

# Operating Plan

## Fiscal Years 2009-2014

Department/Agency	FY 09 Budget	FY 10 Planned	FY 11 Planned	FY 12 Planned	FY 13 Planned	FY 14 Planned
<b>General Government</b>						
Comptroller Administration	264,440	277,277	290,744	304,873	319,696	335,248
Accounting	709,340	743,149	778,577	815,725	854,679	895,525
Bond Issuance Expense	179,370	184,751	190,294	196,002	201,883	207,939
Collections Office	432,740	453,031	474,730	497,485	521,348	546,375
Independent Post Audit	50,000	60,000	63,000	66,150	69,458	72,930
Purchasing	420,690	438,371	458,025	478,594	500,121	522,652
<b>Total Comptroller</b>	<b>\$2,056,580</b>	<b>\$2,156,579</b>	<b>\$2,255,369</b>	<b>\$2,358,829</b>	<b>\$2,467,184</b>	<b>\$2,580,669</b>
County Attorney	948,860	992,983	1,097,911	1,149,717	1,204,020	1,260,943
Board of License Commissioners	104,000	109,087	114,425	120,026	125,903	132,071
Board of Zoning Appeals	92,250	96,120	100,161	104,381	108,789	113,392
<b>Total County Attorney</b>	<b>\$1,145,110</b>	<b>\$1,198,190</b>	<b>\$1,312,497</b>	<b>\$1,374,124</b>	<b>\$1,438,712</b>	<b>\$1,506,406</b>
Economic Development Administration	632,920	660,198	688,709	718,510	749,663	782,230
CCBERC	146,490	153,484	160,818	168,508	176,573	185,030
Economic Development Infrastructure and Grants	4,000,000	4,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Tourism	311,350	302,784	314,695	327,105	340,036	353,511
<b>Total Economic Development</b>	<b>\$5,090,760</b>	<b>\$5,116,466</b>	<b>\$4,164,222</b>	<b>\$4,214,124</b>	<b>\$4,266,272</b>	<b>\$4,320,770</b>
General Services Administration	230,400	241,823	253,814	266,401	279,615	293,486
Building Construction	427,630	448,764	470,948	494,233	518,674	544,329
Central Warehouse	221,870	232,601	244,181	256,339	269,104	282,505
Facilities	8,298,960	9,563,042	9,944,584	10,336,851	10,773,695	11,163,812
Fleet Management	7,131,360	7,145,591	7,376,833	7,588,230	7,838,571	8,147,834
Permits and Inspections	1,220,690	1,285,197	1,344,833	1,411,513	1,485,909	1,559,521
<b>Total General Services</b>	<b>\$17,530,910</b>	<b>\$18,917,017</b>	<b>\$19,635,192</b>	<b>\$20,353,566</b>	<b>\$21,165,568</b>	<b>\$21,991,487</b>
Human Resources Administration	775,130	812,343	851,371	892,302	935,231	980,256
Health and Fringe Benefits	18,664,190	20,874,119	21,667,854	25,430,710	28,052,911	30,928,393
Personnel Services	129,900	136,391	143,206	150,363	157,876	165,766
<b>Total Human Resources</b>	<b>\$19,569,220</b>	<b>\$21,822,853</b>	<b>\$22,662,431</b>	<b>\$26,473,375</b>	<b>\$29,146,019</b>	<b>\$32,074,414</b>
Department of Technology Services	2,929,400	3,268,352	3,425,457	3,722,997	3,859,014	4,010,419
Production and Distribution	389,250	403,068	417,407	432,289	447,736	463,770
<b>Total Department of Technology Svcs</b>	<b>\$3,318,650</b>	<b>\$3,671,420</b>	<b>\$3,842,864</b>	<b>\$4,155,286</b>	<b>\$4,306,750</b>	<b>\$4,474,189</b>
Management and Budget Administration	189,450	198,735	208,478	218,702	229,432	240,692
Budget	462,900	476,204	499,720	524,403	550,311	577,505
Grant Management	118,600	124,337	130,356	136,669	143,292	150,240
Risk Management	2,262,080	2,433,302	2,556,467	2,682,490	2,816,465	2,957,138
<b>Total Management and Budget</b>	<b>\$3,033,030</b>	<b>\$3,232,578</b>	<b>\$3,395,021</b>	<b>\$3,562,265</b>	<b>\$3,739,500</b>	<b>\$3,925,575</b>
Planning Administration	624,360	653,256	683,528	715,241	748,467	783,277
Comprehensive Planning	692,710	725,735	761,413	798,857	838,154	879,396
Environmental Compliance	228,220	241,979	250,234	265,048	274,410	290,386
Resource Management	917,910	961,521	1,008,156	1,057,082	1,108,415	1,162,271
Development Review	409,300	427,646	448,683	470,763	493,936	518,256
<b>Total Planning</b>	<b>\$2,872,500</b>	<b>\$3,010,137</b>	<b>\$3,152,014</b>	<b>\$3,306,992</b>	<b>\$3,463,381</b>	<b>\$3,633,587</b>
TV Production	91,850	92,639	97,251	102,093	107,177	112,514
Board of Elections	732,230	690,084	881,094	837,093	867,448	723,302
County Commissioners	711,240	745,079	931,098	1,007,934	1,056,317	1,107,059
Office of Public Information	132,800	138,992	145,479	152,278	159,401	166,867
Management Analysis	170,170	171,960	187,147	189,372	205,823	208,547
Zoning Administrator	172,710	180,687	189,476	198,697	208,371	218,521
<b>Total General Government Other</b>	<b>\$2,011,000</b>	<b>\$2,019,441</b>	<b>\$2,431,546</b>	<b>\$2,487,467</b>	<b>\$2,604,537</b>	<b>\$2,536,810</b>
<b>Total General Government</b>	<b>\$56,627,760</b>	<b>\$61,144,680</b>	<b>\$62,851,156</b>	<b>\$68,286,028</b>	<b>\$72,597,922</b>	<b>\$77,043,907</b>

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Department/Agency	FY 09 Budget	FY 10 Planned	FY 11 Planned	FY 12 Planned	FY 13 Planned	FY 14 Planned
<b>Public Safety and Corrections</b>						
Circuit Court	1,321,210	1,409,735	1,503,666	1,576,222	1,652,333	1,732,174
Circuit Court Masters	490,230	510,237	535,598	562,223	590,174	619,517
Orphans Court	31,960	32,019	32,079	32,142	32,206	32,272
Volunteer Community Service Program	133,670	140,252	147,159	154,409	162,018	170,004
<b>Total Courts</b>	<b>1,977,070</b>	<b>2,092,242</b>	<b>2,218,503</b>	<b>2,324,996</b>	<b>2,436,731</b>	<b>2,553,967</b>
Emergency Management	24,960	25,949	26,949	28,062	29,187	30,324
Office of Public Safety and 911	3,350,000	3,489,197	3,576,587	3,722,836	3,875,308	4,031,581
<b>Total Public Safety</b>	<b>\$3,374,960</b>	<b>\$3,515,146</b>	<b>\$3,603,536</b>	<b>\$3,750,898</b>	<b>\$3,904,495</b>	<b>\$4,061,905</b>
Detention Center	6,525,000	7,368,563	7,720,719	8,089,891	8,476,908	8,882,637
Sheriff's Services	5,112,350	5,359,706	5,621,258	5,895,695	6,183,655	6,485,808
<b>Total Sheriff's Services</b>	<b>\$11,637,350</b>	<b>\$12,728,269</b>	<b>\$13,341,977</b>	<b>\$13,985,587</b>	<b>\$14,660,563</b>	<b>\$15,368,445</b>
State's Attorney-Criminal Prosecution	2,118,860	2,221,097	2,329,697	2,443,653	2,563,232	2,688,711
Victim Witness Assistance	180,200	218,534	229,167	240,322	252,205	264,305
<b>Total State's Attorney</b>	<b>\$2,299,060</b>	<b>\$2,439,631</b>	<b>\$2,558,863</b>	<b>\$2,683,975</b>	<b>\$2,815,257</b>	<b>\$2,953,016</b>
Animal Control	752,500	821,747	858,605	897,152	899,468	940,639
EMS 24/7 Services	3,637,760	3,819,648	4,010,630	4,211,162	4,421,720	4,642,806
Resident Trooper Program	5,585,220	5,864,481	6,157,705	6,465,590	6,788,870	7,128,313
Law Enforcement	158,040	300,062	456,467	627,675	814,779	1,018,939
Volunteer Emergency Services Association	6,291,280	6,605,844	6,936,136	7,274,263	7,628,862	8,010,305
<b>Total Public Safety and Corrections Other</b>	<b>\$16,424,800</b>	<b>\$17,411,782</b>	<b>\$18,419,543</b>	<b>\$19,475,842</b>	<b>\$20,553,698</b>	<b>\$21,741,003</b>
<b>Total Public Safety and Correction</b>	<b>\$35,713,240</b>	<b>\$38,187,070</b>	<b>\$40,142,422</b>	<b>\$42,221,297</b>	<b>\$44,370,745</b>	<b>\$46,678,336</b>
<b>Public Works</b>						
Public Works Administration	307,920	322,969	338,760	355,330	372,717	390,963
Engineering Administration	296,630	311,297	326,691	342,851	359,813	377,618
Engineering-Construction Inspection	344,090	361,202	381,296	398,090	420,022	440,874
Engineering-Design	331,890	342,651	359,603	377,398	396,077	415,684
Engineering Survey	204,830	212,861	224,677	236,801	249,453	263,060
Roads Operations	7,204,000	7,532,785	7,891,236	8,223,032	8,569,543	8,931,448
Storm Emergencies	1,500,000	1,544,449	1,599,397	1,656,424	1,715,614	1,777,055
Traffic Control	265,790	278,764	287,127	295,740	304,613	313,751
<b>Total Public Works</b>	<b>\$10,455,150</b>	<b>\$10,906,976</b>	<b>\$11,408,787</b>	<b>\$11,885,667</b>	<b>\$12,387,852</b>	<b>\$12,910,453</b>
<b>Citizen Services</b>						
Citizen Services Administration	297,930	312,525	327,840	343,912	360,777	378,476
Aging	915,760	997,794	1,092,419	1,135,022	1,190,224	1,243,156
Carroll County Advocacy and Investigation Center	147,630	154,749	162,215	170,047	178,262	186,879
<b>Total Citizen Services</b>	<b>\$1,361,320</b>	<b>\$1,465,067</b>	<b>\$1,582,474</b>	<b>\$1,648,980</b>	<b>\$1,729,264</b>	<b>\$1,808,511</b>
Access Carroll	27,320	28,140	28,984	29,853	30,749	31,671
ARC of Carroll County	246,340	253,730	261,342	269,182	277,258	285,576
Change	246,340	253,730	261,342	269,182	277,258	285,576
Long Term Treatment Facility	1,125,500	1,159,265	1,194,043	1,229,864	1,266,760	1,304,763
Family and Children's Services Domestic Violence	73,150	75,345	77,605	79,933	82,331	84,801
Family and Children's Services Sexual Abuse Treatment	202,100	208,163	214,408	220,840	227,465	234,289
Granite House	106,090	109,273	112,551	115,927	119,405	122,987
Health Department	3,426,910	3,598,256	3,778,168	3,967,077	4,165,431	4,373,702
Human Services Program	821,020	845,651	871,020	897,151	924,065	951,787
Junction	146,770	151,173	155,708	160,380	165,191	170,147
Rape Crisis Intervention Service	85,240	87,797	90,431	93,144	95,938	98,817
Social Services	203,580	209,687	215,978	222,457	229,131	236,005
Target, Community and Educational Service	246,340	253,730	261,342	269,182	277,258	285,576
Youth Services Bureau	561,450	578,294	595,642	613,512	631,917	650,874
<b>Total Citizen Services Other</b>	<b>\$7,518,150</b>	<b>\$7,812,233</b>	<b>\$8,118,565</b>	<b>\$8,437,685</b>	<b>\$8,770,157</b>	<b>\$9,116,571</b>
<b>Total Citizen Services</b>	<b>\$8,879,470</b>	<b>\$9,277,300</b>	<b>\$9,701,039</b>	<b>\$10,086,665</b>	<b>\$10,499,421</b>	<b>\$10,925,082</b>
<b>Public Schools</b>						
Board of Education	160,700,000	173,935,000	182,688,225	192,771,682	207,914,125	218,517,202
Board of Education Debt Service	10,263,940	13,422,632	16,185,036	19,734,732	20,886,117	21,582,889
Board of Education OPEB	1,500,000	0	0	0	0	0
<b>Total Public Schools</b>	<b>\$172,463,940</b>	<b>\$187,357,632</b>	<b>\$198,873,261</b>	<b>\$212,506,415</b>	<b>\$228,800,242</b>	<b>\$240,100,091</b>

# Operating Plan

## Fiscal Years 2009-2014

Department/Agency	FY 09 Budget	FY 10 Planned	FY 11 Planned	FY 12 Planned	FY 13 Planned	FY 14 Planned
<b>Education Other</b>						
Cable Regulatory Commission	105,000	110,250	115,763	121,551	127,628	134,010
Carroll County Community College	6,575,000	6,838,000	7,385,040	7,975,843	8,613,911	9,303,024
Carroll County Public Library	7,706,870	8,028,552	8,410,465	8,810,889	9,230,730	9,670,942
Community Media Center	442,000	434,100	455,805	478,595	502,525	527,651
<b>Total Education Other</b>	<b>\$14,828,870</b>	<b>\$15,410,902</b>	<b>\$16,367,073</b>	<b>\$17,386,878</b>	<b>\$18,474,794</b>	<b>\$19,635,627</b>
<b>Culture and Recreation Services</b>						
Recreation Services Administration	279,300	287,315	301,544	316,481	332,160	348,618
Hashawha	734,330	761,120	794,144	828,670	864,769	902,513
Piney Run Park	481,520	494,660	517,226	540,870	565,646	591,608
Recreation	304,080	344,798	360,507	376,956	394,180	412,216
Sports Complex	202,040	210,369	219,061	228,133	237,602	247,486
<b>Total Recreation and Parks</b>	<b>\$2,001,270</b>	<b>\$2,098,262</b>	<b>\$2,192,482</b>	<b>\$2,291,110</b>	<b>\$2,394,356</b>	<b>\$2,502,442</b>
Farm Museum	796,870	828,169	862,920	899,211	937,111	976,696
Historical Society of Carroll County	60,000	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>\$2,878,140</b>	<b>\$3,006,432</b>	<b>\$3,135,403</b>	<b>\$3,270,320</b>	<b>\$3,411,467</b>	<b>\$3,559,139</b>
<b>Conservation and Natural Resources</b>						
Cooperative Extension	452,600	472,889	494,121	516,343	539,602	563,947
Gypsy Moth	30,000	30,900	31,827	32,782	33,765	34,778
Soil Conservation	353,180	369,661	386,932	405,029	423,993	443,868
Weed Control	29,700	30,591	31,509	32,454	33,428	34,430
<b>Total Conservation and Natural Resources</b>	<b>\$865,480</b>	<b>\$904,041</b>	<b>\$944,389</b>	<b>\$986,608</b>	<b>\$1,030,788</b>	<b>\$1,077,023</b>
<b>Debt and Transfers</b>						
Debt Service	23,685,155	27,106,460	29,403,532	31,085,651	32,937,904	37,876,964
Intergovernmental Transfers	2,540,000	2,686,050	2,840,498	3,003,827	3,176,547	3,359,198
<b>Debt and Transfers</b>	<b>\$26,225,155</b>	<b>\$29,792,510</b>	<b>\$32,244,030</b>	<b>\$34,089,478</b>	<b>\$36,114,451</b>	<b>\$41,236,162</b>
<b>Reserves</b>						
Reserve for Contingencies	9,956,162	5,060,073	5,311,174	5,638,181	6,005,224	6,377,744
Reserve for Positions	0	121,590	127,670	356,133	643,240	975,402
Payroll Accrual	0	174,570	193,298	202,962	213,110	223,766
<b>Total Reserves</b>	<b>\$9,956,162</b>	<b>\$5,356,233</b>	<b>\$5,632,142</b>	<b>\$6,197,276</b>	<b>\$6,861,573</b>	<b>\$7,576,911</b>
<b>Interfund Transfers</b>						
Transfer to Grant Fund - Aging	64,600	64,600	64,600	64,600	64,600	64,600
Transfer to Airport Enterprise Fund	40,000	0	0	0	0	0
Transfer to Capital Fund	5,539,700	2,938,300	4,074,400	2,631,250	2,852,500	2,639,100
Transfer to Grant Fund - CCC for ABE	300,000	300,000	300,000	300,000	300,000	300,000
Transfer to Grant Fund - Planning	457,028	479,879	503,873	529,067	555,520	583,296
Transfer to OPEB Trust Fund	3,500,000	4,000,000	4,500,000	5,000,000	5,500,000	6,000,000
Transfer to Pension Fund	958,230	1,006,142	1,056,449	1,109,271	1,164,735	1,222,971
Transfer to Grant Fund - Recreation	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Grant Fund - Sheriff and Courts	96,770	99,673	102,663	105,743	108,915	112,183
Transfer to Grant Fund - State's Attorney/CCAIC	291,720	278,497	286,851	295,457	304,321	313,450
Transfer to Grant Fund - CCBERC	23,870	23,870	23,870	23,870	23,870	23,870
Transfer to Grant Fund - Local Management Board	70,635	74,397	78,363	82,544	86,953	91,602
Transfer to Grant Fund - Health Department Grant	4,000	4,000	4,000	4,000	4,000	4,000
Transfer to Solid Waste Enterprise Fund	2,545,000	2,545,000	2,545,000	2,545,000	2,545,000	2,545,000
Transfer to Utilities Enterprise Fund	206,980	213,189	219,585	226,173	232,958	239,947
<b>Total Interfund Transfers</b>	<b>\$14,106,633</b>	<b>\$12,035,647</b>	<b>\$13,767,755</b>	<b>\$12,925,075</b>	<b>\$13,751,472</b>	<b>\$14,148,120</b>
<b>Projected Revenues</b>	<b>353,000,000</b>	<b>378,214,107</b>	<b>396,972,628</b>	<b>421,737,102</b>	<b>449,634,656</b>	<b>477,897,144</b>
<b>Projected Expenditures</b>	<b>353,000,000</b>	<b>373,379,422</b>	<b>395,067,455</b>	<b>419,841,706</b>	<b>448,300,727</b>	<b>474,890,851</b>
<b>Balance</b>	<b>(\$0)</b>	<b>\$4,834,685</b>	<b>\$1,905,173</b>	<b>\$1,895,396</b>	<b>\$1,333,930</b>	<b>\$3,006,293</b>
Balances as a Percent of Revenues	0.0%	1.3%	0.5%	0.4%	0.3%	0.6%