

## SIX-YEAR OPERATING REVENUE

|   | FY 19<br>Budget      | FY 20<br>Planned     | FY 21<br>Planned     | FY 22<br>Planned     | FY 23<br>Planned     | FY 24<br>Planned     |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Real Property Tax</b>  | \$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%                |
| <b>Property Tax directly in Capital Fund</b>                        | (3,114,850)          | (2,638,030)          | (2,720,640)          | (3,057,490)          | (3,393,660)          | (3,481,810)          |
| <b>Property Tax directly in Stormwater Fund</b>                     | (2,143,040)          | (2,623,627)          | (3,026,190)          | (3,430,530)          | (3,828,417)          | (4,214,650)          |
| <b>Railroad and Public Utility</b>                                  | 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%               |
| <b>Total Business Tax</b>   | 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%                |
| <b>Total Property Tax</b>   | <b>\$207,371,492</b> | <b>\$213,761,139</b> | <b>\$219,866,802</b> | <b>\$225,641,991</b> | <b>\$231,472,883</b> | <b>\$237,643,013</b> |
| % Change  | 2.78%                | 3.08%                | 2.86%                | 2.63%                | 2.58%                | 2.67%                |
| <b>Income Tax</b>   | \$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%                |
| <b>Recordation</b>  | 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%                |
| <b>Cable Franchise Fee</b>  | 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%                |
| <b>Building Permits</b>   | 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%                |
| <b>911 Service Fee</b>  | 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%                |
| <b>Investment Income</b>  | 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%                |
| <b>Total Major Revenues</b>   | <b>\$377,766,453</b> | <b>\$391,926,796</b> | <b>\$406,799,465</b> | <b>\$421,609,368</b> | <b>\$437,415,223</b> | <b>\$453,058,661</b> |
| % Change  | 2.78%                | 3.75%                | 3.79%                | 3.64%                | 3.75%                | 3.58%                |
| <b>Tier 2 Revenues *</b>  | \$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%                |
| <b>Tier 3 Revenues **</b>   | 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%                |
| <b>Annual Revenues</b>  | <b>\$387,595,178</b> | <b>\$402,300,383</b> | <b>\$417,484,260</b> | <b>\$432,614,706</b> | <b>\$448,750,722</b> | <b>\$464,734,224</b> |
| % Change  | 2.75%                | 3.79%                | 3.77%                | 3.62%                | 3.73%                | 3.56%                |
| <b>Prior Year Unappropriated Reserve</b>                            | \$11,526,400         | \$6,903,977          | \$5,888,356          | \$6,223,004          | \$4,174,843          | \$4,326,147          |
| % Change  | 13.47%               | -40.10%              | -14.71%              | 5.68%                | -32.91%              | 3.62%                |
| <b>Current Year Surplus</b>   | 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%               |
| <b>Transfer from Special Revenue Fund</b>                           | 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%                |
| <b>Transfer from Capital Fund -<br/>Income Tax For Debt Service</b> | 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%               |
| <b>Total Revenues</b>   | <b>411,096,050</b>   | <b>419,864,800</b>   | <b>434,550,176</b>   | <b>450,386,940</b>   | <b>465,681,294</b>   | <b>483,510,415</b>   |
| % Change  | 2.76%                | 2.13%                | 3.50%                | 3.64%                | 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<br>Budget    | FY 20<br>Planned   | FY 21<br>Planned   | FY 22<br>Planned   | FY 23<br>Planned   | FY 24<br>Planned   |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Public Schools</b>                              |                    |                    |                    |                    |                    |                    |
| Carroll County Public Schools                      | 192,391,000        | 194,251,500        | 203,086,800        | 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         |
| <b>Total Public Schools</b>                        | <b>202,746,690</b> | <b>204,527,500</b> | <b>213,840,680</b> | <b>221,862,170</b> | <b>228,950,240</b> | <b>236,824,800</b> |
| <b>Education Other</b>                             |                    |                    |                    |                    |                    |                    |
| 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 Ed.        | 284,040            | 284,040            | 284,040            | 284,040            | 284,040            | 284,040            |
| Carroll Community College - Entrepreneurship Prog. | 215,000            | 221,450            | 228,090            | 234,940            | 241,990            | 249,240            |
| Carroll County Public Library                      | 10,561,020         | 10,938,950         | 11,296,960         | 11,670,490         | 12,060,630         | 12,467,920         |
| Community Media Center                             | 740,970            | 728,200            | 754,110            | 791,820            | 831,410            | 872,980            |
| <b>Total Education Other</b>                       | <b>22,034,880</b>  | <b>22,716,490</b>  | <b>23,426,500</b>  | <b>24,173,780</b>  | <b>24,949,790</b>  | <b>25,755,490</b>  |
| <b>Public Safety and Corrections</b>               |                    |                    |                    |                    |                    |                    |
| Circuit Court                                      | 2,379,960          | 2,493,050          | 2,534,290          | 2,615,360          | 2,737,020          | 2,787,050          |
| Circuit Court Magistrates                          | 499,930            | 517,280            | 533,940            | 551,290            | 569,380            | 588,200            |
| Orphan's Court                                     | 60,510             | 60,820             | 61,150             | 61,480             | 61,820             | 62,280             |
| Volunteer Community Service Program                | 211,670            | 219,190            | 226,340            | 233,800            | 241,580            | 249,710            |
| <b>Total Courts</b>                                | <b>3,152,070</b>   | <b>3,290,340</b>   | <b>3,355,720</b>   | <b>3,461,930</b>   | <b>3,609,800</b>   | <b>3,687,240</b>   |
| Public Safety 911                                  | 6,284,650          | 6,218,680          | 6,292,970          | 6,749,110          | 6,717,790          | 6,938,860          |
| <b>Total Public Safety 911</b>                     | <b>6,284,650</b>   | <b>6,218,680</b>   | <b>6,292,970</b>   | <b>6,749,110</b>   | <b>6,717,790</b>   | <b>6,938,860</b>   |
| Advocacy and Investigation Center                  | 157,390            | 164,040            | 175,530            | 177,480            | 184,590            | 191,950            |
| Detention Center                                   | 10,732,290         | 11,197,480         | 11,643,340         | 12,116,160         | 12,593,120         | 13,108,940         |
| Sheriff's Office                                   | 14,082,030         | 15,526,810         | 16,062,130         | 16,714,360         | 17,397,850         | 18,112,880         |
| <b>Total Sheriff Services</b>                      | <b>24,971,710</b>  | <b>26,888,330</b>  | <b>27,881,000</b>  | <b>29,008,000</b>  | <b>30,175,560</b>  | <b>31,413,770</b>  |
| State's Attorney's Office                          | 3,907,760          | 4,061,730          | 4,192,510          | 4,328,170          | 4,469,460          | 4,616,560          |
| <b>Total State's Attorney's Office</b>             | <b>3,907,760</b>   | <b>4,061,730</b>   | <b>4,192,510</b>   | <b>4,328,170</b>   | <b>4,469,460</b>   | <b>4,616,560</b>   |
| Animal Control                                     | 990,410            | 1,064,820          | 1,057,860          | 1,134,260          | 1,171,100          | 1,165,450          |
| 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          |
| <b>Total Public Safety and Corrections Other</b>   | <b>15,525,020</b>  | <b>14,620,670</b>  | <b>15,124,440</b>  | <b>15,723,420</b>  | <b>16,229,030</b>  | <b>16,704,720</b>  |
| <b>Total Public Safety and Corrections</b>         | <b>53,841,210</b>  | <b>55,079,750</b>  | <b>56,846,640</b>  | <b>59,270,630</b>  | <b>61,201,640</b>  | <b>63,361,150</b>  |
| <b>Public Works</b>                                |                    |                    |                    |                    |                    |                    |
| Public Works Administration                        | 929,350            | 959,800            | 989,080            | 1,009,730          | 1,037,120          | 1,064,650          |
| Building Construction                              | 365,000            | 377,520            | 389,610            | 400,500            | 413,540            | 427,120            |
| Engineering Administration                         | 438,120            | 453,120            | 467,620            | 482,700            | 498,410            | 514,750            |
| Engineering - Construction Inspection              | 469,620            | 485,460            | 501,170            | 517,540            | 534,610            | 552,390            |
| Engineering - Design                               | 373,070            | 386,140            | 398,760            | 411,760            | 425,490            | 439,610            |
| Engineering - Survey                               | 327,900            | 320,210            | 345,690            | 341,800            | 353,260            | 365,390            |
| Facilities   | 11,425,530         | 11,826,920         | 12,273,670         | 12,167,370         | 12,600,670         | 13,045,190         |
| Fleet Management                                   | 8,098,610          | 8,610,760          | 8,406,050          | 8,663,560          | 8,929,620          | 9,204,500          |
| Permits and Inspections                            | 1,596,300          | 1,648,550          | 1,702,600          | 1,766,800          | 1,818,150          | 1,879,700          |
| Roads Operations                                   | 8,499,020          | 8,770,010          | 9,053,190          | 9,348,080          | 9,655,470          | 9,975,710          |
| 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            | 167,970            | 173,200            | 178,610            | 184,230            | 190,050            |
| Veteran Transit Services                           | 102,000            | 105,060            | 108,210            | 111,460            | 114,800            | 118,250            |
| <b>Total Public Works</b>                          | <b>35,498,540</b>  | <b>36,776,010</b>  | <b>37,588,100</b>  | <b>38,299,100</b>  | <b>39,589,910</b>  | <b>40,932,890</b>  |
| <b>Citizen Services</b>                            |                    |                    |                    |                    |                    |                    |
| Citizen Services Administration                    | 459,870            | 409,180            | 421,850            | 435,070            | 448,860            | 463,240            |
| Aging and Disabilities                             | 1,433,780          | 1,477,800          | 1,525,090          | 1,574,420          | 1,625,920          | 1,679,690          |
| Recovery Support Services                          | 859,900            | 875,250            | 901,350            | 928,250            | 955,940            | 989,470            |
| <b>Total Citizen Services</b>                      | <b>2,753,550</b>   | <b>2,762,230</b>   | <b>2,848,290</b>   | <b>2,937,740</b>   | <b>3,030,720</b>   | <b>3,132,400</b>   |

# Operating Plan

## Fiscal Years 2019 - 2024

| Department/Agency                            | FY 19<br>Budget   | FY 20<br>Planned  | FY 21<br>Planned  | FY 22<br>Planned  | FY 23<br>Planned  | FY 24<br>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         |
| <b>Citizen Services Non - Profits</b>        | <b>3,700,590</b>  | <b>3,811,940</b>  | <b>3,963,750</b>  | <b>4,118,920</b>  | <b>4,202,550</b>  | <b>4,288,230</b>  |
| 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            |
| <b>Citizen Services State</b>                | <b>3,516,830</b>  | <b>3,621,730</b>  | <b>3,729,790</b>  | <b>3,841,080</b>  | <b>3,955,710</b>  | <b>4,073,780</b>  |
| <b>Total Citizen Services</b>                | <b>9,970,970</b>  | <b>10,195,900</b> | <b>10,541,830</b> | <b>10,897,740</b> | <b>11,188,980</b> | <b>11,494,410</b> |
| <b>Recreation and Culture</b>                |                   |                   |                   |                   |                   |                   |
| Recreation and Parks Administration          | 383,170           | 402,070           | 408,680           | 421,740           | 436,490           | 449,520           |
| Hashawha                                     | 879,500           | 910,150           | 938,990           | 968,940           | 1,000,060         | 1,032,390         |
| Piney Run Park                               | 697,920           | 705,750           | 728,070           | 750,150           | 774,190           | 797,960           |
| Recreation                                   | 532,120           | 548,380           | 565,880           | 584,080           | 603,010           | 622,700           |
| Sports Complex                               | 211,710           | 218,840           | 225,790           | 233,020           | 240,520           | 248,310           |
| <b>Total Recreation and Parks</b>            | <b>2,704,420</b>  | <b>2,785,190</b>  | <b>2,867,410</b>  | <b>2,957,930</b>  | <b>3,054,270</b>  | <b>3,150,880</b>  |
| 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            |
| <b>Total Culture</b>                         | <b>90,000</b>     | <b>80,000</b>     | <b>80,000</b>     | <b>80,000</b>     | <b>80,000</b>     | <b>80,000</b>     |
| <b>Total Recreation and Culture</b>          | <b>2,794,420</b>  | <b>2,865,190</b>  | <b>2,947,410</b>  | <b>3,037,930</b>  | <b>3,134,270</b>  | <b>3,230,880</b>  |
| <b>General Government</b>                    |                   |                   |                   |                   |                   |                   |
| Comprehensive Planning                       | 962,440           | 992,760           | 1,024,450         | 1,057,400         | 1,091,690         | 1,127,360         |
| <b>Total Comprehensive Planning</b>          | <b>962,440</b>    | <b>992,760</b>    | <b>1,024,450</b>  | <b>1,057,400</b>  | <b>1,091,690</b>  | <b>1,127,360</b>  |
| Comptroller Administration                   | 441,590           | 453,610           | 468,410           | 483,270           | 497,180           | 514,880           |
| Accounting                                   | 1,044,780         | 1,078,250         | 1,115,060         | 1,151,150         | 1,186,530         | 1,227,000         |
| Bond Issuance Expense                        | 213,300           | 248,180           | 285,870           | 259,630           | 282,480           | 275,500           |
| Collections Office                           | 1,334,320         | 1,365,350         | 1,415,500         | 1,467,760         | 1,522,240         | 1,579,010         |
| Independent Post Audit                       | 50,660            | 52,180            | 53,750            | 55,900            | 58,130            | 60,460            |
| Purchasing                                   | 484,100           | 502,640           | 516,610           | 535,360           | 550,580           | 570,740           |
| <b>Total Comptroller</b>                     | <b>3,568,750</b>  | <b>3,700,210</b>  | <b>3,855,200</b>  | <b>3,953,070</b>  | <b>4,097,140</b>  | <b>4,227,590</b>  |
| County Attorney                              | 802,750           | 804,480           | 829,900           | 856,300           | 883,720           | 912,200           |
| <b>Total County Attorney</b>                 | <b>802,750</b>    | <b>804,480</b>    | <b>829,900</b>    | <b>856,300</b>    | <b>883,720</b>    | <b>912,200</b>    |
| Economic Development Administration          | 779,250           | 804,880           | 830,130           | 856,300           | 883,470           | 911,660           |
| Business Employment and Resource Center      | 251,520           | 260,850           | 268,770           | 277,050           | 285,700           | 294,740           |
| 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           | 1,020,330         | 1,052,240         | 1,085,310         | 1,119,670         | 1,155,300         |
| Tourism                                      | 417,570           | 384,650           | 396,380           | 408,490           | 421,000           | 433,930           |
| <b>Total Economic Development</b>            | <b>4,508,220</b>  | <b>4,020,710</b>  | <b>4,097,520</b>  | <b>4,177,150</b>  | <b>4,259,840</b>  | <b>4,845,630</b>  |
| Human Resources Administration               | 940,210           | 972,330           | 963,410           | 994,530           | 1,026,930         | 1,060,660         |
| Health and Fringe Benefits                   | 14,800,780        | 17,899,180        | 19,247,850        | 20,791,930        | 22,459,970        | 24,261,910        |
| Personnel Services                           | 199,480           | 207,030           | 214,010           | 221,310           | 228,970           | 237,010           |
| <b>Total Human Resources</b>                 | <b>15,940,470</b> | <b>19,078,540</b> | <b>20,425,270</b> | <b>22,007,770</b> | <b>23,715,870</b> | <b>25,559,580</b> |
| Land and Resource Management Administration  | 794,100           | 821,490           | 847,880           | 875,330           | 903,930           | 933,690           |
| Development Review                           | 568,600           | 588,790           | 607,990           | 628,010           | 648,900           | 670,690           |
| Resource Management                          | 853,630           | 884,670           | 911,950           | 940,420           | 970,170           | 1,001,200         |
| Zoning Administration                        | 256,650           | 265,910           | 274,640           | 283,760           | 293,300           | 303,270           |
| <b>Total Land and Resource Management</b>    | <b>2,472,980</b>  | <b>2,560,860</b>  | <b>2,642,460</b>  | <b>2,727,520</b>  | <b>2,816,300</b>  | <b>2,908,850</b>  |

# Operating Plan

## Fiscal Years 2019 - 2024

| Department/Agency                                  | FY 19<br>Budget   | FY 20<br>Planned  | FY 21<br>Planned  | FY 22<br>Planned  | FY 23<br>Planned  | FY 24<br>Planned  |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Management and Budget Administration               | 255,240           | 263,680           | 271,970           | 280,580           | 289,510           | 298,780           |
| Budget   | 601,820           | 622,620           | 642,630           | 663,460           | 685,160           | 707,750           |
| Grants Office                                      | 171,390           | 170,090           | 182,280           | 181,500           | 194,150           | 193,860           |
| Risk Management                                    | 2,416,840         | 2,534,420         | 2,655,560         | 2,782,680         | 2,916,090         | 3,056,090         |
| <b>Total Management and Budget</b>                 | <b>3,445,290</b>  | <b>3,590,810</b>  | <b>3,752,440</b>  | <b>3,908,220</b>  | <b>4,084,910</b>  | <b>4,256,480</b>  |
| Technology Services                                | 4,949,820         | 5,086,890         | 5,405,260         | 5,657,920         | 5,733,920         | 5,953,280         |
| Production and Distribution Services               | 472,920           | 488,280           | 503,500           | 519,280           | 535,520           | 552,570           |
| <b>Total Technology Services</b>                   | <b>5,422,740</b>  | <b>5,575,170</b>  | <b>5,908,760</b>  | <b>6,177,200</b>  | <b>6,269,540</b>  | <b>6,505,850</b>  |
| Administrative Hearings                            | 90,150            | 93,250            | 96,230            | 99,340            | 102,580           | 105,940           |
| Audio Video Production                             | 204,080           | 215,590           | 222,030           | 228,760           | 235,780           | 243,140           |
| 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            | 94,400            | 97,420            | 100,560           | 104,190           | 107,250           |
| Not in Carroll                                     | 300,000           | 310,500           | 321,370           | 332,620           | 344,260           | 356,310           |
| County Commissioners                               | 1,083,110         | 1,120,290         | 1,156,170         | 1,193,510         | 1,232,380         | 1,272,830         |
| <b>Total General Government Other</b>              | <b>3,066,590</b>  | <b>3,402,950</b>  | <b>3,538,130</b>  | <b>3,587,490</b>  | <b>3,637,030</b>  | <b>3,809,930</b>  |
| <b>Total General Government</b>                    | <b>40,190,230</b> | <b>43,726,490</b> | <b>46,074,130</b> | <b>48,452,120</b> | <b>50,856,040</b> | <b>54,153,470</b> |
| <b>Conservation and Natural Resources</b>          |                   |                   |                   |                   |                   |                   |
| 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           | 465,480           | 480,400           | 495,930           | 512,090           | 528,910           |
| Weed Control                                       | 67,230            | 69,250            | 98,830            | 73,470            | 75,670            | 77,940            |
| <b>Total Conservation and Natural Resources</b>    | <b>1,046,060</b>  | <b>1,078,500</b>  | <b>1,138,420</b>  | <b>1,144,460</b>  | <b>1,179,180</b>  | <b>1,215,110</b>  |
| <b>Debt and Transfers</b>                          |                   |                   |                   |                   |                   |                   |
| Debt Service                                       | 24,564,430        | 24,603,570        | 23,298,590        | 22,190,350        | 22,769,870        | 23,207,260        |
| 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         |
| <b>Total Debt and Transfers</b>                    | <b>30,855,030</b> | <b>29,762,060</b> | <b>28,594,320</b> | <b>27,859,690</b> | <b>28,969,660</b> | <b>29,841,510</b> |
| <b>Reserves</b>                                    |                   |                   |                   |                   |                   |                   |
| Reserve for Contingencies                          | 4,111,400         | 4,162,330         | 4,278,166         | 4,466,870         | 4,636,810         | 4,810,100         |
| Reserve for Positions                              | 210,000           | 447,030           | 698,090           | 963,810           | 1,244,850         | 1,541,890         |
| Reserve for Reclassifications                      | 300,000           | 309,000           | 318,270           | 327,820           | 337,650           | 347,780           |
| <b>Total Reserves</b>                              | <b>4,621,400</b>  | <b>4,918,360</b>  | <b>5,294,526</b>  | <b>5,758,500</b>  | <b>6,219,310</b>  | <b>6,699,770</b>  |
| <b>Interfund Transfers</b>                         |                   |                   |                   |                   |                   |                   |
| 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    | 99,650            | 102,640           | 105,720           | 108,890           | 112,160           | 115,530           |
| 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                   | 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 Services          | 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              | 207,820           | 600,250           | 223,160           | 413,080           | 537,390           | 249,620           |
| <b>Total Interfund Transfers</b>                   | <b>7,496,620</b>  | <b>8,218,550</b>  | <b>8,257,620</b>  | <b>9,332,490</b>  | <b>9,173,370</b>  | <b>9,042,170</b>  |
| Projected Revenue                                  | 411,096,050       | 419,864,800       | 434,550,176       | 450,386,940       | 465,681,294       | 483,510,415       |
| Projected Expenditures                             | 411,096,050       | 419,864,800       | 434,550,176       | 450,088,610       | 465,412,390       | 482,551,650       |
| <b>Balance</b>                                     | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>298,330</b>    | <b>268,904</b>    | <b>958,765</b>    |
|  | 0.00%             | 0.00%             | 0.00%             | 0.07%             | 0.06%             | 0.20%             |