

SIX-YEAR OPERATING REVENUE

	FY 18 Recomm	FY 19 Planned	FY 20 Planned	FY 21 Planned	FY 22 Planned	FY 23 Planned
Real Property - All Funds	\$191,842,970	\$196,607,167	\$202,519,023	\$208,396,825	\$214,426,271	\$220,675,776
% Change	2.44%	2.48%	3.01%	2.90%	2.89%	2.91%
Property Tax directly in Capital Fund	(2,986,500)	(2,940,700)	(3,091,700)	(3,168,900)	(3,249,600)	(3,334,200)
Property Tax directly in Stormwater Fund	(2,218,160)	(2,585,867)	(2,907,516)	(3,218,642)	(3,465,282)	(3,771,798)
Railroad and Public Utility	7,045,000	7,009,947	6,974,897	6,940,023	6,905,322	6,870,796
% Change	2.84%	-0.50%	-0.50%	-0.50%	-0.50%	-0.50%
Total Business Tax	8,080,000	8,160,800	8,242,408	8,324,832	8,408,080	8,492,161
% Change	-1.23%	1.00%	1.00%	1.00%	1.00%	1.00%
Total Property Tax	\$201,763,310	\$206,251,347	\$211,737,112	\$217,274,138	\$223,024,792	\$228,932,735
% Change	1.11%	2.22%	2.66%	2.62%	2.65%	2.65%
Income Tax	\$145,624,240	\$152,078,128	\$157,943,097	\$165,840,252	\$174,132,265	\$182,838,878
% Change	4.25%	4.43%	3.86%	5.00%	5.00%	5.00%
Recordation	14,500,000	15,000,000	15,600,000	16,100,000	16,700,000	17,250,000
% Change	7.41%	3.45%	4.00%	3.21%	3.73%	3.29%
Cable Franchise Fee	1,700,000	1,785,000	1,874,250	1,968,000	2,066,400	2,169,720
% Change	8.90%	5.00%	5.00%	5.00%	5.00%	5.00%
Building Permits	525,000	540,750	555,621	569,511	582,325	593,972
% Change	-4.37%	3.00%	2.75%	2.50%	2.25%	2.00%
911 Service Fee	1,090,000	1,090,000	1,090,000	1,090,000	1,090,000	1,090,000
% Change	5.83%	0.00%	0.00%	0.00%	0.00%	0.00%
Investment Interest	2,355,400	3,257,948	4,159,433	5,106,307	6,024,797	7,009,275
% Change	29.77%	38.32%	27.67%	22.76%	17.99%	16.34%
Total Major Revenues	\$367,557,950	\$380,003,173	\$392,959,512	\$407,948,207	\$423,620,579	\$439,884,581
% Change	2.76%	3.39%	3.41%	3.81%	3.84%	3.84%
Tier 2 Revenues *	\$6,010,410	\$6,440,722	\$6,633,944	\$6,832,962	\$7,037,951	\$7,249,090
% Change	2.95%	7.16%	3.00%	3.00%	3.00%	3.00%
Tier 3 Revenues **	3,631,790	3,740,744	3,852,966	3,968,555	4,087,612	4,210,240
% Change	-3.69%	3.00%	3.00%	3.00%	3.00%	3.00%
Annual Revenues	\$377,200,150	\$390,184,639	\$403,446,422	\$418,749,724	\$434,746,142	\$451,343,910
% Change	2.69%	3.44%	3.40%	3.79%	3.82%	3.82%
Prior Year Unappropriated Reserve	\$7,531,800	\$5,489,388	\$4,206,201	\$2,926,385	\$2,622,402	\$2,303,123
% Change	-16.34%	-27.12%	-23.38%	-30.43%	-10.39%	-12.18%
Current Year Surplus	0	1,201,212	0	0	246,000	680,930
% Change	-100.00%	100.00%	-100.00%	0.00%	100.00%	176.80%
Transfer from Special Revenue Fund	327,150	336,965	347,073	357,486	368,210	379,257
% Change	3.58%	3.00%	3.00%	3.00%	3.00%	3.00%
Transfer from Capital Fund - Income Tax For Debt Service	10,940,900	10,744,167	10,795,728	12,529,961	14,411,163	14,601,483
% Change	-5.59%	-1.80%	0.48%	16.06%	15.01%	1.32%
Total Revenues	\$396,000,000	\$407,956,370	\$418,795,425	\$434,563,555	\$452,393,917	\$469,308,703
% Change	1.95%	3.02%	2.66%	3.77%	4.10%	3.74%

* There are approximately 15 Tier 2 revenues. They generally fall between \$200,000 and \$800,000 on an annual basis.

** There are approximately 80 Tier 3 revenues. They generally are below \$200,000 on an annual basis.

Operating Plan

Fiscal Years 2018 - 2023

Department/Agency	FY 18 Budget	FY 19 Planned	FY 20 Planned	FY 21 Planned	FY 22 Planned	FY 23 Planned
Public Schools						
Carroll County Public Schools	186,864,400	188,391,000	192,191,500	200,905,000	208,600,000	214,858,000
Carroll County Public Schools Debt Service	11,302,050	11,038,080	10,968,460	12,625,170	14,412,910	14,601,480
Total Public Schools	198,166,450	199,429,080	203,159,960	213,530,170	223,012,910	229,459,480
Education Other						
Cable Regulatory Commission	142,180	149,290	156,750	164,590	172,820	181,460
Carroll Community College	8,779,070	9,042,440	9,313,720	9,593,130	9,880,920	10,177,350
Carroll County Public Library	10,262,890	10,595,520	10,942,430	11,304,270	11,682,190	12,076,860
Community Media Center	717,920	738,000	749,700	787,190	826,550	867,880
Total Education Other	19,902,060	20,525,250	21,162,600	21,849,180	22,562,480	23,303,550
Public Safety and Correction						
Circuit Court	2,244,340	2,314,720	2,399,210	2,475,410	2,554,590	2,636,860
Circuit Court Magistrates	492,300	508,030	524,410	541,450	559,200	577,690
Orphan's Court	60,510	60,820	61,150	61,480	61,820	62,180
Volunteer Community Service Program	206,710	213,390	220,360	227,630	235,210	243,130
Total Courts	3,003,860	3,096,960	3,205,130	3,305,970	3,410,820	3,519,860
Public Safety 911	5,411,560	5,833,110	5,783,510	5,971,560	6,418,440	6,377,440
Total Public Safety 911	5,411,560	5,833,110	5,783,510	5,971,560	6,418,440	6,377,440
Advocacy and Investigation Center	153,660	159,460	165,540	176,900	178,700	185,680
Detention Center	9,746,420	10,123,040	10,536,520	10,969,130	11,422,030	11,896,140
Sheriff's Office	12,075,520	12,564,790	13,081,580	13,617,030	14,171,210	14,752,520
Total Sheriff Services	21,975,600	22,847,290	23,783,640	24,763,060	25,771,940	26,834,340
State's Attorney's Office	3,673,170	3,775,240	3,900,920	4,033,640	4,164,350	4,300,710
Total State's Attorney	3,673,170	3,775,240	3,900,920	4,033,640	4,164,350	4,300,710
Animal Control	992,680	986,120	1,057,770	1,050,710	1,127,000	1,163,700
EMS 24/7 Services	4,351,430	4,481,970	4,616,430	4,754,930	4,897,570	5,044,500
Length of Service Award Program	100,000	150,000	200,000	250,000	300,000	350,000
Volunteer Emergency Services Association	8,161,160	8,406,000	8,658,180	8,917,920	9,185,460	9,461,030
Total Public Safety and Correction Other	13,605,270	14,024,090	14,532,380	14,973,560	15,510,030	16,019,230
Total Public Safety and Correction	47,669,460	49,576,690	51,205,580	53,047,790	55,275,580	57,051,580
Public Works						
Public Works Administration	1,064,680	1,100,520	1,130,970	1,167,240	1,200,280	1,235,450
Building Construction	276,650	285,430	294,560	304,050	313,930	324,200
Engineering Administration	423,890	437,370	451,380	465,960	481,140	496,940
Engineering - Construction Inspection	392,650	405,230	418,340	431,970	446,200	461,020
Engineering - Design	385,350	397,790	410,600	424,080	437,980	452,650
Engineering - Survey	303,600	338,180	323,600	349,320	345,690	357,500
Facilities	11,021,070	11,397,210	11,743,000	12,108,960	12,486,040	12,874,180
Fleet Management	7,563,400	7,986,890	8,233,810	8,483,770	8,746,010	9,015,280
Permits and Inspections	1,596,800	1,652,990	1,699,690	1,755,920	1,822,440	1,876,210
Roads Operations	8,305,110	8,570,020	8,845,970	9,133,160	9,432,340	9,744,010
Storm Emergencies	2,240,220	2,280,200	2,270,550	2,338,760	2,409,010	2,481,310
Traffic Control	382,470	388,260	399,910	411,900	424,260	436,990
Total Public Works	33,955,890	35,240,090	36,222,380	37,375,090	38,545,320	39,755,740
Citizen Services						
Citizen Services Administration	446,280	458,100	472,340	487,150	502,580	518,680
Aging and Disabilities	1,269,300	1,307,560	1,349,520	1,393,280	1,438,970	1,486,660
Recovery Support Services	845,630	877,000	903,310	930,410	958,320	987,070
Total Citizen Services	2,561,210	2,642,660	2,725,170	2,810,840	2,899,870	2,992,410

Operating Plan

Fiscal Years 2018 - 2023

Department/Agency	FY 18 Budget	FY 19 Planned	FY 20 Planned	FY 21 Planned	FY 22 Planned	FY 23 Planned
Access Carroll	20,000	20,000	20,000	20,000	20,000	20,000
The Arc Carroll County	252,740	255,270	257,820	260,400	263,000	265,630
CHANGE, Inc.	252,740	255,270	257,820	260,400	263,000	265,630
Family and Children's Services	369,560	380,650	392,070	403,830	415,940	428,420
Flying Colors of Success	42,300	44,420	46,640	48,970	51,420	53,990
Human Services Program	1,170,040	1,193,440	1,217,310	1,241,660	1,266,490	1,291,820
Mosaic Community Services	106,540	107,610	108,690	109,770	110,870	111,980
Rape Crisis Intervention Services	142,970	150,120	157,620	165,500	173,780	182,470
Target Community and Educational Services	252,740	255,270	257,820	260,400	263,000	265,630
Youth Services Bureau	883,210	975,870	1,070,390	1,166,800	1,265,130	1,290,440
Citizen Services Non - Profits	3,492,840	3,637,920	3,786,180	3,937,730	4,092,630	4,176,010
Health Department	3,394,980	3,496,830	3,601,740	3,709,790	3,821,080	3,935,720
Social Services	20,000	20,000	20,000	20,000	20,000	20,000
Citizen Services State	3,414,980	3,516,830	3,621,740	3,729,790	3,841,080	3,955,720
Total Citizen Services	9,469,030	9,797,410	10,133,090	10,478,360	10,833,580	11,124,140
Culture and Recreation						
Recreation and Parks Administration	378,470	383,290	405,190	413,150	426,490	441,490
Hashawha	868,650	895,420	924,000	953,680	984,540	1,016,660
Piney Run Park	626,780	656,600	677,620	699,480	722,230	745,910
Recreation	537,420	556,250	573,980	592,390	611,560	631,490
Sports Complex	228,440	232,440	239,800	250,420	254,970	266,210
Total Recreation and Parks	2,639,760	2,724,000	2,820,590	2,909,120	2,999,790	3,101,760
Historical Society of Carroll County	60,000	60,000	60,000	60,000	60,000	60,000
Union Mills Homestead	25,000	20,000	20,000	20,000	20,000	20,000
Total Recreation Other	85,000	80,000	80,000	80,000	80,000	80,000
Total Culture and Recreation	2,724,760	2,804,000	2,900,590	2,989,120	3,079,790	3,181,760
General Government						
Comprehensive Planning	945,360	971,620	1,002,650	1,034,910	1,068,480	1,103,400
Total Comprehensive Planning	945,360	971,620	1,002,650	1,034,910	1,068,480	1,103,400
Comptroller Administration	438,980	453,400	464,970	481,990	497,460	511,960
Accounting	998,910	1,034,800	1,075,900	1,122,990	1,169,700	1,216,030
Bond Issuance Expense	196,760	213,300	236,450	272,110	240,250	253,600
Collections Office	1,583,430	1,909,510	1,981,490	2,056,420	2,134,430	2,215,680
Independent Post Audit	49,180	50,660	52,180	53,740	55,890	58,130
Purchasing	450,190	466,400	479,080	496,450	510,230	528,880
Total Comptroller	3,717,450	4,128,070	4,290,070	4,483,700	4,607,960	4,784,280
County Attorney	746,600	769,960	794,190	819,330	845,410	872,500
Total County Attorney	746,600	769,960	794,190	819,330	845,410	872,500
Economic Development Administration	966,250	996,200	1,027,220	1,059,340	1,092,630	1,127,130
Business Employment and Resource Center	247,170	254,690	262,550	270,760	279,370	288,380
Economic Development Infrastructure and Investments	404,070	2,050,000	2,050,000	2,050,000	2,050,000	2,050,000
Farm Museum	959,670	992,790	1,023,680	1,055,650	1,088,790	1,123,180
Tourism	307,150	316,520	326,210	336,210	346,550	357,240
Total Economic Development	2,884,310	4,610,200	4,689,660	4,771,960	4,857,340	4,945,930
Human Resources Administration	919,180	943,730	974,110	1,005,730	1,038,670	1,072,990
Health and Fringe Benefits	14,313,640	17,411,620	18,718,120	20,213,730	21,829,190	23,574,140
Personnel Services	137,680	142,290	147,130	152,200	157,520	163,100
Total Human Resources	15,370,500	18,497,640	19,839,360	21,371,660	23,025,380	24,810,230
Land and Resource Management Administration	783,610	808,680	834,760	861,930	890,230	919,720
Development Review	533,980	551,120	568,980	587,570	606,960	627,180
Resource Management	802,230	828,790	854,640	881,630	909,840	939,340
Zoning Administration	237,170	244,460	252,360	260,580	269,150	278,090
Total Land and Resource Management	2,356,990	2,433,050	2,510,740	2,591,710	2,676,180	2,764,330

Operating Plan

Fiscal Years 2018 - 2023

Department/Agency	FY 18 Budget	FY 19 Planned	FY 20 Planned	FY 21 Planned	FY 22 Planned	FY 23 Planned
Management and Budget Administration	248,190	255,960	264,020	272,370	281,040	290,040
Budget	608,780	628,120	648,290	669,260	691,100	713,840
Grants Office	152,430	164,020	162,630	174,640	173,680	186,160
Risk Management	2,382,710	2,496,130	2,615,130	2,740,000	2,871,020	3,008,510
Total Management and Budget	3,392,110	3,544,230	3,690,070	3,856,270	4,016,840	4,198,550
Technology Services	4,564,150	4,738,020	5,104,120	5,364,430	5,433,860	5,605,490
Production and Distribution Services	462,290	477,870	492,780	508,210	524,210	540,800
Total Technology Services	5,026,440	5,215,890	5,596,900	5,872,640	5,958,070	6,146,290
Administrative Hearings	93,270	91,770	94,710	97,770	100,960	104,270
Audio Video Production	165,040	170,310	175,800	181,510	175,450	181,290
Board of Elections	1,135,220	1,218,410	1,245,580	1,303,000	1,350,160	1,415,170
Board of License Commissioners	92,230	90,700	93,610	96,630	99,790	103,420
County Commissioners	1,055,020	1,090,370	1,125,330	1,161,690	1,199,550	1,238,960
Total General Government Other	2,540,780	2,661,560	2,735,030	2,840,600	2,925,910	3,043,110
Total General Government	36,980,540	42,832,220	45,148,670	47,642,780	49,981,570	52,668,620
Conservation and Natural Resources						
Extension Office Carroll County	485,970	500,550	515,570	531,030	546,960	563,370
Gypsy Moth	30,000	30,000	30,000	30,000	30,000	30,000
Soil Conservation District	451,750	466,260	481,390	497,140	513,560	530,690
Weed Control	63,790	65,700	67,670	69,710	71,800	73,950
Total Conservation and Natural Resources	1,031,510	1,062,510	1,094,630	1,127,880	1,162,320	1,198,010
Debt and Transfers						
Debt Service	26,494,530	25,728,810	26,072,000	24,384,900	22,464,800	22,609,200
Debt Service - Ag Pres.	1,847,110	3,102,500	1,882,000	1,936,300	2,237,500	2,696,800
Intergovernmental Transfers	3,180,180	3,243,780	3,308,660	3,374,830	3,442,330	3,511,180
Debt and Transfers	31,521,820	32,075,090	31,262,660	29,696,030	28,144,630	28,817,180
Reserves						
Reserve for Contingencies	4,042,000	4,161,560	4,269,950	4,427,640	4,605,940	4,775,090
Reserve for Positions	48,540	274,010	512,950	765,990	1,033,750	1,316,890
Reserve for Reclassifications	200,000	506,000	521,180	536,820	552,920	569,510
Total Reserves	4,290,540	4,941,570	5,304,080	5,730,450	6,192,610	6,661,490
Interfund Transfers						
Transfer to Capital Fund	2,729,930	2,952,020	4,161,900	3,657,550	3,613,920	3,523,000
Transfer to Grant Fund - Aging	96,750	99,650	102,640	105,720	108,890	112,160
Transfer to Grant Fund - CCC - Adult Basic Ed.	284,040	284,040	284,040	284,040	284,040	284,040
Transfer to Grant Fund - Circuit Court	86,900	90,380	93,990	97,750	101,660	105,730
Transfer to Grant Fund - Health Department	4,000	4,000	4,000	4,000	4,000	4,000
Transfer to Grant Fund - Housing	30,380	31,900	33,490	35,170	36,930	38,770
Transfer to Grant Fund - Local Management Board	43,850	45,170	46,520	47,920	49,350	50,830
Transfer to Grant Fund - Public Safety	109,080	109,080	109,080	109,080	109,080	109,080
Transfer to Grant Fund - Recreation	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Grant Fund - Sheriff Services	68,800	71,550	74,410	77,390	80,490	83,710
Transfer to Grant Fund - State's Attorney	55,800	58,030	60,350	62,770	65,280	67,890
Transfer to Grant Fund - Transit	1,339,450	1,375,660	1,442,170	1,511,940	1,585,130	1,661,900
Transfer to Risk Internal Service Fund - Workers Comp	0	0	0	0	0	0
Transfer to Solid Waste Enterprise Fund	2,415,000	2,415,000	2,415,000	2,415,000	2,415,000	2,415,000
Transfer to Utilities Enterprise Fund	212,110	207,720	327,620	269,460	473,090	908,910
Total Interfund Transfers	7,484,190	7,752,300	9,163,310	8,685,890	8,934,960	9,373,120
Projected Revenue	396,000,000	407,956,370	418,795,425	434,563,555	452,393,917	469,308,703
Projected Expenditures	393,196,250	406,036,210	416,757,550	432,152,740	447,725,750	462,594,670
Balance	2,803,750	1,920,160	2,037,875	2,410,815	4,668,167	6,714,033
Balance as a Percent of Revenue	0.71%	0.47%	0.49%	0.55%	1.03%	1.43%