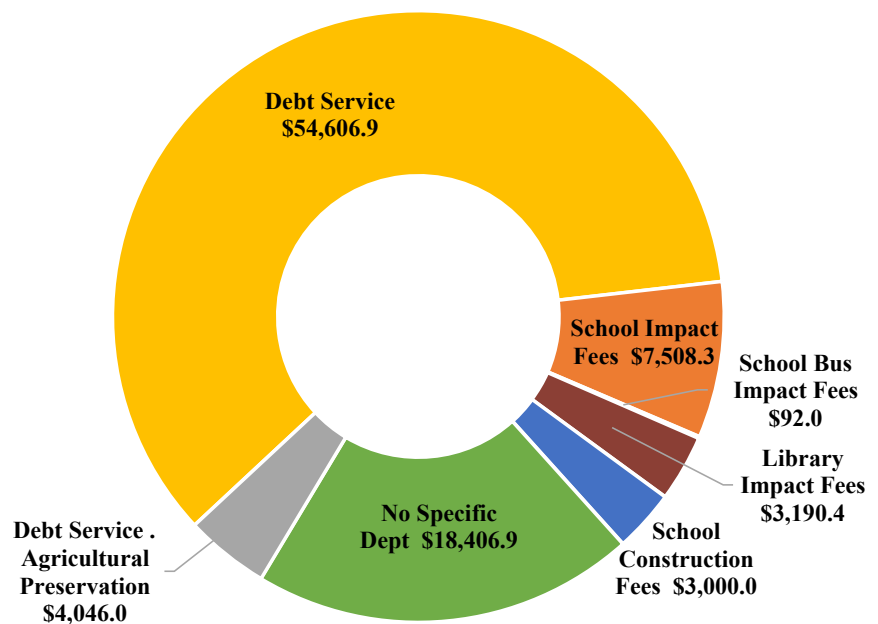
Budget Highlights

The School Construction Fees and the School Impact Fees Departments (both in the Impact Fees/School Mitigation Fund) decreased relative to FY21 because no funding is budgeted for the construction phase of schools. However, the Library Impact Fees department increased related to the transfer of funds to the Capital Budget for the construction phase of the Midletown library.

Both the Debt Service and Debt Service-Agricultural Preservation increased due to obligations to pay outstanding debt service.

The No Specific Department (related to the Parks Acquisition/Development Fund and School Construction fund) decreased relative to FY21 because no significant funding is budgeted for the construction phase of schools or parks.

Expenditures by Department
(In thousands)



7Rtal FY22 Budgeted
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\$90,850,597

Unassigned

Debt Service

This includes the budget for the direct payment of debt service for governmental funds except for those directly related to impact fees and agricultural preservation.

Debt Service ± Agricultural Preservation

This includes the budget for the direct payment of debt service for governmental funds directly related to agricultural preservation.

School Impact Fees

This includes expenses in the Impact Fee/School Mitigation Fund related to the building component of the school impact fee, including the transfer to the debt service fund. It also reflects the budget for the direct payment of debt service in the debt service fund.

School Bus Impact Fees

This includes expenses in the Impact Fee/School Mitigation Fund related to the bus component of the school impact fee.

Library Impact Fees

This includes expenses in the Impact Fee/School Mitigation Fund related to the library impact fee, including the transfer to the debt service fund. It also reflects the budget for the direct payment of debt service in the debt service fund.

School Construction Fees

This includes expenses in the Impact Fee/School Mitigation Fund related to the school construction fee (also known as the school mitigation fee).

No Specific Department

A generic department used across several funds

- Electric Lighting Districts ± The entire fund is assigned to the no specific department
- Parks Acquisition/Development ± The entire fund is assigned to the no specific department
- School Construction ± The entire fund is assigned to the no specific department
- Worker's Compensation – The entire fund is assigned to the no specific department
- Hotel Room Rental Tax ± The entire fund is assigned to the no specific department

Note: See Fund Budgets section for more information on these budgets.

FY2022 Adopted Budget
Organizational Budgets

Unassigned

	Actual 2019	Actual 2020	Adopted 2021	Adopted 2022
Expenses by Department				
Debt Service	54,051,437	61,685,555	51,228,216	54,606,946
Debt Service - Agricultural Preservation	3,683,452	5,453,130	3,089,675	4,046,000
School Impact Fees	18,286,602	28,154,653	32,502,754	7,508,300
School Bus Impact Fees	-	-	184,000	92,000
Library Impact Fees	-	-	515,667	3,190,431
School Construction Fees	6,729,424	3,000,000	8,000,000	3,000,000
No Specific Dept	24,624,166	16,877,113	25,912,923	18,406,920
TOTAL	107,375,081	115,170,451	121,433,235	90,850,597
Expenses by Category				
Personnel	-	22,996	73,359	86,441
Operating	107,375,081	115,147,450	121,359,876	90,764,156
Capital	-	5	-	-
TOTAL	107,375,081	115,170,451	121,433,235	90,850,597
Expenses by Fund				
Grants	295,252	268,165	-	-
Hotel Room Rental Tax	2,678,725	2,138,246	2,348,500	2,519,300
Electric Lighting Districts	13,109	14,411	13,300	14,250
Debt Service - General Government	65,613,453	75,771,281	59,671,271	60,635,046
Parks Acquisition/Development	10,166,800	2,744,208	8,690,000	3,207,000
Impact Fees/School Mitigation	17,137,462	22,522,057	35,849,041	11,808,631
School Construction	6,142,124	7,742,389	9,238,000	7,946,568
Worker's Compensation	5,328,156	3,969,694	5,623,123	4,719,802
TOTAL	107,375,081	115,170,451	121,433,235	90,850,597
Full-Time Equivalents				
	-	-	1.00	1.00

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**BUDGETED POSITIONS &
FULL-TIME EQUIVALENTS (FTEs)**

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FY2022 Adopted Budget Budgeted Positions and Full Time Equivalents (FTEs)

Introduction

Presented on the following pages is a listing of all budgeted position titles and their full time equivalent count.

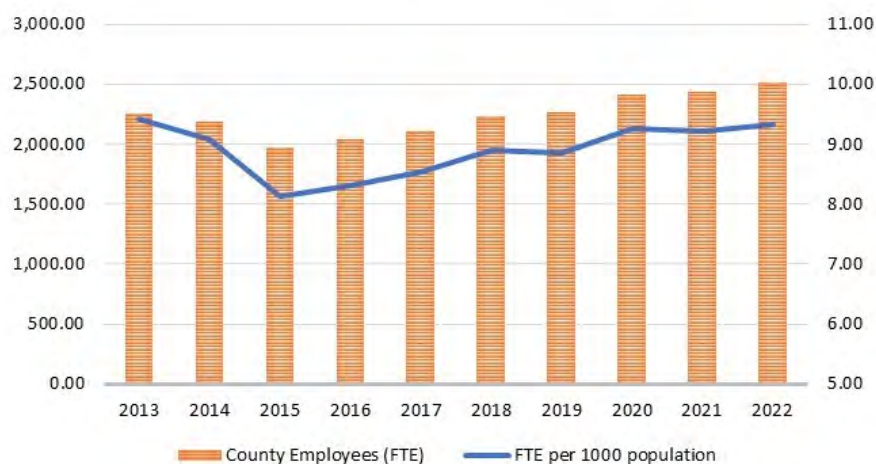
A full time equivalent is based on the budgeted hours divided by the number of base hours. Any position at or above a calculated 0.5 FTE is uniquely budgeted and presented on the following pages. Positions that are below the 0.5 FTE calculation are considered part time non-benefited, are budgeted in a collective group, and are not part of the report. Some positions may be allocated to more than one department, so the FTE amount may appear to be less than 0.5 FTE. Elected positions are not shown in this table. The County currently has 22 elected positions that are salaried/stipend positions.

Year to Year Comparison

- Some positions are part of a “family” classification. Therefore, year after year, there could be a natural progression in the position title FTE counts.
- When a department is created or moved and existing positions are moved along with it, the historical positions are shown in the division that was applicable for that fiscal year.
- In FY22, an independent study of salary and benefits was conducted. As a result, position titles and family classifications were changed. The changes resulting from the study along with other normal yearly updates makes a true comparison from prior years to FY22 not feasible.
- More detail on position/FTE changes can be found on the fund narrative pages and the division narrative pages.

Position Count History

The charts provide a historical view of the number of budgeted FTEs per 1,000 of the population. In general as the population grows, services provided by the County need to expand to meet the needs. This would indicate that more staffing is needed, although some services need a minimum of employees regardless of the number of users/population. Over the past several years, the county FTE per 1000 of population has remained steady at slightly over 9.0.



Data Source (population):

- 2013-2021 ± Census co-est2020-alldata
- 2022 is an average based on the past 3 years
- 7/1/2012 (the first day of the fiscal year) is used for FY2013 and subsequent years

Fiscal Year	County Employees (FTE)	% Change from Prior Year	County Population	FTE per 1000 population
2013	2,259.53	-3.48%	239,705	9.43
2014	2,190.30	-3.06%	241,215	9.08
2015	1,977.20	-9.73%	243,487	8.12
2016	2,039.23	3.14%	245,145	8.32
2017	2,111.89	3.56%	247,269	8.54
2018	2,235.63	5.86%	251,037	8.91
2019	2,265.63	1.34%	255,698	8.86
2020	2,411.58	6.44%	260,609	9.25
2021	2,440.71	1.21%	265,161	9.20
2022	2,516.48	3.10%	270,043	9.32

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
COUNTY ADMINISTRATION				
County Executive				
Administrative Analyst	2.00	2.00	2.00	2.00
Administrative Coordinator	2.00	2.00	-	-
Administrative Officer	1.00	1.00	-	-
Chief Administrative Officer	1.00	1.00	-	-
Chief of Staff	1.00	1.00	1.00	1.00
Deputy Chief Administrative Officer	1.00	2.00	-	-
Director, Governmental Affairs	1.00	1.00	1.00	1.00
Education Liaison	1.00	1.00	1.00	1.00
Special Assistant to County Executive	-	1.00	1.00	1.00
	10.00	12.00	6.00	6.00
County Administration				
Administrative Coordinator	-	-	1.00	1.00
Administrative Officer	-	-	1.00	1.00
Chief Administrative Officer	-	-	1.00	1.00
Chief Equity & Inclusion Officer	-	-	-	1.00
Deputy Chief Administrative Officer	-	-	2.00	1.00
Deputy Chief Administrative Officer-CFO	-	-	-	1.00
Executive Assistant	-	-	1.00	1.00
	-	-	6.00	7.00
Budget				
Assistant Director, Budget	1.00	1.00	1.00	1.00
Budget Analyst II	-	-	-	2.00
Budget Analyst III	2.00	2.00	2.00	1.00
Director, Budget	1.00	1.00	1.00	1.00
Staff Software Integrator	-	-	-	1.00
	4.00	4.00	4.00	6.00
Workforce Services				
Administrative Coordinator	1.00	1.00	1.00	-
Administrative Specialist I	-	-	-	1.00
Administrative Specialist II	-	-	-	2.00
Administrative Specialist III	1.00	1.00	1.00	-
Administrative Specialist V	1.00	1.00	1.00	-
Business Services Consultant	3.00	3.00	3.00	3.00
Communications Manager	-	-	-	1.00
Customer Service Representative	1.00	1.00	1.00	-
Data Management Analyst	1.00	1.00	1.00	1.00
Director, FC Workforce Svcs	1.00	1.00	1.00	1.00
Employment & Training Analyst	1.00	1.00	-	-
Employment & Training Consultant	3.00	3.00	3.00	4.00
Fiscal Specialist	1.00	1.00	1.00	2.00
Grants Manager	-	-	-	1.00
Program Assistant	2.00	2.00	2.00	-
Program Instructor I	1.00	1.00	1.00	1.00
Program Specialist	1.00	2.00	2.00	5.00
Supervisor Employment & Training Progs	3.00	3.00	4.00	3.00
	21.00	22.00	22.00	25.00

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Office of Economic Development				
Administrative Assistant	1.00	1.00	1.00	-
Administrative Specialist I	-	-	-	1.00
Administrative Specialist III	1.00	1.00	1.00	-
Associate Director, OED	-	-	-	1.00
Business Development Analyst	1.00	1.00	1.00	-
Business Development Specialist	5.00	5.00	2.00	2.00
Director of Business Ret & Exp	-	-	1.00	-
Director, Business	1.00	1.00	1.00	2.00
Director, Fred Tech Center (FITCI)	1.00	1.00	1.00	-
Division Director, Economic & Workforce Development	1.00	1.00	1.00	1.00
Executive Assistant	-	-	-	1.00
Senior Business Development Specialist	-	-	2.00	3.00
	11.00	11.00	11.00	11.00
Communications				
Assistant Director, Communications	1.00	1.00	1.00	1.00
Associate Video Producer	-	-	-	1.00
Director, Communications	1.00	1.00	1.00	1.00
Public Affairs Specialist	1.00	1.00	1.00	1.00
Video Producer	2.00	2.00	2.00	1.00
Video Services Supervisor	1.00	1.00	1.00	1.00
Video Technician I	1.00	1.00	-	1.00
Video Technician II	-	-	1.00	-
	7.00	7.00	7.00	7.00
Risk Management				
Compliance Coordinator	-	-	-	1.00
Director, Risk Management	-	-	-	1.00
PII Compliance Coordinator	-	-	-	1.00
Risk Management Associate	-	-	-	1.00
Risk Management Specialist	-	-	-	1.00
Safety & Loss Control Specialist	-	-	-	1.00
	-	-	-	6.00
Procurement and Contracting				
Administrative Coordinator	-	-	-	2.00
Director, Procurement & Contracting	-	-	-	1.00
Grants Contract Administrator	-	-	-	2.00
Procurement Analyst I	-	-	-	3.00
Procurement Analyst II	-	-	-	2.00
Procurement Analyst III	-	-	-	1.00
Procurement Supervisor	-	-	-	1.00
Project Manager IV	-	-	-	1.00
	-	-	-	13.00
Environmental Sustainability				
Director, Environmental Sustainability	1.00	1.00	1.00	1.00
Sustainability Program Administrator	0.50	0.50	0.50	0.50
	1.50	1.50	1.50	1.50
Watersheds - NPDES				
Administrative Specialist II	-	-	-	1.00
Administrative Specialist IV	1.00	-	-	-

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Administrative Specialist V	-	1.00	1.00	-
Engineering Tech II	1.00	1.00	1.00	1.00
Program Specialist	1.00	1.00	1.00	1.00
Project Manager I	2.00	2.00	1.00	-
Project Manager II	-	-	1.00	2.00
Project Manager III	1.00	1.00	1.00	1.00
Project Manager IV	1.00	1.00	1.00	1.00
	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>
TOTAL COUNTY ADMINISTRATION	61.50	64.50	64.50	89.50
COUNTY COUNCIL				
Administrative Specialist V	1.00	1.00	1.00	-
County Council Administrative Associate	-	-	-	1.00
County Council Executive Associate	-	-	-	3.00
County Council Legislative Analyst	-	1.00	1.00	1.00
County Council Legislative Director & Chief of Staff	1.00	1.00	1.00	1.00
Executive Assistant	3.00	3.00	3.00	-
Senior Legislative Analyst	1.00	-	-	-
	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>
TOTAL COUNTY COUNCIL	6.00	6.00	6.00	6.00
SHERIFF				
Sheriff-Administration				
Administrative Specialist I	-	-	-	2.00
Administrative Specialist III	2.00	2.00	2.00	-
Constable I	2.00	3.00	2.00	-
Constable II	4.00	3.00	4.00	6.00
Deputy Sheriff, 1st Class	2.00	2.00	2.00	2.00
Lieutenant, FCSO	1.00	1.00	1.00	1.00
Sergeant, FCSO	1.00	1.00	1.00	1.00
	<u>12.00</u>	<u>12.00</u>	<u>12.00</u>	<u>12.00</u>
Court House Security				
Corporal, FCSO	1.00	-	-	-
Courthouse Deputy Corporal	2.00	2.00	2.00	2.00
Courthouse Deputy I	2.00	3.00	2.00	1.00
Courthouse Deputy II	13.00	13.00	14.00	15.00
Courthouse Deputy Sergeant	1.00	1.00	1.00	1.00
Deputy Sheriff	-	-	-	1.00
Deputy Sheriff, 1st Class	6.00	5.00	5.00	4.00
Sergeant, FCSO	-	1.00	1.00	1.00
	<u>25.00</u>	<u>25.00</u>	<u>25.00</u>	<u>25.00</u>
Sheriff-Law Enforcement				
Accreditation Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	-
Administrative Coordinator	1.00	2.00	1.00	2.00
Administrative Specialist I	-	-	-	6.00
Administrative Specialist II	-	-	-	1.00
Administrative Specialist III	7.00	6.00	6.00	-

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Administrative Specialist IV	1.00	1.00	1.00	-
Administrative Specialist V	2.00	2.00	2.00	-
Assistant Public Info Spec Supervisor	1.00	1.00	1.00	1.00
Background Investigator	1.00	1.00	1.00	1.00
Captain, FCSO	2.00	2.00	3.00	2.00
Chief Deputy	1.00	1.00	1.00	1.00
Corporal, FCSO	22.00	23.00	22.00	21.00
Crime Analyst	1.00	1.00	1.00	1.00
Criminal Investigations Coordinator	-	-	-	1.00
Crisis Support Lead	1.00	1.00	1.00	1.00
Data Management Analyst	2.00	1.00	1.00	2.00
Data Support Specialist	-	1.00	1.00	-
Deputy Sheriff	22.00	22.00	24.00	26.00
Deputy Sheriff, 1st Class	97.00	93.00	98.00	99.00
Deputy Sheriff-Lateral	3.00	5.00	-	-
Divisional Finance Manager	-	-	-	1.00
Divisional Technology Manager	-	-	-	1.00
Evidence & Property Technician	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	2.00
FCSO Program Coordinator	-	-	1.00	1.00
FCSO, Coordinator Technology	1.00	1.00	1.00	-
FCSO, Public Info Officer	1.00	1.00	1.00	1.00
Financial Office Manager	1.00	1.00	1.00	1.00
Forensic Services Technician	1.00	-	-	-
Lieutenant, FCSO	9.00	9.00	10.00	8.00
Lt. Colonel	1.00	1.00	1.00	1.00
Major, FCSO	2.00	2.00	2.00	2.00
Manager, Technology-FCSO	1.00	1.00	1.00	-
Office Manager	1.00	1.00	1.00	-
Personnel Analyst, Sheriff	-	-	-	1.00
Police Info Specialist I	2.00	4.00	4.00	2.00
Police Info Specialist II	4.00	3.00	3.00	5.00
Police Information Supervisor	1.00	1.00	1.00	1.00
Property & Purchases Coordinator	1.00	1.00	1.00	2.00
Public Safety Training Coord I	-	-	-	1.00
Sergeant, FCSO	15.00	16.00	16.00	16.00
Sex Offender Program Coord	1.00	1.00	-	-
Sexual Offender Program Manager	-	-	1.00	1.00
Supervisor FCSO Records	1.00	1.00	1.00	1.00
Teamleader	1.00	1.00	1.00	-
Technology Coordinator	-	-	-	1.00
	212.00	212.00	215.00	216.00
Community Deputy Program				
Deputy Sheriff, 1st Class	6.00	6.00	6.00	6.00
	6.00	6.00	6.00	6.00
Detention Center				
Administrative Coordinator	2.00	2.00	2.00	2.00
Administrative Specialist I	-	-	-	2.00
Administrative Specialist III	1.00	1.00	1.00	-
Administrative Specialist IV	1.00	1.00	1.00	-

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Assistant Director, Inmate Services	1.00	1.00	1.00	1.00
Captain, FCSO	2.00	2.00	2.00	2.00
Corporal, FCADC	18.00	18.00	17.00	19.00
Correctional Classification Spec I	1.00	-	-	1.00
Correctional Classification Spec II	4.00	6.00	6.00	5.00
Correctional Officer	20.00	12.00	6.00	8.00
Correctional Officer, FC	52.00	60.00	67.00	63.00
Corrections Records Supervisor	1.00	1.00	1.00	1.00
Dietary Supervisor	1.00	1.00	1.00	1.00
Director, Inmate Services	1.00	1.00	1.00	1.00
FCADC Dietary Manager	1.00	1.00	1.00	1.00
Fiscal Assistant	-	-	-	1.00
Lieutenant, FCSO	6.00	6.00	6.00	7.00
Lt. Colonel	1.00	1.00	1.00	1.00
Major, FCSO	1.00	1.00	1.00	1.00
Office Manager	1.00	1.00	1.00	-
Personnel Assistant	1.00	1.00	1.00	1.00
Sergeant, FCADC	9.00	9.00	9.00	8.00
Technology Administrator, FCADC	1.00	1.00	1.00	-
Technology Coordinator	-	-	-	1.00
	126.00	127.00	127.00	127.00
Work Release Center				
Administrative Coordinator	-	-	-	1.00
Administrative Specialist I	-	-	-	1.00
Administrative Specialist II	-	-	-	1.00
Administrative Specialist III	2.00	2.00	2.00	-
Administrative Specialist IV	1.00	1.00	1.00	-
Assistant Director, Community Services	1.00	1.00	1.00	1.00
Corporal, FCADC	4.00	4.00	4.00	3.00
Correctional Classification Spec I	-	-	1.00	1.00
Correctional Classification Spec II	6.00	6.00	5.00	5.00
Correctional Officer	4.00	2.00	1.00	2.00
Correctional Officer, FC	17.00	19.00	20.00	19.00
Director, Community Services	1.00	1.00	1.00	1.00
Lieutenant, FCSO	1.00	1.00	1.00	1.00
Office Manager	1.00	1.00	1.00	-
Sergeant, FCADC	2.00	2.00	2.00	3.00
	40.00	40.00	40.00	39.00
TOTAL SHERIFF	421.00	422.00	425.00	425.00
STATE'S ATTORNEY				
Administrative Coordinator	1.00	-	-	-
Assistant State's Attorney I	2.00	5.00	5.00	3.00
Assistant State's Attorney II	8.00	8.00	7.00	11.00
Assistant State's Attorney III	7.00	5.00	6.00	6.00
Chief Counsel	1.00	1.00	1.00	1.00
Chief Investigator	1.00	1.00	1.00	1.00
Chief Prosecutor, Child Abuse Unit	1.00	1.00	1.00	1.00
Chief Prosecutor, Child Support Unit	1.00	1.00	1.00	1.00

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Chief Prosecutor, District Court	1.00	1.00	1.00	1.00
Chief Prosecutor, Economic Crimes Unit	1.00	1.00	1.00	1.00
Chief Prosecutor, Juvenile Division	1.00	1.00	1.00	1.00
Chief Prosecutor, Narcotics Division	-	-	1.00	1.00
Chief Prosecutor, Violent Crime Division	1.00	1.00	1.00	1.00
Communications Specialist	1.00	1.00	1.00	1.00
Deputy State's Attorney	2.00	2.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Forensic Scientist I	1.00	1.00	1.00	1.00
Investigator I	1.00	2.00	3.00	6.00
Investigator II	2.00	1.00	-	-
Investigator III	4.00	4.00	4.00	4.00
Legal Office Associate I	4.00	3.00	4.00	4.00
Legal Office Associate II	5.00	6.00	5.00	5.00
Legal Office Associate III	13.00	13.00	13.00	12.00
Legal Office Supervisor	-	-	-	1.00
State's Atty's Office Administrator	2.00	2.00	2.00	2.00
Victim Witness Coordinator I	2.00	-	2.00	4.00
Victim Witness Coordinator II	-	2.00	2.00	-
Victim Witness Coordinator III	3.00	3.00	3.00	2.00
Victim Witness Coordinator IV	-	-	-	1.00
Youthful Offender Program Manager	1.00	1.00	1.00	1.00
TOTAL STATE'S ATTORNEY	68.00	68.00	70.00	75.00
CIRCUIT COURT				
Circuit Court				
Administrative Aide	3.00	3.00	-	-
Administrative Assistant	2.00	2.00	7.00	-
Administrative Support Supervisor	-	-	-	1.00
Assignment Commissioner	1.00	1.00	1.00	1.00
Assistant Assignment Commissioner	1.00	1.00	1.00	1.00
Circuit Court Administrator	1.00	1.00	1.00	1.00
Circuit Court Coordinator	1.00	1.00	1.00	1.00
Circuit Ct Chambers Manager	-	-	-	1.00
Drug Treatment Lab Technician	-	-	1.00	1.00
Executive Assistant	1.00	1.00	1.00	7.00
Family Court Evaluator	1.00	1.00	1.00	1.00
Judicial Assistant	5.00	5.00	-	-
Legal Assistant	-	-	3.00	4.00
Legal Assistant-Transcriber	1.00	1.00	1.00	-
Problem Solving Court Case Mgr	2.00	2.00	1.00	1.00
Problem Solving Court Supervisor	1.00	1.00	1.00	1.00
	20.00	20.00	20.00	21.00
Circuit Court Magistrate				
Circuit Court Magistrate	1.00	1.00	1.00	1.00
	1.00	1.00	1.00	1.00
Family Law				
Court Case Specialist	1.00	1.00	1.00	1.00
Family Services Administrator	1.00	1.00	1.00	1.00

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Guardianship Liaison	-	-	1.00	1.00
Legal Assistant	-	1.00	1.00	1.00
	2.00	3.00	4.00	4.00
TOTAL CIRCUIT COURT	23.00	24.00	25.00	26.00
COUNTY ATTORNEY				
County Attorney				
Administrative Coordinator	-	-	-	1.00
Assistant County Attorney	2.00	2.00	-	4.00
Coordinator, Legal Office	1.00	1.00	1.00	-
County Attorney	1.00	1.00	1.00	1.00
Deputy County Attorney	1.00	1.00	1.00	1.00
Legal Assistant	1.00	1.00	1.00	1.00
Senior Assistant County Attorney	3.00	3.00	5.00	2.00
	9.00	9.00	9.00	10.00
TOTAL COUNTY ATTORNEY	9.00	9.00	9.00	10.00
FINANCE				
Finance Administration				
Deputy Director, Finance Division	-	1.00	1.00	1.00
Division Director, Finance	-	1.00	1.00	1.00
Finance Office Coordinator	-	1.00	1.00	1.00
Financial Services Manager	-	1.00	1.00	-
	-	4.00	4.00	3.00
Debt and Benefit Trust Mgmt				
Accountant II	-	-	-	1.00
Financial Services Manager	-	-	-	1.00
	-	-	-	2.00
Treasury				
Accountant I	0.56	0.56	0.56	0.56
Collections Specialist I	-	1.00	1.00	1.00
Collections Specialist II	4.00	3.00	3.00	3.00
Director, Treasury	1.00	1.00	1.00	1.00
Finance Billing Coordinator	1.00	1.00	1.00	1.00
Recordation Specialist	1.00	1.00	1.00	1.00
Tax Credit Specialist	-	-	-	1.00
Treasury Manager	1.00	1.00	1.00	1.00
	8.56	8.56	8.56	9.56
Accounting				
Accountant I	-	-	-	1.00
Accountant II	3.00	3.00	3.00	3.00
Accountant III	2.00	2.00	2.00	2.00
Accounting Specialist	-	-	1.00	-
Accounting Supervisor	3.00	3.00	3.00	3.00
Accounting Technician I	-	1.00	1.00	1.00
Accounting Technician II	3.00	2.00	1.00	1.00
Accounts Payable Supervisor	1.00	1.00	1.00	1.00
Cash Management Specialist	1.00	1.00	1.00	1.00

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Coordinator, Finance Office	1.00	-	-	-
Deputy Director, Finance Division	1.00	-	-	-
Director, Accounting	1.00	1.00	1.00	1.00
Division Director, Finance	1.00	-	-	-
Financial Services Manager	1.00	-	-	-
Payroll Administrator	1.00	1.00	1.00	1.00
Payroll Analyst I	-	1.00	1.00	1.00
Payroll Analyst II	2.00	1.00	1.00	1.00
Senior Accounting Technician	1.00	1.00	1.00	1.00
	<u>22.00</u>	<u>18.00</u>	<u>18.00</u>	<u>18.00</u>
Risk Management				
Administrative Coordinator	-	1.00	1.00	-
Administrative Specialist IV	1.00	-	-	-
Director, Risk Management	1.00	1.00	1.00	-
HIPAA Compliance Coordinator	-	-	1.00	-
Risk Management Specialist	1.00	1.00	1.00	-
Safety & Loss Control Specialist	1.00	1.00	1.00	-
	<u>4.00</u>	<u>4.00</u>	<u>5.00</u>	<u>-</u>
Procurement & Contracting				
Administrative Coordinator	1.00	1.00	1.00	-
Director, Procurement & Contracting	1.00	1.00	1.00	-
Grants Manager	1.00	1.00	1.00	-
Office Manager	1.00	1.00	1.00	-
Procurement Analyst I	1.00	1.00	3.00	-
Procurement Analyst II	2.00	2.00	2.00	-
Procurement Analyst III	2.00	2.00	1.00	-
Project Manager IV	2.00	2.00	1.00	-
Teamleader	1.00	1.00	1.00	-
	<u>12.00</u>	<u>12.00</u>	<u>12.00</u>	<u>-</u>
TOTAL FINANCE	<u>46.56</u>	<u>46.56</u>	<u>47.56</u>	<u>32.56</u>
HUMAN RESOURCES				
Human Resources				
Administrative Specialist I	-	-	-	0.63
Administrative Specialist IV	1.00	-	-	-
Deputy Director, Human Resources	1.00	1.00	1.00	1.00
Division Director, Human Resources	1.00	1.00	1.00	1.00
Human Resources Administrator	5.50	5.50	5.50	6.50
Human Resources Analyst	1.00	1.00	1.00	2.00
Human Resources Associate	0.50	1.75	1.55	1.55
Human Resources Generalist	-	-	-	1.00
Human Resources Specialist	1.00	0.75	1.00	1.00
	<u>11.00</u>	<u>11.00</u>	<u>11.05</u>	<u>14.68</u>
Pension Trust				
HR Specialist	-	0.25	-	-
Human Resources Administrator	0.50	0.50	0.50	-

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Human Resources Associate	0.50	0.25	0.45	-
	1.00	1.00	0.95	-
TOTAL HUMAN RESOURCES	12.00	12.00	12.00	14.68

INTERAGENCY INFORMATION TECHNOLOGY

Interagency Inform Technology

Administrative Aide	1.00	1.00	1.00	-
Administrative Coordinator	-	-	-	1.00
Administrative Specialist II	-	-	-	1.75
Administrative Specialist IV	-	0.75	0.75	-
Associate Client Services Specialist	1.60	2.43	2.43	2.00
Associate GIS Analyst	2.00	1.00	2.00	1.00
Associate GIS Specialist	1.00	2.00	2.00	-
Associate Infor Security Analyst	-	-	-	2.00
Associate Network Engineer	1.70	0.70	0.70	0.70
Associate Software Integrator	6.00	3.00	6.00	5.00
Associate Systems Administrator	1.00	1.00	1.00	1.00
Associate Telecommunications Analyst	0.30	-	-	0.30
Chief Information Security Officer	1.80	0.80	0.80	0.80
Client Services Specialist	1.00	2.00	-	-
Coordinator, IIT	-	1.00	1.00	-
Deputy Director, IIT Division	1.00	1.00	1.00	1.00
Division Director, Interagency Information Technologies/CIO	1.00	1.00	1.00	1.00
GIS Analyst	-	1.00	-	-
GIS Manager	1.00	1.00	1.00	1.00
GIS Specialist	1.00	-	1.00	3.00
IIT Functional Lead	5.85	5.85	6.85	6.85
Information Security Analyst	-	-	1.00	-
Office Manager	1.00	-	-	-
Project Manager III	0.75	0.75	-	-
Project Manager IV	1.00	1.00	-	-
Senior Client Services Spec	1.00	1.00	-	-
Senior GIS Analyst	-	1.00	-	-
Senior Infor Security Analyst	-	-	1.00	-
Senior Network Engineer	1.00	1.00	1.00	1.75
Senior Software Integrator	1.00	4.00	9.00	10.00
Senior Systems Administrator	-	-	-	1.00
Software Applications Manager	1.00	1.00	1.00	1.00
Software Integrator	1.00	1.00	-	5.00
Staff Client Services Specialist	4.00	3.00	5.00	5.43
Staff GIS Analyst	1.00	1.00	1.00	2.00
Staff GIS Specialist	4.00	4.00	3.00	3.00
Staff Information Security Analyst	2.00	2.00	1.00	1.00
Staff Network Engineer	-	1.00	1.75	1.00
Staff Software Integrator	11.00	12.00	7.00	7.00
Staff Systems Administrator	3.00	2.00	2.00	1.00
Staff Telecommunications Analyst	-	0.30	0.30	0.30
Systems Administrator	-	1.00	1.00	1.00

FY2022 Adopted Budget
Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Telecommunications Analyst	0.30	0.30	0.30	-
	60.30	62.88	63.88	68.88
IIT Voice Services				
Administrative Specialist II	-	-	-	0.25
Administrative Specialist IV	-	0.25	0.25	-
Associate Client Services Specialist	0.40	0.57	0.57	-
Associate Network Engineer	0.30	0.30	0.30	0.30
Associate Telecommunications Analyst	0.70	-	-	0.70
Chief Information Security Officer	0.20	0.20	0.20	0.20
IIT Functional Lead	0.15	0.15	0.15	0.15
Project Manager III	0.25	0.25	-	-
Senior Network Engineer	-	-	-	0.25
Senior Telecommunications Analyst	1.00	1.00	1.00	1.00
Staff Client Services Specialist	-	-	-	0.57
Staff Network Engineer	-	-	0.25	-
Staff Telecommunications Analyst	-	0.70	0.70	0.70
Telecommunications Analyst	0.70	0.70	0.70	-
	3.70	4.12	4.12	4.12
TOTAL INTERAGENCY INFORMATION TECHNOLOGY	64.00	67.00	68.00	73.00
PLANNING & PERMITTING				
Planning & Development Review				
Administrative Assistant	1.00	-	-	-
Administrative Coordinator	-	-	-	1.00
Administrative Specialist I	-	-	-	1.00
Administrative Specialist II	-	-	-	1.00
Administrative Specialist IV	1.00	-	-	-
Administrative Specialist V	-	1.00	2.00	-
Communications Manager	-	-	-	1.00
Coordinator, Planning Division	-	1.00	1.00	-
Development Review Tech II	1.00	1.00	1.00	-
Director, Development Review	1.00	1.00	1.00	1.00
Director, Planning	1.00	1.00	1.00	1.00
Division Director, Planning & Permitting	1.00	1.00	1.00	1.00
Engineering Manager	1.00	1.00	1.00	-
Inspector I, Zoning/Nuisance	1.00	1.00	1.00	-
Inspector II	-	-	-	1.00
Permit Coordinator	-	-	-	1.00
Planner I	1.00	1.00	1.00	1.00
Planner II	3.00	3.00	3.00	3.00
Prin Planr I, Historic Preservation	-	1.00	1.00	-
Principal Planner I	2.00	4.00	4.00	5.00
Principal Planner II	3.00	3.00	3.00	3.00
Senior Planner	1.00	-	-	-
Traffic & Transportation Eng Supervisor	-	-	-	1.00
Traffic Engineer	1.00	1.00	1.00	1.00
Zoning Administrator	1.00	1.00	1.00	1.00
	20.00	22.00	23.00	24.00

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Permits & Inspections				
Administrative Coordinator	-	1.00	1.00	1.00
Administrative Specialist V	2.00	1.00	-	-
Building Inspector I	1.00	1.00	-	-
Building Inspector II	2.00	4.00	5.00	-
Building Plan Review Tech	1.00	1.00	1.00	1.00
Building Plans Reviewer I	1.00	1.00	1.00	1.00
Building Plans Reviewer II	3.00	3.00	3.00	3.00
Chief Building Inspector	1.00	1.00	1.00	1.00
Chief Electrical Inspector	-	1.00	1.00	1.00
Chief Environmental Inspector	1.00	1.00	1.00	-
Chief Plumbing Inspector	1.00	1.00	1.00	1.00
Customer Service Technician I	3.00	1.00	3.00	1.00
Customer Service Technician II	1.00	3.00	1.00	3.00
Development Review Tech II	1.00	1.00	1.00	-
Director, Permits & Inspections	1.00	1.00	1.00	1.00
Electrical Inspector I	1.00	1.00	1.00	1.00
Electrical Inspector II	2.00	2.00	2.00	2.00
Engineer III	-	-	-	1.00
Engineering Manager	-	-	1.00	-
Engineering Specialist I	1.00	1.00	1.00	1.00
Engineering Specialist III	1.00	1.00	-	-
Engineering Supervisor	-	-	-	1.00
Environmental Inspector	2.00	3.00	3.00	3.00
Fire Inspector	1.00	1.50	1.50	-
Inspection Services Manager	1.00	1.00	1.00	1.00
Inspector I	-	-	-	2.50
Inspector II	-	-	-	4.00
Manager, Plan Review Services	1.00	1.00	1.00	1.00
Permit Coordinator	1.00	1.00	1.00	2.00
Permitting Services Manager	1.00	1.00	1.00	1.00
Plumbing Inspector I	1.00	1.00	1.00	2.00
Plumbing Inspector II	2.00	2.00	2.00	1.00
Senior Customer Service Technician	1.00	3.00	3.00	3.00
Technology Coordinator	-	-	-	1.00
	35.00	41.50	40.50	41.50
Agricultural Preservation				
Land Preservation Prgm Admin	1.00	1.00	1.00	1.00
Planner I	1.00	1.00	-	1.00
Planner II	-	-	1.00	1.00
	2.00	2.00	2.00	3.00
TOTAL PLANNING & PERMITTING	57.00	65.50	65.50	68.50
EMERGENCY MANAGEMENT				
Emergency Communications				
Administrative Aide	1.00	-	-	-
Administrative Specialist II	-	-	-	1.00
Administrator, Emerg Comm Training	-	1.00	1.00	-
Assistant Director, Emerg Comm	-	1.00	1.00	1.00

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Director, Emergency Communications	1.00	1.00	1.00	1.00
Emerg Communications Spec I	12.00	15.00	17.00	17.00
Emerg Communications Spec II	9.00	13.00	13.00	14.00
Emerg Communications Spec III	28.00	29.00	28.00	25.00
Emerg Communications Spec IV	6.00	5.00	4.00	5.00
Emergency Comm Administrator	3.00	3.00	3.00	4.00
Emergency Comm Center Mgr	8.00	7.00	7.00	11.00
Personnel Assistant	-	1.00	1.00	1.00
	68.00	76.00	76.00	80.00
Emergency Preparedness				
Administrative Aide	1.00	1.00	1.00	-
Administrative Specialist II	-	-	-	1.00
Director, Emergency Preparedness	1.00	1.00	1.00	1.00
Grants Compliance & Training Coord	-	1.00	1.00	1.00
Grants Manager	1.00	1.00	1.00	1.00
Planner I	1.00	1.00	1.00	1.00
Planner II	1.00	2.00	1.00	1.00
	5.00	7.00	6.00	6.00
Emergency Management				
Administrative Assistant	1.00	1.00	1.00	-
Assistant Director	1.00	-	-	-
Deputy Director, Emergency Management	-	-	-	1.00
Division Director, Emergency Prep & Management	1.00	1.00	1.00	1.00
Executive Assistant	-	-	-	1.00
Planner II	-	-	1.00	1.00
	3.00	2.00	3.00	4.00
TOTAL EMERGENCY MANAGEMENT	76.00	85.00	85.00	90.00
FIRE & RESCUE SERVICES				
Fire/Rescue Office of the Fire Chief				
Administrative Assistant	1.00	1.00	1.00	-
Division Director, Fire & Rescue Svcs-FireChief	1.00	1.00	1.00	1.00
Executive Assistant	-	-	-	1.00
Fire Medic 2	0.50	-	-	-
Firefighter I	0.50	-	-	-
Firefighter II	19.50	-	-	-
Personnel Assistant	1.00	1.00	1.00	1.00
Personnel Supervisor	1.00	1.00	1.00	1.00
	24.50	4.00	4.00	4.00
Fire/Rescue Administrative Services				
Administrative Coordinator	1.00	1.00	1.00	1.00
Deputy Chief, DFRS	1.00	1.00	1.00	1.00
Equipment Technician	1.00	1.00	1.00	2.00
Fiscal Administrator	-	-	-	1.00
Fiscal Specialist	1.00	1.00	1.00	-
Logistics Manager	-	1.00	1.00	1.00

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Logistics Specialist	1.00	1.00	1.00	1.00
Senior Equipment Technician	1.00	1.00	1.00	-
	6.00	7.00	7.00	7.00
Fire/Rescue Training				
Administrative Coordinator	1.00	1.00	1.00	-
Battalion Chief	-	-	-	1.00
Battalion Chief Medic	-	1.00	1.00	-
Fire Captain	1.00	1.00	-	1.00
Fire Captain Medic	2.00	2.00	2.00	1.00
Fire Lieutenant	1.00	1.00	-	1.00
Fire Lieutenant Medic	1.00	-	1.00	-
Fire Medic 3	1.00	1.00	1.00	1.00
Firefighter I	-	-	-	1.00
Firefighter III	-	-	-	1.00
Public Safety Training Coord II	-	-	-	1.00
	7.00	7.00	6.00	8.00
Fire & EMS Operations				
Assistant Chief	-	-	-	1.00
Assistant Deputy Chief, Emerg Svcs	-	-	1.00	-
Battalion Chief	6.00	9.00	9.00	7.00
Battalion Chief Medic	3.00	3.00	3.00	5.00
Community Services Specialist	1.00	1.00	1.00	-
Deputy Chief, DFRS	1.00	1.00	1.00	1.00
Fire & Rescue Outreach Coordinator	-	-	-	1.00
Fire Captain	18.00	17.00	19.00	22.00
Fire Captain Medic	3.00	3.00	3.00	3.00
Fire Lieutenant	42.00	43.00	44.00	49.00
Fire Lieutenant Medic	7.00	8.00	11.00	11.00
Fire Medic 2	3.50	1.00	1.00	-
Fire Medic 3	43.00	46.00	42.00	44.00
Fire Medic Technician	3.00	4.00	3.00	5.00
Firefighter I	46.50	100.00	109.00	87.00
Firefighter II	43.50	79.00	75.00	72.00
Firefighter III	107.00	114.00	120.00	141.00
Firefighter Technician	44.00	45.00	46.00	50.00
	371.50	474.00	488.00	499.00
Ambulance Billing				
EMS Billing Specialist	1.00	2.00	2.00	2.00
EMS Billing Supervisor	1.00	1.00	1.00	1.00
HIPAA Compliance Coordinator	1.00	1.00	-	-
	3.00	4.00	3.00	3.00
Fire Marshall				
Battalion Chief	1.00	1.00	1.00	1.00
Fire Lieutenant	1.00	3.00	1.00	3.00
Firefighter III	2.00	-	2.00	-
	4.00	4.00	4.00	4.00
TOTAL FIRE & RESCUE SERVICES	416.00	500.00	512.00	525.00

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
VOLUNTEER FIRE/RESCUE SERVICES				
Volunteer Fire & Rescue				
Administrative Coordinator	-	1.00	1.00	1.00
Administrative Specialist V	1.00	-	-	-
Assistant Chief	-	1.00	1.00	1.00
Division Director, F&R Volunteer Services	1.00	1.00	1.00	1.00
FCVFRA Volunteer Recruiter	1.00	1.00	1.00	1.00
	<u>3.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
TOTAL VOLUNTEER FIRE/RESCUE SERVICES	<u>3.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
ANIMAL CONTROL				
Administrative Coordinator	-	-	-	1.00
Administrative Specialist I	-	-	-	2.00
Administrative Specialist II	-	-	-	1.00
Administrative Specialist III	2.00	2.00	2.00	-
Administrative Specialist IV	1.00	1.00	1.00	-
Animal Care Supervisor	1.00	1.00	1.00	1.00
Animal Care Technician	2.00	2.00	2.00	1.00
Animal Control Manager	1.00	1.00	-	1.00
Animal Control Officer	6.00	7.00	7.00	7.00
Animal Control Officer II	-	-	-	1.00
Animal Control Officer Supervisor	1.00	1.00	1.00	1.00
Assistant Animal Care Supervisor	1.00	1.00	1.00	1.00
Division Director, Animal Control	1.00	1.00	1.00	1.00
Humane Education Coordinator	1.00	1.00	1.00	1.00
Kennel Technician I	8.00	8.00	8.00	7.00
Kennel Technician II	-	-	1.00	1.00
Office Manager	1.00	1.00	1.00	-
Volunteer Program Coordinator	1.00	1.00	1.00	1.00
	<u>27.00</u>	<u>28.00</u>	<u>28.00</u>	<u>28.00</u>
TOTAL ANIMAL CONTROL	<u>27.00</u>	<u>28.00</u>	<u>28.00</u>	<u>28.00</u>
CITIZENS SERVICES				
Scott Key Center				
Administrative Coordinator	-	-	-	1.00
Certified Nursing Assistant	-	1.00	1.00	1.00
Community Support Manager	1.00	1.00	1.00	1.00
Community Support Specialist	18.00	18.00	25.00	26.00
Day Services Manager	-	1.00	1.00	1.00
Director, Scott Key Center	1.00	1.00	1.00	1.00
Driver, Scott Key Center	8.00	8.00	1.00	-
Individual Support Manager	3.00	3.00	3.00	3.00
Job Development Specialist	3.00	3.00	3.00	3.00
Office Manager	1.00	1.00	1.00	-
Registered Nurse II	-	-	-	1.00
Registered Nurse, FCDC & SKC	1.00	1.00	1.00	-
Transportation Specialist	1.00	1.00	1.00	1.00
	<u>37.00</u>	<u>39.00</u>	<u>39.00</u>	<u>39.00</u>

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Citizens Services Admin				
Administrative Assistant	-	-	1.00	-
Administrative Specialist I	-	-	-	1.00
Administrative Specialist II	-	-	-	1.00
Administrative Specialist III	1.00	1.00	1.00	-
Administrative Support Supervisor	1.00	1.00	-	-
Deputy Director, Family Services	-	1.00	1.00	1.00
Director of Operations	-	0.50	1.00	1.00
Division Director, Citizens Services	1.00	1.00	1.00	1.00
Fiscal Manager	0.50	-	-	-
Veterans Advisory Council Coordinator	-	0.50	0.50	0.50
	3.50	5.00	5.50	5.50
Family Partnership				
Administrative Coordinator	-	-	-	1.00
Administrative Specialist I	-	-	-	1.58
Administrative Specialist IV	1.57	1.58	1.58	-
Adult Education Prog Instructor II	2.00	2.00	2.00	1.00
Adult Education Prog Instructor III	-	1.00	1.00	1.00
Child Development Supervisor	1.00	1.00	1.00	1.00
Director, Family Partnership	1.00	1.00	1.00	1.00
Family Advocate I	4.00	4.00	4.00	4.00
Family Advocate II	2.00	2.00	2.00	2.00
Family Programs Supervisor	1.00	1.00	1.00	1.00
Fiscal Administrator	1.00	1.00	1.00	1.00
Office Manager	1.00	1.00	1.00	-
Program Instructor I	-	-	-	1.00
Services Specialist I	1.00	1.00	1.00	1.00
Services Specialist II	4.00	6.00	6.00	6.00
Services Supervisor	1.00	1.00	1.00	1.00
	20.57	23.58	23.58	23.58
Housing				
Administrative Aide	1.00	1.00	-	-
Administrative Coordinator	1.00	-	-	1.00
Administrative Specialist I	-	-	-	1.00
Administrative Specialist IV	1.00	-	-	-
Administrative Specialist V	-	1.00	1.00	-
Director, Housing	1.00	1.00	1.00	1.00
Fiscal Assistant	-	-	1.00	2.00
Fiscal Supervisor	1.00	1.00	1.00	1.00
Housing Program Coordinator	3.00	3.00	3.00	3.00
Housing Program Manager	2.00	2.00	2.00	2.00
Inspector II	-	-	-	1.00
Inspector II, Housing	1.00	1.00	1.00	-
Office Manager	-	1.00	1.00	-
Rental Housing Specialist	1.00	1.00	1.00	1.00
	12.00	12.00	12.00	13.00
Office for Children & Family				
Administrative Assistant	-	0.50	-	-
Administrative Coordinator	0.50	-	0.50	-
Administrative Specialist II	-	-	-	0.50

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Director of Operations	-	0.50	-	-
Director, Children & Families	1.00	1.00	1.00	1.00
Fiscal Manager	0.50	-	-	-
Program Evaluator	1.00	1.00	1.00	1.00
	<u>3.00</u>	<u>3.00</u>	<u>2.50</u>	<u>2.50</u>
Child Advocacy Center				
Administrative Coordinator	-	-	-	1.00
Administrative Specialist V	1.00	-	-	-
Child Advocate	1.00	1.00	1.00	1.00
Counselor, Child & Family	1.00	1.00	1.00	1.00
Director, Child Advocacy Center	1.00	1.00	1.00	1.00
Office Manager	-	1.00	1.00	-
	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
Human Relations				
Administrative Coordinator	0.50	1.00	1.00	1.00
Director, Human Relations	1.00	1.00	1.00	1.00
Immigrant Affairs Council Coordinator	-	-	-	0.50
	<u>1.50</u>	<u>2.00</u>	<u>2.00</u>	<u>2.50</u>
TOTAL CITIZENS SERVICES	<u>81.57</u>	<u>88.58</u>	<u>88.58</u>	<u>90.08</u>
SENIOR SERVICES				
Administrative Specialist I	-	-	-	2.00
Administrative Specialist III	1.00	1.00	1.00	-
Administrative Specialist V	1.00	1.00	1.00	-
Caregiver Support Coordinator	0.60	0.60	0.60	0.60
Case Worker	2.00	2.00	1.00	1.00
Client Services Administrator	1.00	1.00	1.00	1.00
Director, Home & Community Connections	1.00	1.00	1.00	-
Director, Life Enrichment	1.00	1.00	1.00	-
Director, Senior Services	1.00	1.00	1.00	3.00
Division Director, Senior Services	1.00	1.00	1.00	1.00
Executive Assistant	-	-	-	1.00
Fiscal Administrator	1.00	1.00	1.00	1.00
Guardianship Coordinator	1.00	1.00	1.00	1.00
Home Care Specialist	5.00	5.00	5.00	5.00
Ombudsman	1.00	1.00	1.00	1.70
P/T Coord, Caregiver Support	0.40	0.40	0.40	0.60
Program Specialist	4.00	-	-	-
Program Specialist, Caregiver	-	1.00	1.00	1.00
PT Driver-Senior Services	2.44	2.44	2.44	2.44
Senior Center Assistant	-	1.00	1.00	2.00
Senior Center Meal Services Coordinator	-	-	-	1.00
Senior Center Supervisor	4.00	4.00	4.00	3.00
Senior Services Access Point Coordinator	1.00	1.00	1.00	1.00
Senior Services Case Manager	1.00	1.00	1.00	1.00
Senior Services Manager	1.00	1.00	1.00	2.00
Senior Services Meal Specialist	1.00	1.00	1.00	1.00
Senior Svcs Meal Intake Specialist	1.00	1.00	1.00	1.00
Service Navigator	-	4.00	4.00	4.00

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Social Worker	-	-	2.00	2.00
Social Worker, Advanced	1.00	1.00	-	-
Volunteer Program Coordinator	1.00	1.00	1.00	1.00
TOTAL SENIOR SERVICES	35.44	37.44	37.44	41.34
HEALTH SERVICES				
Health Administration				
Director, Health Services Administration	1.00	1.00	1.00	1.00
	1.00	1.00	1.00	1.00
School Health Program				
Administrative Aide	1.00	1.00	1.00	-
Administrative Specialist I	-	-	-	0.92
Administrative Specialist II	-	-	-	1.00
Administrative Specialist III	0.92	0.92	0.92	-
Director, School Health	1.00	1.00	1.00	1.00
Health Room Technician I	14.00	15.75	14.88	15.71
Health Room Technician II	36.75	35.00	35.00	35.88
LPN, School Health	10.50	10.50	7.88	7.00
Registered Nurse I	18.62	17.70	28.16	27.13
Registered Nurse II	7.00	9.67	7.08	10.74
Registered Nurse III	-	-	2.75	2.75
School Health Manager	2.75	2.83	2.83	2.83
	92.54	94.37	101.50	104.95
Developmental Center				
Administrative Coordinator	1.00	1.00	1.00	1.00
Administrative Specialist I	-	-	-	2.00
Administrative Specialist III	1.00	1.00	1.00	-
Administrative Specialist V	1.00	1.00	1.00	-
Assistant Program Mgr., Infants & Toddler	1.00	1.00	1.00	1.00
Audiologist	1.00	1.00	1.00	1.00
Certified Dental Assistant	2.00	2.00	2.00	2.00
Data Support Specialist	1.00	1.00	1.00	1.00
Dental Assistant	1.00	1.00	1.00	1.00
Dental Hygienist	1.00	1.00	1.00	1.00
Director, FC Developmental Center	1.00	1.00	1.00	1.00
Family Mental Health Clinician	2.00	2.00	2.00	2.00
Family Support Network Coord	1.00	1.00	1.00	1.00
FCDC Clinical Fellow	-	-	-	2.00
Fiscal Administrator	1.00	1.00	1.00	1.00
Fiscal Assistant	-	-	-	1.00
Infant & Toddler Program Manager	1.00	1.00	1.00	1.00
Infants/Toddlers Prog Svc Specialist	6.60	6.60	6.60	7.60
Occup Therapist Certified Asst	1.75	0.83	0.83	0.83
Occupational Therapist	11.92	14.64	14.64	15.55
OT/PT Program Manager	-	-	1.00	1.00
Physical Therapist	7.88	8.91	8.91	9.34
Program Assistant	2.00	-	-	-
Program Specialist	-	2.00	1.00	1.00
Psychologist	0.50	-	-	-

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Speech Language Pathologist	7.00	8.00	8.00	7.00
Supervisor FCDC	6.00	5.86	6.86	6.86
	59.64	62.84	63.84	68.18
TOTAL HEALTH SERVICES	153.18	158.21	166.33	174.13
PARKS & RECREATION				
Parks & Recreation				
Administrative Coordinator	1.00	1.00	-	-
Administrative Specialist I	-	-	-	1.00
Administrative Specialist II	-	-	-	4.00
Administrative Specialist IV	4.00	4.00	4.00	-
Administrative Specialist V	-	-	1.00	-
Administrative Support Supervisor	1.00	1.00	1.00	1.00
Business Manager, Parks	-	-	-	1.00
Deputy Director, Parks & Recreation	1.00	1.00	1.00	1.00
Division Director, Parks & Recreation	1.00	1.00	1.00	1.00
Equipment Mechanic	1.00	1.00	1.00	1.00
Fiscal Specialist	-	-	1.00	1.00
Marketing Specialist	1.00	1.00	1.00	1.00
Museum Manager	1.00	1.00	1.00	1.00
Nature Center Manager	2.00	2.00	2.00	2.00
Park Ranger	-	2.00	2.00	2.00
Park Ranger Supervisor	-	1.00	1.00	1.00
Park Services Coordinator	1.00	-	-	-
Parks Maintenance Leader	9.00	11.00	11.00	10.00
Parks Maintenance Supervisor	4.00	5.00	5.00	5.00
Parks Maintenance Tech I	1.00	4.00	7.00	6.00
Parks Maintenance Tech II	4.00	4.00	3.00	4.00
Parks Maintenance Tech III	6.00	6.00	4.00	4.00
Parks Manager	1.00	2.00	2.00	2.00
Personnel Assistant	-	1.00	1.00	1.00
Recreation Coordinator	4.00	5.00	6.00	6.00
Recreation Manager	1.00	1.00	2.00	2.00
Recreation Supervisor	3.00	3.00	3.00	3.00
Superintendent Parks	1.00	1.00	1.00	1.00
Superintendent Recreation	1.00	1.00	1.00	1.00
	49.00	60.00	63.00	63.00
Building Security				
Security Guard	-	-	-	4.00
Security Officer	-	2.00	1.00	-
Security Officer II	4.00	2.00	3.00	-
Security Supervisor	1.00	1.00	1.00	1.00
	5.00	5.00	5.00	5.00
Custodial Services				
Administrative Specialist V	1.00	1.00	-	-
Assistant Lead Custodian	-	-	4.00	4.00
Custodial Services Supervisor	-	1.00	1.00	1.00
Custodian I	6.00	8.00	8.00	7.00
Custodian II	16.00	13.00	10.00	11.00

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Facility Services Manager	1.00	1.00	1.00	1.00
Lead Custodian	4.00	4.00	4.00	4.00
	28.00	28.00	28.00	28.00
TOTAL PARKS & RECREATION	82.00	93.00	96.00	96.00
PUBLIC WORKS				
Public Works Administration				
Accounting Technician II	-	-	-	1.00
Administrative Coordinator	-	1.00	1.00	1.00
Administrative Specialist III	1.00	1.00	-	-
Administrative Specialist IV	-	-	1.00	-
Administrative Specialist V	1.00	-	-	-
Administrative Support Supervisor	1.00	1.00	1.00	1.00
Contract Support Coordinator	3.00	3.00	3.00	3.00
Dept Head, Engineering & Const Mgmt	1.00	1.00	1.00	1.00
Dept Head, Highway & Facilities	1.00	1.00	1.00	1.00
Deputy Director, DPW	-	-	-	1.00
Division Director, Public Works	1.00	1.00	1.00	1.00
Divisional Finance Manager	-	-	-	1.00
Special Project Manager	1.00	1.00	1.00	2.00
Teamleader	-	1.00	1.00	-
Technology Administrator, DPW	-	-	-	1.00
	10.00	11.00	11.00	14.00
Highway Operations				
Accounting Technician I	1.00	-	-	-
Accounting Technician II	-	1.00	1.00	1.00
Administrative Specialist I	-	-	-	1.00
Administrative Specialist V	1.00	1.00	1.00	-
Assistant Foreman, Highway	14.00	15.00	15.00	14.00
Assistant Highway Superintendent	1.00	1.00	1.00	1.00
Bridge Technician I	1.00	2.00	-	-
Bridge Technician II	2.00	1.00	-	-
Equipment Operator I-DPW	6.00	5.00	-	-
Equipment Operator II-DPW	7.00	7.00	-	-
Equipment Operator III-DPW	3.00	5.00	-	-
Highway Foreman	9.00	9.00	9.00	10.00
Highway Maint Sect Supervisor	2.00	2.00	2.00	2.00
Highway Sign Aide I	2.00	1.00	-	-
Highway Sign Aide II	-	1.00	-	-
Highway Sign Aide III	1.00	1.00	-	-
Highway Technician 1	-	-	15.00	23.00
Highway Technician 2	-	-	7.00	9.00
Highway Technician 3	-	-	6.00	-
Highway Technician 4	-	-	5.00	-
Highway Worker 1	1.00	1.00	8.00	24.00
Highway Worker 2	-	-	9.00	16.00
Highway Worker 3	-	-	16.00	-
Highway Worker 4	-	-	6.00	-
Laborer I, Highways	5.00	4.00	-	-

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Laborer II, Highways	6.00	6.00	-	-
Laborer III, Highways	-	1.00	-	-
Sign Technician I	2.00	-	-	-
Sign Technician II	1.00	3.00	-	-
Superintendent Highway Operations	1.00	1.00	1.00	1.00
Truck Driver I, Highway	18.00	20.00	-	-
Truck Driver II, Highway	7.00	7.00	-	-
Truck Driver III, Highway	6.00	7.00	-	-
	97.00	102.00	102.00	102.00
Transportation Engineering				
Chief, Transportation Engineering	1.00	1.00	1.00	1.00
Engineer I	-	1.00	-	-
Engineer II	1.00	-	1.00	2.00
Engineer III	1.00	1.00	1.00	1.00
Engineering Supervisor	1.00	1.00	1.00	1.00
Highway Utility Coordinator	1.00	1.00	1.00	1.00
Inspector I	-	-	-	1.00
Inspector II	1.00	1.00	1.00	1.00
Inspector III	4.00	5.00	5.00	4.00
Program Manager II	1.00	1.00	1.00	1.00
Project Coordinator, Trans Engineering	1.00	1.00	1.00	1.00
Project Manager I	2.00	3.00	2.00	1.00
Project Manager II	1.00	-	2.00	4.00
Project Manager III	3.00	4.00	3.00	2.00
	18.00	20.00	20.00	21.00
Construction Management				
Chief, Project Management	1.00	1.00	1.00	1.00
Construction Manager I	1.00	1.00	-	-
Construction Manager II	1.00	1.00	-	-
Facilities & Property Acquisitions Administrator	1.00	1.00	1.00	1.00
Inspector I	-	-	3.00	3.00
Inspector III	4.00	3.00	2.00	2.00
Program Manager I	1.00	1.00	1.00	1.00
Project Manager I	-	-	-	3.00
Project Manager II	2.00	2.00	2.00	2.00
Project Manager III	3.00	2.00	2.00	1.00
Project Manager IV	1.00	1.00	1.00	1.00
Warehouse Coordinator	1.00	1.00	1.00	1.00
	16.00	14.00	14.00	16.00
Facility Maintenance				
Accounting Technician I	1.00	-	-	-
Accounting Technician II	-	1.00	1.00	1.00
Administrative Coordinator	1.00	1.00	1.00	1.00
Administrative Specialist V	1.00	-	-	-
Assistant Chief, Facilities Maintenance	1.00	1.00	1.00	1.00
Chief, Facilities Maintenance	1.00	1.00	1.00	1.00
Courthouse Property Operations Coordinator	-	-	-	1.00
Facilities Manager	1.00	1.00	1.00	1.00
Lead Building Tech II	7.00	7.00	7.00	-

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Lead Maintenance Technician	2.00	2.00	2.00	11.00
Lead, Preventive Maintenance	1.00	1.00	1.00	-
Lead, Renovation Crew	1.00	1.00	1.00	-
Maintenance Technician I	2.00	1.00	1.00	3.00
Maintenance Technician II	8.00	10.00	10.00	8.00
Maintenance Technician III	6.00	7.00	6.00	8.00
Maintenance Technician IV	6.00	4.00	5.00	3.00
Office Manager	-	1.00	1.00	-
	39.00	39.00	39.00	39.00
Fleet Services				
Administrative Assistant	1.00	-	-	-
Administrative Specialist II	-	-	-	1.00
Administrative Specialist IV	1.00	1.00	1.00	-
Assistant Director, Fleet Services	1.00	1.00	1.00	1.00
Department Head, Fleet Services	1.00	1.00	1.00	1.00
Fleet Services Assistant	1.00	1.00	1.00	2.00
Fleet Services Manager	3.00	3.00	3.00	3.00
Fleet Services Technician	-	1.00	1.00	-
Inventory Specialist	1.00	1.00	1.00	2.00
Inventory Specialist II	1.00	1.00	1.00	-
Service Coordinator	1.00	1.00	1.00	1.00
Vehicle Equipment Tech I	3.00	3.00	6.00	5.00
Vehicle Equipment Tech II	1.00	1.00	-	-
Vehicle Equipment Tech III	4.00	4.00	2.00	3.00
Vehicle Equipment Tech IV	8.00	8.00	8.00	8.00
Vehicle Technician Coordinator	1.00	1.00	1.00	1.00
	28.00	28.00	28.00	28.00
TOTAL PUBLIC WORKS	208.00	214.00	214.00	220.00
TRANSIT SERVICES				
Administrative Assistant	1.00	-	-	-
Administrative Coordinator	-	-	-	1.00
Administrative Specialist I	-	-	-	2.00
Administrative Specialist III	2.00	-	-	-
Administrative Specialist IV	-	2.00	2.00	-
Assistant Director, Transit Ops	1.00	1.00	1.00	1.00
Communications Manager	-	1.00	1.00	1.00
Community Relations Coordinator	1.00	-	-	-
Coordinator, Transit	-	1.00	1.00	-
Deputy Director, Transit	1.00	1.00	1.00	1.00
Dispatcher, Transit	4.00	4.00	4.00	4.00
Division Director, Transit	1.00	1.00	1.00	1.00
Driver-Shuttle	20.75	22.75	19.75	19.75
Fiscal Manager	1.00	1.00	1.00	1.00
Operations Manager/Transit	2.00	2.00	2.00	2.00
Operations Supervisor	3.00	3.00	3.00	3.00
TRANSIT Fixed Route Driver	29.00	29.00	29.00	29.00
Transportation Planner-Transit	1.00	1.00	1.00	1.00

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Utility Person	1.00	1.00	1.00	1.00
TOTAL TRANSIT SERVICES	68.75	70.75	67.75	67.75
WATER & SEWER UTILITIES				
Solid Waste Operations				
Administrative Specialist IV	1.00	1.00	1.00	-
Assistant Dept Head, SWM	1.00	1.00	1.00	-
Custodian II	1.00	1.00	1.00	-
Dept Head, Reg Compliance	0.10	0.10	0.10	-
Dept Head, SWM	1.00	1.00	1.00	-
Deputy Director, DUSWM	0.20	0.20	0.20	-
Director, Div of Util & SWM	0.40	0.40	0.40	-
Engineer II, SWM	0.60	0.60	0.60	-
Environmental Technician	0.90	0.90	0.90	-
Environmtl Hlth & Safety Specialist	0.25	0.25	0.20	-
Equipment Mechanic, Solid Waste	2.00	2.00	2.00	-
Equipment Operator II-DUSWM	10.00	11.00	11.00	-
Equipment Operator III-DUSWM	2.00	1.00	1.00	-
Foreman, DUSWM	2.00	2.00	2.00	-
Laborer I, DUSWM	3.00	2.00	3.00	-
Laborer II, DUSWM	-	1.00	-	-
Light Equipment Operator I	5.00	5.00	5.00	-
Recycling Admin Specialist	1.00	1.00	1.00	-
Recycling Collections Inspector I	1.00	1.00	1.00	-
Recycling Manager	1.00	1.00	1.00	-
Recycling Program Analyst	3.00	3.00	3.00	-
Security Guard	3.00	3.00	3.00	-
Senior Weighmaster	1.00	1.00	1.00	-
Supervisor, Recycling Ops	1.00	1.00	1.00	-
Supervisor, SW Operations	1.00	1.00	1.00	-
Utility Support Technician III	1.00	1.00	1.00	-
Weighmaster	3.00	3.00	3.00	-
	46.45	46.45	46.40	-
Solid Waste Closure				
Environment Technician	0.10	0.10	0.10	-
	0.10	0.10	0.10	-
W&S Plant Operations				
Accountant II	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	-	-	-
Administrative Associate, Maintenance	1.00	1.00	1.00	1.00
Administrative Coordinator	1.00	1.00	1.00	1.00
Administrative Specialist I	-	-	-	2.00
Administrative Specialist II	-	-	-	2.00
Administrative Specialist III	1.00	1.00	1.00	-
Administrative Specialist IV	1.00	1.00	-	-
Administrative Specialist V	2.00	2.00	3.00	-
Administrative Support Supervisor	-	1.00	1.00	1.00
Assistant Chief Operator	4.00	4.00	4.00	4.00
Assistant Superintendent, DWSU	1.00	1.00	1.00	1.00

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Billing Supervisor	1.00	1.00	1.00	1.00
Chief Operator	3.00	3.00	3.00	3.00
Collection Systems Inspector I	1.00	1.00	2.00	2.00
Collection Systems Inspector II	-	1.00	-	-
Collections Specialist I	1.00	-	-	-
Collections Specialist II	-	1.00	1.00	1.00
Construction Manager	1.00	1.00	1.00	1.00
Custodian II	1.00	1.00	1.00	1.00
Dept Head, Engineering & Planning	1.00	1.00	1.00	1.00
Dept Head, Regulatory Compliance	0.90	0.90	0.90	0.90
Deputy Director, Utilities	0.80	0.80	0.80	1.00
Distribution System Op II	2.00	2.00	-	-
Distribution System Op III	-	-	2.00	1.00
Division Director, Utilities	0.60	0.60	0.60	1.00
Divisional Finance Manager	-	-	-	1.00
DUSWM Trainee	4.00	5.00	2.00	-
Electrical Maintenance Supervisor	1.00	1.00	1.00	1.00
Electrical Maintenance Tech I	2.00	1.00	1.00	2.00
Electrical Maintenance Tech II	-	1.00	2.00	1.00
Electrical Maintenance Tech III	1.00	1.00	-	1.00
Electrical Maintenance Tech IV	2.00	2.00	2.00	1.00
Electronic Instrumentation Tech I	-	-	1.00	1.00
Electronic Instrumentation Tech II	-	1.00	1.00	1.00
Electronic Instrumentation Tech III	1.00	1.00	2.00	1.00
Electronic Instrumentation Tech IV	3.00	2.00	-	1.00
Engineer II	2.00	2.00	2.00	2.40
Engineer II, SWM	0.40	0.40	0.40	-
Engineering Manager	1.00	1.00	1.00	1.00
Engineering Tech II	2.00	2.00	2.00	2.00
Environmtl Hlth & Safety Specialist	0.75	0.75	0.80	0.80
Facilities Maintenance Supervisor	1.00	1.00	1.00	1.00
Facilities Maintenance Tech I	-	-	1.00	1.00
Facilities Maintenance Tech II	-	1.00	1.00	1.00
Facilities Maintenance Tech III	2.00	2.00	2.00	2.00
Facilities Maintenance Tech IV	3.00	2.00	2.00	2.00
Industrial Waste Specialist	1.00	1.00	1.00	1.00
Industrial/Commercial Insp. W/S	2.00	2.00	2.00	-
Inspector I	-	-	-	2.00
Inspector II	1.00	1.00	-	-
Inspector III	1.00	1.00	2.00	2.00
Laboratory Supervisor	1.00	1.00	1.00	1.00
Laboratory Technician	3.00	3.00	3.00	3.00
Laborer I	1.00	1.00	1.00	1.00
Land Acquisition Specialist	1.00	1.00	1.00	1.00
Maintenance Superintendent	1.00	1.00	1.00	1.00
Meter Maintenance Supervisor	1.00	1.00	1.00	1.00
Meter Maintenance Tech I	1.00	-	1.00	1.00
Meter Maintenance Tech II	-	1.00	1.00	2.00
Meter Maintenance Tech III	1.00	1.00	1.00	1.00
Meter Maintenance Tech IV	1.00	1.00	1.00	1.00
Program Manager I	-	-	-	1.00

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Project Manager I	-	-	1.00	2.00
Project Manager II	1.00	2.00	1.00	-
Project Manager III	1.00	1.00	1.00	2.00
Project Manager IV	1.00	1.00	1.00	-
Senior Laboratory Technician	2.00	2.00	2.00	2.00
Sludge Disposal Eq Operator II	1.00	1.00	1.00	-
Sludge Disposal Eq Operator III	-	-	-	1.00
Teamleader	1.00	1.00	1.00	-
Utility Billing Specialist II	2.00	1.00	-	-
Utility Billing Specialist III	-	1.00	2.00	2.00
Utility Billing Specialist IV	1.00	1.00	1.00	2.00
Utility Coordinator	1.00	1.00	1.00	1.00
Utility Location Technician II	2.00	2.00	2.00	2.00
Utility Support Technician III	1.00	1.00	1.00	-
Utility Systems Maint Supervisor	1.00	1.00	1.00	1.00
Utility Systems Maint Tech I	-	-	2.00	-
Utility Systems Maint Tech II	5.00	4.00	2.00	2.00
Utility Systems Maint Tech III	1.00	2.00	4.00	5.00
Utility Systems Maint Tech IV	2.00	1.00	-	-
Wastewater Trainee	10.00	9.00	9.00	12.00
Wastewater Treatment Superintendent	1.00	1.00	1.00	1.00
Wastewater Trtmt Pl Op II	6.00	5.00	2.00	1.00
Wastewater Trtmt Pl Op III	7.00	8.00	9.00	6.00
Wastewater Trtmt Pl Op IV	3.00	3.00	1.00	2.00
Water Distribution Superintendent	1.00	1.00	1.00	1.00
Water Maintenance Trainee	-	2.00	2.00	7.00
Water Treatment Plant Operator I	2.00	2.00	2.00	1.00
Water Treatment Plant Operator II	5.00	5.00	7.00	6.00
Water Treatment Plant Operator III	-	3.00	5.00	4.00
Water Treatment Plant Operator IV	7.00	5.00	5.00	8.00
	133.45	137.45	137.50	141.10
TOTAL WATER & SEWER UTILITIES	180.00	184.00	184.00	141.10
SOLID WASTE & RECYCLING				
Solid Waste Operations				
Administrative Specialist I	-	-	-	2.00
Assistant Dept Head, SWM	-	-	-	1.00
Collection Systems Inspector III	-	-	-	1.00
Custodian II	-	-	-	1.00
Dept Head, Regulatory Compliance	-	-	-	0.10
Division Director, Solid Waste & Recycling	-	-	-	1.00
Engineer II	-	-	-	0.60
Engineer III	-	-	-	1.00
Environmental Compliance Tech	-	-	-	0.90
Environmtl Hlth & Safety Specialist	-	-	-	0.20
Equipment Mechanic	-	-	-	1.00
Equipment Operator I	-	-	-	5.00
Equipment Operator II	-	-	-	10.00
Equipment Operator III	-	-	-	3.00

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Equipment Operator Trainee	-	-	-	1.00
Fiscal Administrator	-	-	-	1.00
Laborer I	-	-	-	3.00
Landfill Operations Supervisor	-	-	-	1.00
Recycling Collections Inspector I	-	-	-	1.00
Recycling Manager	-	-	-	1.00
Recycling Program Analyst	-	-	-	3.00
Scalehouse Supervisor	-	-	-	1.00
Security Guard	-	-	-	3.00
Solid Waste Foreman	-	-	-	2.00
Supervisor Recycling Operations	-	-	-	1.00
Utility Billing Specialist IV	-	-	-	1.00
Weighmaster	-	-	-	3.00
	-	-	-	49.80
Solid Waste Closure				
Environmental Compliance Tech	-	-	-	0.10
	-	-	-	0.10
TOTAL SOLID WASTE & RECYCLING	-	-	-	49.90

FREDERICK CO PUBLIC LIBRARIES

Library Operations

Administrative Aide	2.00	1.00	-	-
Administrative Assistant	1.00	1.00	1.00	-
Administrative Specialist I	-	-	-	1.00
Administrative Specialist IV	1.00	1.00	1.00	-
Assistant Branch Administrator	1.00	1.00	1.00	-
Assistant Community Branch Administrator	1.00	1.00	2.00	3.00
Assistant Regional Branch Administrator	1.00	1.00	1.00	1.00
Associate Client Services Specialist	-	-	-	1.00
Associate Director, Library	2.00	2.00	2.00	2.00
Bookmobile Coordinator	2.00	2.00	2.00	2.00
Branch Administrator I	2.00	3.00	3.00	3.00
Branch Administrator II	4.00	4.00	4.00	4.00
Branch Administrator III	1.00	1.00	1.00	1.00
Branch Manager II	1.00	-	-	-
Children's Services Supervisor I	5.00	5.00	5.00	5.00
Children's Services Supervisor II	1.00	1.00	1.00	1.00
Circulation Clerk	15.83	15.15	15.15	15.15
Circulation Services Supervisor I	3.00	3.00	2.00	2.00
Circulation Services Supervisor II	1.00	1.00	1.00	1.00
Clerk/Driver	1.00	1.00	1.00	1.00
Communications Manager	1.00	1.00	1.00	1.00
Development Officer	1.00	1.00	1.00	1.00
Division Director, Frederick Co Public Libraries	1.00	1.00	1.00	1.00
Divisional Technology Manager	1.00	1.00	1.00	1.00
Executive Assistant	-	-	-	1.00
FCPL Community Svcs Manager	1.00	1.00	1.00	1.00

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
FCPL Youth Services Manager	1.00	1.00	1.00	1.00
Financial Office Manager	1.00	1.00	1.00	1.00
Fiscal Assistant	-	-	1.00	1.00
Hardware Specialist	1.00	1.00	1.00	-
Integrated Library Systems Specialist	-	-	-	0.85
Librarian I	22.23	19.20	11.20	15.20
Librarian II	1.00	1.00	1.00	1.00
Library Collections Supervisor	1.00	1.00	1.00	1.00
Library Communications Specialist	1.00	1.00	1.00	1.00
Library Financial Associate	-	1.00	1.00	1.00
Library Specialist I	24.15	25.95	26.95	28.90
Library Specialist II	8.81	9.85	16.85	11.00
Library Web Developer	1.00	1.00	2.00	-
Materials Administrator	1.00	1.00	1.00	2.95
Materials Manager	1.91	1.95	1.95	-
Personnel Analyst, Library	-	1.00	1.00	-
Personnel Assistant	-	1.00	1.00	1.00
Personnel Supervisor	-	-	-	1.00
Processing Technician	3.00	1.00	1.00	1.00
Project Coordinator, FCPL	1.00	1.00	1.00	1.00
PT Library Technician	4.41	4.50	4.50	4.50
PT Systems Technician FCPL	0.49	0.45	0.45	0.45
Senior Circulation Clerk	4.00	6.00	6.00	6.00
Shelf Management Coordinator	1.80	1.00	1.00	1.00
Social Media & Marketing Specialist	-	-	-	1.00
Software Integrator	-	-	-	2.00
Systems Administrator	1.00	1.00	-	-
Technology Coordinator	1.00	1.00	2.00	2.00
User Support Specialist	1.00	1.00	-	-
	<u>133.63</u>	<u>134.05</u>	<u>134.05</u>	<u>136.00</u>
TOTAL FREDERICK CO PUBLIC LIBRARIES	<u>133.63</u>	<u>134.05</u>	<u>134.05</u>	<u>136.00</u>
INDEPENDENT AGENCIES				
Social Services				
Administrative Clerk	1.00	-	-	-
Administrative Coordinator	1.00	1.00	1.00	1.00
Administrative Specialist I	-	-	-	3.00
Administrative Specialist III	1.00	2.00	2.00	-
Administrative Specialist IV	2.00	1.00	1.00	-
Case Worker	1.00	2.00	2.00	2.00
Child Support Enforcement Agent	4.00	4.00	4.00	4.00
CIS Technician	1.00	1.00	1.00	1.00
Fiscal Clerk	1.00	1.00	1.00	2.00
Fiscal Clerk II	1.00	1.00	1.00	-
Job Placement Specialist	1.00	-	-	-
Nutrition Specialist	2.00	-	-	-
Program Instructor II	1.00	-	-	-
Social Services Case Aide	1.00	1.00	1.00	1.00

FY2022 Adopted Budget

Budgeted Positions and Full Time Equivalents (FTEs)

	Adopted 2019	Adopted 2020	Adopted 2021	Adopted 2022
Social Worker	-	1.00	1.00	1.00
	18.00	15.00	15.00	15.00
Liquor Commission				
Administrative Specialist II	-	-	-	3.00
Administrative Specialist V	2.00	2.00	2.00	-
Alcohol Beverage Inspector	2.00	2.00	2.00	2.00
Liquor Board Coordinator	1.00	1.00	1.00	-
Liquor Board Program Director	-	-	-	1.00
	5.00	5.00	5.00	6.00
Interagency Internal Audit				
Administrative Coordinator	1.00	-	-	1.00
Coordinator, Internal Audit	-	1.00	1.00	-
Division Director, Internal Audit	1.00	1.00	1.00	1.00
	2.00	2.00	2.00	2.00
Weed Control				
Weed Control Coordinator	1.00	1.00	1.00	1.00
	1.00	1.00	1.00	1.00
Soil Conservation				
Administrative Specialist I	-	-	-	1.00
Administrative Specialist III	1.00	1.00	1.00	-
Assistant Soil District Manager	1.00	1.00	1.00	1.00
District Urban Technician	1.00	1.00	1.00	1.00
Nutrient Specialist	-	1.00	1.00	1.00
Office Manager	1.00	-	-	-
Soil Conservation District Manager	1.00	1.00	1.00	1.00
Soil Conservation Specialist	2.00	2.00	2.00	2.00
	7.00	7.00	7.00	7.00
TOTAL INDEPENDENT AGENCIES	33.00	30.00	30.00	31.00
NON-DEPARTMENTAL				
Pension Trust				
HR Administrator	-	-	-	0.50
HR Technician	-	-	-	0.45
	-	-	-	0.95
TOTAL NON-DEPARTMENTAL	-	-	-	0.95
UNASSIGNED				
No Specific Dept				
Workers' Compensation Specialist	-	-	1.00	1.00
	-	-	1.00	1.00
TOTAL UNASSIGNED	-	-	1.00	1.00
GRAND TOTAL	2,265.63	2,411.58	2,440.71	2,516.48

**CAPITAL IMPROVEMENT
PROGRAM (CIP)
FY2022.2027**

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Criteria

Projects that meet the definition of a capital improvement are included in the Capital Improvement Program (CIP). Capital improvements are defined as:

- will add to the government's public infrastructure OR
- will result in a major repair of a fixed asset that significantly adds to or preserves the life of the original asset OR
- will establish or enhance internal computer/program systems. This excludes routine expenses such as maintenance, license renewals, etc.

The project will also have an individual project cost totaling \$100,000 or more. Projects of less than \$100,000 will only be permitted when required for State or Federal funding; and multiple projects in a single category, totaling \$100,000 or more, will also be considered if they meet all other characteristics.

Acquisition of land for future projects (land banking) will be eligible when it has been identified as a need in the six-year CIP, in the County Comprehensive Plan, or when it can be shown as necessary and based on recent growth trends.

Municipal projects will be considered if the project is not exclusively for municipal residents or if the project is a cooperative effort by municipal, county and/or state agencies.

Operating costs that are associated with the capital projects are located in the Capital Budget Fund section of the Operating Budget. These costs will impact the Operating Budget once a project has been completed.

CIP Adopted Book

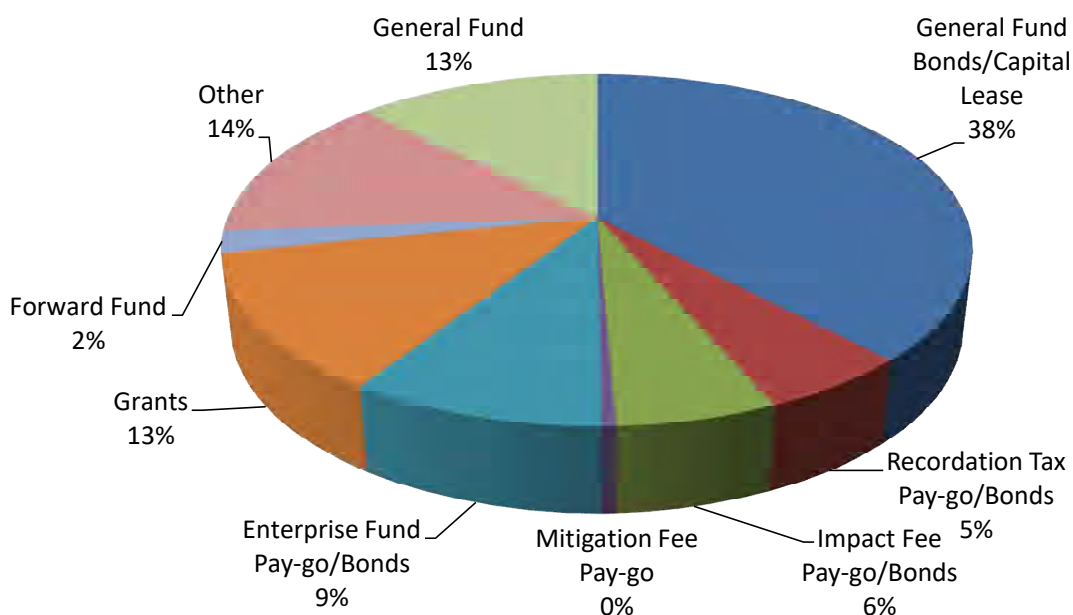
The approved six year Capital Improvement Program (CIP) for fiscal years 2022 – 2027 is provided in detail in a separate publication. The following pages show an overview of the CIP and the detail information for all the projects can be found in the separate publication.

The approved CIP was able to identify full or partial funding for 140 projects that totaled \$1,012,687,516.

REVENUE SOURCES

Funding for the Capital Improvement Program comes from many sources, primarily pay-go (general fund, recordation tax, and impact fee), bonds (general fund, recordation tax, and impact fee), enterprise user fees, state & federal grants and developer participation. Revenue sources are increasing, however balancing requests with available cash and “affordable” debt will continue to impact the CIP.

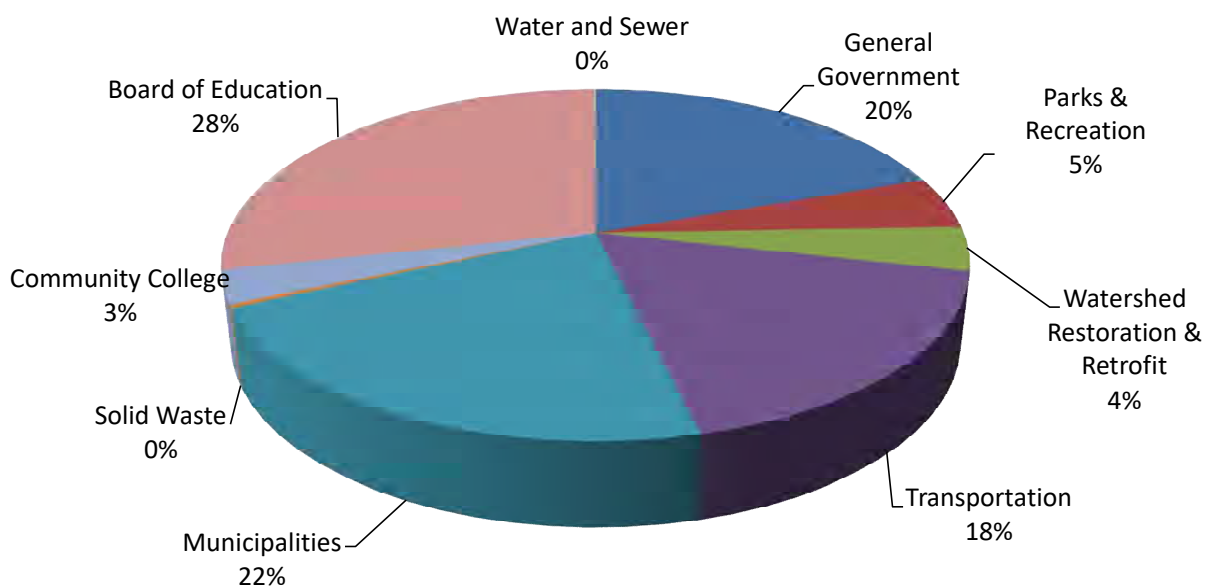
	Adopted
General Fund	127,212,709
General Fund Bonds/Lease	384,624,953
Recordation Taxes - Parks	18,901,714
Recordation Tax Bonds - Parks	13,131,298
Recordation Taxes - Schools	17,090,088
Recordation Tax Bonds - Schools	6,600,000
Impact Fees - Library	6,311,291
Impact Fees Bonds -Library	6,000,000
Impact Fees -Schools	46,991,524
Impact Fee Bonds - Schools	-
Mitigation Fees - Schools	5,000,000
Enterprise Fund Pay-go	14,008,201
Enterprise Fund Bonds	79,828,204
Grants - State	114,401,336
Grants - Federal	14,386,200
Cash - Forward Fund State	20,078,143
Other	138,121,855
Total	\$ 1,012,687,516



EXPENDITURES

These expenditures include categories such as surveys/studies, architect/engineering, site improvement, construction, project management, inspectors, capital furniture, capital IIT hardware, noncapital furniture, etc. The expenditure uses by department indicates what CIP projects are programmed for County departments for FY2022-FY2027.

	Adopted
General Government	\$ 198,642,780
Parks & Recreation	48,829,978
Watershed Restoration & Retrofit	41,260,508
Roads	35,569,000
Bridges	11,151,300
Highways	132,823,137
Water and Sewer	223,447,059
Solid Waste	2,960,000
Community College	30,603,040
Board of Education	286,411,990
Municipalities	988,724
Total	\$ 1,012,687,516



FY2022 - 2027 Adopted Capital Improvement Program Summary - All Projects

Asset Category	6-year **	Total Project	Prior	2022	2023
General Government	198,642,780	273,781,171	39,601,086	57,910,189	22,203,732
Parks & Recreation	48,829,978	65,130,159	12,020,568	5,355,439	14,851,836
Watershed Restoration & Retrofit	41,260,508	77,215,275	29,007,008	6,774,334	5,935,231
Roads	35,569,000	59,897,100	7,986,400	1,113,900	21,494,900
Bridges	11,151,300	23,794,400	5,468,000	3,178,400	1,706,800
Highways	132,823,137	155,318,538	15,982,179	24,311,642	19,385,450
Water & Sewer	223,447,059	326,223,620	99,216,100	27,262,600	35,588,200
Solid Waste	2,960,000	3,386,300	426,300	210,000	410,000
Community College	30,603,040	53,302,269	12,199,229	6,531,790	1,600,000
Board of Education	286,411,990	546,085,318	172,484,417	50,996,737	36,930,193
Municipalities	988,724	1,786,541	797,817	508,940	177,500
Total Expense	1,012,687,516	1,585,920,691	395,189,104	184,153,971	160,283,842
Funding					
General Fund	127,212,709	179,308,259	29,076,311	19,526,252	18,890,775
General Fund Bonds & Capital Lease	384,624,953	576,907,240	117,105,192	78,639,057	62,734,709
Recordation Tax & Bonds	55,723,100	81,578,838	22,855,738	11,127,828	12,337,598
Impact Fee & Bonds	59,302,815	100,288,699	29,485,884	9,779,248	7,509,225
School Mitigation Fee	5,000,000	22,729,424	17,729,424	3,000,000	0
Enterprise Fees & Bonds	93,836,405	106,625,824	10,796,454	5,969,901	16,001,875
Grants	128,787,536	190,277,850	44,221,314	31,420,877	19,415,891
Other	158,199,998	328,204,557	123,918,787	24,690,808	23,393,769
Total Funding Sources	1,012,687,516	1,585,920,691	395,189,104	184,153,971	160,283,842

** The 6-year is the sum of FY 2022 through FY 2027.

**FY2022 - 2027 Adopted Capital Improvement Program
Summary - All Projects - Continued**

Asset Category	2024	2025	2026	2027	Costs After
General Government	37,095,904	26,966,994	26,886,333	27,579,628	35,537,305
Parks & Recreation	4,420,648	8,737,897	11,455,731	4,008,427	4,279,613
Watershed Restoration & Retrofit	7,693,689	6,880,523	7,314,231	6,662,500	6,947,759
Roads	490,400	5,915,600	3,074,000	3,480,200	16,341,700
Bridges	1,541,000	1,798,900	1,625,600	1,300,600	7,175,100
Highways	22,006,282	26,855,813	20,153,850	20,110,100	6,513,222
Water & Sewer	26,515,000	21,196,500	27,176,920	85,707,839	3,560,461
Solid Waste	1,710,000	210,000	210,000	210,000	0
Community College	6,010,000	8,042,426	6,018,824	2,400,000	10,500,000
Board of Education	31,563,628	55,448,381	56,180,072	55,292,979	87,188,911
Municipalities	164,784	12,500	100,000	25,000	0
Total Expense	139,211,335	162,065,534	160,195,561	206,777,273	178,044,071
Funding					
General Fund	19,938,304	25,639,472	20,437,284	22,780,622	23,019,239
General Fund Bonds & Capital Lease	58,558,140	66,904,236	59,283,069	58,505,742	75,177,095
Recordation Tax & Bonds	4,101,235	8,008,412	13,970,293	6,177,734	3,000,000
Impact Fee & Bonds	16,764,081	9,615,327	9,134,934	6,500,000	11,500,000
School Mitigation Fee	0	2,000,000	0	0	0
Enterprise Fees & Bonds	9,106,675	1,413,850	6,391,708	54,952,396	1,992,965
Grants	17,472,267	20,875,226	20,310,308	19,292,967	17,269,000
Other	13,270,633	27,609,011	30,667,965	38,567,812	46,085,772
Total Funding Sources	139,211,335	162,065,534	160,195,561	206,777,273	178,044,071

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APPENDIX

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GLOSSARY

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A

ACCRUAL . The method of accounting that recognizes income when earned and expenses when incurred regardless of when cash is received or disbursed.

APPROPRIATION - The County's legal authorization to spend a specific amount of money for a particular purpose during a fiscal period.

ASSESSABLE BASE - The total valuation placed upon real and personal property, minus certain exemptions, by the State Department of Assessments and Taxation for the purposes of levying property taxes. The County Council 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.

AUDIT - An independent review of financial results. This can take many forms and be subject to a wide array of professional standards and practices.

B

BALANCED BUDGET - A budget in which total expenditures equal total revenues. Per the County Charter, the County's budget must be balanced.

BASE BUDGET ± the start of the budget process, which begins with last year's adopted budget, subtracts out all of the one-time items, and adds mandated and legally obligated expenses, contracted increases and capital budget operating costs for the upcoming fiscal year.

BOND - An investment grade interest-bearing certificate of indebtedness sold by the County to generate funds. The bond guarantees payment to the bond holder 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. The rating agencies review information on County demographics, debt burden, economic base, finances and management structure in comparison to peer Counties. 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 and lower interest expense to the County.

BUDGET - the package of materials consisting of the Operating Budget, the Capital Budget, the Capital Improvement Program, and the Budget Message.

BUDGETARY BASIS ± the basis on which governmental funds are budgeted which combines the cash method and full accrual method of accounting, with a focus on current year obligations and to confirm that current revenues are sufficient to cover the obligations.

C

CAPITAL (Expense Category) ± A classification in the budget software that groups similar accounts. Capital expense includes all accounts associated with capital expenses (see definition below).

CAPITAL BUDGET - The plan to receive and expend funds for Capital Projects during the next fiscal year.

CAPITAL EXPENSE ± An asset that is purchased/built that has a value over \$10,000. These assets can be budgeted and expensed in both Operating and Capital budgets.

CAPITAL IMPROVEMENT PROGRAM (CIP) - The plan to receive and expend funds for Capital Projects during the next fiscal year and the next succeeding five fiscal years.

CAPITAL PROJECT - Any physical betterment or improvement; any preliminary studies and surveys related to a physical betterment and improvement; and the acquisition, renovation, remodeling and construction of any property for public use of a long-term or permanent nature.

COMPONENT UNIT - Legally separate organizations for which the elected officials of the agency are financially accountable.

CUSTODIAL FUND ± A fund established for “party A” to collect funds from “SDUWB” that must be paid or remitted to another third party. Therefore the funds collected are not considered revenue nor the funds remitted considered as expenses.

D

DEBT SERVICE - The annual payment of principal and interest on the County’s bonded debt.

DEPRECIATION - The expiration of the useful life of a fixed asset over a determined period of time attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence. Also, the portion of the cost of a fixed asset that is expensed during a particular period.

DIVISION - The major organizational unit in Frederick County Government. Departments, Offices and other named organizational units report up to a Division.

E

ENCUMBRANCES - Obligations in the form of purchase requisitions or other commitments for which a portion of the budget is set aside for spending.

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.

EQUATED ENROLLMENT ± Assign a value of less than one to students enrolled in partial day programs.

EXPENDITURE - The cost of goods delivered or services rendered.

F

FIDUCIARY 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 established purpose.

FISCAL YEAR (FY) - A twelve month period of time to which the annual operating and capital budgets apply. Frederick County fiscal year begins 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 (FTE) - A Position converted to a decimal equivalent based on 35 or 40 hours per week. For example, a part-time employee working 20 hours per week would be equivalent to 0.5 of a full-time position and a person working 40 hours a week would be counted as 1.0 FTE.

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 Divisions and is funded by a variety of taxes and other revenues.

FUND BALANCE . The residual amount of annual revenues recorded in excess of expenses.

G

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) - A common set of accounting conventions, standards and procedures followed when preparing financial statements.

GENERAL FUND - The primary fund which supports most general government functions in Frederick County.

GENERAL GOVERNMENT - The function of government comprised of the central administrative offices such as: Finance, Human Resources, Citizens Services, Public Works, etc.

GOVERNMENTAL FUND - These funds account for the near-term inflows and outflows of spendable resources. The largest of these is the General Fund.

GRANT - A revenue source, generally awarded based on some established criteria, funding the County Government to provide a specific service or acquire a specific tangible asset.

I

IMPACT FEES - A one-time fee imposed on property developers to recover a portion of the capital cost of new infrastructure such as schools and libraries.

INTERNAL SERVICES FUND - A fund, administered by the County to achieve economy of scale and operating efficiencies by grouping like projects and costs.

M

MAINTENANCE OF EFFORT - The state law that requires that county governments demonstrate that local funding remains relatively constant from year to year.

MAJOR GOVERNMENTAL FUND ± Fund whose revenues, expenditures, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds, and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

N

NON-MAJOR GOVERNMENTAL FUND - Fund whose revenues, expenditures, assets, or liabilities (excluding extraordinary items) are less than 10 percent of corresponding totals for all governmental or enterprise funds, or are less than 5 percent of the aggregate amount for all governmental and enterprise funds.

O

OPERATING (Expense Category) ± A classification in the budget software that groups similar accounts. Operating includes all accounts not otherwise categorized as personnel, capital, or recoveries.

OPERATING BUDGET - The annual budget that supports the daily operations of county agencies.

P

PAYMENT IN LIEU OF TAXES (PILOT) ± A payment made to the county to compensate for property tax otherwise “lost” due to owner exemption or other negotiated arrangements.

PAY-GO - A fiscal policy in which capital projects are funded with current revenue (cash) rather than long-term or bonds.

PERFORMANCE INDICATOR - A type of performance measurement that evaluates the success of an organization or a particular activity.

PERSONNEL (Expense Category) ± A classification in the budget software that groups similar accounts. Personnel includes all salary and benefit accounts

POSITION . The budgetary accounting of an employee of County Government included in the adopted or amended budget. Measured in Full Time Equivalents (FTE).

PROPERTY TAX - A tax on the value of real or personal property levied by a government, which is paid by the owner of the property.

R

RECORDATION TAX - A tax calculated on the value of recorded mortgages, deeds and other documents which transfer title or create liens on real or personal property.

RECOVERIES (Expense Category) ± A classification in the budget software that groups similar accounts. Recoveries are WSLFD to reduce expenses since the county “recovers” the cost of another expense category.

RESERVE - An account established for a particular purpose and is therefore not available for further appropriation or expenditure.

REVENUES - Monies received by the County to support its budget and enable the employees to provide services desired by the public. Property taxes, building permits and receipts from State and Federal sources are examples.

S

SPECIAL REVENUE FUND - A fund, administered by the County to collect revenues enacted for a specific purpose. Examples include: Electric Lighting Districts, Impact Fees/School Mitigation, etc.

ACRONYMS

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FY2022 Adopted Budget Appendices

Acronyms

ACE	Adverse Childhood Experiences	EP&M	Emergency Preparedness and Management
ADC	Adult Detention Center (see also FCADC)	ERP	Enterprise Resource Planning
AP	Accounts Payable	ES	Elementary School
APFO	Adequate Public Facilities Ordinance	F&R	Fire and Rescue
BOE	Board of Education	FC	Frederick County
CAC	Child Advocacy Center	FCADC	Frederick County Adult Detention Center (see also ADC)
CAFR	Comprehensive Annual Financial Report	FCC	Frederick Community College
CARF	Commission on Accreditation of Rehabilitation Facilities	FCDC	Frederick County Developmental Center
CBA	C. Burr Artz Library	FCDSS	Frederick County Department of Social Services
CDA	Community Development Authority	FCG	Frederick County Government
CE	County Executive	FCHD	Frederick County Health Department
CFO	Chief Financial Officer	FCITP	Frederick County Infants and Toddlers Program
CIO	Chief Information Officer	FCPL	Frederick County Public Libraries
CIP	Capital Improvement Program	FCPR	Frederick County Parks & Recreation
CIS	Computer Information Services Technician	FCPS	Frederick County Public Schools
COMAR	Code of Maryland Regulations	FCSO	Frederick County Sheriff's Office
CP	Community Park	FCVFRA	Frederick County Volunteer Fire and Rescue Association
CREP	Conservation Reserve Enhancement Program	FCWS	Frederick County Workforce Services
DFRS	Division of Fire and Rescue Services	FEMA	Federal Emergency Management Agency
DHS	Department of Human Services	FITCI	Frederick Innovative Technology Center, Inc.
DoA	Department of Aging	GAAP	Generally Accepted Accounting Principles
DP	District Park	GASB	Governmental Accounting Standards Board
DPW	Division of Public Works	GIS	Geographical Information Systems
DVFRS	Division of Volunteer Fire and Rescue	GO	General Obligation
DWSU	Division of Water & Sewer Utilities	HIDTA	High Intensity Drug Trafficking Area
EAM	Enterprise Asset Management		
EMS	Emergency Medical Services		
ENR	Enhanced Nutrient Removal		

HIS	Homeland Security Investigations	MS	Middle School
HR	Human Resources	MS4 Permit	Municipal Separate Storm Sewer System permit
HRC	Human Relations Commission	MWCOG	Metropolitan Washington Council of Governments
HS	High School	NEDCAT	Non-Elderly Disabled Category
I&T	Infants & Toddlers	NPDES	National Pollutant Discharge Elimination System
IAM	Identity Access Management	NSF	Non-Sufficient Funds
ICAC	Internet Crimes Against Children	OCF	Office for Children and Families
ICE	Immigration and Customs Enforcement	OED	Office of Economic Development
IFSP	Individualized Family Service Plan	OLS	Office of Life Safety
IGSA	Inter Governmental Service Agreement	OPEB	Other Post-Employment Benefits
IIT	Interagency Information Technology	PACE	Property Assessed Clean Energy
IP	Internet Protocol	PADDD	Positive Alternatives to Dangerous and Destructive Decisions
LCT	Local Care Team	PIL	Payment in Lieu
LEAPS	Law Enforcement and Public Safety	PILOT	Payment In Lieu of Taxes
LEED	Leadership in Energy and Environmental Design	PPD	Planning & Permitting Division
LMB	Local Management Board	PSTF	Public Safety Training Facility
LOSAP	Length of Service Awards Program	RMS	Records Management System
MACS	Maryland Agricultural Water Quality Cost. Share Program	RP	Regional Park
MALPF	Maryland Agricultural Land Preservation Foundation	SAO	State's Attorney Office
MARC	Maryland Rail Commuter	SCBA	Self-Contained Breathing Apparatus
MASCD	Maryland Association of Soil Conservation Districts	SDAT	State Department of Assessments and Taxation
MDE	Maryland Department of the Environment	SKC	Scott Key Center
MDM	Mobile Device Management	SNAP	Supplemental Nutrition Assistance Program
MEMA	Maryland Emergency Management Agency	SPS	Sewage Pump Station
MOU	Memorandum of Understanding	SWM	Solid Waste Management
MPDU	Moderately Priced Dwelling Unit	SWM	Storm Water Management
MRT	Moral Reconciliation Therapy		

TANF	Temporary Assistance for Needy Families
TMDL	Total Maximum Daily Load
TRIPP	Tourism Reinvestment in Promotion & Product
UMCP	University of Maryland College Park
UME	University of Maryland Extension
UMES	University of Maryland Eastern Shore
USDA.NRCS	United States Department of Agriculture Natural Resources Conservation Service
W/S or W&S	Water and Sewer
WAN	Wide Area Network
WTP	Water Treatment Plant
WW	Wastewater
WWTP	Wastewater Treatment Plant

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ORDINANCE

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THE EFFECTIVE DATE OF THIS ORDINANCE IS July 1, 2021

ORDINANCE NO. 21-01-001

RE: Annual Budget and Appropriations Ordinance of Frederick County, Maryland

The County Council of Frederick, County, Maryland, has determined to adopt the Budget for the Fiscal Year (FY) 2022 beginning July 1, 2021, and ending June 30, 2022, as provided in the Frederick County Charter and Frederick County Code, Sections 2-7-46 through 2-7-49. The Budget consists of the FY2022 Operating Budget, the FY2022 Capital Budget, the FY2022-2027 Capital Improvement Program, and the budget message (as these terms are defined in Section 104 of the County Charter).

Duly advertised public hearings on the proposed FY2022 Budget were held on April 20, 2021. The public had an opportunity to comment on the proposed FY2022 Budget at these public hearings.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNTY COUNCIL OF FREDERICK COUNTY, MARYLAND:

1. FY 2022 Budget Adopted. The Budget for FY2022 as shown on the attached Exhibit A is hereby adopted. The County Council made no decreases or deletions to the FY2022 County Executive Proposed Budget.
2. Fund Allocations Authorized. This Ordinance authorizes the Budget Director to make the allocation of adopted budget appropriations specifically to provide funding to the:
 - Trust Fund for Employee Pensions
 - Trust Fund for Other Post-Employment Benefits
 - Trust Fund for Length of Service Awards Program; and,

- Debt Service Fund.

3. Allocations to Internal Service Funds Authorized. This Ordinance hereby authorizes the Budget Director to make an allocation of an appropriation from a Capital Project or a Department to an appropriation for an Internal Services Fund to allow for mass purchasing and administrative efficiency of those goods and services the Internal Service Funds are created to achieve. The Internal Services Funds are: Fleet Services, Voice Services, and Workers Compensation.
4. Appropriations from Specific Contingencies to Departments or Agencies Authorized. This Ordinance hereby authorizes the Budget Director to make an allocation from specific contingencies to department and agencies to facilitate improved control and reporting. The specific contingencies are Severe Weather and Fuel.
5. Appropriations from Capital Projects to Sub-Projects Authorized. This Ordinance hereby authorizes the Budget Director to make an allocation of appropriations from Capital Projects to Sub-Projects to facilitate improved control, reporting and project management.
6. Certain Grant Appropriation Increases Authorized. Appropriations for expenditures are made contingent on the award of grant funds. In the event that actually awarded grant, other County sub-grants, or third-party funds are up to \$20,000 greater than the appropriation, then the Budget Director is authorized to automatically increase the appropriation based on the actual award and if matching funds are required the Budget Director is authorized to transfer funds from other approved appropriations. Grants not specified and included in the adopted Operating or Capital Budget or previously approved by the Council in the form of a Budget Journal shall continue to be considered

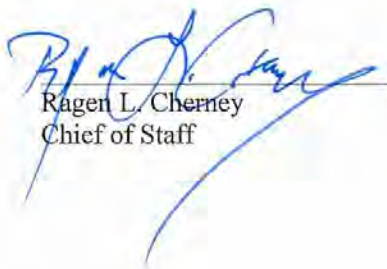
Supplemental Appropriations subject to County Executive and County Council approval as provided in the Charter.

7. FY2021 Budget Encumbered But Unexpended Appropriations Rolled Over. This Ordinance hereby re-appropriates (rolls over) the encumbered but unexpended appropriations from the FY2021 Budget to the FY2022 Budget. The encumbrance must be recorded in the County's financial system of record by June 30, 2021, and must be expended by June 30, 2022.
8. FY2021 Budgeted But Unencumbered Appropriations for the Non-Departmental Covid-19 Rolled Over. This Ordinance hereby re-appropriates (rolls over) the budgeted but unencumbered appropriations from the FY2021 Budget to the FY2022 Budget.
9. Accounting Changes and Technical Corrections Authorized. The Budget Director is authorized to change the adopted budget to reflect accounting changes and to make technical corrections to the budget so long as the total impact of any such alteration does not change the total appropriated funds identified in Exhibit A.
10. Effective Date. This Annual Budget and Appropriations Ordinance of Frederick County, Maryland shall be effective for Fiscal Year 2022 beginning on July 1, 2021, and ending on June 30, 2022.

The undersigned certifies that this Annual Budget and Appropriations Ordinance of Frederick County, Maryland was approved and adopted on the 18th day of May, 2021.

ATTEST

COUNTY COUNCIL OF
FREDERICK COUNTY, MARYLAND


Ragen L. Cherney
Chief of Staff

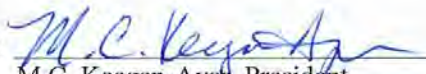
By: 
M.C. Keegan-Ayer, President

Exhibit A

**Fiscal 2022 Adopted Budget
Frederick County, Maryland**

I. OPERATING BUDGET APPROPRIATION

A. General Fund Appropriation:	\$ 717,160,342
B. Special Revenue Fund Appropriations:	
B-1. Agricultural Preservation Fund	\$ 22,760,746
B-2. Grants Fund	31,964,103
B-3. Hotel Rental Tax Fund	2,519,300
B-4. Electric Lighting Tax Fund	14,250
B-5. Housing Initiatives Fund	5,917,433
B-6. Debt Service Fund	60,635,046
B-7. Economic Development Loan Fund	200
Special Revenue Fund Total	\$ 123,811,078
C. Enterprise Fund Appropriations:	
C-1. Comprehensive Care Facilities Fund	\$ 26,910,191
C-2. Bell Court Housing Fund	214,466
C-3. Solid Waste Management Fund	31,667,857
C-4. Water and Sewer Management Fund	64,104,211
Enterprise Fund Total	\$ 122,896,725
FY2022 TOTAL OPERATING BUDGET (A + B + C)	<u><u>\$ 963,868,145</u></u>

II. CAPITAL BUDGET APPROPRIATION

D. FY2022 Capital Projects Funds	\$ 184,153,971
E. Special Revenue Fund Appropriations:	
E-1. Parks Acquisition and Development Fund	\$ 3,207,000
E-2. Impact Fee/School Mitigation Fund	11,808,631
E-3. School Construction Fund	7,946,568
Special Revenue Fund Total	\$ 22,962,199
FY2021 TOTAL CAPITAL BUDGET (D + E)	<u><u>\$ 207,116,170</u></u>

III. CAPITAL IMPROVEMENT PROGRAM

Approved for Planning Purposes Only

F. FY2022- FY2027 Capital Improvement Program	\$ 1,012,687,516
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