

# Operating Plan

## Fiscal Years 2010-2015

Department/Agency	FY 10 Adopted	FY 11 Planned	FY 12 Planned	FY 13 Planned	FY 14 Planned	FY 15 Planned
<b>General Government</b>						
Comptroller Administration	263,880	276,701	290,151	304,262	319,068	334,601
Accounting	707,400	741,104	776,443	813,497	852,352	893,095
Bond Issuance Expense	200,000	206,000	212,180	218,545	225,102	231,855
Collections Office	434,680	455,420	477,167	499,972	523,887	548,965
Independent Post Audit	60,000	63,000	66,150	69,458	72,930	76,577
Purchasing	410,600	429,084	448,430	468,681	489,879	512,070
<b>Total Comptroller</b>	<b>\$2,076,560</b>	<b>\$2,171,308</b>	<b>\$2,270,521</b>	<b>\$2,374,416</b>	<b>\$2,483,218</b>	<b>\$2,597,163</b>
County Attorney	942,845	1,018,085	1,093,603	1,144,690	1,198,223	1,254,322
Board of License Commissioners	103,305	108,361	113,666	119,234	125,076	131,207
Board of Zoning Appeals	91,590	95,430	99,440	103,628	108,001	112,569
<b>Total County Attorney</b>	<b>\$1,137,740</b>	<b>\$1,221,876</b>	<b>\$1,306,710</b>	<b>\$1,367,551</b>	<b>\$1,431,300</b>	<b>\$1,498,098</b>
Economic Development Administration	613,580	640,278	668,191	697,377	727,895	759,809
CCBERC	146,490	153,484	160,818	168,508	176,573	185,030
Economic Development Infrastructure and Grants	3,600,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Tourism	305,775	317,641	329,999	342,868	356,272	370,233
<b>Total Economic Development</b>	<b>\$4,665,845</b>	<b>\$4,111,403</b>	<b>\$4,159,008</b>	<b>\$4,208,753</b>	<b>\$4,260,740</b>	<b>\$4,315,072</b>
General Services Administration	178,560	188,210	198,339	208,173	218,496	229,333
Building Construction	349,640	366,878	384,971	403,961	423,893	444,813
Central Warehouse	197,700	207,219	217,527	228,350	239,711	251,640
Facilities	8,908,900	9,785,334	10,094,354	10,453,952	10,827,229	11,214,740
Fleet Management	5,623,600	6,909,676	7,147,531	7,445,849	7,709,839	7,829,718
Permits and Inspections	1,178,000	1,235,888	1,297,165	1,365,490	1,433,136	1,504,145
<b>Total General Services</b>	<b>\$16,436,400</b>	<b>\$18,693,205</b>	<b>\$19,339,887</b>	<b>\$20,105,776</b>	<b>\$20,852,305</b>	<b>\$21,474,388</b>
Human Resources Administration	723,185	748,030	784,279	822,305	862,196	904,046
Health and Fringe Benefits	22,428,000	24,892,316	27,454,056	30,127,103	33,030,142	36,172,001
Payroll Taxes	3,100,000	3,268,287	3,444,845	3,624,007	3,816,645	4,018,274
Personnel Services	123,055	129,205	135,663	142,443	149,563	157,038
<b>Total Human Resources</b>	<b>\$26,374,240</b>	<b>\$29,037,839</b>	<b>\$31,818,842</b>	<b>\$34,715,858</b>	<b>\$37,858,546</b>	<b>\$41,251,360</b>
Department of Technology Services	2,841,500	3,365,168	3,503,375	3,275,827	3,491,362	3,632,445
Production and Distribution	400,290	414,439	429,120	444,353	460,161	476,568
<b>Total Department of Technology Svcs</b>	<b>\$3,241,790</b>	<b>\$3,779,607</b>	<b>\$3,932,494</b>	<b>\$3,720,180</b>	<b>\$3,951,523</b>	<b>\$4,109,013</b>
Management and Budget Administration	161,800	169,702	177,993	186,694	195,823	205,402
Budget	486,090	510,109	535,320	561,783	589,559	618,716
Grant Management	118,300	124,028	130,038	136,342	142,955	149,892
Risk Management	2,094,000	2,208,000	2,319,900	2,434,095	2,555,650	2,683,282
<b>Total Management and Budget</b>	<b>\$2,860,190</b>	<b>\$3,011,839</b>	<b>\$3,163,251</b>	<b>\$3,318,913</b>	<b>\$3,483,987</b>	<b>\$3,657,293</b>
Planning Administration	603,280	631,544	661,164	692,207	724,741	758,839
Comprehensive Planning	638,860	670,718	703,089	738,174	773,826	812,465
Environmental Compliance	217,780	225,071	239,067	247,201	262,468	271,538
Development Review	366,420	384,409	403,288	423,101	443,894	465,715
Resource Management	874,400	917,154	961,489	1,008,003	1,056,793	1,107,972
<b>Total Planning</b>	<b>\$2,700,740</b>	<b>\$2,828,895</b>	<b>\$2,968,097</b>	<b>\$3,108,685</b>	<b>\$3,261,721</b>	<b>\$3,416,530</b>
TV Production	91,850	97,100	101,176	106,190	111,453	116,977
Board of Elections	515,000	723,020	646,659	670,285	609,157	831,633
County Commissioners	704,610	888,746	963,609	1,009,924	1,058,500	1,109,448
Office of Public Informatior	130,000	136,108	142,510	149,219	156,252	163,623
Management Analysis	162,130	176,868	178,623	194,582	196,791	206,444
Zoning Administrator	146,760	153,860	161,307	169,119	177,315	185,912
<b>Total General Government Other</b>	<b>\$1,750,350</b>	<b>\$2,175,702</b>	<b>\$2,193,884</b>	<b>\$2,299,320</b>	<b>\$2,309,467</b>	<b>\$2,614,038</b>
<b>Total General Government</b>	<b>\$61,243,855</b>	<b>\$67,031,674</b>	<b>\$71,152,694</b>	<b>\$75,219,451</b>	<b>\$79,892,806</b>	<b>\$84,932,955</b>

# Operating Plan

## Fiscal Years 2010-2015

Department/Agency	FY 10 Adopted	FY 11 Planned	FY 12 Planned	FY 13 Planned	FY 14 Planned	FY 15 Planned
<b>Public Safety and Corrections</b>						
Circuit Court	1,297,445	1,387,859	1,482,724	1,554,263	1,629,306	1,708,026
Circuit Court Masters	510,510	535,574	562,202	590,156	619,504	650,314
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>1,973,585</b>	<b>2,095,703</b>	<b>2,224,164</b>	<b>2,330,970</b>	<b>2,443,033</b>	<b>2,560,616</b>
Emergency Management	24,400	25,457	26,525	27,603	28,694	29,095
Office of Public Safety and 911	3,283,130	3,492,658	3,581,954	3,727,551	3,876,608	4,028,302
<b>Total Public Safety</b>	<b>\$3,307,530</b>	<b>\$3,518,115</b>	<b>\$3,608,478</b>	<b>\$3,755,154</b>	<b>\$3,905,302</b>	<b>\$4,057,398</b>
Detention Center	6,599,790	7,338,039	7,837,959	8,212,895	8,605,897	9,017,852
Sheriff's Services	5,049,310	5,296,740	5,555,307	5,826,624	6,111,303	6,410,024
<b>Total Sheriff's Services</b>	<b>\$11,649,100</b>	<b>\$12,634,778</b>	<b>\$13,393,266</b>	<b>\$14,039,520</b>	<b>\$14,717,200</b>	<b>\$15,427,876</b>
State's Attorney-Criminal Prosecution	2,096,670	2,198,777	2,306,314	2,419,155	2,537,564	2,661,817
Victim Witness Assistance	207,070	217,165	227,756	238,869	250,529	262,764
Carroll County Advocacy and Investigation Center	112,570	117,843	123,369	129,160	135,229	141,591
<b>Total State's Attorney</b>	<b>\$2,416,310</b>	<b>\$2,533,785</b>	<b>\$2,657,439</b>	<b>\$2,787,184</b>	<b>\$2,923,323</b>	<b>\$3,066,172</b>
Animal Control	757,570	828,011	865,070	903,826	905,361	946,759
EMS 24/7 Services	3,679,760	3,863,748	4,056,935	4,259,782	4,472,771	4,696,410
Resident Trooper Program	6,126,450	6,432,773	6,754,411	7,092,132	7,446,738	7,819,075
Law Enforcement	0	94,560	195,619	303,540	418,693	592,919
Volunteer Emergency Services Association	6,327,280	6,643,644	6,967,146	7,306,390	7,671,709	8,055,294
<b>Total Public Safety and Corrections Other</b>	<b>\$16,891,060</b>	<b>\$17,862,735</b>	<b>\$18,839,182</b>	<b>\$19,865,669</b>	<b>\$20,915,272</b>	<b>\$22,110,457</b>
<b>Total Public Safety and Correction</b>	<b>\$36,237,585</b>	<b>\$38,645,116</b>	<b>\$40,722,530</b>	<b>\$42,778,496</b>	<b>\$44,904,130</b>	<b>\$47,222,519</b>
<b>Public Works</b>						
Public Works Administration	306,480	321,457	337,172	353,663	370,967	389,125
Engineering Administration	292,350	306,803	321,973	337,896	354,611	372,156
Engineering-Construction Inspection	343,090	361,682	379,640	396,362	416,688	436,817
Engineering-Design	326,320	342,465	359,412	377,281	395,957	415,561
Engineering Survey	202,670	212,624	227,570	238,667	253,712	272,529
Roads Operations	7,405,830	7,704,280	8,022,501	8,354,632	8,701,306	9,063,191
Storm Emergencies	1,710,000	1,754,569	1,815,821	1,879,340	1,945,218	2,013,547
Traffic Control	274,650	282,890	291,376	300,117	309,121	318,395
<b>Total Public Works</b>	<b>\$10,861,390</b>	<b>\$11,286,768</b>	<b>\$11,755,464</b>	<b>\$12,237,959</b>	<b>\$12,747,580</b>	<b>\$13,281,319</b>
<b>Citizen Services</b>						
Citizen Services Administration	292,690	307,095	322,214	338,081	354,734	372,213
Aging	916,050	1,033,981	1,142,556	1,183,522	1,240,666	1,300,623
<b>Total Citizen Services</b>	<b>\$1,208,740</b>	<b>\$1,341,076</b>	<b>\$1,464,769</b>	<b>\$1,521,603</b>	<b>\$1,595,401</b>	<b>\$1,672,835</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
Mosaic Community Services Inc	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>\$8,726,890</b>	<b>\$9,153,309</b>	<b>\$9,583,334</b>	<b>\$9,959,288</b>	<b>\$10,365,558</b>	<b>\$10,789,406</b>
<b>Public Schools</b>						
Board of Education	167,700,000	175,319,000	183,886,500	193,080,825	202,834,866	212,976,610
Board of Education Debt Service	12,167,507	14,782,205	16,576,111	16,785,727	16,434,298	16,632,554
Board of Education OPEB	0	0	0	0	0	0
<b>Total Public Schools</b>	<b>\$179,867,507</b>	<b>\$190,101,205</b>	<b>\$200,462,611</b>	<b>\$209,866,552</b>	<b>\$219,269,164</b>	<b>\$229,609,164</b>

# Operating Plan

## Fiscal Years 2010-2015

Department/Agency	FY 10 Adopted	FY 11 Planned	FY 12 Planned	FY 13 Planned	FY 14 Planned	FY 15 Planned
<b>Education Other</b>						
Cable Regulatory Commission	110,250	115,763	121,551	127,628	134,010	140,710
Carroll County Community College	6,933,000	7,279,650	7,643,633	8,025,814	8,427,105	8,848,460
Carroll County Public Library	7,635,000	7,998,930	8,380,522	8,780,643	9,200,202	9,640,156
Community Media Center	436,000	442,113	464,219	487,430	511,801	537,391
<b>Total Education Other</b>	<b>\$15,114,250</b>	<b>\$15,836,456</b>	<b>\$16,609,924</b>	<b>\$17,421,515</b>	<b>\$18,273,118</b>	<b>\$19,166,717</b>
<b>Culture and Recreation Services</b>						
Recreation Services Administration	272,120	285,596	299,741	314,590	335,677	346,704
Hashawha	694,065	722,632	753,579	785,921	819,720	855,047
Piney Run Park	471,590	493,674	516,140	539,678	564,341	590,184
Recreation	330,140	345,057	360,672	377,019	394,132	412,049
Sports Complex	202,040	210,369	219,061	228,133	237,602	247,486
<b>Total Recreation and Parks</b>	<b>\$1,969,955</b>	<b>\$2,057,327</b>	<b>\$2,149,193</b>	<b>\$2,245,340</b>	<b>\$2,351,472</b>	<b>\$2,451,469</b>
Farm Museum	801,360	834,834	869,785	906,281	944,395	984,199
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>\$2,851,315</b>	<b>\$2,972,161</b>	<b>\$3,098,978</b>	<b>\$3,231,622</b>	<b>\$3,375,867</b>	<b>\$3,515,668</b>
<b>Conservation and Natural Resources</b>						
Cooperative Extension	452,600	472,931	494,210	516,482	539,794	564,196
Gypsy Moth	30,000	30,900	31,827	32,782	33,765	34,778
Soil Conservation	333,100	348,545	364,726	381,679	399,440	418,050
Weed Control	29,700	30,591	31,509	32,454	33,428	34,430
<b>Total Conservation and Natural Resources</b>	<b>\$845,400</b>	<b>\$882,967</b>	<b>\$922,272</b>	<b>\$963,396</b>	<b>\$1,006,427</b>	<b>\$1,051,455</b>
<b>Debt and Transfers</b>						
Debt Service	23,813,622	25,235,411	28,913,225	30,738,998	36,085,903	39,480,386
Intergovernmental Transfers	2,635,000	2,786,513	2,946,737	3,116,174	3,295,354	3,484,837
<b>Debt and Transfers</b>	<b>\$26,448,622</b>	<b>\$28,021,923</b>	<b>\$31,859,962</b>	<b>\$33,855,172</b>	<b>\$39,381,257</b>	<b>\$42,965,224</b>
<b>Reserves</b>						
Reserve for Contingencies	4,541,324	4,720,036	5,010,732	5,312,979	5,603,569	5,931,305
Reserve for Positions	0	187,206	387,881	707,275	1,042,639	1,394,771
Payroll Accrual	0	0	0	0	0	0
<b>Total Reserves</b>	<b>\$4,541,324</b>	<b>\$4,907,242</b>	<b>\$5,398,613</b>	<b>\$6,020,254</b>	<b>\$6,646,208</b>	<b>\$7,326,076</b>
<b>Interfund Transfers</b>						
Transfer to Grant Fund - Aging	145,000	159,500	175,450	192,995	212,295	233,524
Transfer to Capital Fund	3,311,057	3,043,800	2,731,100	3,064,100	3,221,600	3,075,000
Transfer to Grant Fund - CCC for ABE	300,000	300,000	300,000	300,000	300,000	300,000
Transfer to Grant Fund - Planning	634,400	666,120	699,426	734,397	771,117	809,673
Transfer to OPEB Trust Fund	0	0	0	0	0	0
Transfer to Pension Fund	0	0	0	0	0	0
Transfer to Grant Fund - Recreation	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Grant Fund - Sheriff and Courts	208,920	215,188	221,643	228,293	235,141	242,196
Transfer to Grant Fund - State's Attorney/CCAIC	310,615	319,933	329,531	339,417	349,600	360,088
Transfer to Grant Fund - CCBERC	23,870	23,870	23,870	23,870	23,870	23,870
Transfer to Grant Fund - Local Management Board	70,700	74,465	78,434	82,619	87,032	91,685
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	200,200	206,206	212,392	218,764	225,327	232,087
<b>Total Interfund Transfers</b>	<b>\$7,761,862</b>	<b>\$7,566,182</b>	<b>\$7,328,947</b>	<b>\$7,741,556</b>	<b>\$7,983,082</b>	<b>\$7,925,222</b>
<b>Projected Revenues</b>	<b>354,500,000</b>	<b>377,602,883</b>	<b>400,858,526</b>	<b>425,038,290</b>	<b>448,285,543</b>	<b>474,504,400</b>
<b>Projected Expenditures</b>	<b>354,500,000</b>	<b>376,405,002</b>	<b>398,895,329</b>	<b>419,295,260</b>	<b>443,845,198</b>	<b>467,785,724</b>
<b>Balance</b>	<b>\$0</b>	<b>\$1,197,881</b>	<b>\$1,963,197</b>	<b>\$5,743,030</b>	<b>\$4,440,345</b>	<b>\$6,718,675</b>
<b>Balances as a Percent of Revenues</b>	<b>0.0%</b>	<b>0.3%</b>	<b>0.5%</b>	<b>1.4%</b>	<b>1.0%</b>	<b>1.4%</b>