

Carroll's Visions for the Future

**proposed objectives for
Carroll County Government Services
into the 21st Century**

December 1994

Carroll's Visions for the Future

TABLE OF CONTENTS

Executive Summary	Page 1
LAND ISSUES	
Agriculture Preservation	Page 8
Growth Management	Page 21
Business Development	Page 35
GOVERNMENT SERVICES PROVISIONS	
Housing	Page 48
Legal System	Page 53
Health and Human Services	Page 58
Education	Page 62
ACKNOWLEDGEMENTS	
Participating Organizations	Page 64
Allied Agencies	Page 64
Government Departments and Offices	Page 64
Focus Committee	Page 64

Carroll's Visions for the Future

Executive Summary

Carroll's Vision for the Future was initiated by the 54th Board of Carroll County Commissioners to provide recommendations for the critical needs facing Carroll County in the next 10 years. The process incorporated input, ideas, and insights of both public and private sector representatives. The executive staff to the commissioners (the Administrative Council) refined the ideas and emphases that were garnered over six months of study to present this final draft of Carroll's Visions for the Future.

Carroll's unprecedented rapid growth over the past 20 years along with external factors (e.g., federal and state mandates) has resulted in exceptional challenges to County Government in providing services to its citizens. As the county moves into the next century, officials will need to find ways to manage development and not allow growth, itself, to control the county's destiny. From all the data synthesized by the 'Visions' committee three main land use issues emerge:

Agriculture Preservation Growth Management Business Development

In addition to these issues, there are areas of government services that demand strong, positive action in order to maintain the quality of life that brings vitality to a community. These are, in random order:

Housing Legal System Health and Human Services Education

Throughout the presentations and research, it was evident that these issues are tightly interconnected. Government services cannot be divorced even minutely from the land use issues. Agriculture preservation is as dynamic a part of growth management as is business development. Public safety requires more focussed attention where populations are densest. Service provision, such as education and health and human services, are most difficult where populations are sparsest. Vibrant, productive communities need a wide variety of citizenry, income, education, and age levels. Neighborhoods are richest when they include cultural diversity. Any 'Vision' must take into

account the tapestry of its people, its land, and its need for services.

Citizens everywhere demand services. Carroll is no exception. Services cost money. Revenues to provide services come from a variety of sources, all of which go back to the taxpayer and/or the service user. If we want services, we must be willing to pay for them. If we don't wish to pay for these services, we must be willing to do without them. Since people differ on what services are necessary for an acceptable quality of life, this 'Vision' attempts to address those services most often identified by participants in the project and those which affect the greatest number of citizens.

This Vision for Carroll's Future is divided into seven sections, one for each of the land issues and major service provisions. These sections contain proposed objectives, methods of implementation and their implications. The Administrative Council has offered three levels of recommendations for each objective: *strongly recommend, recommend, and continue to explore*. Neither issues, service provisions, nor objectives were placed in any kind of priority order. This is the prerogative of Carroll's elected officials, the Board of County Commissioners. Starting on Page 9 is a more detailed method of implementation, rationale for implementation, and suggested funding mechanisms.

LAND USE ISSUES

Agriculture Preservation

Agriculture is Carroll's heritage. Many of the county's new citizens chose to live here because of this heritage and the ambience it creates. Over the years, County Government has made aggressive strides in preserving land for agricultural purposes. From 1980 through 1990, the County and State shared the cost of easement acquisitions (approximately 40% County and 60% State). Since 1991, the level of State funding has not been adequate to assure continuance of the program. One of the major issues is the compatible use and distribution of land between agriculture, residential development, business development, parks, and preserved natural areas. One of the most effective tools for growth management is land use designation (zoning).

The following objectives are presented under Agriculture Preservation:

- **To continue the existing agricultural preservation program -**

Strongly Recommend

- To continue the critical farms program - Strongly Recommend
- To support State's efforts to adjust inheritance tax in exchange for farm land easement - Strongly Recommend
- To amend the Comprehensive Master Plan to reduce residential density in the agricultural district - Strongly Recommend
- To examine local regulations to encourage farm land preservation through non-traditional farming, such as aquaculture, horticulture, tree farming, orchards, etc. - Recommend
- To initiate new local agricultural preservation programs - Recommend
- To implement and enforce the Right to Farm ordinance - Recommend
- To lobby the State to increase the amount of State cost-sharing available for conservation practices for farms in, or eligible for agricultural easements - Recommend
- To develop transferrable development rights (TDRs) as a method of acquiring agricultural preservation easements - Recommend
- To have County Government grant property tax credit when a conservation easement is donated to a land trust (Carroll County Land Trust, Inc.) - Continue to Explore
- To provide property tax credits as encouragement to farmers to join and remain in ag preservation program - Continue to Explore
- To support State Legislation that will dedicate a greater percentage of the Program Open Space (POS) funds for ag land preservation - Continue to Explore

Growth Management

While growth injects communities with vitality, residential growth cannot be allowed to create the rules. Carroll County needs to manage growth so as not to outgrow its capacity to provide services or to overtax its citizens to fund needed infrastructure.

Growth Management does **not** mean that all development should be stopped. Building moratoriums should be avoided whenever possible. Moratoriums can result in massive layoffs in the building industry, a major employer in

Carroll. Unemployment lowers income and sales tax revenues. Moratoriums may also lower the County's bond rating. This means higher cost to residents for bond funded projects.

The following strategies are multifaceted and present opportunities either singly or in groupings to manage growth more effectively:

- To adopt adequate public facilities regulations and continually update them to adapt to changing needs. Vigorously enforce zoning, subdivision and building regulations. - Strongly Recommend
- To forward fund infrastructure needed to accommodate growth - Strongly Recommend
- To assure that the concept of adequate public facilities is applied consistently in the towns and the County - Strongly Recommend
- To focus the intensity of residential growth so that 80% occurs within the community planning areas - Strongly Recommend
- To improve levels of communication with the towns - Strongly Recommend
- To continue joint master planning with each of the towns and ensure adherence by both partners - Strongly Recommend
- To coordinate and adopt compatible environmental protection plans with towns - Strongly Recommend
- To better communicate Carroll County Government to our citizens - Strongly Recommend
- To focus capital resources on the community planning areas to as to assure an adequate level of public facilities and services - Recommend
- Develop new community planning areas as an alternative to retention of existing planning areas - Recommend

Business Development

If there was not an existing commercial and agricultural tax base, a Carroll family with husband, wife, and 1.3 children must have an income in excess of \$100,155 and own a home valued at more than \$337,700 in order to pay for the services they receive from the County. This model is not often seen

in Carroll County. County Government spends \$1.22 for every dollar it collects from residential land use; \$.55 for every dollar collected from commercial land use; and \$.47 per dollar from agricultural use. The County needs to expand its commercial land use and retain its agricultural base in order to provide a viable and strong tax base that does not become unduly burdensome to its residents.

The following objectives are presented:

- **To position Carroll County for strong local, regional, national, and international attention while working to facilitate the retention and expansion of existing businesses - Strongly Recommend**
- **To accelerate the promotion of tourism as an industry - Strongly Recommend**
- **To ensure towns and County have compatible economic development goals - Strongly recommend**
- **To identify and classify more land zoned for business in areas where the highest potential exists for such land use - Strongly Recommend**
- **To support training through the Board of Education, Job Training Partnership Act (JTPA) program, and Community College and encourage the design of programs to meet current and future work force needs - Strongly Recommend**
- **To pursue a connection on the Information Superhighway - Strongly Recommend**
- **To Fastrack selected non-residential projects through review, permit, and construction processes - Recommend**
- **To coordinate and cooperate with the State and other jurisdictions to promote business development in Maryland - Recommend**
- **To provide public water and sewer services to industrial sites in the County - Recommend**

GOVERNMENT SERVICE PROVISION

Housing

The 'American Dream' includes the vision of a house surrounded by a

healthy lawn, a swing set, and a small, manageable mortgage. Many Carroll citizens hold that dream, not all can expect to have it materialize. Housing is a basic necessity for all Carroll citizens. The following objectives are presented to that consideration:

- **To encourage a more balanced distribution of housing to meet all needs and income levels - Recommend**
- **To encourage redevelopment of existing housing stock within community planning areas - Recommend**
- **To encourage expansion of uses and conversions of existing housing stock to apartments to serve those with lower incomes, senior citizens, etc. - Recommend**

Legal System

Crime tends to increase in more densely populated areas. As Carroll continues to grow, the kinds of crimes experienced in the community will expand. Crime prevention, enforcement, adjudication and sentencing are services that will need to be evaluated and enhanced. The following objectives are submitted:

- **To adopt effective crime prevention programs - Strongly Recommend**
- **To provide adequate law enforcement - Strongly Recommend**
- **To provide adequate adjudicatory services - Recommend**
- **To provide adequate detention and rehabilitative services - Recommend**

Health and Human Services

Carroll has a strong network of governmental and non-profit agencies that provide services to citizens with diverse personal needs. This cooperation and initiative are inherent in Carroll's ethos. The following objectives are presented in support of and as a means to strengthen this coalition:

- **To authorize and officially designate the Community Services Council (CSC) to coordinate delivery of all health and human services programs offered in the County, including both public and private non-profit agencies - Strongly Recommend**
- **To provide one-stop entry into service programs - Strongly**

Recommend

- **To define health and human services mandates, what is necessary and the consequences of loss - Strongly Recommend**

Education

Curriculum and its delivery are the prerogative of the School Board. County public schools use over 50% of the County budget. The following objective is offered from a management perspective:

- **To make the administrative functions of the present public school system a department of the County Government, while having the School Board responsible for curriculum and school policy - Strongly Recommend**

Ag Preservation

The primary goal of Carroll's Comprehensive Master Plan is to retain agriculture and the rural character of the county by directing growth into the nine community planning areas and restricting new development in the Agricultural District. To accomplish this goal, the County has integrated restrictive agricultural zoning with the Purchase of Development Rights Program of the Maryland Agricultural Land Preservation Foundation. During the 1980's, this program acquired about 2,000 acres of easements per year to put Carroll County among the top counties in the nation with 21,000 acres permanently preserved.

At this rate, it would have taken 50 years to obtain the 100,000 acres deemed necessary for a viable agricultural economy. Unfortunately, the State program no longer has the capability to acquire more than 6-700 acres of easements per year in any one county. For the past four years, Carroll County has had a backlog of 35 farmers willing to sell easements which is a deterrent to others who inquire about the program. The County adopted its Critical Farms Program in 1992 to supplement the State program, but at current levels of funding, this program is only adding about 300 acres of easements per year.

The following objectives are designed to revitalize Carroll's easement acquisition program.

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To continue the existing agricultural preservation program.

STAFF RECOMMENDATION: Strongly Recommend

METHODS OF IMPLEMENTATION	<p>A. Same process as now in place, improving program efficiency when able.</p> <p>B. Seek legislative authority for real estate transfer tax dedicated to farmland preservation.</p>
RATIONALE FOR IMPLEMENTATION	<p>Same as previously adopted by County Commissioners through the Master Plan.</p>
FUNDING MECHANISM(S)	<p>Same as currently in place.</p> <p>Expand local share by:</p> <ul style="list-style-type: none"> a. Bonds b. General Funds c. Real Estate Transfer Tax d. Use a greater share of POS funds
PROS/CONS FOR METHODS OF IMPLEMENTATION	<p align="center">Pros:</p> <ul style="list-style-type: none"> A. Farming is "what the County is all about." A. Ag preservation has a positive effect on quality of life and environment. B. Self funding assures a reliable source of revenue. B. Increased funding accelerates farmland preservation. B. Farms demand less government services than residential development. <p align="center">Cons:</p> <ul style="list-style-type: none"> A. Insufficient State funding. A. Using bonds & general funds may pit Ag preservation against other projects and programs. B. Legislation is needed for Transfer Tax.

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To continue the critical farms program.

STAFF RECOMMENDATION: Strongly Recommend

METHODS OF IMPLEMENTATION	Implement the ordinance as amended and adopted.
RATIONALE FOR IMPLEMENTATION	The crisis intervention feature of the current program is an essential component for agricultural preservation.
FUNDING MECHANISM(S)	<p>Real Estate Transfer Tax</p> <p>Bonds serviced by the real estate transfer tax</p> <p>General Obligation Bonds</p> <p>General Fund</p>
PROS/CONS FOR METHODS OF IMPLEMENTATION	<p align="center">Pros:</p> <p>Farming is "what the County is all about."</p> <p>Self funding assures a reliable source of revenue.</p> <p>Accelerates farmland preservation and may preserve land lost to other uses.</p> <p>Farms are less demanding on government services than residential development.</p> <p>Properly funded and supported by the State, this becomes a revolving fund.</p> <p align="center">Cons:</p> <p>Insufficient State funding.</p> <p>Using bonds may pit farmland preservation against other projects and programs.</p> <p>Legislation is needed for Transfer Tax.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To support State's efforts to adjust inheritance tax in exchange for farmland easement.

STAFF RECOMMENDATION: Strongly Recommend

METHODS OF IMPLEMENTATION	Meet with Federal and State delegations to pass legislation for adjustments in the inheritance tax program.
RATIONALE FOR IMPLEMENTATION	Large farms that have been in families for generations may be imposed with a heavy inheritance tax burden which forces heirs to sell the farm to pay inheritance tax.
FUNDING MECHANISM(S)	None required.
PROS/CONS FOR METHODS OF IMPLEMENTATION	Pros: County would not lose revenue as a result of this objective.

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To amend the master plan to reduce residential density in the agricultural district.

STAFF RECOMMENDATION: Strongly Recommend

<p>METHODS OF IMPLEMENTATION</p>	<p>Pass required amendments to the zoning ordinance to reduce density. (ie: eliminate off-conveyances or include them in the lot yield)</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>Controls growth and sprawl in rural areas.</p>
<p>FUNDING MECHANISM(S)</p>	<p>None Required</p>
<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p align="center">Pros:</p> <p>Treats all farm parcels the same.</p> <p>Decreases cost of service by lessening sprawl.</p> <p>Preserves farmland for farming.</p> <p align="center">Cons:</p> <p>Affected landowners will strongly oppose.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To examine local regulations to encourage farmland preservation through non-traditional farming, such as aquaculture, horticulture, tree farming, orchards, etc.

STAFF RECOMMENDATION: Recommend

<p>METHODS OF IMPLEMENTATION</p>	<p>Work closely with Extension Service and Ag Boards to explore and encourage appropriate non-traditional farming.</p> <p>(Traditional farming is dairy, beef and grain production)</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>Some non-traditional farming requires less acreage and is more adaptable to close residential areas while still keeps open, green space.</p>
<p>FUNDING MECHANISM(S)</p>	<p>Temporary tax credits during start-up or transition.</p> <p>Grants</p> <p>Loans</p> <p>Small business loans through DEED</p>
<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p align="center">Pros:</p> <p>Business oriented.</p> <p>Encourages families to remain in farming.</p> <p>Likely to generate fewer complaints from residential neighbors.</p> <p>Supportive of the master plan.</p> <p align="center">Cons:</p> <p>County dollars invested in new farming programs reduce funds available for other programs.</p> <p>Temporary tax credit will need Delegation approval.</p> <p>Do we want to be in the business of financing small businesses?</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To initiate new local agricultural preservation programs.

STAFF RECOMMENDATION: Recommend

<p>METHODS OF IMPLEMENTATION</p>	<p>A Supplement existing program by adding more funds.</p> <p>B. Based on criteria approved by Commissioners, expand program eligibility to include properties which may not now be in eligible.</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>An expanded program would accelerate achievement of program goals plus preserve additional agricultural properties that are worthy of preservation, but do not presently qualify under the existing program. New types of agriculture products (flower, aquaculture, etc.) could be encouraged under this program.</p>
<p>FUNDING MECHANISM(S)</p>	<p>Real Estate Transfer Tax</p> <p>Bonds serviced by the new transfer tax</p> <p>General Fund revenue</p> <p>To develop an optional easement acquisition program with annual <u>tax-free</u> interest payments (like Howard and Harford County)</p>
<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p align="center">Pros:</p> <p>B. Reach Ag preservation goals more quickly.</p> <p align="center">Cons:</p> <p>A. General opposition to taxes.</p> <p>A. Delegation may not support the transfer tax.</p> <p>A. Bonds and General Funds allocated to this Program will deprive these funding sources from other worthwhile projects/programs/services.</p> <p>B. Defining the criteria may be difficult.</p> <p>B. Program may be seen by some as a move away from the State program.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To implement and enforce the Right to Farm ordinance.

STAFF RECOMMENDATION: Recommend

METHODS OF IMPLEMENTATION	Adopt and enforce the Right to Farm ordinance.
RATIONALE FOR IMPLEMENTATION	Need to adopt ordinance as soon as possible to provide equitable treatment of complaints against farmers by their neighbors.
FUNDING MECHANISM(S)	General Fund
PROS/CONS FOR METHODS OF IMPLEMENTATION	<p align="center">Pros:</p> <p>Promotes farming as an industry.</p> <p>Reduces nuisance complaints.</p> <p>Can add value to the farm property.</p> <p align="center">Cons:</p> <p>May devalue residential property. (noise, odors, dust, etc.)</p> <p>May seem to single out farmer as a special class of citizen.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To lobby the State to increase the amount of State cost-sharing available for conservation practices for farms in, or eligible for agricultural easements.

STAFF RECOMMENDATION: Recommend

METHODS OF IMPLEMENTATION	<p>Get support from:</p> <ul style="list-style-type: none"> a. Tributary Teams b. State Association of Soil Conservation Districts c. Maryland Department of Agriculture d. Local elected officials e. Farm Bureaus, etc.
RATIONALE FOR IMPLEMENTATION	<p>Statewide support is needed for this legislation.</p>
FUNDING MECHANISM(S)	<p>State funding</p>
PROS/CONS FOR METHODS OF IMPLEMENTATION	<p align="center">Pros:</p> <p>No cost to the County.</p> <p>Targets existing cost-share Conservation funds to farms that are most permanent.</p> <p>Preserves the Chesapeake Bay.</p> <p align="center">Cons:</p> <p>Cost-share funds for conservation practices would be reduced for farms not in preservation programs.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To develop transferrable development rights (TDR's) as a method of acquiring agricultural preservation easements.

STAFF RECOMMENDATION: Recommend

METHODS OF IMPLEMENTATION	Amend County Zoning Ordinance
RATIONALE FOR IMPLEMENTATION	Promoting clustering in areas less desirable for Ag preservation helps keep residential development out of the farmland areas.
FUNDING MECHANISM(S)	Private investment
PROS/CONS FOR METHODS OF IMPLEMENTATION	<p align="center">Pros:</p> <p>Preserves farmland.</p> <p>Takes some pressure off of public coffers.</p> <p align="center">Cons:</p> <p>Very complex.</p> <p>Market driven.</p> <p>Receiving areas may be resistant.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To have County Government grant property a tax credit when a conservation easement is donated to a land trust. (Carroll County Land Trust, Inc.)

STAFF RECOMMENDATION: Continue to Explore

METHODS OF IMPLEMENTATION	The General Assembly has already authorized all counties to do this by passing a local ordinance.
RATIONALE FOR IMPLEMENTATION	Donors of easements to local land trust should receive some benefits as donors to Maryland Environmental Trust.
FUNDING MECHANISM(S)	Property tax credit
PROS/CONS FOR METHODS OF IMPLEMENTATION	<p align="center">Pros:</p> <p>No cost to purchase an easement because it is given to the land trust as a sharitable donation.</p> <p>The reduction of local revenue because of a property tax credit is minimized compared to the value of the easement.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To provide property tax credits as encouragement to farmers to join and remain in Ag preservation program. (Harford, Howard, Montgomery Counties)

STAFF RECOMMENDATION: Continue to Explore

METHODS OF IMPLEMENTATION	Lobby Delegation members for 1995 Legislature approval.
RATIONALE FOR IMPLEMENTATION	Requires more planning and consensus prior to enabling legislation.
FUNDING MECHANISM(S)	Property tax credit
PROS/CONS FOR METHODS OF IMPLEMENTATION	<p align="center">Pros:</p> <p>Offers another possibility for the preservation of farmland.</p> <p align="center">Cons:</p> <p>Hard to sell to the non-farming community.</p> <p>Is tax credit seen as an entitlement program?</p> <p>Reduces general revenue to County.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To support State legislation that will dedicate a greater percentage of the Program Open Space (POS) funds for farmland preservation. (13.2% now)

STAFF RECOMMENDATION: Continue to Explore

METHODS OF IMPLEMENTATION	Encourage Carroll's Delegation to support legislation that Senator Haines has proposed for the 1995 General Assembly.
RATIONALE FOR IMPLEMENTATION	Currently POS is slated to get a considerable funding increase. Now is the time for Ag to get a larger share. There are advantages to buying more easements and less land in fee.
FUNDING MECHANISM(S)	Program Open Space fund
PROS/CONS FOR METHODS OF IMPLEMENTATION	<p align="center">Pros:</p> <p>Speeds up our Ag preservation program, thereby achieving goals sooner.</p> <p align="center">Cons:</p> <p>The trade-off is the redistribution of existing POS funds from recreation land acquisition and development to Ag land preservation.</p>

Growth Management

In 1970, Carroll's population was about 70,000; at the beginning of the '90s it had grown to slightly more than 120,000; and today the estimate is 134,000. In 1994, there are approximately 46,000 households in Carroll with over 34,000 of those units outside the incorporated areas. Indications are that this growth trend will continue into the next century.

Typically, growth is necessary to keep communities alive and well. Declining or stagnant growth impoverishes communities. Businesses abandon areas in which they cannot prosper; income levels drop; education declines and crime often increases. Growth, however, demands expansion of services such as roadways, utilities, schools, and recreation opportunities. In Carroll, the gap is expanding between increasing needs and available revenues and ability to provide services. Until the mid-1980s, Carroll functioned primarily in a 'pay-as-you-go' mode. In order to close the gap between needs and services, particularly in new school construction, Carroll dramatically increased its bond sales. Developer assessed fees were also increased. The ratio between indebtedness and revenue base remains healthy in Carroll. This balance must be maintained to keep the county vitality.

Growth must occur in Carroll in order to remain alive; but it must be managed in such a way as to provide a balance between needs and revenues to accommodate and provide public facilities and services. The following objectives direct attention to possible steps that will control Carroll's growth in proportion to its ability to provide services.

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To adopt adequate public facilities regulations and standards to development activity, and continually monitor them to adapt to changing needs. Vigorously enforce zoning, subdivision and building regulations.

STAFF RECOMMENDATION: Strongly Recommend

<p>METHODS OF IMPLEMENTATION</p>	<p>A. Pass a local adequate facilities law that provides guidelines and standards for development.</p> <p>B. Expand items considered for impact fees.</p> <p>C. Hire consultant to give advice on the best approach to take on the levying of fees.</p> <p>D. Make development pay for itself via impact fees, permit fees, and review fees.</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>To manage to County's overall residential growth rate so as to not outgrow its capacity to serve.</p>
<p>FUNDING MECHANISM(S)</p>	<p>Impact fees</p> <p>Self supporting permit and review fees</p> <p>General fund revenue</p> <p>Bonds</p> <p align="center">(Continued on the next page)</p>

CARROLL'S VISIONS FOR THE FUTURE

<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p>(Continued from the preceding page)</p> <p>Pros:</p> <ul style="list-style-type: none">A Helps manage the rate of growth.B-D Stabilizes the debt level.D Makes general fund cash available for other programs.D Increases the value of existing homes.D User pays the cost. <p>Cons:</p> <ul style="list-style-type: none">B,D Affects affordable housing.A,B Legal challenges may occur.D Direct cost to builder and developer is passed on the purchaser.D Competitive edge is lost with higher rent costs created by additional fees.
---	--

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To forward fund infrastructure needed to accommodate growth

STAFF RECOMMENDATION: Strongly Recommend

<p>METHODS OF IMPLEMENTATION</p>	<p>A. Budget funds in the CIP to anticipate and build facilities in advance of, or in connection with needs. This includes roads, schools, water, sewer, parks, etc.</p> <p>B. Use creative and diverse public finance and cost avoidance programs.</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>Being prepared for growth creates momentum which effects the local economy, enhances bond ratings, and relieve over stressed infrastructure, thus enhancing the quality of life.</p>
<p>FUNDING MECHANISM(S)</p>	<p>Schools:</p> <ul style="list-style-type: none"> a. General obligation bonds b. Impact fees c. Developer provided in exchange for increased density allowance <p>Roads:</p> <ul style="list-style-type: none"> a. Tolls b. Local gas tax c. General obligation bonds d. Traffic impact fees e. Developer provided in exchange for increased density allowance <p>Water/sewer:</p> <ul style="list-style-type: none"> a. Capital charges b. User fees c. Extension surcharges d. Developer provided in exchange for increased density allowance <p>Parks:</p> <ul style="list-style-type: none"> a. Grants b. Impact fees c. Bond d. User fees e. Developer provided in exchange for increased density allowance <p align="center">(Continued on the next page)</p>

CARROLL'S VISIONS FOR THE FUTURE

<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p>(Continued from the preceding page)</p> <p>All else:</p> <ul style="list-style-type: none">a. General Fundsb. General obligation bondsc. Impact feesd. Storm water management utility taxe. Tax increment financing <p>Pros:</p> <p>Tolls collect revenues from out of County users as well.</p> <p>Preplanned adequate facilities leads growth.</p> <p>Improves the quality of life.</p> <p>Avoids moratoriums.</p> <p>Cons:</p> <p>Potential damage to bond rating because of more debt.</p> <p>Impact fees rise leading to higher housing cost.</p> <p>Potential loss of construction jobs.</p> <p>Passage of enabling legislation in some areas is doubtful.</p>
---	---

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To assure that the concept of adequate public facilities is applied consistently in the towns and the County.

STAFF RECOMMENDATION: Strongly Recommend

METHODS OF IMPLEMENTATION	<p>A. Expand T/C Agreement and adopt mechanisms to assure mutual cooperation.</p> <p>B. Provide funding or infrastructure improvements in exchange for agreement to manage growth.</p>
RATIONALE FOR IMPLEMENTATION	Cooperation is essential to success
FUNDING MECHANISM(S)	Taxes and fees contingent on cooperation
PROS/CONS FOR METHODS OF IMPLEMENTATION	<p align="center">Pros:</p> <p>A Conforms to master plan.</p> <p>A Manages growth.</p> <p align="center">Cons:</p> <p>A Not easy to obtain/sustain cooperation.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To focus the intensity of residential growth so that 80% occurs within the community planning areas.

STAFF RECOMMENDATION: Strongly Recommend

<p>METHODS OF IMPLEMENTATION</p>	<p>Upon passage of enabling legislation, limit new residential building permits issued outside the community planning areas to 20% of those issued inside the community planning areas in the preceding quarter.</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>Addresses public sentiment and environmental affects of urban sprawl.</p> <p>Limits cost per unit for government services.</p>
<p>FUNDING MECHANISM(S)</p>	<p>Impact fees</p> <p>Self supporting permit and review fees</p> <p>General fund</p> <p>Revenue bonds</p>
<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p align="center">Pros:</p> <p>Relieves pressure on the general tax fund and services on a cost per unit basis.</p> <p>Slows rate of growth in rural areas.</p> <p>Fairly apportions the cost of growth.</p> <p>Preserves open space.</p> <p>Complies with the Maryland Visions as detailed in the Economic Growth, Resource Protection and Planning Act.</p> <p align="center">Cons:</p> <p>Could increase the cost of housing stock.</p> <p>May be seen as an attempt to stop all growth.</p> <p>May be perceived as prohibiting larger, more expensive homes in urban areas.</p> <p>Could reduce tax revenue.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To improve levels of communication with the towns.

STAFF RECOMMENDATION: Strongly Recommend

<p>METHODS OF IMPLEMENTATION</p>	<p>A. Share resources and technology.</p> <p>B. Improve two way communications by having town/county relations person on commissioner staff.</p> <p>C. Develop an action plan for a positive relationship with the towns.</p> <p>D. Interact more effectively with town councils and planning commissions.</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>The success of Carroll County as a good place to live and raise a family is hinged on the relationship between the county government and the town governments. Effective communication is the fundamental first step to our mutual success.</p>
<p>FUNDING MECHANISM(S)</p>	<p>General Fund</p>
<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p align="center">Pros:</p> <p>A-D This goal is essential to effectively managing growth.</p> <p align="center">Cons:</p> <p>B Staff liaison could become a problem if communications between governments is not very clear.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To continue joint master planning with each of the towns and ensure adherence by both partners.

STAFF RECOMMENDATION: Strongly Recommend

METHODS OF IMPLEMENTATION	A. Continue to review and update master plans on town/county partnership basis.
RATIONALE FOR IMPLEMENTATION	<p>Ensure orderly growth in the County.</p> <p>Take into account individuality of each town plan plus the towns growth priorities.</p> <p>Forecast capital and operation budgets to assure appropriate resources are in place or planned to meet projected needs.</p>
FUNDING MECHANISM(S)	General fund
PROS/CONS FOR METHODS OF IMPLEMENTATION	<p align="right">Pros:</p> <p>Assures orderly growth.</p> <p align="right">Cons:</p> <p>Growth policy continuity is more difficult in the towns.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To coordinate and adopt compatible environmental protection plans with towns.

STAFF RECOMMENDATION: Strongly Recommend

<p>METHODS OF IMPLEMENTATION</p>	<p>A. Ensure that the environmental protection goals of the County coordinate as much as possible with the towns goals.</p> <p>B. Adopt uniform water resource management standards.</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>Similar environmental protection programs ensure a consistent quality of life standard for the County; uniformly protects the environment; and, favors planned development patterns.</p>
<p>FUNDING MECHANISM(S)</p>	<p>General fund</p> <p>Developer review fees</p> <p>Impact fees</p> <p>Utility fees for private utilities and storm water management.</p>
<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p align="center">Pros:</p> <p>Enhances environment and quality of life.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To better communicate Carroll County Government to our citizens.

STAFF RECOMMENDATION: Strongly Recommend

<p>METHODS OF IMPLEMENTATION</p>	<p>A. Implement rotating public meetings with citizens. "Your Government on the Road"</p> <p>B. Hold regular meetings at night. This includes the Commissioners, Planning Commission and all other Boards.</p> <p>C. Develop user friendly publications (such as tax notice package)</p> <p>D. Expand the use of CATV both for programming and coverage.</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>To make the act of governing more public and responsive to the needs of the community.</p>
<p>FUNDING MECHANISM(S)</p>	<p>Minimal General Fund</p>
<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p align="center">Pros:</p> <p>A-B Provides for citizen input on a regular basis.</p> <p align="center">Cons:</p> <p>C-D Citizen skepticism/apathy.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To focus capital resources on the community planning areas and determine an adequate level of public facilities and services.

STAFF RECOMMENDATION: Recommend

<p>METHODS OF IMPLEMENTATION</p>	<p>A. Determine an equitable distribution of financial resources and County services in those towns that aggressively support the County goals.</p> <p>B. Renegotiate the Town County Agreements to pledge the County's support of the CIP to expand and extend services in the community planning areas.</p> <p>C. Provide operating and capital funds to towns on the basis of growth.</p> <p>D. Provide density bonuses in subdivisions in community planning areas where the developer, in cooperation with the CIP provides infrastructure beyond the minimum required in the subdivision.</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>By focusing growth, economies of scale will be achieved on services, and should help compensate for some of the expenses.</p> <p>Focused growth helps limit costs in all service areas.</p>
<p>FUNDING MECHANISM (S)</p>	<p>General fund</p> <p>Revenue bonds</p> <p>Impact fees</p> <p>Private investment</p> <p align="center">(Continued on the next page)</p>

CARROLL'S VISIONS FOR THE FUTURE

<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p>(Continued from the preceding page)</p> <p>Pros:</p> <p>Avoids operating costs associated with sprawl. (eg. school busses, services, police, fire and ambulance)</p> <p>Infrastructure becomes available at reduced cost.</p> <p>Towns will be able to accommodate growth.</p> <p>Cons:</p> <p>Intensifies density.</p> <p>Possible conflicts with Dolan ruling.</p> <p>Additional expense to the County.</p> <p>Higher housing costs.</p>
---	---

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To develop new community planning areas as an alternative to retention of existing planning areas.

STAFF RECOMMENDATION: Recommend

METHODS OF IMPLEMENTATION	<p>A. Amend the Master Plan.</p> <p>B. Amend the zoning and subdivision regulations.</p> <p>C. Spend resources on new growth areas.</p>
RATIONALE FOR IMPLEMENTATION	<p>Focusing growth preserves farmland and is fundamental to our way of life.</p> <p>Growth will occur, and if not around the current planned areas, should not be allowed to sprawl.</p> <p>New growth areas could be TDR receiving areas.</p>
FUNDING MECHANISM(S)	<p>Development fees</p> <p>Private investment</p> <p>Special taxing districts</p>
PROS/CONS FOR METHODS OF IMPLEMENTATION	<p align="center">Pros:</p> <p>A-C Receiving areas for TDR's.</p> <p>C Greater management control through development concentration</p> <p>C Economies of scale.</p> <p align="center">Cons:</p> <p>A-C Public may be hard to convince.</p> <p>C Infrastructure could be expensive.</p> <p>C State permits may be hard to get.</p>

Business Development

Currently there is heavy demand on the residential tax base to provide services to citizens. Increasing the commercial and agricultural tax base will alleviate the burden on homeowners. Businesses demand less in services than do residents. Therefore, the dollars gained from business income taxes can be used to broaden the revenue base for service provision. Business also means jobs for Carroll's residents. More opportunities for Carroll's citizens to work within the community translates to a broader revenue base and to an enhanced quality of life.

Economic Development is a key resource in community vitality, and competition between jurisdictions and regions is vigorous. Carroll's Economic Development Commission has developed an aggressive strategy to recruit new businesses and to retain and expand existing companies. The following objectives support this direction and are intended to deepen its effectiveness.

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To position Carroll County for strong local, regional, national and international attention while working to facilitate the retention and expansion of existing businesses.

STAFF RECOMMENDATION: Strongly Recommend

METHODS OF IMPLEMENTATION	<ul style="list-style-type: none">A. Employ Fastrack review where applicable.B. Hold workshop and informational seminar regarding financing for expanding industry. Presenters should include local banking representatives, CDC representatives, and DEED personnel.C. Create a strategy to gain media assistance with advertising and promoting an aggressive marketing program.D. Prepare a national and regional marketing plan for EDC and the Commissioners.E. Visit commercial real estate brokers and convince them of the benefits of bringing their clients to Carroll County.F. Revise and update marketing material.G. Develop marketing plans for the Airport and Hospital properties.H. Examine regulations to identify features that may be a problem to sound business development.I. Designate a liaison person in Economic Development to assist businesses through the Fastrack process.J. Provide technical assistance through the pre-application process. <p>(Continued on the next page)</p>
----------------------------------	--

CARROLL'S VISIONS FOR THE FUTURE

<p>METHODS OF IMPLEMENTATION</p>	<p>(Continued from preceding page)</p> <p>K. Create better communication tools for public awareness of the advantages and benefits of industrial and commercial development.</p> <p>L. Continue business visitations.</p> <p>M. Establish new business expansion incentives.</p> <p>N. Assure that our youth are adequately trained to match the work force needs of our employers.</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>To create a climate and market that is attractive to new and expanding business opportunities.</p> <p>Actions promote business retention and send a positive message to our present business base.</p>
<p>FUNDING MECHANISM(S)</p>	<p>General funds</p> <p>Private investment</p> <p>Continued on the next page)</p>

CARROLL'S VISIONS FOR THE FUTURE

<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p>(Continued from the preceding page)</p> <p>Pros:</p> <p>All Improved tax base.</p> <p>N Better employment opportunities.</p> <p>All Show that, "Carroll County is open for business."</p> <p>C,K Gains public support for business development.</p> <p>Cons:</p> <p>All Additional traffic.</p> <p>All Converts open space to more intense uses.</p> <p>All Environmental impact.</p>
---	--

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To accelerate the promotion of tourism as an industry.

STAFF RECOMMENDATION: Strongly Recommend

<p>METHODS OF IMPLEMENTATION</p>	<p>A. Create a strategy to gain media assistance with advertising and promoting an aggressive marketing program.</p> <p>B. Revise and update marketing material.</p> <p>C. Support businesses that want to expand into the tourist business by cooperation with zoning, etc.</p> <p>D. Promote cooperative advertising opportunities with towns and businesses.</p> <p>E. Form a close partnership with the Chamber of Commerce.</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>Tourism is a big business and should be treated as such.</p>
<p>FUNDING MECHANISM(S)</p>	<p>Room tax</p> <p>Private investment</p> <p>Grants</p> <p>General fund</p>
<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p align="center">Pros:</p> <p>Clean.</p> <p>A Regenerates revenue without increasing residency.</p> <p>E Fosters public/private partnerships.</p> <p align="center">Cons:</p> <p>Traffic</p> <p>Lots of people</p> <p>Increased short term pollution</p> <p>Difficult to gain intergovernmental cooperation for services.</p> <p>Room tax requires General Assembly authorization.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To ensure towns and County have compatible economic development goals.

STAFF RECOMMENDATION: Strongly Recommend

METHODS OF IMPLEMENTATION	Seek formal, customized written agreements between the County and each town.
RATIONALE FOR IMPLEMENTATION	To assure that the County knows precisely the desires of the towns in the arena of economic development, so that good matches can be made between business opportunity and location.
FUNDING MECHANISM(S)	None
PROS/CONS FOR METHODS OF IMPLEMENTATION	<p style="text-align: center;">Pros:</p> Creates job opportunities. Helps sustain and improve the quality of life. Helps stabilize the property tax rate. Enhance Town/County relationships.

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To identify and classify more land zoned for business in areas where the highest potential exists for such land use.

STAFF RECOMMENDATION: Strongly Recommend

METHODS OF IMPLEMENTATION	<p>A. Undertake an in-depth evaluation of business zones and comprehensively reclassify land for business uses.</p> <p>B. Provide for Employment Campus zoning.</p> <p>C. Consider agricultural preservation in close cooperation with economic development.</p>
RATIONALE FOR IMPLEMENTATION	<p>Action will provide wider economic opportunity.</p> <p>Create greater zoning flexibility.</p>
FUNDING MECHANISM(S)	<p>None</p>
PROS/CONS FOR METHODS OF IMPLEMENTATION	<p align="center">Pros:</p> <p>A More sites for business.</p> <p>More competition.</p> <p>Provide more job opportunities.</p> <p>More land zoned for business will drive prices down making such land more affordable and will replenish depleting supplies of such land in areas of demand for it.</p> <p align="center">Cons:</p> <p>More stress on the infrastructure.</p> <p>Loss of open land.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To support training through the Board of Education, Job Training Partnership Act (JTPA) program, and Community College and encourage the design of programs to meet current and future work force needs.

STAFF RECOMMENDATION: Strongly Recommend

<p>METHODS OF IMPLEMENTATION</p>	<p>A. Survey business leaders on a regular basis and incorporate their input into specific training programs offered by the public educational system.</p> <p>B. Evaluate education programs in business terms.</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>Encourages employers, Board of Education, JTPA program, Community College, and the Commissioners to unite in commitment to excellence.</p> <p>Assures graduates have adequate basic education skills to be attractive to new employers.</p> <p>Technology being taught must be consistent with available and upcoming jobs.</p>
<p>FUNDING MECHANISM(S)</p>	<p>JTPA</p> <p>General Funds</p> <p>Private investment</p> <p>Apprenticeship training programs</p>
<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p align="center">Pros:</p> <p>Citizens have a better quality of life.</p> <p>Businesses have a better qualified work force, trained for today's businesses.</p> <p>Enable Carroll County to more effectively compete in attracting/retaining businesses.</p> <p align="center">Cons:</p> <p>Care must be taken to assure career training curriculum does not get displaced by college preparatory programs.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To pursue a connection on the Information Superhighway.

STAFF RECOMMENDATION: Strongly Recommend

<p>METHODS OF IMPLEMENTATION</p>	<p>A. To create areas where tele-commuting centers can be developed.</p> <p>B. Adjust zoning regulations to promote home occupations.</p> <p>C. Encourage the development of the Employment Campus zone.</p> <p>D. Establish links with the State's efforts and data bases.</p> <p>E. Encourage the development of satellite offices and condominium office unites.</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>Network with colleagues nationwide.</p> <p>Reduce traffic congestion.</p> <p>Create access points for local businesses.</p> <p>Expand market exposure.</p> <p>If we do not go forward, we will be left behind.</p> <p>To remain compatible with area businesses.</p> <p>To share information with State agencies.</p>
<p>FUNDING MECHANISM(S)</p>	<p>Current Capital Improvement Program</p> <p>User fees</p> <p>General fund</p> <p>Grants</p> <p>Membership fees</p> <p align="center">Continued on the next page)</p>

CARROLL'S VISIONS FOR THE FUTURE

<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p>Continued from the preceding page)</p> <p>Pros:</p> <p>A-E Compliance with the Clean Air Act.</p> <p>D Better, faster information sharing and decision making.</p> <p>D Keeps Carroll County in the loop and also competitive with neighboring jurisdictions in attracting/retaining businesses.</p> <p>D Quicker access to market areas.</p> <p>Cons:</p> <p>A,B May reduce private capital investment in the County in favor of "stay at home" workers, thus lower tax base.</p> <p>A,B Employees may feel isolated.</p> <p>A,B Loss of synergy.</p> <p>A,C Zoning revisions are necessary.</p>
---	--

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To Fastrack selected non-residential projects through review, permit and construction processes.

STAFF RECOMMENDATION: Recommend

<p>METHODS OF IMPLEMENTATION</p>	<p>A. Evaluate processes for possible streamlining.</p> <p>B. Identify liaison person on Economic Development to lead Fastrack efforts.</p> <p>C. Remove the Planning Commission from the site development plan process.</p> <p>D. Evaluate the effectiveness and impact of conditional uses.</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>To demonstrate to businesses and citizens that we are "Open for Business."</p>
<p>FUNDING MECHANISM(S)</p>	<p>None</p>
<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p align="center">Pros:</p> <p>A,B Improves the perception of the County as being business friendly.</p> <p>A-D Gets tax revenue sooner.</p> <p>B-D Creates jobs quicker.</p> <p align="center">Cons:</p> <p>B Selection of Fastrack projects could lead to a perception of favoritism.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To coordinate and cooperate with the State and other jurisdictions to promote business development in Maryland.

STAFF RECOMMENDATION: Recommend

<p>METHODS OF IMPLEMENTATION</p>	<p>A. Develop a private/public long-range plan for business growth.</p> <p>B. Develop partnership with other jurisdictions (State, local and regional) to define areas of emphasis and cooperation.</p> <p>C. Arrange regular formal meetings between area economic development directors.</p> <p>D. Seek commitment of the Governor and the Commissioners on the goals.</p> <p>E. Create on-going network process between public and private sector economic development professionals and elected officials for new business opportunity.</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>Enhances Carroll County's prospects for a viable business development plan.</p>
<p>FUNDING MECHANISM(S)</p>	<p>None</p>
<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p align="center">Pros:</p> <p>Enhances prospects for business development and, if successful, creates more jobs and tax base.</p> <p align="center">Cons:</p> <p>Public perception that business may lead to degradation of the environment.</p> <p>Increased traffic.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To provide public water and sewer services to industrial sites in the County.

STAFF RECOMMENDATION: Recommend

<p>METHODS OF IMPLEMENTATION</p>	<p>A. County and/or the developer pay to provide the services to out of town sites and expand treatment facilities if necessary.</p> <p>B. Towns receive a surcharge on the standard water and sewer rate if they agree <u>not</u> to annex.</p> <p>C. County pay towns a "ready to serve" fee and sell the capacity to businesses outside the town.</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>Total cost to businesses is reduced by avoiding town taxes, less the amount paid for the surcharge.</p> <p>Revenues to the towns increase by the surcharge without having to provide traditional services.</p>
<p>FUNDING MECHANISM(S)</p>	<p>Special taxing districts</p> <p>Revenue bonds</p> <p>Grants</p> <p>Loans (MILA, etc)</p> <p>Industrial Development Authority</p>
<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p align="center">Pros:</p> <p>Attracts new businesses because it allows them to operate more cheaply since paying water and sewer surcharge will be less expensive than town taxes.</p> <p align="center">Cons:</p> <p>Public Service Commission may get involved in the surcharge rate setting.</p> <p>Towns may not want to cooperate.</p>

Housing

All citizens share the need for shelter. Of the approximately 46,000 households in Carroll, about 82% are occupied by owners. The median value of a house in this county is \$126,700, with the median household income around \$45,000. Several concerns arise from these statistics. Carroll has a low number of rental units. The price of home ownership is beyond the financial capabilities of a significant portion of Carroll's citizens, particularly to young families and to older residents. There are also citizens who have special housing needs such as group occupied units and accessible units.

The following objectives are presented in pursuit of adequate shelter for all those who reside in Carroll County.

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To encourage a more balanced distribution of housing to meet all needs and income levels.

STAFF RECOMMENDATION: Recommend

<p>METHODS OF IMPLEMENTATION</p>	<p>A. Adopt amendments to the Zoning Ordinance that allow accessory dwelling units in certain zones.</p> <p>B. Create zoning bonuses for creative approaches to development and redevelopment.</p> <p>C. Allow public/private ownership of infrastructure.</p> <p>D. Revise Planned Unit Development (PUD) regulations to facilitate development of small communities.</p> <p>E. Incorporate historic preservation with redevelopment planning.</p> <p>F. Adopt Maryland Planned Unit Development (MPUD) requirements for subdivisions.</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>Offers income potential for resident owners, while offering affordable rentals.</p> <p>Zoning bonuses may induce redevelopment without additional density.</p> <p>Private investment means less cost to towns and County for infrastructure.</p>
<p>FUNDING MECHANISM(S)</p>	<p>Offset by user fees and private investment</p> <p align="center">(Continued on the next page)</p>

CARROLL'S VISIONS FOR THE FUTURE

<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p>(Continued from the preceding page)</p> <p>Pros:</p> <p>ADF Affordable housing becomes available.</p> <p>B Expansion of the resident labor force.</p> <p>F Cultural diversity is created.</p> <p>Cons:</p> <p>ABD Impact on neighborhoods.</p> <p>ABF Public resistance may occur.</p> <p>B Violates concept of Euclidian zoning</p>
---	---

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To encourage redevelopment of existing housing stock within community planning areas.

STAFF RECOMMENDATION: Recommend

METHODS OF IMPLEMENTATION	Set policies and procedures to discount the cost of permits for redevelopment.
RATIONALE FOR IMPLEMENTATION	Cost/benefit to owner to improve property rather than build more housing.
FUNDING MECHANISM(S)	Reduction in permit fees
PROS/CONS FOR METHODS OF IMPLEMENTATION	<p align="center">Pros:</p> <p>Retains existing housing stock in good condition.</p> <p>Improves appearance of neighborhoods.</p> <p>Reduces sprawl.</p> <p align="center">Cons:</p> <p>Depending on the type of improvements, may increase density or change use of property.</p> <p>Reduces revenue to County.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To encourage expansion of uses and conversions of existing housing stock to apartments to serve the needy, senior citizens, etc.

STAFF RECOMMENDATION: Recommend

METHODS OF IMPLEMENTATION	Set policies and procedures to postpone the collection of permit fees and impact fees as long as the housing unit meets established criteria and passes periodic inspection and owner certification.
RATIONALE FOR IMPLEMENTATION	Giving forbearance on the fees in order to promote affordable rental units assists the County in providing decent, safe and sanitary housing for citizens in need. Being in the form of forbearance rather than a grant also assures the County of proper fee repayment if the unit ceases being used for the reason intended.
FUNDING MECHANISM(S)	Deferral of fees
PROS/CONS FOR METHODS OF IMPLEMENTATION	<p align="center">Pros:</p> <p>Allows the private sector to develop living units, rather than the County.</p> <p>Provides a quality of life service to citizens.</p> <p>Adds diversity in neighborhoods.</p> <p align="center">Cons:</p> <p>May change density.</p> <p>Adds diversity in neighborhoods.</p> <p>Lost revenue for County.</p>

Legal System

Each day the media reports crimes, many of which show tendencies to increased personal violence. With growth and easier travel accessibility to Carroll, this community has experienced a changing crime profile. Heavier demands are being made on the legal system.

Currently, the county is served through the State Police Resident Trooper Program and through municipal law enforcement agencies. The Detention Center population continues to hover consistently at the 100 mark. New minimum security cells are due to be added soon. The Court is exploring new sentencing options to help jail overcrowding and to cut inmate costs.

The following options are offered in support of these agencies and to the philosophy that 'an ounce of prevention is worth a pound of cure'.

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To adopt effective crime prevention programs.

STAFF RECOMMENDATION: Strongly Recommend

<p>METHODS OF IMPLEMENTATION</p>	<p>A. Enhance and support school and youth education programs such as DARE.</p> <p>B. Support recreation programs.</p> <p>C. Encourage and support neighborhood watch programs.</p> <p>D. Encourage the installation of alarm systems and other security measures.</p> <p>E. Promote crime education.</p> <p>F. Educate all in ways of preventing crime.</p> <p>G. Routinely evaluate the effectiveness of existing programs.</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>Reduced the cost of law enforcement, court costs, etc.</p> <p>Lower crime rates attract business.</p>
<p>FUNDING MECHANISM(S)</p>	<p>General Funds</p> <p>Grants</p> <p>Private investment</p>
<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p align="center">Pros:</p> <p>Lower crime means more upscale neighborhoods</p> <p>Quality of life is enhanced.</p> <p>Sense of security.</p> <p align="center">Cons:</p> <p>Cost.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To provide adequate law enforcement.

STAFF RECOMMENDATION: Strongly Recommend

<p>METHODS OF IMPLEMENTATION</p>	<p>A. Ascertain the number of staff needed and hire them according to generally accepted practices and standards.</p> <p>B. Establish a proactive policy to deter crime as opposed to being reactive to criminal law enforcement.</p> <p>C. Determine the appropriate mix of police. (State, town, sheriff, etc)</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>Better control over crime in a principally sofa community.</p>
<p>FUNDING MECHANISM(S)</p>	<p>General fund</p> <p>Crime bill grants</p>
<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p align="right">Pros:</p> <p>Assure a safer community</p> <p>Improve quality of life.</p> <p align="right">Cons:</p> <p>Higher taxes.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To provide adequate adjudicatory services.

STAFF RECOMMENDATION: Recommend

METHODS OF IMPLEMENTATION	<p>Provide adequate staff and judges to keep backlog to a minimum.</p> <p>Promote construction of state multi-service center.</p>
RATIONALE FOR IMPLEMENTATION	<p>Assure constitutional rights are protected in all respects for those involved in an adjudicatory process.</p>
FUNDING MECHANISM(S)	<p>General fund</p> <p>State</p> <p>Grants</p>
PROS/CONS FOR METHODS OF IMPLEMENTATION	<p align="center">Pros:</p> <p>Quicker case processing is more fair for all parties.</p> <p>Effective processing may keep jail population more stable.</p> <p>Criminals may view more efficiency as a crime deterrent.</p> <p>Quality of life.</p> <p>Sense of security.</p> <p align="center">Cons:</p> <p>Public perception.</p> <p>Cost.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To provide adequate detention and rehabilitative services.

STAFF RECOMMENDATION: Recommend

<p>METHODS OF IMPLEMENTATION</p>	<p>A. Petition State and Federal governments for review of standards and other requirements defined in the Prisoners Bill of Rights.</p> <p>B. Expand work release programs.</p> <p>C. Encourage home detention for non-violent offenders.</p> <p>D. Build sufficient cell space to house inmates as necessary.</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>Space in the Detention Center is at a premium. Capacity is challenged by present case load plus inability of major prisons to accept all convicts.</p>
<p>FUNDING MECHANISM(S)</p>	<p>General fund</p> <p>Grants</p> <p>Bonds</p>
<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p align="center">Pros:</p> <p>C Avoids building new space for inmates.</p> <p align="center">Cons:</p> <p>C Out of cell incarceration may facilitate more "jail breaks" and put criminals illegally back on the street.</p>

CARROLL'S VISIONS FOR THE FUTURE

Health & Human Services

One of the most significant characteristics of Carroll County is its highly cooperative network of health and human service providers. The following objectives are offered in recognition of that strength and are submitted as a means to enhance its effectiveness.

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To authorize and officially designate the Community Services Council (CSC) to coordinate delivery of all health and human services programs offered in the County, including both public and private non-profit agencies.

STAFF RECOMMENDATION: Strongly Recommend

<p>METHODS OF IMPLEMENTATION</p>	<p>A. Get stronger involvement and commitment from the elected leadership.</p> <p>B. Coordinate services with Citizen Services.</p> <p>C. Develop mechanism to evaluate program efficiency and effectiveness.</p> <p>D. Conduct needs assessment.</p>
<p>RATIONALE FOR IMPLEMENTATION</p>	<p>To develop stronger organizations in order to better deliver services.</p> <p>Assures a better allocation of dollar resources.</p>
<p>FUNDING MECHANISM(S)</p>	<p>General Funds</p> <p>Grants</p> <p>Aid</p> <p>Private investment</p>
<p>PROS/CONS FOR METHODS OF IMPLEMENTATION</p>	<p align="center">Pros:</p> <p>B-D Stronger and more cost effective coordination of client referrals and services.</p> <p align="center">Cons:</p> <p>B-D Turf issues.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To provide one stop entry into service programs. (Like 857-HELP or No Wrong Door)

STAFF RECOMMENDATION: Strongly Recommend

METHODS OF IMPLEMENTATION	Implement and staff a program to assist system users in getting right information and immediate access from the very beginning.
RATIONALE FOR IMPLEMENTATION	Coordinated services
FUNDING MECHANISM(S)	General fund Grants
PROS/CONS FOR METHODS OF IMPLEMENTATION	<p align="center">Pros:</p> <p>Lower service delivery cost because of better direction.</p> <p>Less frustration to service delivery agencies and clients.</p> <p align="center">Cons:</p> <p>Turf issues.</p>

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To define health and human services mandates, what is necessary and the consequence of loss.

STAFF RECOMMENDATION: Strongly Recommend.

METHODS OF IMPLEMENTATION	Coordinate community effort to define effect of services and the implication of their loss.
RATIONALE FOR IMPLEMENTATION	Funding of human services fluctuates and is unpredictable. We need to prioritize service delivery to effectively apportion funding.
FUNDING MECHANISM(S)	Grants
PROS/CONS FOR METHODS OF IMPLEMENTATION	<p align="center">Pros:</p> <p>Allows prioritized funding allocation.</p> <p>Gives long-term picture so funding can be allocated on a rotating priority basis.</p> <p>Culls out duplicate services.</p> <p>Encourages agencies to streamline.</p> <p>Discourages "squeaky wheel" funding.</p> <p align="center">Cons:</p> <p>Some services may go under-funded.</p>

Education

Many 'Visions' participants were concerned that Carroll continue to increase its excellence in providing education to young people. Perhaps public schools have received the greatest impact from Carroll's growth pattern. In 1989, a major philosophy change occurred in school construction funding. The 53rd Board of County Commissioners voted to forward fund five schools with the intention of being reimbursed by the State at a later time. During the region-wide economic downturn in the early '90s, the State modified its school funding philosophy and Carroll has received far less than anticipated. The County, working closely with the Board of Education, embarked on an assertive long range construction plan enabling the County to anticipate land purchase needs.

The public school system accounts for more than 50% of the County Operating Budget. In FY95, \$73.4 million was assigned to public schools. To this is added another \$52.7 million from the State and \$4.4 million from the federal government. This addresses the needs of approximately 23,500 students.

Capital needs continue to increase as new construction and renovation are required. Costs are extremely high. The following objective is submitted from a management perspective.

CARROLL'S VISIONS FOR THE FUTURE

OBJECTIVE: To make the administrative functions of the present public school system a department of the County government, while having the School Board responsible for curriculum and school policy.

STAFF RECOMMENDATION: Strongly Recommend

METHODS OF IMPLEMENTATION	Begin negotiations with the School Board to assume department status.
RATIONALE FOR IMPLEMENTATION	Although there are certainly political overtones, the fact is that elimination of duplicated services, planning and construction functions will save tax dollars.
FUNDING MECHANISM(S)	General fund
PROS/CONS FOR METHODS OF IMPLEMENTATION	<p align="center">Pros:</p> <p>Major cost savings.</p> <p>Less duplication.</p> <p>Direct fiscal responsibility.</p> <p align="center">Cons:</p> <p>Organizational resistance with local and State organizations.</p> <p>Parental resistance.</p>

CARROLL'S VISIONS FOR THE FUTURE

Acknowledgements

This document combines the reports and insights of 13 organizations, of county government departments, and allied agencies. While the exact text of reports and suggestions do not appear on these pages, their content has been blended into the format that emerged. Every point was carefully discussed and placed into one or more segments of the final product.

The commitment and energy of all those who participated is greatly appreciated. The future of Carroll County is also the future of its citizens. This proposal reflects the ideas and hopes of those who will live out Carroll's visions.

Participating Organizations

Carroll County Civic Association	Maryland State Police
Carroll Transit	Carroll County Ambulance Association
Carroll County Agriculture Commission	Fire Chief's Association
Carroll County Firemen's Association	Hoffman, Comfort, Galloway & Offut
Association of Realtors	Industrial Development Authority
Westminster United Methodist Church	Tax Payer's Association
Carroll Chapter of MD Society of Surveyors	

Allied Agencies

Carroll County Health Department	Department of Social Services
Carroll County Board of Education	Carroll Community College
Carroll County Public Library	

Government Departments and Offices

Citizen Services	Internal Auditing
Human Resources	Administrative Services
County Attorney	Comptroller
Planning	Management and Budget
Environmental Resources	Parks and Recreation
Public Works	General Services
Transportation (Planning)	Agriculture Preservation (Planning)
Economic Development	

Focus Committee

Robert A. (Max) Bair	Jimmie L. Saylor	Steven D. Powell
J. Michael Evans	Micki Smith	John T. Lyburn, Jr.