

# Operating Plan

## Fiscal Years 2011-2016

Department/Agency	FY 11 Recomm	FY 12 Planned	FY 13 Planned	FY 14 Planned	FY 15 Planned	FY 16 Planned
<b>General Government</b>						
Comptroller Administration	262,970	262,970	270,859	278,985	287,354	295,975
Accounting	663,090	663,090	682,977	703,461	724,560	746,291
Bond Issuance Expense	160,000	160,000	164,800	169,744	174,836	180,081
Collections Office	436,070	436,070	449,134	462,591	476,451	490,727
Independent Post Audit	47,000	48,410	49,862	51,358	52,899	54,486
Purchasing	361,000	361,000	371,830	382,985	394,474	406,309
<b>Total Comptroller</b>	<b>\$1,930,130</b>	<b>\$1,931,540</b>	<b>\$1,989,463</b>	<b>\$2,049,124</b>	<b>\$2,110,575</b>	<b>\$2,173,869</b>
County Attorney	941,850	941,850	970,106	999,209	1,029,185	1,060,060
Board of License Commissioners	48,580	48,580	50,037	51,539	53,085	54,677
Board of Zoning Appeals	83,950	83,950	86,469	89,063	91,734	94,486
<b>Total County Attorney</b>	<b>\$1,074,380</b>	<b>\$1,074,380</b>	<b>\$1,106,611</b>	<b>\$1,139,810</b>	<b>\$1,174,004</b>	<b>\$1,209,224</b>
Economic Development Administration	573,070	573,070	590,262	607,970	626,209	644,995
CCBERC	145,760	145,760	150,133	154,637	159,276	164,054
Economic Development Infrastructure and Grants	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Tourism	280,000	260,000	267,800	275,834	284,109	292,632
<b>Total Economic Development</b>	<b>\$3,998,830</b>	<b>\$3,978,830</b>	<b>\$4,008,195</b>	<b>\$4,038,441</b>	<b>\$4,069,594</b>	<b>\$4,101,682</b>
General Services Administration	177,410	177,410	182,732	188,214	193,861	199,677
Building Construction	234,690	234,690	241,731	248,983	256,452	264,146
Central Warehouse	165,100	164,600	169,538	174,624	179,863	185,259
Facilities	8,630,200	8,619,805	8,887,349	9,152,920	9,435,457	9,717,471
Fleet Management	5,578,000	6,380,500	6,666,665	6,908,715	7,169,723	7,734,827
Permits and Inspections	1,015,080	1,019,080	1,047,152	1,081,067	1,110,999	1,146,829
<b>Total General Services</b>	<b>\$15,800,480</b>	<b>\$16,596,085</b>	<b>\$17,195,168</b>	<b>\$17,754,523</b>	<b>\$18,346,355</b>	<b>\$19,248,208</b>
Human Resources Administration	653,900	653,900	673,517	693,723	714,534	735,970
Health and Fringe Benefits	20,250,000	22,331,280	24,652,805	27,177,051	29,877,758	32,783,841
Payroll Taxes	3,070,000	3,069,450	3,154,993	3,251,080	3,345,811	3,443,599
Personnel Services	79,170	79,170	81,545	83,991	86,511	89,107
<b>Total Human Resources</b>	<b>\$24,053,070</b>	<b>\$26,133,800</b>	<b>\$28,562,860</b>	<b>\$31,205,845</b>	<b>\$34,024,614</b>	<b>\$37,052,516</b>
Department of Technology Services	2,906,500	3,098,189	3,268,334	3,035,664	3,123,344	3,215,154
Production and Distribution	400,290	400,290	412,299	424,668	437,408	450,530
<b>Total Department of Technology Svcs</b>	<b>\$3,306,790</b>	<b>\$3,498,479</b>	<b>\$3,680,633</b>	<b>\$3,460,331</b>	<b>\$3,560,751</b>	<b>\$3,665,684</b>
Management and Budget Administration	161,550	161,550	166,397	171,388	176,530	181,826
Budget	452,690	452,690	466,271	480,259	494,667	509,507
Grant Management	117,320	117,320	120,840	124,465	128,199	132,045
Risk Management	3,960,420	3,750,351	3,547,233	3,350,493	3,158,798	2,972,396
<b>Total Management and Budget</b>	<b>\$4,691,980</b>	<b>\$4,481,911</b>	<b>\$4,300,739</b>	<b>\$4,126,605</b>	<b>\$3,958,194</b>	<b>\$3,795,774</b>
Planning Administration	629,830	629,830	648,725	668,187	688,232	708,879
Comprehensive Planning	554,480	554,480	571,114	588,248	605,895	624,072
Development Review	327,040	327,040	336,851	346,957	357,365	368,086
Resource Management	910,730	910,870	938,203	966,353	995,346	1,025,206
<b>Total Planning</b>	<b>\$2,422,080</b>	<b>\$2,422,220</b>	<b>\$2,494,894</b>	<b>\$2,569,744</b>	<b>\$2,646,839</b>	<b>\$2,726,244</b>
TV Production	106,500	110,500	109,695	112,986	116,375	119,867
Board of Elections	752,560	666,560	682,437	621,910	826,297	761,086
County Commissioners	842,000	910,462	937,760	965,878	994,840	1,024,670
Office of Public Information	128,250	128,250	132,098	136,060	140,142	144,347
Management Analysis	147,950	141,160	152,595	149,972	162,112	159,335
Zoning Administration	139,410	139,410	143,592	147,900	152,337	156,907
<b>Total General Government Other</b>	<b>\$2,116,670</b>	<b>\$2,096,342</b>	<b>\$2,158,177</b>	<b>\$2,134,707</b>	<b>\$2,392,103</b>	<b>\$2,366,211</b>
<b>Total General Government</b>	<b>\$59,394,410</b>	<b>\$62,213,587</b>	<b>\$65,496,739</b>	<b>\$68,479,129</b>	<b>\$72,283,029</b>	<b>\$76,339,412</b>

# Operating Plan

## Fiscal Years 2011-2016

Department/Agency	FY 11 Recomm	FY 12 Planned	FY 13 Planned	FY 14 Planned	FY 15 Planned	FY 16 Planned
<b>Public Safety and Corrections</b>						
Circuit Court	1,308,540	1,308,540	1,349,236	1,389,608	1,431,192	1,474,022
Circuit Court Masters	506,760	506,760	521,963	537,622	553,750	570,363
Orphans Court	31,960	31,960	32,019	32,079	32,142	32,206
Volunteer Community Service Program	133,770	133,770	137,783	141,917	146,174	150,559
<b>Total Courts</b>	<b>1,981,030</b>	<b>1,981,030</b>	<b>2,041,001</b>	<b>2,101,226</b>	<b>2,163,258</b>	<b>2,227,150</b>
Emergency Management	20,070	25,445	26,208	26,994	27,804	28,639
Office of Public Safety and 911	3,061,470	3,151,096	3,245,628	3,342,997	3,443,287	3,546,586
<b>Total Public Safety</b>	<b>\$3,081,540</b>	<b>\$3,176,541</b>	<b>\$3,271,837</b>	<b>\$3,369,992</b>	<b>\$3,471,091</b>	<b>\$3,575,224</b>
Detention Center	6,528,580	6,546,197	6,757,274	6,975,262	7,200,402	7,432,110
Sheriff's Services	5,432,320	5,383,480	5,544,992	5,711,339	5,882,686	6,059,131
<b>Total Sheriff's Services</b>	<b>\$11,960,900</b>	<b>\$11,929,677</b>	<b>\$12,302,266</b>	<b>\$12,686,601</b>	<b>\$13,083,087</b>	<b>\$13,491,241</b>
State's Attorney-Criminal Prosecution	2,093,920	2,093,545	2,156,351	2,221,042	2,287,673	2,356,303
Victim Witness Assistance	204,600	204,600	210,738	217,060	223,572	230,279
Carroll County Advocacy and Investigation Center	119,960	119,960	123,559	127,266	131,084	135,016
<b>Total State's Attorney</b>	<b>\$2,418,480</b>	<b>\$2,418,105</b>	<b>\$2,490,648</b>	<b>\$2,565,368</b>	<b>\$2,642,329</b>	<b>\$2,721,598</b>
Animal Control	757,570	799,570	824,297	849,706	827,817	852,652
EMS 24/7 Services	3,679,760	3,679,760	3,790,153	3,903,857	4,020,973	4,141,602
Resident Trooper Program	5,096,000	5,350,800	5,618,340	5,899,257	6,194,220	6,503,931
Law Enforcement	0	0	49,305	151,488	258,869	374,356
Volunteer Emergency Services Associator	6,327,280	6,327,280	6,517,098	6,712,611	6,913,990	7,121,409
<b>Total Public Safety and Corrections Other</b>	<b>\$15,860,610</b>	<b>\$16,157,410</b>	<b>\$16,799,193</b>	<b>\$17,516,920</b>	<b>\$18,215,869</b>	<b>\$18,993,950</b>
<b>Total Public Safety and Correction</b>	<b>\$35,302,560</b>	<b>\$35,662,762</b>	<b>\$36,904,945</b>	<b>\$38,240,106</b>	<b>\$39,575,634</b>	<b>\$41,009,165</b>
<b>Public Works</b>						
Public Works Administration	210,200	210,200	216,506	223,001	229,691	236,582
Engineering Administration	262,860	262,860	270,746	278,868	307,234	316,451
Engineering-Construction Inspection	263,190	263,190	271,086	279,218	288,715	297,376
Engineering-Design	326,320	326,320	336,110	346,193	356,579	367,276
Engineering Survey	202,670	206,070	218,750	240,013	221,463	228,107
Roads Operations	6,766,140	6,768,090	6,970,981	7,179,959	7,395,206	7,616,911
Storm Emergencies	2,000,000	1,748,559	1,786,080	1,839,663	1,894,853	1,951,698
Traffic Control	274,650	274,650	282,890	291,376	300,117	309,121
<b>Total Public Works</b>	<b>\$10,306,030</b>	<b>\$10,059,939</b>	<b>\$10,353,148</b>	<b>\$10,678,291</b>	<b>\$10,993,859</b>	<b>\$11,323,523</b>
<b>Citizen Services</b>						
Citizen Services Administration	206,570	206,570	212,767	250,650	258,170	265,915
Aging	721,680	721,680	743,180	765,326	788,136	811,630
<b>Total Citizen Services</b>	<b>\$928,250</b>	<b>\$928,250</b>	<b>\$955,948</b>	<b>\$1,015,976</b>	<b>\$1,046,305</b>	<b>\$1,077,544</b>
Access Carroll	20,000	20,000	20,600	21,218	21,855	22,510
ARC of Carroll County	246,340	246,340	253,730	261,342	269,182	277,258
Change	246,340	246,340	253,730	261,342	269,182	277,258
Long Term Treatment Facility	1,125,500	1,125,500	1,159,265	1,194,043	1,229,864	1,266,760
Family and Children's Services Domestic Violence	73,150	73,150	75,345	77,605	79,933	82,331
Family and Children's Services Sexual Abuse Treatment	202,100	202,100	208,163	214,408	220,840	227,465
Mosaic Community Services Inc	106,090	106,090	109,273	112,551	115,927	119,405
Health Department	3,426,910	3,426,910	3,529,717	3,635,609	3,744,677	3,857,017
Human Services Program	821,020	821,020	845,651	871,020	897,151	924,065
Junction	146,770	146,770	151,173	155,708	160,380	165,191
Rape Crisis Intervention Service	85,240	85,240	87,797	90,431	93,144	95,938
Target, Community and Educational Service	246,340	246,340	253,730	261,342	269,182	277,258
Youth Services Bureau	561,450	561,450	578,294	595,642	613,512	631,917
<b>Total Citizen Services Other</b>	<b>\$7,307,250</b>	<b>\$7,307,250</b>	<b>\$7,526,468</b>	<b>\$7,752,262</b>	<b>\$7,984,829</b>	<b>\$8,224,374</b>
<b>Total Citizen Services</b>	<b>\$8,235,500</b>	<b>\$8,235,500</b>	<b>\$8,482,415</b>	<b>\$8,768,237</b>	<b>\$9,031,135</b>	<b>\$9,301,919</b>
<b>Public Schools</b>						
Board of Education	164,900,000	164,900,000	169,847,000	174,942,410	180,190,682	185,596,403
Board of Education Debt Service	12,060,000	14,812,733	14,507,458	14,529,566	14,549,401	13,979,847
<b>Total Public Schools</b>	<b>\$176,960,000</b>	<b>\$179,712,733</b>	<b>\$184,354,458</b>	<b>\$189,471,976</b>	<b>\$194,740,083</b>	<b>\$199,576,250</b>

# Operating Plan

## Fiscal Years 2011-2016

Department/Agency	FY 11 Recomm	FY 12 Planned	FY 13 Planned	FY 14 Planned	FY 15 Planned	FY 16 Planned
<b>Education Other</b>						
Cable Regulatory Commission	110,250	110,250	113,558	116,964	120,473	124,087
Carroll County Community College	6,933,000	6,933,000	7,140,990	7,355,220	7,575,876	7,803,153
Carroll County Public Library	7,635,000	7,635,000	7,864,050	8,099,972	8,342,971	8,593,260
Community Media Center	430,000	430,000	442,900	456,187	469,873	483,969
<b>Total Education Other</b>	<b>\$15,108,250</b>	<b>\$15,108,250</b>	<b>\$15,561,498</b>	<b>\$16,028,342</b>	<b>\$16,509,193</b>	<b>\$17,004,468</b>
<b>Culture and Recreation Services</b>						
Recreation Services Administration	267,640	267,640	275,669	289,439	292,622	301,401
Hashawha	629,350	633,750	647,993	667,297	687,181	707,662
Piney Run Park	402,900	402,900	414,630	426,812	439,256	452,074
Recreation	338,210	338,210	348,356	358,807	369,571	380,658
Sports Complex	201,710	201,710	207,761	213,994	220,414	227,026
<b>Total Recreation and Parks</b>	<b>\$1,839,810</b>	<b>\$1,844,210</b>	<b>\$1,894,409</b>	<b>\$1,956,350</b>	<b>\$2,009,045</b>	<b>\$2,068,821</b>
Farm Museum	712,890	713,890	735,512	757,775	780,698	804,301
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>\$2,632,700</b>	<b>\$2,638,100</b>	<b>\$2,709,921</b>	<b>\$2,794,124</b>	<b>\$2,869,743</b>	<b>\$2,953,123</b>
<b>Conservation and Natural Resources</b>						
Cooperative Extension	452,600	452,600	466,178	480,163	494,568	509,405
Gypsy Moth	30,000	30,000	30,900	31,827	32,782	33,765
Soil Conservation	337,900	337,900	348,037	358,478	369,232	380,309
Weed Control	29,700	29,700	30,591	31,509	32,454	33,428
<b>Total Conservation and Natural Resources</b>	<b>\$850,200</b>	<b>\$850,200</b>	<b>\$875,706</b>	<b>\$901,977</b>	<b>\$929,036</b>	<b>\$956,908</b>
<b>Debt and Transfers</b>						
Debt Service	27,325,000	30,045,104	30,816,163	33,791,253	36,511,978	38,450,834
Intergovernmental Transfers	2,670,000	2,670,000	2,776,800	2,887,872	3,003,387	3,123,522
<b>Debt and Transfers</b>	<b>\$29,995,000</b>	<b>\$32,715,104</b>	<b>\$33,592,963</b>	<b>\$36,679,125</b>	<b>\$39,515,364</b>	<b>\$41,574,356</b>
<b>Reserves</b>						
Reserve for Contingencies	4,362,500	4,504,430	4,644,150	4,799,373	4,971,300	5,169,589
<b>Total Reserves</b>	<b>\$4,362,500</b>	<b>\$4,504,430</b>	<b>\$4,644,150</b>	<b>\$4,799,373</b>	<b>\$4,971,300</b>	<b>\$5,169,589</b>
<b>Interfund Transfers</b>						
Transfer to Grant Fund - Aging	111,850	119,680	128,057	137,021	146,613	156,875
Transfer to Capital Fund	0	892,100	1,150,400	1,275,400	1,098,900	882,300
Transfer to Grant Fund - CCC for ABE	300,000	300,000	300,000	300,000	300,000	300,000
Transfer to Grant Fund - Planning	644,400	634,400	653,432	673,035	693,226	724,023
Transfer to Grant Fund - Recreation	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Grant Fund - Sheriff and Courts	167,700	167,700	172,731	177,913	183,250	188,748
Transfer to Grant Fund - State's Attorney/CCAIC	314,590	314,590	324,028	333,749	343,761	354,074
Transfer to Grant Fund - Local Management Board	71,500	72,333	75,012	77,808	80,725	83,771
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	212,830	212,830	219,215	225,791	232,565	239,542
<b>Total Interfund Transfers</b>	<b>\$4,379,970</b>	<b>\$5,270,733</b>	<b>\$5,579,975</b>	<b>\$5,757,816</b>	<b>\$5,636,140</b>	<b>\$5,486,433</b>
<b>Projected Revenues</b>	<b>349,000,000</b>	<b>360,354,400</b>	<b>371,531,969</b>	<b>383,949,853</b>	<b>397,704,003</b>	<b>413,567,121</b>
<b>Projected Expenditures</b>	<b>347,527,120</b>	<b>356,971,336</b>	<b>368,555,918</b>	<b>382,598,499</b>	<b>397,054,515</b>	<b>410,695,144</b>
<b>Balance</b>	<b>\$1,472,880</b>	<b>\$3,383,064</b>	<b>\$2,976,051</b>	<b>\$1,351,354</b>	<b>\$649,488</b>	<b>\$2,871,976</b>
Balances as a Percent of Revenues	0.4%	0.9%	0.8%	0.4%	0.2%	0.7%

**OPERATING IMPACTS - GENERAL FUND  
COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2011 TO 2016**

	2011	2012	2013	2014	2015	2016
<b><u>PUBLIC SCHOOLS</u></b>						
Full-Day Kindergarten Additions						
Maintenance				\$14,600	\$15,038	\$15,489
Utilities				11,844	12,199	12,565
Insurance				550	567	584
Total Operating Impacts	\$0	\$0	\$0	\$26,994	\$27,804	\$28,638
 Mt. Airy Middle Addition						
Maintenance				\$100,000	\$103,000	\$106,090
Insurance				4,000	4,120	4,244
Total Operating Impacts	\$0	\$0	\$0	\$104,000	\$107,120	\$110,334
 Robert Moton Elementary Kindergarten Addition						
Maintenance		\$29,000	\$29,870	\$30,766	\$31,689	\$32,640
Utilities		23,000	23,690	24,401	25,133	25,887
Insurance		1,000	1,030	1,061	1,093	1,126
Equipment		5,200	5,356	5,517	5,682	5,852
Total Operating Impacts	\$0	\$58,200	\$59,946	\$61,745	\$63,597	\$65,505
 <b><u>PUBLIC SCHOOLS TOTAL</u></b>	<b>\$0</b>	<b>\$58,200</b>	<b>\$59,946</b>	<b>\$192,739</b>	<b>\$198,521</b>	<b>\$204,477</b>
 <b><u>CONSERVATION</u></b>						
Agricultural Land Preservation						
Debt Service	\$1,795,000	\$2,311,000	\$2,911,000	\$3,391,000	\$3,751,000	\$4,051,000
 <b><u>CONSERVATION TOTAL</u></b>	<b>\$1,795,000</b>	<b>\$2,311,000</b>	<b>\$2,911,000</b>	<b>\$3,391,000</b>	<b>\$3,751,000</b>	<b>\$4,051,000</b>

**OPERATING IMPACTS - GENERAL FUND  
COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2011 TO 2016**

	2011	2012	2013	2014	2015	2016
<b><u>PUBLIC WORKS</u></b>						
Traffic Signal						
Utilities	\$1,350	\$1,390	\$1,430	\$1,480	\$1,520	\$1,570
<b><u>PUBLIC WORKS TOTAL</u></b>	<b>\$1,350</b>	<b>\$1,390</b>	<b>\$1,430</b>	<b>\$1,480</b>	<b>\$1,520</b>	<b>\$1,570</b>
<b><u>CULTURE &amp; RECREATION</u></b>						
Kringgold Park						
Contractual Services	\$5,759	\$6,047	\$6,349	\$6,666	\$7,000	\$7,350
Maintenance	7,037	7,389	7,758	8,146	8,553	\$8,981
Utilities	696	731	767	806	846	\$889
Insurance	713	749	786	826	867	\$911
Equipment	80,204	2,526	2,652	2,785	2,924	\$3,070
Total Operating Impacts	\$94,409	\$17,442	\$18,312	\$19,229	\$20,190	\$21,201
Tot Lot Replacement						
Maintenance				\$870		\$930
Total Operating Impacts	\$0	\$0	\$0	\$870	\$0	\$930
<b><u>CULTURE &amp; RECREATION TOTAL</u></b>	<b>\$94,409</b>	<b>\$17,442</b>	<b>\$18,312</b>	<b>\$20,099</b>	<b>\$20,190</b>	<b>\$22,131</b>

**OPERATING IMPACTS - GENERAL FUND  
COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2011 TO 2016**

	2011	2012	2013	2014	2015	2016
<b><u>GENERAL GOVERNMENT</u></b>						
County Phone						
System Replacement						
Maintenance				\$29,000	\$29,870	\$30,770
Total Operating Impacts	\$0	\$0	\$0	\$29,000	\$29,870	\$30,770
Fleet-Tire Changing Station						
Maintenance	\$780	\$803	\$827	\$852	\$877	\$906
Utilities	2,100	2,163	2,228	2,295	2,364	2,434
Vendor Savings	(26,000)	(26,780)	(27,580)	(28,410)	(29,260)	(30,140)
Total Operating Impacts	(\$23,120)	(\$23,814)	(\$24,525)	(\$25,263)	(\$26,019)	(\$26,800)
Humane Society-Infrastructure						
Upgrade and Storage Area						
Maintenance		\$511	\$526	\$542	\$558	\$575
Utilities		757	780	803	827	852
Total Operating Impacts	\$0	\$1,268	\$1,306	\$1,345	\$1,385	\$1,427
Records Management						
Maintenance	\$21,636	\$29,286	\$30,165	\$31,070	\$32,002	\$32,962
Total Operating Impacts	\$21,636	\$29,286	\$30,165	\$31,070	\$32,002	\$32,962
Water Tanks and Dry Hydrants						
Maintenance	\$120	\$130	\$130	\$140	\$150	\$150
Total Operating Impacts	\$120	\$130	\$130	\$140	\$150	\$150
Winchester Building Elevator						
Maintenance		\$2,520	\$2,600	\$2,670	\$2,750	\$2,840
Total Operating Impacts	\$0	\$2,520	\$2,600	\$2,670	\$2,750	\$2,840
<b><u>GENERAL GOVERNMENT</u></b>						
<b><u>TOTAL</u></b>	<b>(\$1,364)</b>	<b>\$9,390</b>	<b>\$9,676</b>	<b>\$38,962</b>	<b>\$40,138</b>	<b>\$41,349</b>
<b>TOTAL GENERAL FUND</b>						
	<b>\$1,889,395</b>	<b>\$2,397,422</b>	<b>\$3,000,364</b>	<b>\$3,644,280</b>	<b>\$4,011,369</b>	<b>\$4,320,527</b>