

SIX-YEAR OPERATING REVENUE

	FY 19 Budget	FY 20 Planned	FY 21 Planned	FY 22 Planned	FY 23 Planned	FY 24 Planned
Real Property Tax	\$196,885,212	\$203,233,703	\$209,778,586	\$216,247,991	\$222,764,940	\$229,360,420
% Change	2.63%	3.22%	3.22%	3.08%	3.01%	2.96%
Property Tax directly in Capital Fund	(3,114,850)	(2,638,030)	(2,720,640)	(3,057,490)	(3,393,660)	(3,481,810)
Property Tax directly in Stormwater Fund	(2,143,040)	(2,623,627)	(3,026,190)	(3,430,530)	(3,828,417)	(4,214,650)
Railroad and Public Utility	7,500,000	7,462,482	7,425,169	7,388,043	7,351,103	7,314,348
% Change	6.46%	-0.50%	-0.50%	-0.50%	-0.50%	-0.50%
Total Business Tax	8,244,170	8,326,612	8,409,878	8,493,977	8,578,916	8,664,706
% Change	2.03%	1.00%	1.00%	1.00%	1.00%	1.00%
Total Property Tax	\$207,371,492	\$213,761,139	\$219,866,802	\$225,641,991	\$231,472,883	\$237,643,013
% Change	2.78%	3.08%	2.86%	2.63%	2.58%	2.67%
Income Tax	\$148,847,211	\$155,087,578	\$162,816,957	\$170,432,805	\$178,954,445	\$187,902,167
% Change	2.21%	4.19%	4.98%	4.68%	5.00%	5.00%
Recordation	14,900,000	15,400,000	15,900,000	16,400,000	16,900,000	17,000,000
% Change	2.76%	3.36%	3.25%	3.14%	3.05%	0.59%
Cable Franchise Fee	1,827,000	1,918,350	2,014,268	2,114,981	2,220,730	2,331,766
% Change	7.47%	5.00%	5.00%	5.00%	5.00%	5.00%
Building Permits	540,750	555,620	569,510	582,320	593,970	605,850
% Change	3.00%	2.75%	2.50%	2.25%	2.00%	2.00%
911 Service Fee	1,090,000	1,090,000	1,090,000	1,090,000	1,090,000	1,090,000
% Change	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Investment Income	3,190,000	4,114,110	4,541,929	5,347,271	6,183,195	6,485,865
% Change	38.32%	28.97%	10.40%	17.73%	15.63%	4.90%
Total Major Revenues	\$377,766,453	\$391,926,796	\$406,799,465	\$421,609,368	\$437,415,223	\$453,058,661
% Change	2.78%	3.75%	3.79%	3.64%	3.75%	3.58%
Tier 2 Revenues *	\$6,065,312	\$6,497,272	\$6,692,190	\$6,892,955	\$7,099,744	\$7,312,736
% Change	0.91%	7.12%	3.00%	3.00%	3.00%	3.00%
Tier 3 Revenues **	3,763,413	3,876,315	3,992,605	4,112,383	4,235,754	4,362,827
% Change	3.17%	3.00%	3.00%	3.00%	3.00%	3.00%
Annual Revenues	\$387,595,178	\$402,300,383	\$417,484,260	\$432,614,706	\$448,750,722	\$464,734,224
% Change	2.75%	3.79%	3.77%	3.62%	3.73%	3.56%
Prior Year Unappropriated Reserve	\$11,688,400	\$8,903,977	\$3,888,356	\$6,223,004	\$4,174,843	\$4,326,147
% Change	15.07%	-23.82%	-56.33%	60.04%	-32.91%	3.62%
Current Year Surplus	1,201,212	0	27,500	246,000	680,930	1,006,624
% Change	-14.20%	-100.00%	100.00%	794.55%	176.80%	47.83%
Transfer from Special Revenue Fund	417,570	384,440	396,180	408,310	420,830	433,780
% Change	27.64%	-7.93%	3.05%	3.06%	3.07%	3.08%
Transfer from Capital Fund - Income Tax For Debt Service	10,355,690	10,276,000	10,753,880	10,894,920	11,653,970	13,009,640
% Change	-5.35%	-0.77%	4.65%	1.31%	6.97%	11.63%
Total Revenues	411,258,050	421,864,800	432,550,176	450,386,940	465,681,294	483,510,415
% Change	2.80%	2.58%	2.53%	4.12%	3.40%	3.83%

* 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 2019 - 2024

Department/Agency	FY 19 Budget	FY 20 Planned	FY 21 Planned	FY 22 Planned	FY 23 Planned	FY 24 Planned
Public Schools						
Carroll County Public Schools	192,391,000	196,251,500	201,086,800	210,967,250	217,296,270	223,815,160
Carroll County Public Schools Debt Service	10,355,690	10,276,000	10,753,880	10,894,920	11,653,970	13,009,640
Total Public Schools	202,746,690	206,527,500	211,840,680	221,862,170	228,950,240	236,824,800
Education Other						
Cable Regulatory Commission	149,290	156,750	164,590	172,820	181,460	190,540
Carroll Community College	10,084,560	10,387,100	10,698,710	11,019,670	11,350,260	11,690,770
Carroll Community College - Adult Basic Education	284,040	284,040	284,040	284,040	284,040	284,040
Carroll Community College - Entrepreneurship Program	215,000	221,450	228,090	234,940	241,990	249,240
Carroll County Public Library	10,561,020	10,933,790	11,291,650	11,664,880	12,054,550	12,461,610
Community Media Center	740,970	728,200	754,110	791,820	831,410	872,980
Total Education Other	22,034,880	22,711,330	23,421,190	24,168,170	24,943,710	25,749,180
Public Safety and Corrections						
Circuit Court	2,379,960	2,492,360	2,533,580	2,614,600	2,736,210	2,786,200
Circuit Court Magistrates	499,930	517,080	533,740	551,070	569,140	587,960
Orphans Court	60,510	60,820	61,150	61,480	61,820	62,280
Volunteer Community Service Program	211,670	219,090	226,240	233,690	241,470	249,580
Total Courts	3,152,070	3,289,350	3,354,710	3,460,840	3,608,640	3,686,020
Public Safety 911	6,325,530	6,253,720	6,328,960	6,786,050	6,755,670	6,977,780
Total Public Safety 911	6,325,530	6,253,720	6,328,960	6,786,050	6,755,670	6,977,780
Advocacy and Investigation Center	157,390	163,980	175,470	177,400	184,510	191,870
Detention Center	10,732,290	11,193,870	11,639,630	12,112,240	12,588,870	13,104,530
Sheriff's Office	14,082,030	15,521,090	16,056,240	16,708,130	17,391,100	18,105,880
Total Sheriff Services	24,971,710	26,878,940	27,871,340	28,997,770	30,164,480	31,402,280
State's Attorney's Office	3,907,760	4,060,210	4,190,940	4,326,520	4,467,670	4,614,700
Total State's Attorney's Office	3,907,760	4,060,210	4,190,940	4,326,520	4,467,670	4,614,700
Animal Control	990,410	1,064,420	1,057,460	1,133,830	1,170,630	1,164,970
EMS 24/7 Services	4,521,530	4,657,180	4,796,890	4,940,800	5,089,020	5,241,690
Length of Service Award Program	1,282,000	398,000	514,000	630,000	680,000	730,000
Volunteer Emergency Services Association	8,731,080	8,500,670	8,755,690	9,018,360	9,288,910	9,567,580
Total Public Safety and Corrections Other	15,525,020	14,620,270	15,124,040	15,722,990	16,228,560	16,704,240
Total Public Safety and Corrections	53,882,090	55,102,490	56,869,990	59,294,170	61,225,020	63,385,020
Public Works						
Public Works Administration	945,320	975,450	1,005,180	1,026,250	1,054,000	1,082,030
Building Construction	365,000	377,380	389,470	400,360	413,390	426,960
Engineering Administration	438,120	452,970	467,460	482,530	498,220	514,550
Engineering - Construction Inspection	485,830	501,950	518,160	535,030	552,610	570,940
Engineering - Design	373,070	385,980	398,590	411,580	425,290	439,410
Engineering - Survey	329,530	321,720	347,250	343,410	354,900	367,080
Facilities	11,451,030	11,851,640	12,299,330	12,193,980	12,628,220	13,073,840
Fleet Management	8,190,890	8,663,800	8,460,690	8,719,820	8,987,530	9,264,140
Permits and Inspections	1,638,600	1,691,320	1,746,650	1,812,160	1,864,830	1,927,760
Roads Operations	8,586,820	8,856,970	9,142,770	9,440,250	9,750,190	10,073,250
Storm Emergencies	2,292,040	2,265,690	2,368,490	2,476,110	2,588,770	2,706,730
Traffic Control	419,280	398,800	410,760	423,080	435,770	448,850
Transit Administration	162,700	167,930	173,160	178,580	184,190	190,010
Veteran Transit Services	102,000	105,060	108,210	111,460	114,800	118,250
Total Public Works	35,780,230	37,016,660	37,836,170	38,554,600	39,852,710	41,203,800
Citizen Services						
Citizen Services Administration	460,790	409,830	422,520	435,750	449,550	463,950
Aging and Disabilities	1,433,780	1,476,990	1,524,260	1,573,540	1,624,970	1,678,700
Recovery Support Services	859,900	875,250	901,350	928,250	955,940	989,470
Total Citizen Services	2,754,470	2,762,070	2,848,130	2,937,540	3,030,460	3,132,120

Operating Plan

Fiscal Years 2019 - 2024

Department/Agency	FY 19 Budget	FY 20 Planned	FY 21 Planned	FY 22 Planned	FY 23 Planned	FY 24 Planned
Access Carroll	20,000	20,000	20,000	20,000	20,000	20,000
The Arc Carroll County	290,160	268,140	270,830	273,530	276,270	279,030
CHANGE, Inc.	260,330	262,930	265,560	268,220	270,900	273,610
Family and Children's Services	380,650	392,070	403,830	415,950	428,420	441,280
Flying Colors of Success	44,420	46,640	48,970	51,420	53,990	56,690
Human Services of Program	1,193,440	1,217,310	1,241,650	1,266,490	1,291,820	1,317,650
Mosaic Community Services	107,610	108,690	109,770	110,870	111,980	113,100
Rape Crisis Intervention Service	162,620	157,630	165,510	173,780	182,470	191,600
Target Community and Educational Services	265,490	268,140	270,830	273,530	276,270	279,030
Youth Services Bureau	975,870	1,070,390	1,166,800	1,265,130	1,290,430	1,316,240
Citizen Services Non - Profits	3,700,590	3,811,940	3,963,750	4,118,920	4,202,550	4,288,230
Health Department	3,496,830	3,601,730	3,709,790	3,821,080	3,935,710	4,053,780
Social Services	20,000	20,000	20,000	20,000	20,000	20,000
Citizen Services State	3,516,830	3,621,730	3,729,790	3,841,080	3,955,710	4,073,780
Total Citizen Services	9,971,890	10,195,740	10,541,670	10,897,540	11,188,720	11,494,130
Recreation and Culture						
Recreation and Parks Administration	383,170	401,900	408,510	421,560	436,300	449,320
Hashawha	879,500	909,890	938,710	968,650	999,750	1,032,070
Piney Run Park	697,920	705,550	727,870	749,930	773,950	797,720
Recreation	532,120	548,200	565,690	583,880	602,800	622,480
Sports Complex	211,710	218,780	225,730	232,940	240,440	248,230
Total Recreation and Parks	2,704,420	2,784,320	2,866,510	2,956,960	3,053,240	3,149,820
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 Culture	90,000	80,000	80,000	80,000	80,000	80,000
Total Recreation and Culture	2,794,420	2,864,320	2,946,510	3,036,960	3,133,240	3,229,820
General Government						
Comprehensive Planning	962,440	992,430	1,024,110	1,057,040	1,091,300	1,126,950
Total Comprehensive Planning	962,440	992,430	1,024,110	1,057,040	1,091,300	1,126,950
Comptroller Administration	441,590	453,470	468,270	483,130	497,030	514,720
Accounting	1,115,660	1,150,270	1,189,440	1,227,970	1,265,890	1,309,020
Bond Issuance Expense	213,300	248,180	285,870	259,630	282,480	275,500
Collections Office	1,340,430	1,371,310	1,421,640	1,474,080	1,528,730	1,585,690
Independent Post Audit	50,660	52,180	53,750	55,900	58,130	60,460
Purchasing	484,100	502,480	516,440	535,180	550,380	570,540
Total Comptroller	3,645,740	3,777,890	3,935,410	4,035,890	4,182,640	4,315,930
County Attorney	802,750	804,250	829,670	856,050	883,460	911,930
Total County Attorney	802,750	804,250	829,670	856,050	883,460	911,930
Economic Development Administration	779,250	804,690	829,930	856,100	883,240	911,430
Business Employment and Resource Center	251,520	260,590	268,500	276,770	285,400	294,420
Economic Dev. Infrastructure and Investments	2,067,000	1,550,000	1,550,000	1,550,000	1,550,000	2,050,000
Farm Museum	992,880	1,020,090	1,052,000	1,085,060	1,119,390	1,155,020
Tourism	417,570	384,610	396,340	408,460	420,960	433,890
Total Economic Development	4,508,220	4,019,980	4,096,770	4,176,390	4,258,990	4,844,760
Human Resources Administration	940,210	972,000	963,070	994,170	1,026,540	1,060,250
Health and Fringe Benefits	14,842,030	17,951,690	19,304,420	20,853,130	22,526,150	24,333,500
Personnel Services	199,480	206,890	213,870	221,170	228,820	236,850
Total Human Resources	15,981,720	19,130,580	20,481,360	22,068,470	23,781,510	25,630,600
Land and Resource Management Administration	798,740	825,970	852,490	880,070	908,800	938,710
Development Review	570,590	590,580	609,820	629,890	650,830	672,680
Resource Management	867,520	898,240	925,940	954,820	984,940	1,016,410
Zoning Administration	259,200	268,390	277,200	286,410	296,020	306,070
Total Land and Resource Management	2,496,050	2,583,180	2,665,450	2,751,190	2,840,590	2,933,870

Operating Plan

Fiscal Years 2019 - 2024

Department/Agency	FY 19 Budget	FY 20 Planned	FY 21 Planned	FY 22 Planned	FY 23 Planned	FY 24 Planned
Management and Budget Administration	255,240	263,620	271,910	280,500	289,430	298,700
Budget	601,820	622,380	642,390	663,210	684,880	707,470
Grants Office	171,390	170,030	182,220	181,420	194,070	193,780
Risk Management	2,416,840	2,534,280	2,655,420	2,782,540	2,915,940	3,055,930
Total Management and Budget	3,445,290	3,590,310	3,751,940	3,907,670	4,084,320	4,255,880
Technology Services	4,965,310	5,098,200	5,416,900	5,669,890	5,746,180	5,965,890
Production and Distribution Services	472,920	488,180	503,400	519,170	535,510	552,440
Total Technology Services	5,438,230	5,586,380	5,920,300	6,189,060	6,281,690	6,518,330
Administrative Hearings	90,150	93,210	96,190	99,310	102,540	105,900
Audio Video Production	204,080	215,490	221,930	228,650	235,670	243,010
Board of Elections	1,297,980	1,568,920	1,644,910	1,632,700	1,617,840	1,724,460
Board of License Commissioners	91,270	94,360	97,380	100,530	104,150	107,210
County Commissioners	1,083,110	1,119,890	1,155,770	1,193,080	1,231,910	1,272,350
Not in Carroll	300,000	310,500	321,370	332,620	344,260	356,310
Total General Government Other	3,066,590	3,402,370	3,537,550	3,586,890	3,636,370	3,809,240
Total General Government	40,347,030	43,887,370	46,242,560	48,628,650	51,040,870	54,347,490
Conservation and Natural Resources						
Extension Office of Carroll County	498,810	513,770	529,190	545,060	561,420	578,260
Gypsy Moth	30,000	30,000	30,000	30,000	30,000	30,000
Soil Conservation District	450,020	465,320	480,230	495,750	511,890	528,710
Weed Control	67,230	69,250	98,830	73,470	75,670	77,940
Total Conservation and Natural Resources	1,046,060	1,078,340	1,138,250	1,144,280	1,178,980	1,214,910
Debt and Transfers						
Debt Service	24,540,330	24,428,870	22,949,800	21,988,840	22,694,890	23,252,930
Debt Service - Ag Pres.	3,056,860	1,860,080	1,931,350	2,237,670	2,699,490	3,063,940
Intergovernmental Transfers	3,233,740	3,298,410	3,364,380	3,431,670	3,500,300	3,570,310
Total Debt and Transfers	30,830,930	29,587,360	28,245,530	27,658,180	28,894,680	29,887,180
Reserves						
Reserve for Contingencies	4,163,030	4,442,170	4,732,466	4,774,820	4,820,110	4,872,470
Reserve for Positions	0	230,730	475,300	734,340	1,008,500	1,298,440
Total Reserves	4,163,030	4,672,900	5,207,766	5,509,160	5,828,610	6,170,910
Interfund Transfers						
Transfer to Capital Fund	3,254,000	4,726,700	4,472,500	4,683,800	4,323,300	4,399,200
Transfer to Grant Fund - Aging and Disabilities	101,830	104,880	107,960	111,130	114,400	117,770
Transfer to Grant Fund - Circuit Court	54,480	56,660	58,930	61,280	63,730	66,280
Transfer to Grant Fund - Comprehensive Planning	11,060	11,390	11,730	12,090	12,450	12,820
Transfer to Grant Fund - Health Department	4,000	4,000	4,000	4,000	4,000	4,000
Transfer to Grant Fund - Housing & Community Dev.	31,900	33,500	35,170	36,930	38,770	40,710
Transfer to Grant Fund - Local Management Board	45,170	46,530	47,920	49,360	50,840	52,360
Transfer to Grant Fund - Public Safety	108,860	108,860	108,860	108,860	108,860	108,860
Transfer to Grant Fund - Recreation	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Grant Fund - Sheriff's Office	110,950	101,390	105,440	109,660	114,050	118,610
Transfer to Grant Fund - State's Attorney's Office	74,060	77,020	80,100	83,310	86,640	90,110
Transfer to Grant Fund - Transit	1,071,570	1,126,510	1,180,990	1,238,130	1,298,080	1,360,970
Transfer to Solid Waste Enterprise Fund	2,415,000	1,215,000	1,815,000	2,415,000	2,415,000	2,415,000
Transfer to Utilities Enterprise Fund	369,820	600,250	223,160	413,080	537,390	249,620
Total Interfund Transfers	7,660,800	8,220,790	8,259,860	9,334,730	9,175,610	9,044,410
Projected Revenue	411,258,050	421,864,800	432,550,176	450,386,940	465,681,294	483,510,415
Projected Expenditures	411,258,050	421,864,800	432,550,176	450,088,610	465,412,390	482,551,650
Balance	0	0	0	298,330	268,904	958,765
	0.00%	0.00%	0.00%	0.07%	0.06%	0.20%