

# Operating Plan

## Fiscal Years 2006-2011

Department/Agency	FY 06 Recom	FY 07 Planned	FY 08 Planned	FY 09 Planned	FY 10 Planned	FY 11 Planned
<b>General Government</b>						
Comptroller Administration	242,020	251,792	265,294	280,156	296,525	314,566
Accounting	629,100	660,596	695,406	733,665	775,745	822,065
Bond Issuance Expense	134,880	138,926	143,094	147,387	151,809	156,363
Collections Office	363,610	381,955	402,328	424,743	449,419	476,607
Independent Post Audit	42,800	47,800	47,800	47,800	47,800	47,800
Purchasing	341,070	354,667	371,989	390,903	411,576	434,195
<b>Total Comptroller</b>	<b>\$1,753,480</b>	<b>\$1,835,738</b>	<b>\$1,925,912</b>	<b>\$2,024,655</b>	<b>\$2,132,874</b>	<b>\$2,251,596</b>
County Attorney	740,060	775,276	814,476	857,410	970,364	1,026,125
Board of License Commissioners	92,220	96,937	102,127	107,838	114,127	121,058
Board of Zoning Appeals	86,730	90,547	94,684	99,174	104,051	109,357
<b>Total County Attorney</b>	<b>\$919,010</b>	<b>\$962,760</b>	<b>\$1,011,287</b>	<b>\$1,064,422</b>	<b>\$1,188,543</b>	<b>\$1,256,541</b>
Economic Development Administration	543,280	567,662	594,146	622,941	654,285	688,448
CCBERC	142,260	149,405	157,253	165,875	175,357	185,791
Economic Development and Tourism Marketing	0	0	0	0	0	0
Economic Development Infrastructure and Grants	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Tourism	200,720	209,372	218,729	228,861	239,845	251,770
<b>Total Economic Development</b>	<b>\$3,886,260</b>	<b>\$3,926,440</b>	<b>\$3,970,128</b>	<b>\$4,017,677</b>	<b>\$4,069,488</b>	<b>\$4,126,009</b>
General Services Administration	215,140	226,309	238,612	252,168	267,115	283,605
Building Construction	281,360	295,997	312,122	329,894	349,492	371,116
Central Warehouse	183,840	193,133	203,706	215,364	228,224	242,418
Facilities	6,166,040	6,535,674	6,865,023	7,483,942	7,858,237	8,211,181
Fleet Management	4,151,230	4,188,569	4,315,650	4,486,477	4,639,788	4,808,402
Permits and Inspections	1,068,790	1,124,000	1,185,269	1,252,799	1,327,266	1,409,439
<b>Total General Services</b>	<b>\$12,066,400</b>	<b>\$12,563,682</b>	<b>\$13,120,382</b>	<b>\$14,020,645</b>	<b>\$14,670,122</b>	<b>\$15,326,160</b>
Human Resources Administration	666,280	699,635	736,255	776,482	820,703	869,355
Health and Fringe Benefits	14,750,290	16,296,386	18,005,668	19,896,747	21,960,932	24,208,697
Personnel Services	111,430	117,270	123,708	130,808	138,642	147,291
<b>Total Human Resources</b>	<b>\$15,528,000</b>	<b>\$17,113,290</b>	<b>\$18,865,631</b>	<b>\$20,804,037</b>	<b>\$22,920,277</b>	<b>\$25,225,342</b>
Information and Technology Services	2,016,150	2,065,407	2,216,945	2,385,880	2,496,487	2,619,350
Production and Distribution	341,830	354,049	366,967	380,642	395,136	410,521
<b>Total Information Technology</b>	<b>\$2,357,980</b>	<b>\$2,419,456</b>	<b>\$2,583,912</b>	<b>\$2,766,522</b>	<b>\$2,891,623</b>	<b>\$3,029,871</b>
Management and Budget Administration	216,970	228,172	240,505	254,089	269,059	285,568
Budget	355,380	373,722	393,917	416,158	440,669	467,699
Grant Management	97,810	109,383	108,449	121,070	121,294	128,599
Risk Management	1,732,320	1,842,781	1,935,187	2,147,311	2,256,396	2,371,229
<b>Total Management and Budget</b>	<b>\$2,402,480</b>	<b>\$2,554,059</b>	<b>\$2,678,058</b>	<b>\$2,938,628</b>	<b>\$3,087,418</b>	<b>\$3,253,095</b>
Planning Administration	653,700	683,665	718,855	757,458	799,836	846,402
Comprehensive Planning	588,780	619,066	652,400	689,103	729,539	774,120
Development Review	411,440	432,847	456,432	482,426	511,090	542,718
<b>Total Planning</b>	<b>\$1,653,920</b>	<b>\$1,735,578</b>	<b>\$1,827,688</b>	<b>\$1,928,988</b>	<b>\$2,040,466</b>	<b>\$2,163,240</b>
Board of Elections	605,540	800,269	730,225	751,732	773,884	796,701
County Commissioners	607,240	847,546	860,710	908,160	960,357	1,017,820
Legislative Services	73,620	77,353	81,455	85,967	90,932	96,400
Office of Public Information	110,900	116,300	122,214	128,694	135,801	143,603
Performance Audit and Special Projects	154,930	162,894	171,660	181,310	191,942	203,663
Zoning Administration	219,140	229,813	241,982	255,363	270,086	286,298
<b>Total General Government Other</b>	<b>\$1,771,370</b>	<b>\$2,234,175</b>	<b>\$2,208,246</b>	<b>\$2,311,227</b>	<b>\$2,423,002</b>	<b>\$2,544,485</b>
<b>Total General Government</b>	<b>\$42,338,900</b>	<b>\$45,345,177</b>	<b>\$48,191,243</b>	<b>\$51,876,801</b>	<b>\$55,423,814</b>	<b>\$59,176,339</b>

# Operating Plan

## Fiscal Years 2006-2011

Department/Agency	FY 06 Recom	FY 07 Planned	FY 08 Planned	FY 09 Planned	FY 10 Planned	FY 11 Planned
<b>Public Safety and Corrections</b>						
Circuit Court	1,215,920	1,318,671	1,387,425	1,462,927	1,545,900	1,637,160
Juvenile Master	255,390	268,694	283,353	299,510	317,329	336,993
Orphans Court	32,980	31,843	31,898	31,955	32,013	32,074
Volunteer Community Service Program	134,040	140,962	148,583	156,977	166,228	176,430
<b>Total Courts</b>	<b>\$1,638,330</b>	<b>\$1,760,170</b>	<b>\$1,851,259</b>	<b>\$1,951,370</b>	<b>\$2,061,471</b>	<b>\$2,182,656</b>
Emergency Management	7,970	9,709	9,955	10,209	10,470	10,739
Office of Public Safety and 911	2,894,790	2,882,717	3,010,410	3,146,464	3,291,270	3,448,504
<b>Total Public Safety</b>	<b>\$2,902,760</b>	<b>\$2,892,426</b>	<b>\$3,020,366</b>	<b>\$3,156,673</b>	<b>\$3,301,740</b>	<b>\$3,459,243</b>
Detention Center	5,561,930	5,812,452	6,104,360	6,423,889	6,773,960	7,157,874
Sheriff's Services	3,467,250	3,770,995	4,095,789	4,454,015	4,849,562	5,286,825
<b>Total Sheriff's Services</b>	<b>\$9,029,180</b>	<b>\$9,583,447</b>	<b>\$10,200,148</b>	<b>\$10,877,904</b>	<b>\$11,623,522</b>	<b>\$12,444,699</b>
State's Attorney-Criminal Prosecution	1,754,710	1,844,309	1,943,436	2,052,566	2,172,779	2,305,296
Victim Witness Assistance	156,950	164,885	173,605	183,193	193,740	205,354
<b>Total State's Attorney</b>	<b>\$1,911,660</b>	<b>\$2,009,194</b>	<b>\$2,117,041</b>	<b>\$2,235,758</b>	<b>\$2,366,519</b>	<b>\$2,510,650</b>
Animal Control	690,470	686,481	720,345	757,354	797,840	842,175
EMS 24/7 Services	2,705,750	2,841,038	2,983,089	3,132,244	3,288,856	3,453,299
Resident Trooper Program	4,621,360	4,852,428	5,095,049	5,349,802	5,617,292	5,898,157
Volunteer Emergency Services Association	5,183,450	5,442,623	5,714,754	6,000,491	6,300,516	6,615,542
<b>Total Public Safety and Corrections Other</b>	<b>\$13,201,030</b>	<b>\$13,822,569</b>	<b>\$14,513,237</b>	<b>\$15,239,891</b>	<b>\$16,004,504</b>	<b>\$16,809,172</b>
<b>Total Public Safety and Correction</b>	<b>\$28,682,960</b>	<b>\$30,067,805</b>	<b>\$31,702,051</b>	<b>\$33,461,596</b>	<b>\$35,357,755</b>	<b>\$37,406,420</b>
<b>Public Works</b>						
Public Works Administration	249,450	262,214	276,257	291,711	308,731	327,487
Engineering Administration	243,120	253,643	267,499	282,772	299,617	318,208
Engineering-Construction Inspection	300,350	316,057	333,371	352,461	373,519	396,765
Engineering-Design	277,700	292,105	307,971	325,452	344,725	365,987
Engineering Survey	213,690	185,287	195,303	206,334	218,491	231,898
Roads Operations	6,270,150	6,508,717	6,838,891	7,195,406	7,593,658	8,003,153
Storm Emergencies	1,126,450	1,167,659	1,211,644	1,259,448	1,308,987	1,361,866
Traffic Control	224,020	232,375	240,169	250,221	257,768	265,547
<b>Total Public Works</b>	<b>\$8,904,930</b>	<b>\$9,218,057</b>	<b>\$9,671,103</b>	<b>\$10,163,805</b>	<b>\$10,705,497</b>	<b>\$11,270,911</b>
<b>Citizen Services</b>						
Citizen Services Administration	230,050	241,848	254,830	269,120	284,859	302,208
Aging	735,590	774,944	813,980	856,746	903,636	955,098
Carroll County Advocacy and Investigation Center	126,690	132,148	139,207	146,974	155,526	164,950
Housing and Community Development	0	0	0	0	0	0
<b>Total Citizen Services</b>	<b>\$1,092,330</b>	<b>\$1,148,940</b>	<b>\$1,208,017</b>	<b>\$1,272,840</b>	<b>\$1,344,022</b>	<b>\$1,422,256</b>
ARC of Carroll County	225,420	232,183	239,148	246,323	253,712	261,324
Change	225,420	232,183	239,148	246,323	253,712	261,324
Drug Rehabilitation	0	772,500	795,675	819,545	844,132	869,456
Family and Children's Services Domestic Violence	66,940	68,948	71,017	73,147	75,342	77,602
Family and Children's Services Sexual Abuse Treatment	184,950	190,499	196,213	202,100	208,163	214,408
Health Department	2,855,980	2,998,779	3,148,718	3,306,154	3,471,462	3,645,035
Human Services Program	751,340	773,880	797,097	821,010	845,640	871,009
Junction	119,240	122,817	126,502	130,297	134,206	138,232
Rape Crisis Intervention Service	74,610	76,848	79,154	81,528	83,974	86,493
Social Services	186,300	191,889	197,646	203,575	209,682	215,973
Target, Community and Educational Service	225,420	232,183	239,148	246,323	253,712	261,324
Youth Services Bureau	432,800	445,784	459,158	472,932	487,120	501,734
<b>Total Citizen Services Other</b>	<b>\$5,348,420</b>	<b>\$6,338,492</b>	<b>\$6,588,623</b>	<b>\$6,849,256</b>	<b>\$7,120,856</b>	<b>\$7,403,911</b>
<b>Total Citizen Services</b>	<b>\$6,440,750</b>	<b>\$7,487,432</b>	<b>\$7,796,639</b>	<b>\$8,122,095</b>	<b>\$8,464,878</b>	<b>\$8,826,167</b>
<b>Public Schools</b>						
Board of Education	132,935,970	139,676,693	148,858,911	157,046,152	165,683,690	174,796,293
Board of Education Debt Service	9,393,750	10,153,370	11,288,180	10,922,850	10,470,280	9,712,790
<b>Total Public Schools</b>	<b>\$142,329,720</b>	<b>\$149,830,063</b>	<b>\$160,147,091</b>	<b>\$167,969,002</b>	<b>\$176,153,970</b>	<b>\$184,509,083</b>

# Operating Plan

## Fiscal Years 2006-2011

Department/Agency	FY 06 Recom	FY 07 Planned	FY 08 Planned	FY 09 Planned	FY 10 Planned	FY 11 Planned
<b>Education Other</b>						
Cable Regulatory Commission	344,490	354,825	365,469	376,434	387,727	399,358
Carroll County Community College	5,471,950	5,634,509	5,803,544	6,085,060	6,267,612	6,455,640
Carroll County Public Library	6,220,220	7,148,272	7,280,373	7,658,530	8,072,576	8,526,378
<b>Total Education Other</b>	<b>\$12,036,660</b>	<b>\$13,137,605</b>	<b>\$13,449,386</b>	<b>\$14,120,024</b>	<b>\$14,727,914</b>	<b>\$15,381,377</b>
<b>Culture and Recreation Services</b>						
Recreation Services Administration	190,140	199,983	210,823	222,764	235,927	250,446
Hashawha	651,930	677,095	708,446	738,482	775,584	816,018
Piney Run Park	414,800	427,168	448,371	470,497	491,563	519,509
Recreation	293,470	307,917	323,754	341,126	360,195	381,146
Sports Complex	181,340	188,988	197,239	206,152	215,793	226,235
<b>Total Recreation and Parks</b>	<b>\$1,731,680</b>	<b>\$1,801,152</b>	<b>\$1,888,633</b>	<b>\$1,979,021</b>	<b>\$2,079,061</b>	<b>\$2,193,355</b>
Farm Museum	705,020	737,678	765,491	800,906	839,301	880,003
Historical Society of Carroll County	20,000	20,000	20,000	20,000	20,000	20,000
Homestead Museum	20,000	20,000	20,000	20,000	20,000	20,000
<b>Total Culture and Recreation Other</b>	<b>\$745,020</b>	<b>\$777,678</b>	<b>\$805,491</b>	<b>\$840,906</b>	<b>\$879,301</b>	<b>\$920,003</b>
<b>Total Culture and Recreation Services</b>	<b>\$2,476,700</b>	<b>\$2,578,829</b>	<b>\$2,694,123</b>	<b>\$2,819,927</b>	<b>\$2,958,362</b>	<b>\$3,113,359</b>
<b>Conservation and Natural Resources</b>						
Cooperative Extension	403,160	421,815	442,141	464,308	488,508	514,958
Resource Management	743,210	779,067	820,766	866,658	917,195	972,887
Gypsy Moth	13,100	13,493	13,898	14,315	14,744	15,186
Soil Conservation	302,100	317,099	333,555	351,618	371,461	393,277
Weed Control	29,000	29,879	30,787	31,723	32,690	33,687
<b>Total Conservation and Natural Resources</b>	<b>\$1,490,570</b>	<b>\$1,561,353</b>	<b>\$1,641,147</b>	<b>\$1,728,622</b>	<b>\$1,824,598</b>	<b>\$1,929,996</b>
<b>Miscellaneous</b>						
Debt Service	17,264,970	18,323,290	19,867,050	22,170,030	24,969,230	30,767,290
Intergovernmental Transfers	2,496,880	2,388,343	2,525,672	2,670,898	2,824,475	2,986,882
<b>Total Miscellaneous</b>	<b>\$19,761,850</b>	<b>\$20,711,633</b>	<b>\$22,392,722</b>	<b>\$24,840,928</b>	<b>\$27,793,705</b>	<b>\$33,754,172</b>
<b>Reserves</b>						
Reserve for Contingencies	3,932,810	3,963,020	4,143,954	4,394,058	4,655,083	4,931,131
Reserve for Positions	0	300,000	616,500	951,949	1,309,066	1,690,882
Reserve for One-time Expenditures	0	22,642,246	16,756,383	17,033,048	16,420,882	11,758,298
Payroll Accrual	106,290	0	118,393	125,614	132,792	140,166
<b>Total Reserves</b>	<b>\$4,039,100</b>	<b>\$26,905,266</b>	<b>\$21,635,230</b>	<b>\$22,504,669</b>	<b>\$22,517,823</b>	<b>\$18,520,478</b>
<b>Interfund Transfers</b>						
Transfer to Aging Grants	64,600	64,600	64,600	64,600	64,600	64,600
Transfer to Airport Fund	40,110	40,105	40,105	40,105	40,105	40,105
Transfer to Capital Fund	8,030,100	2,436,583	2,548,749	2,125,684	2,315,945	3,819,171
Transfer to Carroll Transit Grant/UPWP	288,210	296,390	304,815	313,493	322,431	332,104
Transfer to Pension Fund	5,937,730	984,617	1,033,847	1,085,540	1,139,817	1,196,808
Transfer to Recreation Grant	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Sheriff's/Courts Grants	48,190	49,636	51,125	52,659	54,238	55,865
Transfer to State's Attorney/CASA Grants	259,160	272,121	288,031	305,075	323,138	342,281
Transfer to CCBERC Grant	23,870	23,870	23,870	23,870	23,870	23,870
Transfer to Local Management Board	57,320	60,499	63,867	67,439	71,227	75,245
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	2,645,000	2,645,000	2,645,000	2,645,000	2,645,000
Transfer to Utilities Fund	138,310	142,459	146,733	151,135	155,669	160,339
<b>Total Interfund Transfers</b>	<b>\$17,544,700</b>	<b>\$7,027,979</b>	<b>\$7,222,843</b>	<b>\$6,886,700</b>	<b>\$7,168,140</b>	<b>\$8,767,489</b>
<b>Projected Revenues</b>	<b>314,624,400</b>	<b>317,041,616</b>	<b>331,516,323</b>	<b>351,524,663</b>	<b>372,406,620</b>	<b>394,490,505</b>
<b>Projected Expenditures</b>	<b>286,046,840</b>	<b>313,871,200</b>	<b>326,543,578</b>	<b>344,494,170</b>	<b>363,096,455</b>	<b>382,655,790</b>
<b>Balance</b>	<b>\$28,577,560</b>	<b>\$3,170,416</b>	<b>\$4,972,745</b>	<b>\$7,030,493</b>	<b>\$9,310,166</b>	<b>\$11,834,715</b>
Balances as a Percent of Revenues	9.08%	1.00%	1.50%	2.00%	2.50%	3.00%

# General Fund Appropriations

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	Actual FY 04	Original Budget FY 05	Adjusted Budget FY 05	Recom Budget FY 06	% Change From Orig. FY 05	% Change From Adj. FY 05
<b>General Government</b>	\$36,803,920	\$40,696,830	\$40,743,265	\$42,338,900	4.03%	3.92%
<b>Public Safety and Corrections</b>	24,535,816	26,788,095	26,681,274	28,682,960	7.07%	7.50%
<b>Public Works</b>	7,543,011	8,347,380	8,296,167	8,904,930	6.68%	7.34%
<b>Citizen Services</b>	5,864,896	6,139,095	6,135,874	6,440,750	4.91%	4.97%
<b>Public Schools</b>	128,862,092	134,176,735	134,176,735	142,329,720	6.08%	6.08%
<b>Education Other</b>	9,533,531	10,245,770	11,603,770	12,036,660	17.48%	3.73%
<b>Culture and Recreation</b>	2,186,271	2,371,330	2,355,321	2,476,700	4.44%	5.15%
<b>Conservation and Natural Resources</b>	1,267,511	1,343,270	1,412,165	1,490,570	10.97%	5.55%
<b>Miscellaneous<sup>1</sup></b>	35,470,052	32,545,515	32,545,515	41,345,650	27.04%	27.04%
<b>Total General Fund Appropriations</b>	\$252,067,100	\$262,654,020	\$263,950,086	\$286,046,840	8.91%	8.37%

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

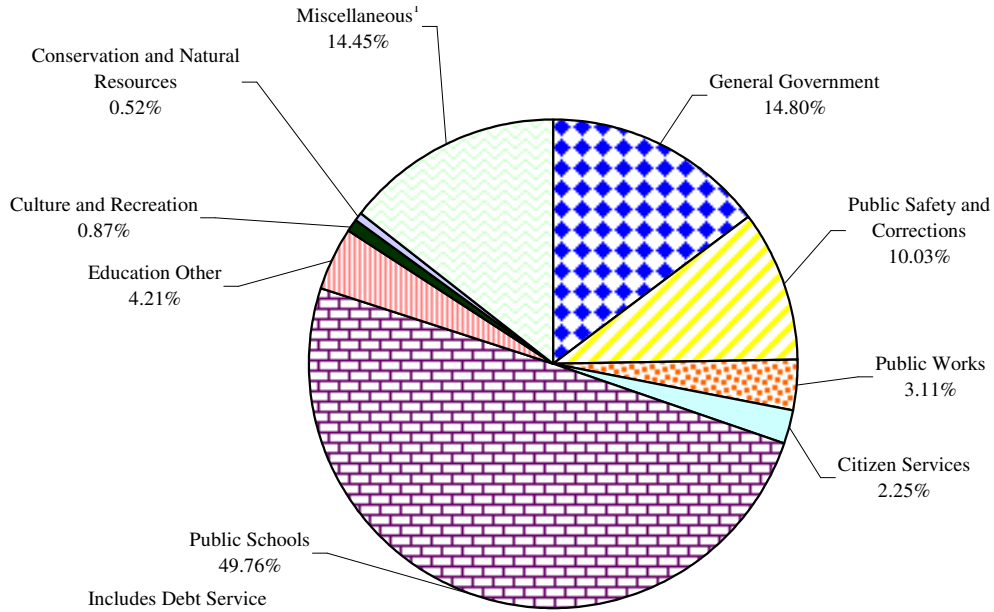
## Budget Changes

- Differences between the FY 05 Original Budgets and the FY 05 Adjusted Budgets are primarily due to salary adjustments.
- The difference between the FY 05 Original Budget and FY 05 Adjusted Budget in Education Other is due to a new financial relationship between the County and Carroll Community College. The County will fund a third of the College's total budget. This funding commitment will vary in different years, but it will be no more than 35% or less than 31% of the College's total budget.
- The 7.50% increase in Public Safety and Corrections in FY 06 is due to additional funding for a 24/7 unit at Westminster of Sykesville Fire Company and physicals for the Volunteer Emergency Services.
- The 7.34% increase in Public Works is due to the increased cost of surface sealing and asphalt patching.
- The 6.08% increase in Public Schools is due to a combination of planned growth of \$6,842,375, or 5.50%, operating impacts created by Parr Ridge Elementary School and anticipated new debt service resulting from the construction of a new elementary school and the addition of classrooms at schools that will be over capacity due to the implementation of Full Day Kindergarten.
- The 27.04% increase in Miscellaneous is due to a combination of an increase in anticipated new debt of the County and funding to the pension trust fund.

# General Fund Appropriations

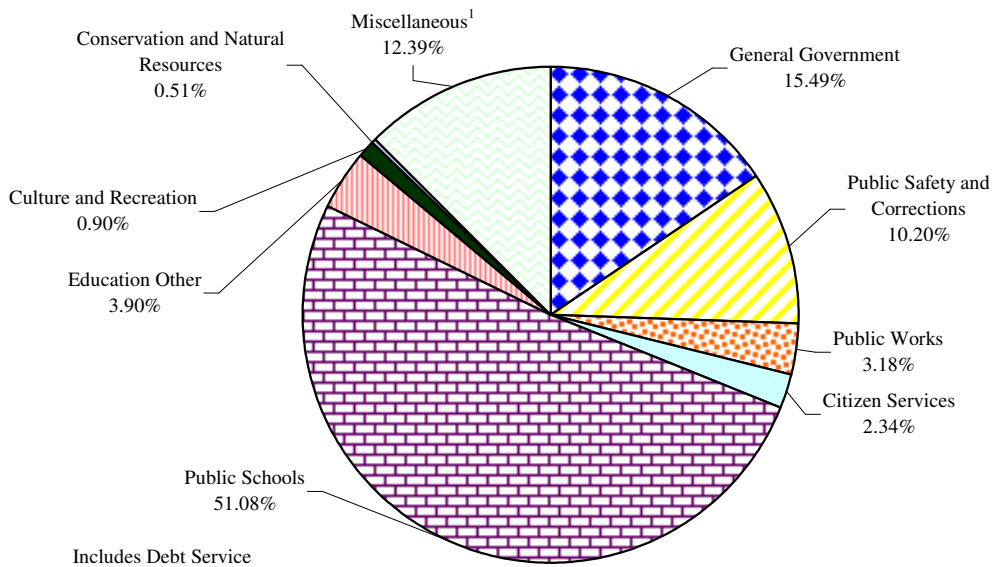
**Fiscal Year 2006 Recommended**

**\$286,046,840**



**Fiscal Year 2005**

**\$262,654,020**



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