

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	\$11,526,400	\$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%
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	411,096,050	419,864,800	434,550,176	450,386,940	465,681,294	483,510,415
% 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 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	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
Total Public Schools	202,746,690	204,527,500	213,840,680	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 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
Total Education Other	22,034,880	22,716,490	23,426,500	24,173,780	24,949,790	25,755,490
Public Safety and Corrections						
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
Total Courts	3,152,070	3,290,340	3,355,720	3,461,930	3,609,800	3,687,240
Public Safety 911	6,284,650	6,218,680	6,292,970	6,749,110	6,717,790	6,938,860
Total Public Safety 911	6,284,650	6,218,680	6,292,970	6,749,110	6,717,790	6,938,860
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
Total Sheriff Services	24,971,710	26,888,330	27,881,000	29,008,000	30,175,560	31,413,770
State's Attorney's Office	3,907,760	4,061,730	4,192,510	4,328,170	4,469,460	4,616,560
Total State's Attorney's Office	3,907,760	4,061,730	4,192,510	4,328,170	4,469,460	4,616,560
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
Total Public Safety and Corrections Other	15,525,020	14,620,670	15,124,440	15,723,420	16,229,030	16,704,720
Total Public Safety and Corrections	53,841,210	55,079,750	56,846,640	59,270,630	61,201,640	63,361,150
Public Works						
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
Total Public Works	35,498,540	36,776,010	37,588,100	38,299,100	39,589,910	40,932,890
Citizen Services						
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
Total Citizen Services	2,753,550	2,762,230	2,848,290	2,937,740	3,030,720	3,132,400

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 Services	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	9,970,970	10,195,900	10,541,830	10,897,740	11,188,980	11,494,410
Recreation and Culture						
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
Total Recreation and Parks	2,704,420	2,785,190	2,867,410	2,957,930	3,054,270	3,150,880
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	2,865,190	2,947,410	3,037,930	3,134,270	3,230,880
General Government						
Comprehensive Planning	962,440	992,760	1,024,450	1,057,400	1,091,690	1,127,360
Total Comprehensive Planning	962,440	992,760	1,024,450	1,057,400	1,091,690	1,127,360
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
Total Comptroller	3,568,750	3,700,210	3,855,200	3,953,070	4,097,140	4,227,590
County Attorney	802,750	804,480	829,900	856,300	883,720	912,200
Total County Attorney	802,750	804,480	829,900	856,300	883,720	912,200
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
Total Economic Development	4,508,220	4,020,710	4,097,520	4,177,150	4,259,840	4,845,630
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
Total Human Resources	15,940,470	19,078,540	20,425,270	22,007,770	23,715,870	25,559,580
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
Total Land and Resource Management	2,472,980	2,560,860	2,642,460	2,727,520	2,816,300	2,908,850

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	263,680	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
Total Management and Budget	3,445,290	3,590,810	3,752,440	3,908,220	4,084,910	4,256,480
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
Total Technology Services	5,422,740	5,575,170	5,908,760	6,177,200	6,269,540	6,505,850
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
Total General Government Other	3,066,590	3,402,950	3,538,130	3,587,490	3,637,030	3,809,930
Total General Government	40,190,230	43,726,490	46,074,130	48,452,120	50,856,040	54,153,470
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	465,480	480,400	495,930	512,090	528,910
Weed Control	67,230	69,250	98,830	73,470	75,670	77,940
Total Conservation and Natural Resources	1,046,060	1,078,500	1,138,420	1,144,460	1,179,180	1,215,110
Debt and Transfers						
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
Total Debt and Transfers	30,855,030	29,762,060	28,594,320	27,859,690	28,969,660	29,841,510
Reserves						
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
Total Reserves	4,621,400	4,918,360	5,294,526	5,758,500	6,219,310	6,699,770
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	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
Total Interfund Transfers	7,496,620	8,218,550	8,257,620	9,332,490	9,173,370	9,042,170
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
Balance	0	0	0	298,330	268,904	958,765
	0.00%	0.00%	0.00%	0.07%	0.06%	0.20%