

# Operating Plan

## Fiscal Years 2007-2012

Department/Agency	FY 07 Budget	FY 08 Planned	FY 09 Planned	FY 10 Planned	FY 11 Planned	FY 12 Planned
<b>General Government</b>						
Comptroller Administration	234,560	245,972	257,944	270,506	283,685	297,514
Accounting	633,820	664,168	695,992	729,367	764,367	801,073
Bond Issuance Expense	155,300	194,959	175,808	152,082	169,644	154,734
Collections Office	381,390	399,733	419,165	439,553	460,943	483,385
Independent Post Audit	50,300	52,815	56,500	59,325	62,291	65,406
Purchasing	368,610	383,971	401,090	419,002	437,745	457,360
<b>Total Comptroller</b>	<b>\$1,823,980</b>	<b>\$1,941,617</b>	<b>\$2,006,499</b>	<b>\$2,069,834</b>	<b>\$2,178,676</b>	<b>\$2,259,471</b>
County Attorney	804,320	841,157	880,384	988,486	1,034,907	1,083,558
Board of License Commissioners	96,050	100,742	105,664	110,830	116,250	121,937
Board of Zoning Appeals	90,600	94,411	98,391	102,548	106,890	111,426
<b>Total County Attorney</b>	<b>\$990,970</b>	<b>\$1,036,310</b>	<b>\$1,084,439</b>	<b>\$1,201,865</b>	<b>\$1,258,047</b>	<b>\$1,316,922</b>
Economic Development Administration	577,990	602,810	628,748	655,856	684,191	713,808
CCBERC	135,430	141,914	148,714	155,845	163,323	171,165
Economic Development Infrastructure and Grants	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Tourism	288,400	299,546	311,151	323,235	335,819	348,925
<b>Total Economic Development</b>	<b>\$4,001,820</b>	<b>\$4,044,270</b>	<b>\$4,088,612</b>	<b>\$4,134,936</b>	<b>\$4,183,333</b>	<b>\$4,233,899</b>
General Services Administration	215,000	225,630	236,788	248,500	260,794	273,698
Building Construction	333,340	322,607	338,581	355,348	372,950	391,426
Central Warehouse	198,000	207,545	217,881	228,733	240,126	252,087
Facilities	7,366,915	7,925,057	9,130,689	9,559,920	9,939,748	10,330,301
Fleet Management	5,088,040	4,903,815	5,174,548	5,344,305	5,649,909	5,830,864
Permits and Inspections	1,163,450	1,173,409	1,231,523	1,292,527	1,356,563	1,423,784
<b>Total General Services</b>	<b>\$14,364,745</b>	<b>\$14,758,064</b>	<b>\$16,330,011</b>	<b>\$17,029,333</b>	<b>\$17,820,089</b>	<b>\$18,502,160</b>
Human Resources Administration	702,710	736,114	771,406	808,417	847,232	887,940
Health and Fringe Benefits	15,815,750	17,514,884	19,356,754	21,394,777	23,611,709	25,971,942
Personnel Services	115,180	120,932	126,971	133,313	139,971	146,961
<b>Total Human Resources</b>	<b>\$16,633,640</b>	<b>\$18,371,930</b>	<b>\$20,255,131</b>	<b>\$22,336,507</b>	<b>\$24,598,912</b>	<b>\$27,006,843</b>
Information and Technology Services	2,291,746	2,782,867	2,968,209	3,079,687	3,248,699	3,540,186
Production and Distribution	354,050	326,504	338,223	350,391	363,024	376,142
<b>Total Information Technology</b>	<b>\$2,645,796</b>	<b>\$3,109,371</b>	<b>\$3,306,433</b>	<b>\$3,430,078</b>	<b>\$3,611,722</b>	<b>\$3,916,329</b>
Management and Budget Administration	228,080	239,310	251,097	263,468	276,451	290,079
Budget	367,540	385,672	404,704	424,679	445,646	467,652
Grant Management	113,390	112,168	124,208	123,513	136,106	135,991
Risk Management	2,296,860	2,515,713	2,693,546	2,828,949	3,050,136	3,202,018
<b>Total Management and Budget</b>	<b>\$3,005,870</b>	<b>\$3,252,864</b>	<b>\$3,473,554</b>	<b>\$3,640,609</b>	<b>\$3,908,339</b>	<b>\$4,095,741</b>
Planning Administration	703,480	608,787	636,238	664,972	695,051	726,538
Comprehensive Planning	648,470	680,272	713,646	748,669	785,424	823,996
Environmental Compliance	202,330	211,684	221,483	231,749	242,504	253,771
Development Review	385,010	403,973	423,876	444,765	466,690	489,701
<b>Total Planning</b>	<b>\$1,939,290</b>	<b>\$1,904,717</b>	<b>\$1,995,244</b>	<b>\$2,090,156</b>	<b>\$2,189,668</b>	<b>\$2,294,006</b>
Board of Elections	768,120	657,766	676,967	618,425	843,746	775,177
County Commissioners	733,670	842,844	883,210	925,542	969,935	1,016,492
Legislative Services	80,360	84,193	88,212	92,427	96,846	101,480
Office of Public Information	184,050	192,546	201,663	211,219	221,238	231,741
Performance Audit and Special Projects	191,640	201,067	210,960	221,344	232,241	243,679
Zoning Administration	217,690	227,805	238,835	250,405	262,543	275,277
<b>Total General Government Other</b>	<b>\$2,175,530</b>	<b>\$2,206,221</b>	<b>\$2,299,847</b>	<b>\$2,319,362</b>	<b>\$2,626,550</b>	<b>\$2,643,845</b>
<b>Total General Government</b>	<b>\$47,581,641</b>	<b>\$50,625,363</b>	<b>\$54,839,771</b>	<b>\$58,252,679</b>	<b>\$62,375,337</b>	<b>\$66,269,215</b>

# Operating Plan

## Fiscal Years 2007-2012

Department/Agency	FY 07 Budget	FY 08 Planned	FY 09 Planned	FY 10 Planned	FY 11 Planned	FY 12 Planned
<b>Public Safety and Corrections</b>						
Circuit Court	1,117,730	1,221,664	1,280,330	1,341,861	1,406,400	1,474,094
Juvenile Master	269,110	281,110	295,073	309,731	325,119	341,273
Orphans Court	31,830	31,885	31,941	31,999	32,058	32,120
Volunteer Community Service Program	141,360	148,321	155,626	163,293	171,341	179,787
Emergency Management	10,070	8,572	8,829	9,094	9,367	9,648
Office of Public Safety and 911	3,067,000	3,038,999	3,162,185	3,262,367	3,397,738	3,531,456
<b>Total Public Safety</b>	<b>\$3,077,070</b>	<b>\$3,047,571</b>	<b>\$3,171,015</b>	<b>\$3,271,461</b>	<b>\$3,407,105</b>	<b>\$3,541,104</b>
Detention Center	5,847,080	6,129,296	6,371,566	6,655,134	6,958,744	7,282,415
Sheriff's Services	4,296,280	4,612,097	4,966,042	5,343,866	5,747,075	6,175,935
<b>Total Sheriff's Services</b>	<b>\$10,143,360</b>	<b>\$10,741,393</b>	<b>\$11,337,608</b>	<b>\$11,999,000</b>	<b>\$12,705,819</b>	<b>\$13,458,349</b>
State's Attorney-Criminal Prosecution	1,836,100	1,982,592	2,079,799	2,181,808	2,288,858	2,401,200
Victim Witness Assistance	164,530	172,477	180,812	189,556	198,728	208,350
<b>Total State's Attorney</b>	<b>\$2,000,630</b>	<b>\$2,155,069</b>	<b>\$2,260,611</b>	<b>\$2,371,364</b>	<b>\$2,487,587</b>	<b>\$2,609,550</b>
Animal Control	687,020	718,079	750,592	784,629	820,264	857,572
EMS 24/7 Services	3,209,420	3,369,891	3,538,386	3,715,305	3,901,070	4,096,124
Resident Trooper Program	4,877,740	5,121,627	5,377,708	5,646,594	5,928,923	6,225,370
Volunteer Emergency Services Association	5,560,070	5,915,564	6,211,342	6,521,909	6,848,004	7,190,404
<b>Total Public Safety and Corrections Other</b>	<b>\$14,334,250</b>	<b>\$15,125,161</b>	<b>\$15,878,028</b>	<b>\$16,668,437</b>	<b>\$17,498,261</b>	<b>\$18,369,469</b>
<b>Total Public Safety and Correction</b>	<b>\$31,115,340</b>	<b>\$32,752,173</b>	<b>\$34,410,231</b>	<b>\$36,157,145</b>	<b>\$38,033,690</b>	<b>\$40,005,747</b>
<b>Public Works</b>						
Public Works Administration	282,430	296,217	310,682	325,861	341,788	358,500
Engineering Administration	254,830	267,461	280,721	294,640	309,252	324,590
Engineering-Construction Inspection	318,470	334,275	350,866	368,283	386,568	405,762
Engineering-Design	296,200	310,852	326,233	342,377	359,324	377,113
Engineering Survey	179,500	188,328	197,593	207,316	217,521	228,231
Roads Operations	6,529,750	6,803,246	7,117,026	7,482,033	7,841,341	8,174,139
Storm Emergencies	1,356,270	1,403,670	1,452,863	1,503,924	1,556,927	1,611,951
Traffic Control	268,930	259,488	267,273	275,291	283,549	292,056
<b>Total Public Works</b>	<b>\$9,486,380</b>	<b>\$9,863,536</b>	<b>\$10,303,257</b>	<b>\$10,799,725</b>	<b>\$11,296,269</b>	<b>\$11,772,343</b>
<b>Citizen Services</b>						
Citizen Services Administration	272,830	286,166	300,159	314,843	330,251	346,419
Aging	758,140	792,438	828,350	865,953	905,330	946,566
Carroll County Advocacy and Investigation Center	132,930	138,397	145,140	152,215	159,638	167,427
<b>Total Citizen Services</b>	<b>\$1,163,900</b>	<b>\$1,217,000</b>	<b>\$1,273,649</b>	<b>\$1,333,011</b>	<b>\$1,395,219</b>	<b>\$1,460,412</b>
Access Carroll	25,750	26,523	27,318	28,138	28,982	29,851
ARC of Carroll County	232,190	239,156	246,330	253,720	261,332	269,172
Change	257,190	239,906	247,103	254,516	262,151	270,016
Drug Rehabilitation	0	952,750	981,333	1,010,772	1,041,096	1,072,329
Family and Children's Services Domestic Violence	68,950	71,019	73,149	75,344	77,604	79,932
Family and Children's Services Sexual Abuse Treatment	190,500	196,215	202,101	208,164	214,409	220,842
Granite House	100,000	103,000	106,090	109,273	112,551	115,927
Health Department	3,108,780	3,148,719	3,306,155	3,471,463	3,645,036	3,827,288
Human Services Program	773,880	797,096	821,009	845,640	871,009	897,139
Junction	122,820	126,505	130,300	134,209	138,235	142,382
Partnership for a Healthier Carroll County	0	0	0	0	0	0
Rape Crisis Intervention Service	76,850	79,156	81,530	83,976	86,495	89,090
Social Services	191,885	197,642	203,571	209,678	215,968	222,447
Target, Community and Educational Service	232,190	239,156	246,330	253,720	261,332	269,172
Youth Services Bureau	529,210	545,086	561,439	578,282	595,631	613,499
<b>Total Citizen Services Other</b>	<b>\$5,910,195</b>	<b>\$6,961,926</b>	<b>\$7,233,759</b>	<b>\$7,516,894</b>	<b>\$7,811,831</b>	<b>\$8,119,086</b>
<b>Total Citizen Services</b>	<b>\$7,074,095</b>	<b>\$8,178,927</b>	<b>\$8,507,407</b>	<b>\$8,849,905</b>	<b>\$9,207,050</b>	<b>\$9,579,498</b>
<b>Public Schools</b>						
Board of Education	143,167,300	152,106,052	162,961,861	176,007,133	186,170,508	197,758,191
Board of Education Debt Service	9,444,822	10,169,901	11,771,934	13,298,141	13,823,840	15,072,802
<b>Total Public Schools</b>	<b>\$152,612,122</b>	<b>\$162,275,952</b>	<b>\$174,733,795</b>	<b>\$189,305,274</b>	<b>\$199,994,348</b>	<b>\$212,830,994</b>

# Operating Plan

## Fiscal Years 2007-2012

Department/Agency	FY 07 Budget	FY 08 Planned	FY 09 Planned	FY 10 Planned	FY 11 Planned	FY 12 Planned
<b>Education Other</b>						
Cable Regulatory Commission	361,960	380,058	399,061	419,014	439,965	461,963
Carroll County Community College	5,636,100	5,917,905	6,213,800	6,524,490	6,850,715	7,193,251
Carroll County Public Library	6,782,100	7,781,629	7,862,587	8,230,355	8,615,749	9,019,630
<b>Total Education Other</b>	<b>\$12,780,160</b>	<b>\$14,079,592</b>	<b>\$14,475,448</b>	<b>\$15,173,859</b>	<b>\$15,906,429</b>	<b>\$16,674,844</b>
<b>Culture and Recreation Services</b>						
Recreation Services Administration	198,890	204,123	214,201	224,780	235,883	247,537
Hashawha	678,420	698,045	724,075	755,521	788,397	822,772
Piney Run Park	426,400	446,285	463,465	480,313	502,577	525,907
Recreation	299,840	350,708	366,534	383,101	400,443	418,598
Sports Complex	188,800	196,541	204,618	213,046	221,841	231,021
<b>Total Recreation and Parks</b>	<b>\$1,792,350</b>	<b>\$1,895,702</b>	<b>\$1,972,892</b>	<b>\$2,056,760</b>	<b>\$2,149,142</b>	<b>\$2,245,835</b>
Farm Museum	752,010	787,925	815,825	850,072	884,855	922,206
Historical Society of Carroll County	610,000	60,000	60,000	60,000	60,000	60,000
Homestead Museum	20,000	20,000	20,000	20,000	20,000	20,000
<b>Total Culture and Recreation Services</b>	<b>\$3,174,360</b>	<b>\$2,763,627</b>	<b>\$2,868,718</b>	<b>\$2,986,832</b>	<b>\$3,113,997</b>	<b>\$3,248,042</b>
<b>Conservation and Natural Resources</b>						
Cooperative Extension	412,960	431,905	451,746	472,526	494,291	517,089
Resource Management	785,150	823,459	863,654	905,830	950,084	996,520
Gypsy Moth	13,100	13,493	13,898	14,315	14,744	15,186
Soil Conservation	314,400	329,321	344,964	361,364	378,559	396,587
Weed Control	31,190	30,323	31,233	32,170	33,135	34,129
<b>Total Conservation and Natural Resources</b>	<b>\$1,556,800</b>	<b>\$1,628,500</b>	<b>\$1,705,494</b>	<b>\$1,786,205</b>	<b>\$1,870,814</b>	<b>\$1,959,512</b>
<b>Debt and Transfers</b>						
Debt Service	20,011,680	24,138,996	28,278,813	26,759,113	29,668,628	29,652,671
Intergovernmental Transfers	2,414,600	2,553,440	2,700,262	2,855,527	3,019,720	3,193,354
<b>Debt and Transfers</b>	<b>\$22,426,280</b>	<b>\$26,692,435</b>	<b>\$30,979,076</b>	<b>\$29,614,640</b>	<b>\$32,688,348</b>	<b>\$32,846,025</b>
<b>Reserves</b>						
Reserve for Contingencies	4,442,350	4,133,731	4,477,341	4,769,533	5,083,249	5,412,856
Reserve for Positions	0	300,000	615,000	945,750	1,293,038	1,657,689
Reserve for One-time Expenditures	0	0	0	0	0	0
Payroll Accrual	0	116,788	124,529	133,184	142,134	142,134
<b>Total Reserves</b>	<b>\$4,442,350</b>	<b>\$4,550,519</b>	<b>\$5,216,870</b>	<b>\$5,848,467</b>	<b>\$6,518,421</b>	<b>\$7,212,679</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	40,000	40,000	40,000	40,000	40,000	40,000
Transfer to Capital Fund	5,464,725	3,857,649	3,400,234	2,570,795	4,232,231	4,143,469
Transfer to Carroll Transit Grant/UPWP	320,900	330,527	340,443	350,656	361,176	372,011
Transfer to Junction Grant	54,900	82,350	109,800	109,800	109,800	109,800
Transfer to ISF for OPEB	0	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Transfer to Pension Fund	1,175,000	1,233,750	1,295,438	1,360,209	1,428,220	1,499,631
Transfer to Recreation Grant	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Sheriff's/Courts Grants	97,602	128,030	159,371	164,152	169,077	174,149
Transfer to State's Attorney/CASA Grants	282,485	306,936	342,572	362,849	384,338	407,113
Transfer to CCBERC Grant	23,870	23,870	23,870	23,870	23,870	23,870
Transfer to Local Management Board	65,290	69,138	73,236	77,604	82,260	87,227
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	140,000	144,200	148,526	152,982	157,571	162,298
<b>Total Interfund Transfers</b>	<b>\$10,386,472</b>	<b>\$14,938,149</b>	<b>\$14,655,190</b>	<b>\$13,934,617</b>	<b>\$15,710,243</b>	<b>\$15,741,268</b>
<b>Projected Revenues</b>	<b>302,636,000</b>	<b>330,698,445</b>	<b>358,187,283</b>	<b>381,562,620</b>	<b>406,659,964</b>	<b>433,028,463</b>
<b>Projected Expenditures</b>	<b>302,636,000</b>	<b>328,348,773</b>	<b>352,695,257</b>	<b>372,709,348</b>	<b>396,714,946</b>	<b>418,140,165</b>
<b>Balance</b>	<b>\$0</b>	<b>\$2,349,672</b>	<b>\$5,492,026</b>	<b>\$8,853,271</b>	<b>\$9,945,018</b>	<b>\$14,888,297</b>

# General Fund Appropriations

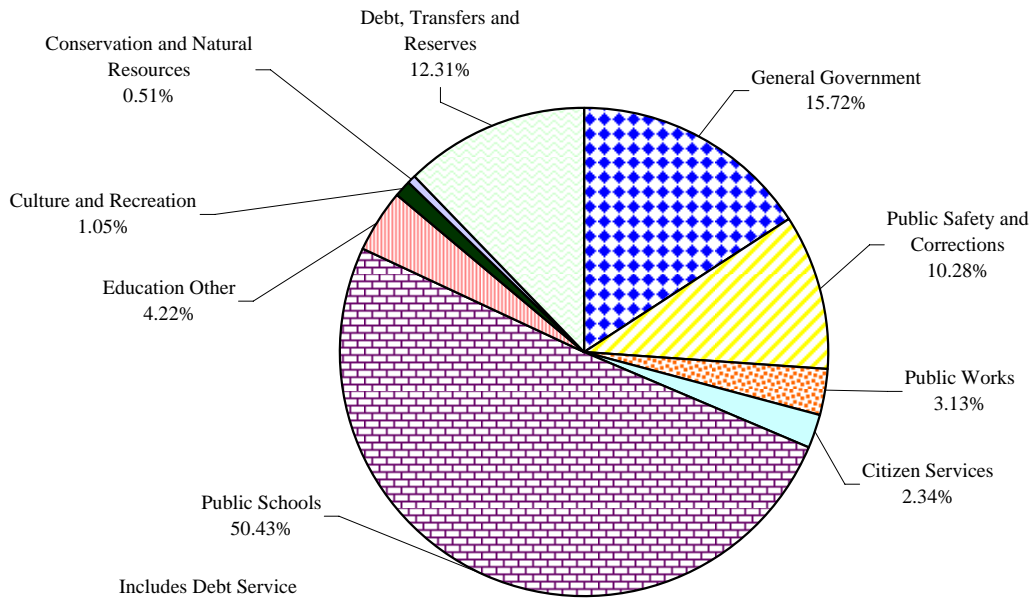
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	Actual FY 05	Original Budget FY 06	Adjusted Budget FY 06	Budget FY 07	% Change From Orig. FY 06	% Change From Adj. FY 06
<b>General Government</b>	\$51,269,520	\$42,424,630	\$42,422,948	\$47,581,641	12.16%	12.16%
<b>Public Safety and Corrections</b>	26,206,838	28,942,490	29,063,634	31,115,340	7.51%	7.06%
<b>Public Works</b>	7,686,736	8,931,480	8,869,495	9,486,380	6.21%	6.96%
<b>Citizen Services</b>	6,141,201	6,698,660	6,766,995	7,074,095	5.60%	4.54%
<b>Public Schools</b>	135,708,005	143,396,100	143,396,100	152,612,122	6.43%	6.43%
<b>Education Other</b>	10,808,601	12,036,660	12,036,660	12,780,160	6.18%	6.18%
<b>Culture and Recreation</b>	2,241,690	2,474,235	2,468,210	3,174,360	28.30%	28.61%
<b>Conservation and Natural Resources</b>	1,373,079	1,490,570	1,483,300	1,556,800	4.44%	4.96%
<b>Debt, Transfers and Reserves</b>	28,455,951	37,527,915	37,527,915	37,255,102	-0.73%	-0.73%
<b>Total General Fund Appropriations</b>	\$269,891,621	\$283,922,740	\$284,035,257	\$302,636,000	6.59%	6.55%

# General Fund Appropriations

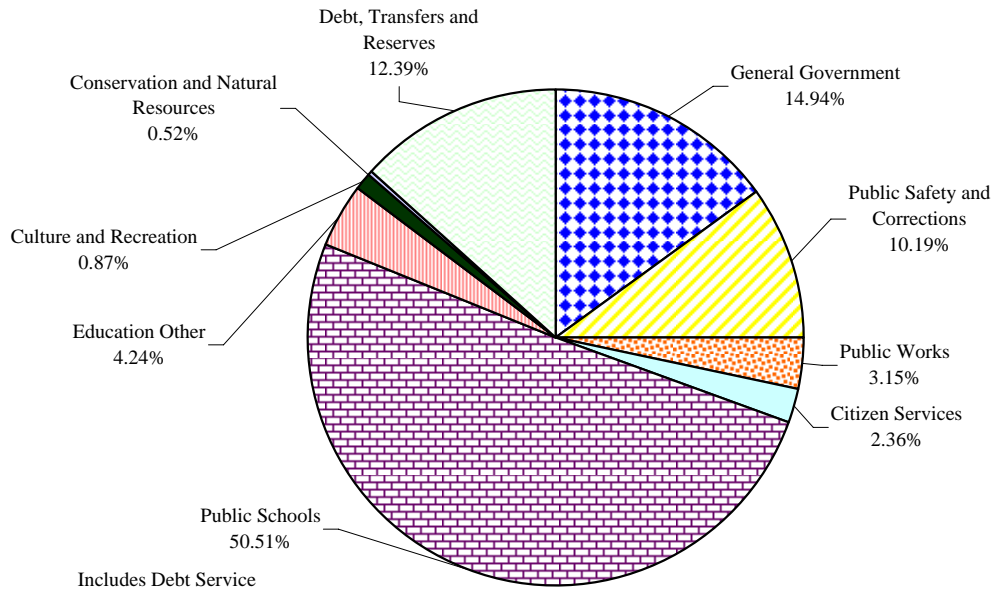
**Fiscal Year 2007**

**\$302,636,000**



**Fiscal Year 2006**

**\$283,922,740**



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