

SIX-YEAR OPERATING REVENUE

		FY 17	FY 18	FY 19	FY 20	FY 21	FY 22
		Budget	Planned	Planned	Planned	Planned	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	\$5,031,788	\$4,673,045	\$4,765,806	\$3,885,768	\$4,013,113
	% Change	-12.13%	-44.11%	-7.13%	1.99%	-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	\$393,002,350	\$405,497,870	\$416,961,771	\$432,058,610	\$449,611,152
	% Change	2.22%	1.18%	3.18%	2.83%	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	184,364,400	187,391,000	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
Teacher Pension	0	0	0	0	0	0
Total Public Schools	193,889,000	195,790,320	198,396,420	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	2,101,540	2,160,720	2,227,870	2,307,900	2,380,260	2,455,270
Circuit Court Magistrates	512,290	499,640	515,380	531,750	548,800	566,590
Orphan's Court	60,510	60,820	61,150	61,480	61,820	62,180
Volunteer Community Service Program	195,120	200,370	206,760	213,420	220,330	227,550
Total Courts	2,869,460	2,921,550	3,011,160	3,114,550	3,211,210	3,311,590
Public Safety 911	5,245,530	5,373,060	5,776,830	5,715,960	5,892,700	6,327,050
Total Public Safety 911	5,245,530	5,373,060	5,776,830	5,715,960	5,892,700	6,327,050
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	3,415,690	3,506,610	3,615,580	3,728,510	3,845,620	3,966,790
Total State's Attorney	3,415,690	3,506,610	3,615,580	3,728,510	3,845,620	3,966,790
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	45,824,040	46,738,040	48,601,360	50,108,330	51,907,230	54,013,660
Public Works						
Public Works Administration	918,900	896,860	917,270	938,920	961,310	984,470
Building Construction	249,020	258,970	267,000	275,310	283,920	292,830
Engineering Administration	394,870	404,600	417,380	430,300	444,020	457,930
Engineering - Construction Inspection	362,930	372,910	384,610	396,740	409,340	422,420
Engineering - Design	381,000	391,370	403,680	416,610	429,900	443,880
Engineering - Survey	284,110	291,570	330,890	310,740	320,850	346,560
Facilities	10,208,250	10,080,810	10,412,800	10,724,780	11,055,370	11,397,000
Fleet Management	7,237,800	7,601,010	8,025,370	8,272,220	8,521,910	8,783,650
Permits and Inspections	1,518,200	1,568,870	1,611,510	1,663,300	1,724,990	1,773,530
Roads Operations	7,924,950	8,099,510	8,354,860	8,619,580	8,894,490	9,179,690
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	31,942,450	32,584,830	33,823,140	34,779,050	35,858,770	36,978,940
Citizen Services						
Citizen Services Administration	379,020	389,580	400,930	412,650	424,770	437,280
Aging and Disabilities	1,143,080	1,159,460	1,195,240	1,232,380	1,270,930	1,310,980
Recovery Support Services	845,630	871,000	897,130	924,040	951,760	980,320
Total Citizen Services	2,367,730	2,420,040	2,493,300	2,569,070	2,647,460	2,728,580

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	9,093,510	9,336,450	9,652,920	9,976,570	10,307,660	10,646,460
Culture and Recreation						
Recreation and Parks Administration	347,240	356,740	367,960	384,590	396,830	409,530
Hashawha	775,390	791,610	816,880	842,580	869,240	896,910
Piney Run Park	558,990	580,950	609,030	628,040	647,760	668,190
Recreation	507,600	522,880	541,100	558,150	575,850	594,230
Sports Complex	213,550	216,840	224,440	231,470	238,760	246,320
Total Recreation and Parks	2,402,770	2,469,020	2,559,410	2,644,830	2,728,440	2,815,180
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	2,492,770	2,549,020	2,639,410	2,724,830	2,808,440	2,895,180
General Government						
Comprehensive Planning	877,510	905,430	925,860	954,540	984,220	1,014,940
Total Comprehensive Planning	877,510	905,430	925,860	954,540	984,220	1,014,940
Comptroller Administration	391,440	402,500	414,980	427,880	441,240	455,080
Accounting	918,130	947,170	986,990	1,028,240	1,070,990	1,115,310
Bond Issuance Expense	189,550	202,740	208,820	215,080	259,040	229,310
Collections Office	1,281,180	1,389,830	1,458,980	1,530,420	1,605,770	1,685,300
Independent Post Audit	47,750	49,180	50,660	52,180	53,740	55,890
Purchasing	427,260	439,170	442,860	456,730	471,130	486,070
Total Comptroller	3,255,310	3,430,590	3,563,290	3,710,530	3,901,910	4,026,960
County Attorney	874,730	899,600	927,360	956,090	985,810	1,016,580
Total County Attorney	874,730	899,600	927,360	956,090	985,810	1,016,580
Economic Development Administration	912,700	938,900	967,670	997,390	1,028,140	1,059,940
Business Employment and Resource Center	218,540	221,420	228,090	235,040	242,260	249,780
Economic Development Infrastructure and Investments	1,504,440	404,070	2,050,000	2,050,000	2,050,000	2,050,000
Farm Museum	937,590	966,490	996,650	1,027,700	1,059,890	1,093,250
Tourism	295,330	304,830	314,010	323,630	333,510	343,710
Total Economic Development	3,868,600	2,835,710	4,556,420	4,633,760	4,713,800	4,796,680
Human Resources Administration	818,970	834,080	860,250	887,420	915,600	944,860
Health and Fringe Benefits	18,368,660	19,882,050	21,206,360	22,715,210	24,434,810	26,293,580
Personnel Services	112,140	115,050	118,760	122,630	126,650	130,840
Total Human Resources	19,299,770	20,831,180	22,185,370	23,725,260	25,477,060	27,369,280
Land and Resource Management Administration	708,490	727,990	750,830	774,500	799,070	824,580
Development Review	513,090	526,660	543,490	560,990	579,210	598,190
Resource Management	707,570	720,540	741,930	764,100	787,100	810,970
Zoning Administration	233,050	239,130	246,820	254,820	263,150	271,850
Total Land and Resource Management	2,162,200	2,214,320	2,283,070	2,354,410	2,428,530	2,505,590

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	253,810	260,970	269,060	277,430	286,100	295,080
Budget	611,840	628,560	648,500	641,810	662,270	683,540
Grants Office	142,450	139,800	151,010	148,790	160,330	158,440
Risk Management	2,240,750	2,345,980	2,457,740	2,574,980	2,697,990	2,827,050
Total Management and Budget	3,248,850	3,375,310	3,526,310	3,643,010	3,806,690	3,964,110
Technology Services	4,346,580	4,592,270	4,945,950	5,095,510	5,268,240	5,428,870
Production and Distribution Services	464,390	477,870	492,460	507,540	523,110	539,200
Total Technology Services	4,810,970	5,070,140	5,438,410	5,603,050	5,791,350	5,968,070
Administrative Hearings	84,810	87,130	89,860	92,710	95,670	98,730
Audio Video Production	159,870	160,350	165,420	170,690	176,160	167,320
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	87,030	89,410	92,220	95,130	98,170	101,310
County Commissioners	969,830	997,600	1,030,450	1,062,700	1,096,120	1,130,790
Total General Government Other	2,334,870	2,450,500	2,534,310	2,595,950	2,699,100	2,773,290
Total General Government	40,732,810	42,012,780	45,940,400	48,176,600	50,788,470	53,435,500
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	417,410	428,790	442,300	456,320	470,880	486,000
Weed Control	41,000	42,230	43,500	44,800	46,150	47,530
Total Conservation and Natural Resources	962,840	998,500	1,028,210	1,058,900	1,090,640	1,123,450
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	4,050,400	4,093,260	4,218,330	4,333,620	4,484,590	4,660,110
Reserve for 1/2% Salary Adjustment, Reclassifications	212,100	218,450	225,020	231,820	238,740	245,880
Reserve for Positions	0	106,090	333,280	574,010	828,880	1,098,530
Total Reserves	4,262,500	4,417,800	4,776,630	5,139,450	5,552,210	6,004,520
Interfund Transfers						
Transfer to Capital Fund	3,067,556	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	57,000	58,710	60,470	62,290	64,150	66,080
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	7,785,120	6,828,050	7,438,780	7,575,380	7,769,830	8,479,260
Projected Revenue	388,407,000	393,002,350	405,497,870	416,961,771	432,058,610	449,611,152
Projected Expenditures	388,407,000	393,002,350	405,497,870	415,307,370	430,462,070	446,091,770
Balance	0	0	0	1,654,401	1,596,540	3,519,382
Balance as a Percent of Revenue	0.00%	0.00%	0.00%	0.40%	0.37%	0.78%