

# Operating Plan

## Fiscal Years 2004 - 2009

Department/Agency	FY 04 Budget	FY 05 Planned	FY 06 Planned	FY 07 Planned	FY 08 Planned	FY 09 Planned
<b>General Government</b>						
Comptroller Administration	232,635	244,005	255,936	268,456	281,593	295,378
Accounting	582,880	610,594	639,651	670,117	702,060	735,554
Bond Issuance Expense	129,850	133,746	137,758	141,891	146,147	150,532
Collections Office	313,320	328,327	344,270	360,997	378,545	396,955
Independent Post Audit	56,000	56,000	56,000	61,000	61,000	61,000
Purchasing	325,805	340,176	355,208	370,932	387,381	404,590
<b>Total Comptroller</b>	<b>\$1,640,490</b>	<b>\$1,712,848</b>	<b>\$1,788,823</b>	<b>\$1,873,392</b>	<b>\$1,956,726</b>	<b>\$2,044,008</b>
County Attorney	\$695,695	\$727,482	\$761,418	\$796,977	\$834,239	\$873,287
Board of License Commissioners	\$87,755	\$91,925	\$96,297	\$100,881	\$105,688	\$110,727
Board of Zoning Appeals	\$76,415	\$79,696	\$83,124	\$86,707	\$90,452	\$94,367
<b>Total County Attorney</b>	<b>\$859,865</b>	<b>\$899,103</b>	<b>\$940,839</b>	<b>\$984,566</b>	<b>\$1,030,379</b>	<b>\$1,078,380</b>
Economic Development Administration	431,310	450,821	471,245	492,627	515,013	538,450
CCBERC	151,300	158,104	165,225	172,679	180,482	188,649
Economic Development and Tourism Marketing	100,000	100,000	100,000	100,000	100,000	100,000
Tourism	168,205	175,367	182,850	190,669	198,839	207,376
<b>Total Economic Development</b>	<b>\$850,815</b>	<b>\$884,292</b>	<b>\$919,321</b>	<b>\$955,975</b>	<b>\$994,333</b>	<b>\$1,034,476</b>
General Services Administration	196,465	206,174	216,365	227,061	238,289	250,075
Building Construction	268,440	281,759	295,740	310,418	325,826	342,001
Central Warehouse	85,245	89,022	93,405	98,006	102,834	107,902
Facilities	5,055,735	5,336,479	5,483,100	5,810,854	6,052,791	6,275,925
Fleet Management	3,283,670	3,420,168	3,562,660	3,639,757	3,791,492	3,949,906
Permits and Inspections	969,990	1,018,051	1,068,502	1,121,462	1,177,056	1,235,415
<b>Total General Services</b>	<b>\$9,859,545</b>	<b>\$10,351,652</b>	<b>\$10,719,772</b>	<b>\$11,207,557</b>	<b>\$11,688,287</b>	<b>\$12,161,224</b>
Human Resources Administration	629,350	659,423	690,958	724,027	758,705	795,071
Health and Fringe Benefits	15,010,045	16,511,050	18,194,667	20,108,751	22,119,626	24,331,589
Personnel Services	100,550	105,571	110,843	116,378	122,190	128,292
<b>Total Human Resources</b>	<b>\$15,739,945</b>	<b>\$17,276,044</b>	<b>\$18,996,469</b>	<b>\$20,949,156</b>	<b>\$23,000,521</b>	<b>\$25,254,952</b>
Information and Technology Services	1,799,295	1,875,368	1,954,753	2,037,600	2,124,068	2,214,323
Production and Distribution	279,325	289,221	299,491	310,148	321,208	332,687
<b>Total Information Technology</b>	<b>\$2,078,620</b>	<b>\$2,164,590</b>	<b>\$2,254,243</b>	<b>\$2,347,748</b>	<b>\$2,445,276</b>	<b>\$2,547,010</b>
Management and Budget Administration	138,950	145,731	152,846	160,312	168,146	176,366
Budget	362,900	380,820	399,630	419,373	440,096	461,848
Grant Management	84,790	95,461	93,329	104,413	102,714	114,253
Risk Management	1,404,325	1,480,887	1,558,862	1,649,637	1,731,817	1,817,782
<b>Total Management and Budget</b>	<b>\$1,990,965</b>	<b>\$2,102,900</b>	<b>\$2,204,667</b>	<b>\$2,333,735</b>	<b>\$2,442,773</b>	<b>\$2,570,249</b>
Planning Administration	393,205	410,984	430,191	450,318	471,409	493,512
Comprehensive Planning	560,075	586,410	615,147	645,303	676,949	710,159
Development Review	365,855	383,947	402,938	422,872	443,797	465,761
<b>Total Planning</b>	<b>\$1,319,135</b>	<b>\$1,381,341</b>	<b>\$1,448,276</b>	<b>\$1,518,493</b>	<b>\$1,592,155</b>	<b>\$1,669,433</b>
Board of Elections	527,345	540,001	467,537	663,034	588,889	606,172
County Commissioners	546,455	572,384	599,568	628,069	657,949	689,279
Media Relations	47,025	49,036	51,137	53,332	55,627	58,025
Performance Audit and Special Projects	159,970	167,806	176,030	184,659	193,715	203,218
Zoning Administration	156,770	164,430	172,468	180,903	189,753	199,040
<b>Total General Government Other</b>	<b>\$1,437,565</b>	<b>\$1,493,657</b>	<b>\$1,466,740</b>	<b>\$1,709,997</b>	<b>\$1,685,933</b>	<b>\$1,755,733</b>
<b>Total General Government</b>	<b>\$35,776,945</b>	<b>\$38,266,427</b>	<b>\$40,739,150</b>	<b>\$43,880,619</b>	<b>\$46,836,383</b>	<b>\$50,115,465</b>

# Operating Plan

## Fiscal Years 2004 - 2009

Department/Agency	FY 04 Budget	FY 05 Planned	FY 06 Planned	FY 07 Planned	FY 08 Planned	FY 09 Planned
<b>Public Safety and Corrections</b>						
Circuit Court	1,015,285	1,023,431	1,071,586	1,122,058	1,174,961	1,230,413
Juvenile Master	269,695	283,086	297,144	311,903	327,396	343,660
Orphans Court	31,585	31,633	31,682	31,732	31,784	31,837
Volunteer Community Service Program	112,415	117,933	123,725	129,802	136,181	142,875
<b>Total Courts</b>	<b>\$1,428,980</b>	<b>\$1,456,083</b>	<b>\$1,524,137</b>	<b>\$1,595,495</b>	<b>\$1,670,322</b>	<b>\$1,748,786</b>
Emergency Management	7,595	7,778	7,966	8,160	8,360	8,566
Office of Public Safety and 911	2,278,515	2,388,502	2,485,068	2,585,846	2,690,798	2,800,343
<b>Total Public Safety</b>	<b>\$2,286,110</b>	<b>\$2,396,280</b>	<b>\$2,493,034</b>	<b>\$2,594,006</b>	<b>\$2,699,158</b>	<b>\$2,808,908</b>
Additional Law Enforcement	0	80,000	164,000	252,200	344,810	442,051
Detention Center	4,520,145	4,703,161	4,919,492	5,146,074	5,383,404	5,632,001
Sheriff's Services	2,505,165	2,627,330	2,755,510	2,890,003	3,031,123	3,179,197
<b>Total Sheriff's Services</b>	<b>\$7,025,310</b>	<b>\$7,410,491</b>	<b>\$7,839,002</b>	<b>\$8,288,278</b>	<b>\$8,759,337</b>	<b>\$9,253,249</b>
State's Attorney-Criminal Prosecution	1,637,135	1,715,747	1,799,723	1,887,844	1,980,314	2,077,351
Victim Witness Assistance	139,535	146,290	153,375	160,809	168,606	176,787
<b>Total State's Attorney</b>	<b>\$1,776,670</b>	<b>\$1,862,037</b>	<b>\$1,953,099</b>	<b>\$2,048,652</b>	<b>\$2,148,921</b>	<b>\$2,254,137</b>
Animal Control	596,700	622,317	649,089	636,638	664,670	693,990
EMS 24/7 Services	1,942,210	2,039,321	2,141,287	2,248,351	2,360,768	2,478,807
Resident Trooper Program	4,478,710	4,702,646	4,937,778	5,184,667	5,443,900	5,716,095
Volunteer Firemen's Association	4,626,360	4,857,678	5,100,562	5,355,590	5,623,369	5,904,538
<b>Total Public Safety and Corrections Other</b>	<b>\$11,643,980</b>	<b>\$12,221,961</b>	<b>\$12,828,715</b>	<b>\$13,425,246</b>	<b>\$14,092,708</b>	<b>\$14,793,430</b>
<b>Total Public Safety and Correction</b>	<b>\$24,161,050</b>	<b>\$25,346,852</b>	<b>\$26,637,986</b>	<b>\$27,951,678</b>	<b>\$29,370,446</b>	<b>\$30,858,510</b>

<b>Public Works</b>						
Public Works Administration	208,535	218,383	229,085	240,315	252,101	264,468
Engineering Administration	206,610	216,878	227,657	238,974	250,854	263,326
Engineering-Construction Inspection	271,435	284,954	299,148	314,050	329,695	346,120
Engineering-Design	263,800	276,831	290,509	304,866	319,936	335,753
Engineering Survey	159,805	177,655	175,894	184,540	193,614	203,137
Roads Operations	5,343,870	5,575,391	5,817,233	6,069,753	6,333,448	6,610,356
Storm Emergencies	814,920	833,661	865,207	897,107	930,440	966,019
Traffic Control	229,820	237,076	244,601	252,373	260,087	268,407
<b>Total Public Works</b>	<b>\$7,498,795</b>	<b>\$7,820,829</b>	<b>\$8,149,334</b>	<b>\$8,501,978</b>	<b>\$8,870,174</b>	<b>\$9,257,587</b>

<b>Citizen Services</b>						
Citizen Services Administration	135,725	142,082	148,961	156,177	163,747	171,688
Aging	553,675	579,465	606,495	634,825	664,520	695,646
Housing and Community Development	70,135	73,642	77,324	81,190	85,250	89,512
<b>Total Citizen Services</b>	<b>\$759,535</b>	<b>\$795,189</b>	<b>\$832,780</b>	<b>\$872,192</b>	<b>\$913,517</b>	<b>\$956,846</b>
Alliance	39,505	40,690	41,911	43,168	44,463	45,797
ARC of Carroll County	218,855	225,421	232,183	239,149	246,323	253,713
Change	218,855	225,421	232,183	239,149	246,323	253,713
Drug Rehabilitation	0	0	375,000	761,250	784,088	807,610
Family and Children's Services Domestic Violence	64,985	66,935	68,943	71,011	73,141	75,335
Family and Children's Services Sexual Abuse Treatment	179,560	184,947	190,495	196,210	202,096	208,159
Health Department	2,642,140	2,774,247	2,912,959	3,058,607	3,211,538	3,372,115
Human Services Program	725,405	747,167	769,582	792,670	816,450	840,943
Junction	115,765	119,238	122,815	126,500	130,295	134,203
Rape Crisis Intervention Service	72,435	74,608	76,846	79,152	81,526	83,972
Social Services	180,870	186,296	191,885	197,642	203,571	209,678
Target, Community and Educational Service	218,855	225,421	232,183	239,149	246,323	253,713
Youth Services Bureau	420,195	432,801	445,785	459,158	472,933	487,121
<b>Total Citizen Services Other</b>	<b>\$5,097,425</b>	<b>\$5,303,191</b>	<b>\$5,892,771</b>	<b>\$6,502,814</b>	<b>\$6,759,070</b>	<b>\$7,026,073</b>
<b>Total Citizen Services</b>	<b>\$5,856,960</b>	<b>\$6,098,380</b>	<b>\$6,725,551</b>	<b>\$7,375,006</b>	<b>\$7,672,587</b>	<b>\$7,982,919</b>

# Operating Plan

## Fiscal Years 2004 - 2009

Department/Agency	FY 04 Budget	FY 05 Planned	FY 06 Planned	FY 07 Planned	FY 08 Planned	FY 09 Planned
<b>Public Schools</b>						
Board of Education	118,061,045	124,507,176	133,061,202	139,772,943	147,836,019	158,708,715
Board of Education Debt Service	9,799,805	9,983,183	9,683,854	9,587,538	9,819,624	9,546,755
<b>Total Public Schools</b>	<b>\$127,860,850</b>	<b>\$134,490,359</b>	<b>\$142,745,056</b>	<b>\$149,360,481</b>	<b>\$157,655,643</b>	<b>\$168,255,470</b>
<b>Education Other</b>						
Cable Regulatory Commission	342,825	353,110	363,703	374,614	385,853	397,428
Carroll County Community College	3,975,090	4,166,966	4,291,975	4,420,734	4,553,356	4,689,957
Carroll County Public Library	5,169,290	5,285,569	5,528,040	6,101,880	6,148,891	6,333,358
<b>Total Education Other</b>	<b>\$9,487,205</b>	<b>\$9,805,644</b>	<b>\$10,183,717</b>	<b>\$10,897,228</b>	<b>\$11,088,100</b>	<b>\$11,420,743</b>
<b>Culture and Recreation Services</b>						
Recreation Services Administration	170,820	179,231	188,058	197,322	207,046	217,251
Hashawha	570,385	592,289	618,010	644,900	673,014	702,410
Piney Run Park	379,000	393,275	411,584	430,768	450,869	471,933
Recreation	279,900	292,994	376,805	400,368	419,165	438,865
Sports Complex	169,105	175,994	183,180	190,677	198,499	206,660
<b>Total Recreation and Parks</b>	<b>\$1,569,210</b>	<b>\$1,633,782</b>	<b>\$1,777,636</b>	<b>\$1,864,034</b>	<b>\$1,948,592</b>	<b>\$2,037,119</b>
Farm Museum	653,225	677,260	705,206	734,373	764,814	796,590
Historical Society of Carroll County	15,000	15,000	15,000	15,000	15,000	15,000
Homestead Museum	20,000	20,000	20,000	20,000	20,000	20,000
<b>Total Culture and Recreation Other</b>	<b>\$688,225</b>	<b>\$712,260</b>	<b>\$740,206</b>	<b>\$769,373</b>	<b>\$799,814</b>	<b>\$831,590</b>
<b>Total Culture and Recreation Services</b>	<b>\$2,257,435</b>	<b>\$2,346,041</b>	<b>\$2,517,842</b>	<b>\$2,633,407</b>	<b>\$2,748,407</b>	<b>\$2,868,709</b>
<b>Conservation and Natural Resources</b>						
Cooperative Extension	360,050	376,383	393,482	411,384	430,129	449,756
Environmental and Resource Protection Admin	189,820	159,801	166,606	174,936	183,682	192,865
Environmental Enforcement Division	203,145	213,260	223,879	235,027	246,732	259,021
Environmental Resource Management & Assessment	393,845	409,890	429,484	450,030	471,576	494,170
Gypsy Moth	13,100	13,493	13,898	14,315	14,744	15,186
Soil Conservation	263,350	275,755	288,757	302,385	316,671	331,645
Weed Control	25,840	26,623	27,430	28,262	29,119	30,002
<b>Total Conservation and Natural Resources</b>	<b>\$1,449,150</b>	<b>\$1,475,205</b>	<b>\$1,543,535</b>	<b>\$1,616,339</b>	<b>\$1,692,653</b>	<b>\$1,772,646</b>
<b>Miscellaneous</b>						
Debt Service	13,688,430	14,234,510	15,901,370	15,705,120	15,875,710	16,375,715
Intergovernmental Transfers	2,071,840	2,190,971	2,316,952	2,450,176	2,591,061	2,740,048
Reserve for Contingencies	3,781,595	3,147,508	4,153,227	4,490,879	4,865,301	4,752,080
Reserve for Positions	0	283,500	592,515	928,774	1,294,112	1,690,473
Transfer to Aging Grants	64,600	64,600	64,600	64,600	64,600	64,600
Transfer to Airport Fund	40,105	40,105	40,105	40,105	40,105	40,105
Transfer to Capital Fund	3,383,995	3,851,569	2,035,500	2,064,155	2,084,816	2,093,414
Transfer to Carroll Transit Grant/UPWP	208,750	215,013	221,463	228,107	234,950	241,998
Transfer to Pension Fund	3,200,000	0	0	0	0	0
Transfer to Sheriff's/Courts Grants	8,000	8,240	8,487	8,742	9,004	9,274
Transfer to State's Attorney Grants	182,170	179,692	189,873	200,746	212,383	224,845
Transfer to Economic Development Trust	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Transfer to Health Department Grant	4,000	4,000	4,000	4,000	4,000	4,000
Transfer to Solid Waste Fund	2,645,000	0	0	0	0	0
Transfer to Utilities Fund	122,405	126,077	129,859	133,755	137,768	141,901
<b>Total Miscellaneous</b>	<b>\$30,400,890</b>	<b>\$25,345,784</b>	<b>\$26,657,951</b>	<b>\$27,319,160</b>	<b>\$28,413,811</b>	<b>\$29,378,452</b>
<b>Projected Revenues</b>	<b>244,749,280</b>	<b>251,800,600</b>	<b>268,171,300</b>	<b>283,250,300</b>	<b>299,950,100</b>	<b>316,805,300</b>
<b>Projected Expenditures</b>	<b>244,749,280</b>	<b>250,995,521</b>	<b>265,900,125</b>	<b>279,535,896</b>	<b>294,348,203</b>	<b>311,910,502</b>
<b>Balance</b>	<b>\$0</b>	<b>\$805,079</b>	<b>\$2,271,175</b>	<b>\$3,714,404</b>	<b>\$5,601,897</b>	<b>\$4,894,798</b>
Balances as a Percent of Revenues	0.00%	0.32%	0.85%	1.31%	1.87%	1.55%

# General Fund Appropriations

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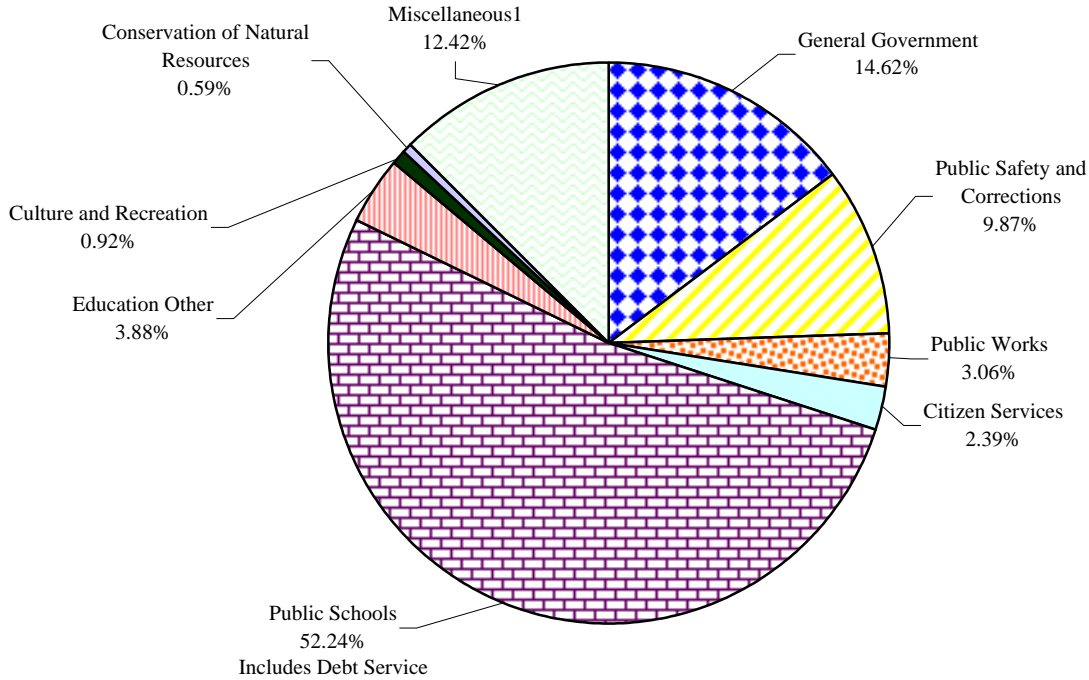
	Actual FY 02	Original Budget FY 03	Adjusted Budget FY 03	Budget FY 04	% Change From Orig. FY 03	% Change From Adj. FY 03
<b>General Government</b>	\$30,686,465	\$33,009,875	\$33,153,745	\$35,776,945	8.38%	7.91%
<b>Public Safety and Corrections</b>	21,334,520	22,728,935	22,831,885	24,161,050	13.25%	6.30%
<b>Public Works</b>	7,010,100	7,512,315	7,336,515	7,498,795	-0.18%	2.21%
<b>Citizen Services</b>	5,541,290	5,581,495	5,643,258	5,856,960	5.70%	4.94%
<b>Public Schools</b>	116,409,410	120,866,310	120,875,810	127,860,850	5.79%	5.78%
<b>Education Other</b>	8,412,900	8,814,110	8,814,110	9,487,205	7.64%	7.64%
<b>Culture and Recreation</b>	2,115,040	2,136,910	2,148,687	2,257,435	6.73%	5.64%
<b>Conservation of Natural Resources</b>	1,136,010	1,181,985	1,380,837	1,449,150	22.60%	4.95%
<b>Miscellaneous<sup>1</sup></b>	44,680,994	37,986,128	37,986,128	30,400,890	-19.97%	-19.97%
<b>Total General Fund Appropriations</b>	\$237,326,729	\$239,818,063	\$240,170,975	\$244,749,280	3.13%	2.06%

<sup>1</sup> Miscellaneous consists of debt service, reserves for contingencies and positions, and intergovernmental and interfund transfers.

# General Fund Appropriations

**Fiscal Year 2004**

**\$244,749,280**



**Fiscal Year 2003**

**\$239,818,063**

