

	FY 16 Planned	FY 17 Planned	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned
Real Property - All Funds	182,778,800	186,586,748	191,923,806	197,659,767	203,764,053	210,053,392
% Change	1.78%	2.08%	2.86%	2.99%	3.09%	3.09%
Prop tax directly in Cap Fund	(727,220)	(631,060)	(2,558,980)	(2,560,140)	(2,681,000)	(2,230,000)
% Change	0.00%	-13.22%	305.51%	0.05%	4.72%	-16.82%
Railroad and Public Utility	6,577,900	6,454,800	6,334,300	6,216,200	6,100,500	5,987,100
% Change	1.90%	-1.87%	-1.87%	-1.86%	-1.86%	-1.86%
Total Business Tax	6,359,000	6,422,590	6,486,820	6,551,690	6,617,210	6,683,380
% Change	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Total Property tax	\$194,988,480	\$198,833,078	\$202,185,945	\$207,867,517	\$213,800,763	\$220,493,872
% Change	1.42%	1.97%	1.69%	2.81%	2.85%	3.13%
Income Tax	128,028,600	133,469,816	139,475,957	146,101,065	153,040,866	160,310,307
% Change	4.57%	4.25%	4.50%	4.75%	4.75%	4.75%
Recordation	12,600,000	13,500,000	14,500,000	14,500,000	14,500,000	14,500,000
% Change	6.78%	7.14%	7.41%	0.00%	0.00%	0.00%
Building Permits	549,000	603,900	664,290	730,719	803,791	884,170
% Change	-13.20%	10.00%	10.00%	10.00%	10.00%	10.00%
911 Service Fee	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
% Change	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Investment Interest	1,650,800	3,840,600	6,054,150	6,235,775	6,422,837	6,615,509
% Change	106.35%	132.65%	57.64%	3.00%	3.00%	3.00%
Total Major Revenues	\$338,816,880	\$351,247,393	\$363,880,343	\$376,435,076	\$389,568,256	\$403,803,857
% Change	3.01%	3.67%	3.60%	3.45%	3.49%	3.65%
Tier 2 Revenues *	6,251,810	6,439,366	6,632,541	6,831,522	7,036,467	7,247,561
% Change	-0.37%	3.00%	3.00%	3.00%	3.00%	3.00%
Tier 3 Revenues **	3,795,280	3,909,137	4,026,413	4,147,210	4,271,625	4,399,772
% Change	4.68%	3.00%	3.00%	3.00%	3.00%	3.00%
Annual Revenues	\$348,863,970	\$361,595,897	\$374,539,296	\$387,413,808	\$400,876,348	\$415,451,190
% Change	2.96%	3.65%	3.58%	3.44%	3.47%	3.64%
Prior Year Unapprop Reserve	3.0%	3.6%	3.6%	3.4%	3.5%	3.6%
% Change	5,029,280	4,574,885	3,488,640	4,817,171	3,745,393	3,874,138
	-64.87%	-9.03%	-23.74%	38.08%	-22.25%	3.44%
Transfer from Spec Rev Fund	1,542,110	1,588,373	1,636,024	1,685,105	1,735,658	1,787,728
% Change	16.30%	3.00%	3.00%	3.00%	3.00%	3.00%
Transfer from Cap Fund - Inc Tax For Debt Service and PT Ag Pres	12,058,090	11,574,720	10,975,150	10,536,860	10,268,200	10,475,850
% Change	-14.05%	-4.01%	-5.18%	-3.99%	-2.55%	2.02%
Total Revenues	\$367,493,450	\$379,333,876	\$390,639,111	\$404,452,944	\$416,625,600	\$431,588,907
% Change	-0.27%	3.22%	2.98%	3.54%	3.01%	3.59%

* 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 2016 - 2021

Department/Agency	FY 16 Budget	FY 17 Planned	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned
Public Schools						
Board of Education	161,950,000	167,000,000	172,000,000	175,000,000	180,250,000	185,657,500
Board of Education Debt Service	12,607,520	12,124,150	11,423,740	10,897,990	10,562,110	10,648,580
Teacher Pension	6,702,000	7,037,100	7,389,000	7,758,410	8,146,330	8,553,650
Total Public Schools	181,259,520	186,161,250	190,812,740	193,656,400	198,958,440	204,859,730
Education Other						
Cable Regulatory Commission	128,960	135,410	142,180	149,290	156,750	164,590
Carroll County Community College	7,644,680	7,835,800	8,070,870	8,313,000	8,562,390	8,819,260
Carroll County Public Library	9,594,210	9,878,160	10,214,840	10,564,820	10,928,840	11,307,690
Community Media Center	620,720	621,700	629,930	655,130	681,340	708,590
Total Education Other	17,988,570	18,471,070	19,057,820	19,682,240	20,329,320	21,000,130
Public Safety and Correction						
Circuit Court	1,996,780	2,050,170	2,115,490	2,183,080	2,253,030	2,325,330
Circuit Court Masters	543,560	559,260	577,910	597,290	617,440	638,400
Orphan's Court	59,230	59,460	59,740	60,030	60,330	60,640
Volunteer Community Service Program	190,680	196,310	202,840	209,780	216,820	224,230
Total Courts	2,790,250	2,865,200	2,955,980	3,050,180	3,147,620	3,248,600
Carroll County Advocacy and Investigation	154,190	158,570	163,800	169,230	174,870	185,720
Detention Center	8,846,350	9,211,380	9,626,120	10,085,750	10,551,880	11,041,030
Sheriff Services	10,796,980	11,236,300	11,752,460	12,316,810	12,892,370	13,495,290
Total Sheriff Services	19,797,520	20,606,250	21,542,380	22,571,790	23,619,120	24,722,040
State's Attorney-Criminal Prosecution	3,063,670	3,118,140	3,218,270	3,321,900	3,429,210	3,540,340
Victim Witness Assistance	278,710	286,980	296,780	306,970	317,570	328,610
Total State's Attorney	3,342,380	3,405,120	3,515,050	3,628,870	3,746,780	3,868,950
Animal Control	893,990	958,460	949,420	980,730	1,056,120	1,046,930
EMS 24/7 Services	4,121,650	4,224,690	4,351,430	4,481,970	4,616,430	4,754,930
Volunteer Emergency Services Association	7,280,450	7,462,460	7,686,340	7,916,930	8,154,430	8,399,070
Total Public Safety and Correction Other	12,296,090	12,645,610	12,987,190	13,379,630	13,826,980	14,200,930
Total Public Safety and Correction	38,226,240	39,522,180	41,000,600	42,630,470	44,340,500	46,040,520
Public Works						
Public Works Administration	743,560	735,610	758,050	781,050	804,650	828,870
Building Construction	189,150	192,500	198,760	205,230	211,950	218,910
Engineering Administration	299,050	297,270	306,920	316,760	327,110	337,670
Engineering-Construction Inspection	365,240	375,670	388,140	401,070	414,490	428,440
Engineering-Design	451,900	464,500	479,630	495,300	511,560	528,410
Engineering-Survey	277,610	285,850	295,620	335,780	316,340	327,340
Facilities	9,526,840	9,819,980	10,124,190	10,438,880	10,763,440	11,098,780
Fleet Management	7,232,010	7,744,500	8,022,990	8,312,280	8,612,860	8,925,200
Permits and Inspections	1,391,220	1,431,760	1,487,090	1,530,240	1,582,260	1,643,880
Roads Operations	7,642,120	7,856,230	8,114,110	8,381,500	8,658,850	8,946,680
Storm Emergencies	2,044,170	2,136,800	2,201,620	2,268,330	2,289,770	2,358,420
Traffic Control	334,420	342,780	353,060	363,660	374,570	385,800
Total Public Works	30,497,290	31,683,450	32,730,180	33,830,080	34,867,850	36,028,400
Citizen Services						
Citizen Services Administration	367,920	377,590	389,230	401,290	413,770	426,710
Aging and Disabilities	1,088,050	1,115,660	1,151,860	1,189,380	1,228,280	1,268,630
Recovery Support Services	825,000	845,630	870,990	897,120	924,040	951,760
Total Citizens Services	2,280,970	2,338,880	2,412,080	2,487,790	2,566,090	2,647,100

Operating Plan

Fiscal Years 2016 - 2021

Department/Agency	FY 16 Budget	FY 17 Planned	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned
Access Carroll	20,000	20,000	20,000	20,000	20,000	20,000
ARC of Carroll County	220,500	213,890	207,470	201,240	195,210	189,350
Change	220,500	213,890	207,470	201,240	195,210	189,350
Family and Children's Services Domestic Violence	128,830	64,970	63,020	61,130	59,290	57,510
Family and Children's Services Sexual Abuse	190,160	184,460	178,920	173,550	168,350	163,300
Flying Colors of Success	33,870	32,850	31,870	30,910	29,980	29,090
Human Services Program	749,330	726,850	705,040	683,890	663,380	643,480
Mosaic Community Services Inc.	96,830	93,930	91,110	88,370	85,720	83,150
Rape Crisis Intervention Services	80,200	77,790	75,460	73,200	71,000	68,870
Target Community and Educational Services	220,500	213,890	207,470	201,240	195,210	189,350
Youth Services Bureau	588,840	571,170	554,040	537,420	521,300	505,660
Citizen Services Non - Profits	2,549,560	2,413,690	2,341,870	2,272,190	2,204,650	2,139,110
Health Department	3,215,710	3,279,920	3,345,410	3,412,220	3,480,350	3,549,850
Social Services	45,000	45,000	45,000	45,000	45,000	45,000
Citizen Services State	3,260,710	3,324,920	3,390,410	3,457,220	3,525,350	3,594,850
Total Citizen Services	8,091,240	8,077,490	8,144,360	8,217,200	8,296,090	8,381,060
Administrative Services						
Audio Video Production	157,750	158,220	163,440	168,860	174,480	180,320
Human Resources Administration	715,850	736,100	760,330	785,460	811,530	838,590
Health and Fringe Benefits	18,655,870	20,304,090	22,039,910	23,928,290	25,982,960	28,218,870
Personnel Services	129,500	133,520	138,250	143,170	148,300	153,650
Total Human Resources	19,501,220	21,173,710	22,938,490	24,856,920	26,942,790	29,211,110
Office of Public Safety Administration	4,354,740	4,493,450	4,633,290	4,777,990	4,927,760	5,102,840
Total Public Safety	4,354,740	4,493,450	4,633,290	4,777,990	4,927,760	5,102,840
Recreation and Parks Administration	331,250	340,570	351,740	363,320	380,340	392,950
Hashawha	738,120	747,870	767,920	793,490	819,530	846,540
Piney Run Park	501,780	521,020	541,390	567,800	585,940	604,710
Recreation	488,060	502,800	520,260	540,160	557,610	575,700
Sports Complex	206,800	212,910	220,110	228,060	235,460	243,120
Total Recreation and Parks	2,266,010	2,325,170	2,401,420	2,492,830	2,578,880	2,663,020
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
Total Recreation Other	80,000	80,000	80,000	80,000	80,000	80,000
Technology Services	4,189,000	4,166,800	4,337,010	4,473,820	4,615,270	4,761,570
Production and Distribution Services	460,730	472,770	487,430	502,570	518,210	534,360
Total Technology Services	4,649,730	4,639,570	4,824,440	4,976,390	5,133,480	5,295,930
Total Administrative Services	31,009,450	32,870,120	35,041,080	37,352,990	39,837,390	42,533,220
General Government						
Comptroller Administration	382,590	392,940	405,450	418,410	431,790	445,650
Accounting	901,670	967,080	998,710	1,031,500	1,065,510	1,100,790
Bond Issuance Expense	193,150	197,980	203,920	210,040	216,340	222,830
Collections Office	1,261,210	1,321,270	1,386,730	1,456,590	1,528,710	1,604,760
Independent Post Audit	55,000	57,750	60,060	62,460	64,960	67,560
Purchasing	409,200	419,620	433,160	447,190	461,720	476,780
Total Comptroller	3,202,820	3,356,640	3,488,030	3,626,190	3,769,030	3,918,370
County Attorney	901,410	925,250	954,200	984,110	1,015,030	1,046,990
Total County Attorney	901,410	925,250	954,200	984,110	1,015,030	1,046,990
Economic Development	899,040	923,040	952,120	982,180	1,013,280	1,045,440
Business Employment and Resource Center	215,360	219,890	227,170	234,720	242,550	250,660
Economic Development Infrastructure and Grants	2,050,000	2,050,000	2,050,000	2,050,000	2,050,000	2,050,000
Farm Museum	889,650	914,790	944,380	974,540	1,006,000	1,038,460
Tourism	312,170	320,930	330,950	341,050	351,610	361,550
Total Economic Development	4,366,220	4,428,650	4,504,620	4,582,490	4,663,440	4,746,110
Land Use, Planning and Development Admin.	1,093,560	1,124,510	1,160,540	1,198,240	1,236,520	1,273,480
Comprehensive Planning	403,200	446,870	460,990	475,590	490,690	506,320
Development Review	478,660	490,900	506,820	523,320	540,410	558,130
Resource Management	665,720	675,170	697,110	721,390	744,990	769,380
Zoning Administration	228,250	235,000	243,000	251,320	259,970	268,980
Total Land Use, Planning and Development	2,869,390	2,972,450	3,068,460	3,169,860	3,272,580	3,376,290

Operating Plan

Fiscal Years 2016 - 2021

Department/Agency	FY 16 Budget	FY 17 Planned	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned
Management and Budget Administration	247,740	254,460	262,570	270,960	279,650	288,640
Budget	572,820	589,060	608,480	628,720	649,530	671,130
Grant Management	131,540	141,790	139,580	150,930	148,840	160,500
Risk Management	2,219,850	2,324,710	2,435,970	2,552,680	2,675,110	2,800,550
Total Management and Budget	3,171,950	3,310,020	3,446,600	3,603,290	3,753,130	3,920,820
Administrative Hearings	83,450	85,800	88,610	91,530	94,550	97,690
Board of Elections	1,042,810	1,005,120	1,044,940	1,096,750	1,134,140	1,170,380
Board of License Commissioners	85,550	87,950	90,830	93,810	96,900	100,110
County Commissioners	1,002,060	1,030,110	1,063,640	1,099,380	1,134,580	1,171,010
Total General Government Other	2,213,870	2,208,980	2,288,020	2,381,470	2,460,170	2,539,190
Total General Government	16,725,660	17,201,990	17,749,930	18,347,410	18,933,380	19,547,770
Conservation and Natural Resources						
Cooperative Extension	473,110	484,940	499,490	514,470	529,900	545,800
Gypsy Moth	30,000	30,000	30,000	30,000	30,000	30,000
Soil Conservation	399,970	411,270	424,800	438,830	453,390	468,500
Weed Control	40,000	41,000	42,230	43,500	44,800	46,150
Total Conservation and Natural Resources	943,080	967,210	996,520	1,026,800	1,058,090	1,090,450
Debt and Transfers						
Debt Service	27,220,370	28,133,950	28,679,100	28,691,900	28,349,100	26,328,900
Debt Service - Ag Pres	1,916,100	2,084,110	2,235,300	3,564,290	2,373,800	2,414,500
Intergovernmental Transfers	3,079,160	3,140,740	3,203,560	3,267,630	3,332,980	3,399,640
Debt and Transfers	32,215,630	33,358,800	34,117,960	35,523,820	34,055,880	32,143,040
Reserves						
Reserve for Contingencies	3,800,000	3,915,960	4,045,390	4,174,140	4,308,760	4,184,510
Total Reserves	3,800,000	3,915,960	4,045,390	4,174,140	4,308,760	4,184,510
Interfund Transfers						
Transfer to Grant Fund - Aging	71,750	73,540	75,750	78,020	80,360	82,770
Transfer to Capital Fund	2,096,950	2,144,360	2,198,160	2,494,930	2,584,900	2,679,480
Transfer to Grant Fund - CCC - Adult Basic Ed.	300,000	300,000	300,000	300,000	300,000	300,000
Transfer to Grant Fund - Circuit Court	93,940	96,290	99,180	102,150	105,220	108,370
Transfer to Grant Fund - Health Department	4,000	4,000	4,000	4,000	4,000	4,000
Transfer to Grant Fund - Housing	23,000	23,000	23,000	23,000	23,000	23,000
Transfer to Grant Fund - Local Management Board	57,000	58,430	60,180	61,980	63,840	65,760
Transfer to Grant Fund - Recreation	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Grant Fund - Sheriff Services	48,990	50,210	51,720	53,270	54,870	56,520
Transfer to Grant Fund - State's Attorney	313,770	321,610	331,260	341,200	351,440	361,980
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 Grant Fund - Transportation	1,015,000	1,061,950	1,111,430	1,163,350	1,217,840	1,275,040
Transfer to Utilities Enterprise Fund	189,350	194,080	199,910	381,900	212,080	218,440
Total Interfund Transfers	6,636,850	6,750,570	6,877,690	7,426,900	7,420,650	7,598,460
Projected Revenue	367,493,450	379,333,876	390,639,111	404,452,944	416,625,600	431,588,907
Projected Expenditures	367,393,530	378,980,090	390,574,270	401,868,450	412,406,350	423,407,290
Balance	99,920	353,786	64,841	2,584,494	4,219,250	8,181,617