

SIX-YEAR OPERATING REVENUE

	FY 17 Planned	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned	FY 22 Planned
Real Property - All Funds	\$185,322,617	\$188,441,592	\$192,730,832	\$198,574,921	\$204,614,621	\$210,829,716
% Change	1.39%	1.68%	2.28%	3.03%	3.04%	3.04%
Property Tax directly in Capital Fund	(806,500)	(2,800,400)	(2,846,700)	(2,998,000)	(3,085,000)	(3,147,800)
% Change	10.90%	247.23%	1.65%	5.31%	2.90%	2.04%
Railroad and Public Utility	6,850,300	6,850,800	6,813,100	6,775,800	6,738,600	6,701,800
% Change	4.14%	0.01%	-0.55%	-0.55%	-0.55%	-0.55%
Total Business Tax	8,181,000	8,262,810	8,345,450	8,428,900	8,513,190	8,598,320
% Change	28.65%	1.00%	1.00%	1.00%	1.00%	1.00%
Total Property Tax	\$199,547,417	\$200,754,802	\$205,042,682	\$210,781,620	\$216,781,411	\$222,982,037
% Change	2.34%	0.61%	2.14%	2.80%	2.85%	2.86%
Income Tax	\$139,692,655	\$145,618,112	\$151,405,451	\$156,430,480	\$163,469,852	\$170,825,995
% Change	6.76%	4.24%	3.97%	3.32%	4.50%	4.50%
Recordation	13,500,000	14,175,000	14,812,875	15,442,422	16,060,119	16,662,374
% Change	7.14%	5.00%	4.50%	4.25%	4.00%	3.75%
Cable Franchise Fee	1,561,090	1,623,530	1,688,500	1,756,000	1,826,250	1,899,300
% Change	4.01%	4.00%	4.00%	4.00%	4.00%	4.00%
Building Permits	549,000	581,940	611,037	635,478	654,543	667,634
% Change	0.00%	6.00%	5.00%	4.00%	3.00%	2.00%
911 Service Fee	1,030,000	1,030,000	1,030,000	1,030,000	1,030,000	1,030,000
% Change	3.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Investment Interest	1,815,000	2,650,000	3,535,000	4,470,000	5,000,000	6,000,000
% Change	9.95%	46.01%	33.40%	26.45%	11.86%	20.00%
Total Major Revenues	\$357,695,163	\$366,433,384	\$378,125,544	\$390,546,001	\$404,822,175	\$420,067,339
% Change	4.24%	2.44%	3.19%	3.28%	3.66%	3.77%
Tier 2 Revenues *	\$5,838,019	\$6,263,154	\$6,451,053	\$6,644,584	\$6,843,921	\$7,049,239
% Change	-6.62%	7.28%	3.00%	3.00%	3.00%	3.00%
Tier 3 Revenues **	3,770,796	3,883,928	4,000,451	4,120,463	4,244,075	4,371,395
% Change	-0.65%	3.00%	3.00%	3.00%	3.00%	3.00%
Annual Revenues	\$367,303,978	\$376,580,466	\$388,577,048	\$401,311,049	\$415,910,171	\$431,487,974
% Change	4.00%	2.53%	3.19%	3.28%	3.64%	3.75%
Prior Year Unappropriated Reserve	\$9,002,668	\$7,531,788	\$5,673,045	\$4,765,806	\$3,885,768	\$4,013,113
% Change	-12.13%	-16.34%	-24.68%	-15.99%	-18.47%	3.28%
Current Year Surplus	196,114		1,201,212			246,000
% Change	-90.57%	-100.00	100.00%	-100.00%	0.00%	100.00%
Transfer from Special Revenue Fund	315,830	325,305	335,064	345,116	355,469	366,134
% Change	-86.85%	3.00%	3.00%	3.00%	3.00%	3.00%
Transfer from Capital Fund - Income Tax for Debt Service	11,588,410	11,064,790	10,711,500	10,539,800	11,907,200	13,497,930
% Change	-3.90%	-4.52%	-3.19%	-1.60%	12.97%	13.36%
Total Revenues	\$388,407,000	\$395,502,350	\$406,497,870	\$416,961,771	\$432,058,610	\$449,611,152
% Change	2.22%	1.83%	2.78%	2.57%	3.62%	4.06%

* 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 2017 - 2022

Department/Agency	FY 17 Budget	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned	FY 22 Planned
Public Schools						
Carroll County Public Schools	181,852,000	186,864,400	188,391,000	192,191,500	200,905,000	208,600,000
Carroll County Public Schools Debt Service	12,037,000	11,425,920	11,005,420	10,712,530	12,002,400	13,499,670
Total Public Schools	193,889,000	198,290,320	199,396,420	202,904,030	212,907,400	222,099,670
Education Other						
Cable Regulatory Commission	135,410	142,180	149,290	156,750	164,590	172,820
Carroll Community College	8,523,370	8,779,070	9,042,440	9,313,720	9,593,130	9,880,920
Carroll County Public Library	9,815,120	10,065,900	10,389,620	10,726,600	11,077,720	11,443,810
Community Media Center	640,700	658,640	666,270	692,920	720,640	749,470
Total Education Other	19,114,600	19,645,790	20,247,620	20,889,990	21,556,080	22,247,020
Public Safety and Correction						
Circuit Court	2,109,970	2,169,400	2,236,810	2,317,110	2,389,740	2,465,040
Circuit Court Magistrates	514,130	501,530	517,330	533,760	550,870	568,720
Orphan's Court	60,510	60,820	61,150	61,480	61,820	62,180
Volunteer Community Service Program	195,880	201,150	207,570	214,250	221,190	228,430
Total Courts	2,880,490	2,932,900	3,022,860	3,126,600	3,223,620	3,324,370
Public Safety 911	5,255,220	5,383,040	5,787,110	5,726,550	5,903,600	6,338,290
Total Public Safety 911	5,255,220	5,383,040	5,787,110	5,726,550	5,903,600	6,338,290
Advocacy and Investigation Center	144,800	149,670	155,450	161,480	172,780	174,500
Detention Center	9,176,590	9,482,970	9,861,650	10,258,080	10,672,170	11,103,820
Sheriff's Office	11,395,920	11,711,740	12,173,270	12,654,960	13,157,800	13,681,620
Total Sheriff Services	20,717,310	21,344,380	22,190,370	23,074,520	24,002,750	24,959,940
State's Attorney's Office	3,428,410	3,519,710	3,629,080	3,742,410	3,859,930	3,981,530
Total State's Attorney	3,428,410	3,519,710	3,629,080	3,742,410	3,859,930	3,981,530
Animal Control	914,900	979,850	969,450	1,000,180	1,032,100	1,065,260
EMS 24/7 Services	4,224,690	4,351,430	4,481,970	4,616,430	4,754,930	4,897,570
Length of Service Award Program	100,000	100,000	150,000	200,000	250,000	300,000
Volunteer Emergency Services Association	8,336,460	8,161,160	8,406,000	8,658,180	8,917,920	9,185,460
Total Public Safety and Correction Other	13,576,050	13,592,440	14,007,420	14,474,790	14,954,950	15,448,290
Total Public Safety and Correction	45,857,480	46,772,470	48,636,840	50,144,870	51,944,850	54,052,420
Public Works						
Public Works Administration	921,010	899,040	919,500	941,220	963,690	986,920
Building Construction	250,050	260,030	268,090	276,440	285,080	294,020
Engineering Administration	396,470	406,250	419,080	432,050	445,820	459,780
Engineering - Construction Inspection	364,320	374,340	386,080	398,260	410,900	424,030
Engineering - Design	382,520	392,940	405,290	418,270	431,610	445,640
Engineering - Survey	285,190	292,690	332,030	311,920	322,070	347,810
Facilities	10,220,200	10,093,110	10,425,470	10,737,840	11,068,820	11,410,850
Fleet Management	7,243,040	7,606,410	8,030,930	8,277,950	8,527,810	8,789,730
Permits and Inspections	1,523,970	1,574,810	1,617,630	1,669,610	1,731,480	1,780,210
Roads Operations	7,946,060	8,121,260	8,377,260	8,642,640	8,918,250	9,204,160
Storm Emergencies	2,072,600	2,241,400	2,309,510	2,330,640	2,400,760	2,472,720
Traffic Control	389,820	376,950	388,260	399,910	411,910	424,260
Total Public Works	31,995,250	32,639,230	33,879,130	34,836,750	35,918,200	37,040,130
Citizen Services						
Citizen Services Administration	380,440	391,040	402,430	414,210	426,360	438,930
Aging and Disabilities	1,146,670	1,163,160	1,199,050	1,236,300	1,274,970	1,315,140
Recovery Support Services	845,630	871,000	897,130	924,040	951,760	980,320
Total Citizen Services	2,372,740	2,425,200	2,498,610	2,574,550	2,653,090	2,734,390

Operating Plan

Fiscal Years 2017 - 2022

Department/Agency	FY 17 Budget	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned	FY 22 Planned
Access Carroll	20,000	20,000	20,000	20,000	20,000	20,000
The Arc Carroll County	250,240	252,740	255,270	257,820	260,400	263,000
CHANGE, Inc.	250,240	252,740	255,270	257,820	260,400	263,000
Family and Children's Services Domestic Violence	188,280	193,930	199,750	205,740	211,910	218,270
Family and Children's Services Sexual Abuse	181,280	186,720	192,320	198,090	204,030	210,150
Flying Colors of Success	88,290	42,300	44,420	46,640	48,970	51,420
Human Services Program	1,147,100	1,170,040	1,193,440	1,217,310	1,241,660	1,266,490
Mosaic Community Services	105,490	106,540	107,610	108,690	109,770	110,870
Rape Crisis Intervention Services	136,160	142,970	150,120	157,620	165,500	173,780
Target Community and Educational Services	250,240	252,740	255,270	257,820	260,400	263,000
Youth Services Bureau	792,360	880,710	969,320	1,058,210	1,147,370	1,236,820
Citizen Services Non - Profits	3,409,680	3,501,430	3,642,790	3,785,760	3,930,410	4,076,800
Health Department	3,296,100	3,394,980	3,496,830	3,601,740	3,709,790	3,821,080
Social Services	20,000	20,000	20,000	20,000	20,000	20,000
Citizen Services State	3,316,100	3,414,980	3,516,830	3,621,740	3,729,790	3,841,080
Total Citizen Services	9,098,520	9,341,610	9,658,230	9,982,050	10,313,290	10,652,270
Culture and Recreation						
Recreation and Parks Administration	348,590	358,140	369,400	386,070	398,350	411,100
Hashawha	777,000	793,270	818,580	844,340	871,050	898,780
Piney Run Park	560,170	582,170	610,280	629,330	649,090	669,560
Recreation	509,110	524,430	542,710	559,800	577,550	595,980
Sports Complex	214,070	217,380	224,990	232,040	239,350	246,920
Total Recreation and Parks	2,408,940	2,475,390	2,565,960	2,651,580	2,735,390	2,822,340
Historical Society of Carroll County	65,000	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	90,000	80,000	80,000	80,000	80,000	80,000
Total Culture and Recreation	2,498,940	2,555,390	2,645,960	2,731,580	2,815,390	2,902,340
General Government						
Comprehensive Planning	880,510	908,520	929,040	957,820	987,590	1,018,410
Total Comprehensive Planning	880,510	908,520	929,040	957,820	987,590	1,018,410
Comptroller Administration	392,900	404,000	416,530	429,480	442,880	456,770
Accounting	921,540	950,680	990,600	1,031,960	1,074,830	1,119,260
Bond Issuance Expense	189,550	202,740	208,820	215,080	259,040	229,310
Collections Office	1,283,280	1,391,990	1,461,210	1,532,710	1,608,130	1,687,740
Independent Post Audit	47,750	49,180	50,660	52,180	53,740	55,890
Purchasing	428,680	440,630	444,360	458,290	472,730	487,710
Total Comptroller	3,263,700	3,439,220	3,572,180	3,719,700	3,911,350	4,036,680
County Attorney	877,850	902,820	930,670	959,490	989,320	1,020,190
Total County Attorney	877,850	902,820	930,670	959,490	989,320	1,020,190
Economic Development Administration	914,760	941,020	969,850	999,640	1,030,460	1,062,330
Business Employment and Resource Center	219,290	222,190	228,890	235,860	243,100	250,650
Economic Development Infrastructure and Investments	1,504,440	404,070	2,050,000	2,050,000	2,050,000	2,050,000
Farm Museum	939,590	968,550	998,770	1,029,890	1,062,140	1,095,570
Tourism	295,900	305,420	314,620	324,250	334,150	344,370
Total Economic Development	3,873,980	2,841,250	4,562,130	4,639,640	4,719,850	4,802,920
Human Resources Administration	821,700	836,890	863,150	890,400	918,670	948,030
Health and Fringe Benefits	18,368,660	19,882,050	21,206,360	22,715,210	24,434,810	26,293,580
Personnel Services	112,570	115,490	119,220	123,100	127,140	131,340
Total Human Resources	19,302,930	20,834,430	22,188,730	23,728,710	25,480,620	27,372,950
Land and Resource Management Administration	711,260	730,840	753,760	777,530	802,190	827,790
Development Review	515,080	528,710	545,600	563,160	581,450	600,500
Resource Management	710,120	723,160	744,630	766,890	789,970	813,930
Zoning Administration	233,930	240,040	247,750	255,780	264,150	272,870
Total Land and Resource Management	2,170,390	2,222,750	2,291,740	2,363,360	2,437,760	2,515,090

Operating Plan

Fiscal Years 2017 - 2022

Department/Agency	FY 17 Budget	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned	FY 22 Planned
Management and Budget Administration	254,840	262,030	270,150	278,560	287,260	296,270
Budget	614,190	630,980	650,990	644,370	664,920	686,260
Grants Office	142,990	140,350	151,580	149,380	160,940	159,070
Risk Management	2,241,920	2,347,180	2,458,980	2,576,260	2,699,300	2,828,410
Total Management and Budget	3,253,940	3,380,540	3,531,700	3,648,570	3,812,420	3,970,010
Technology Services	4,353,110	4,599,000	4,952,870	5,102,650	5,275,590	5,436,440
Production and Distribution Services	465,020	478,510	493,130	508,230	523,820	539,930
Total Technology Services	4,818,130	5,077,510	5,446,000	5,610,880	5,799,410	5,976,370
Administrative Hearings	85,040	87,360	90,110	92,960	95,930	99,000
Audio Video Production	160,410	160,910	166,000	171,280	176,770	167,950
Board of Elections	1,033,330	1,116,010	1,156,360	1,174,720	1,232,980	1,275,140
Board of License Commissioners	87,350	89,740	92,560	95,480	98,530	101,680
County Commissioners	972,220	1,000,060	1,032,980	1,065,310	1,098,810	1,133,560
Total General Government Other	2,338,350	2,454,080	2,538,010	2,599,750	2,703,020	2,777,330
Total General Government	40,779,780	42,061,120	45,990,200	48,227,920	50,841,340	53,489,950
Conservation and Natural Resources						
Extension Office Carroll County	474,430	497,480	512,410	527,780	543,610	559,920
Gypsy Moth	30,000	30,000	30,000	30,000	30,000	30,000
Soil Conservation District	418,820	430,240	443,800	457,860	472,470	487,640
Weed Control	41,000	42,230	43,500	44,800	46,150	47,530
Total Conservation and Natural Resources	964,250	999,950	1,029,710	1,060,440	1,092,230	1,125,090
Debt and Transfers						
Debt Service	27,395,710	27,082,620	26,618,700	26,795,900	24,616,900	22,501,300
Debt Service - Ag Pres.	1,772,200	1,815,910	3,068,000	1,846,730	1,900,200	2,200,600
Intergovernmental Transfers	3,139,450	3,202,240	3,266,280	3,331,610	3,398,240	3,466,210
Debt and Transfers	32,307,360	32,100,770	32,952,980	31,974,240	29,915,340	28,168,110
Reserves						
Reserve for Contingencies	4,219,850	4,175,100	4,302,670	4,360,940	4,512,730	4,689,090
Reserve for Positions	0	106,090	333,280	574,010	828,880	1,098,530
Total Reserves	4,219,850	4,281,190	4,635,950	4,934,950	5,341,610	5,787,620
Interfund Transfers						
Transfer to Capital Fund	2,977,556	2,280,710	2,817,370	2,876,570	2,940,130	2,867,020
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.	300,000	300,000	300,000	300,000	300,000	300,000
Transfer to Grant - Circuit Court	117,890	121,430	125,070	128,820	132,690	136,670
Transfer to Grant Fund - Health Department	4,000	4,000	4,000	4,000	4,000	4,000
Transfer to Grant Fund - Housing	28,000	28,000	28,000	28,000	28,000	28,000
Transfer to Grant Fund - Local Management Board	43,850	45,170	46,520	47,920	49,350	50,830
Transfer to Grant Fund - Recreation	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Grant Fund - Sheriff Services	55,620	57,290	59,010	60,780	62,600	64,480
Transfer to Grant Fund - State's Attorney	57,600	59,330	61,110	62,940	64,830	66,770
Transfer to Grant Fund - Transit	1,177,000	1,210,960	1,267,590	1,327,030	1,389,420	1,454,900
Transfer to Risk Internal Service Fund - Workers Comp.	196,114	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	204,490	184,870	190,420	196,130	252,020	956,080
Total Interfund Transfers	7,681,970	6,814,510	7,424,830	7,561,010	7,755,030	8,464,010
Projected Revenue	388,407,000	395,502,350	406,497,870	416,961,771	432,058,610	449,611,152
Projected Expenditures	388,407,000	395,502,350	406,497,870	415,247,830	430,400,760	446,028,630
Balance	0	0	0	1,713,941	1,657,850	3,582,522
Balance as a Percent of Revenue	0.00%	0.00%	0.00%	0.41%	0.38%	0.80%