

## SIX-YEAR OPERATING REVENUE

	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23
	Budget	Planned	Planned	Planned	Planned	Planned
<b>Real Property - All Funds</b>	\$191,842,970	\$196,607,167	\$202,519,023	\$208,396,825	\$214,426,271	\$220,675,776
% Change	2.44%	2.48%	3.01%	2.90%	2.89%	2.91%
<b>Property Tax directly in Capital Fund</b>	(2,986,500)	(2,940,700)	(3,091,700)	(3,168,900)	(3,249,600)	(3,334,200)
<b>Property Tax directly in Stormwater Fund</b>	(2,218,160)	(2,585,867)	(2,907,516)	(3,218,642)	(3,465,282)	(3,771,798)
<b>Railroad and Public Utility</b>	7,045,000	7,009,947	6,974,897	6,940,023	6,905,322	6,870,796
% Change	2.84%	-0.50%	-0.50%	-0.50%	-0.50%	-0.50%
<b>Total Business Tax</b>	8,080,000	8,160,800	8,242,408	8,324,832	8,408,080	8,492,161
% Change	-1.23%	1.00%	1.00%	1.00%	1.00%	1.00%
<b>Total Property Tax</b>	<b>\$201,763,310</b>	<b>\$206,251,347</b>	<b>\$211,737,112</b>	<b>\$217,274,138</b>	<b>\$223,024,792</b>	<b>\$228,932,735</b>
% Change	1.11%	2.22%	2.66%	2.62%	2.65%	2.65%
<b>Income Tax</b>	\$145,624,240	\$152,078,128	\$157,943,098	\$165,840,252	\$174,132,265	\$182,838,877
% Change	4.25%	4.43%	3.86%	5.00%	5.00%	5.00%
<b>Recordation</b>	14,500,000	15,000,000	15,600,000	16,100,000	16,700,000	17,250,000
% Change	7.41%	3.45%	4.00%	3.21%	3.73%	3.29%
<b>Cable Franchise Fee</b>	1,700,000	1,785,000	1,874,250	1,968,000	2,066,400	2,169,720
% Change	8.90%	5.00%	5.00%	5.00%	5.00%	5.00%
<b>Building Permits</b>	525,000	540,750	555,621	569,511	582,325	593,972
% Change	-4.37%	3.00%	2.75%	2.50%	2.25%	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	5.83%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Investment Income</b>	2,355,400	3,257,948	4,159,433	5,106,307	6,024,797	7,009,275
% Change	29.77%	38.32%	27.67%	22.76%	17.99%	16.34%
<b>Total Major Revenues</b>	<b>\$367,557,950</b>	<b>\$380,003,172</b>	<b>\$392,959,513</b>	<b>\$407,948,207</b>	<b>\$423,620,579</b>	<b>\$439,884,580</b>
% Change	2.76%	3.39%	3.41%	3.81%	3.84%	3.84%
<b>Tier 2 Revenues *</b>	\$6,010,410	\$6,440,722	\$6,633,944	\$6,832,962	\$7,037,951	\$7,249,090
% Change	2.95%	7.16%	3.00%	3.00%	3.00%	3.00%
<b>Tier 3 Revenues **</b>	3,647,790	3,757,224	3,869,940	3,986,039	4,105,620	4,228,788
% Change	-3.26%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Annual Revenues</b>	<b>\$377,216,150</b>	<b>\$390,201,118</b>	<b>\$403,463,397</b>	<b>\$418,767,207</b>	<b>\$434,764,150</b>	<b>\$451,362,458</b>
% Change	2.70%	3.44%	3.40%	3.79%	3.82%	3.82%
<b>Prior Year Unappropriated Reserve</b>	\$10,157,850	\$7,489,388	\$4,206,337	\$2,926,508	\$2,622,512	\$2,303,220
% Change	12.83%	-26.27%	-43.84%	-30.43%	-10.39%	-12.18%
<b>Current Year Surplus</b>	1,400,000	1,201,212	0	0	246,000	680,930
% Change	613.87%	100.00%	-100.00%	0.00%	100.00%	176.80%
<b>Transfer from Special Revenue Fund</b>	327,150	336,965	347,073	357,486	368,210	379,257
% Change	3.58%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Transfer from Capital Fund - Income Tax For Debt Service</b>	10,940,900	10,733,255	10,676,589	12,201,836	14,190,067	14,617,386
% Change	-5.59%	-1.90%	-0.53%	14.29%	16.29%	3.01%
<b>Total Revenues</b>	<b>\$400,042,050</b>	<b>\$409,961,938</b>	<b>\$418,693,397</b>	<b>\$434,253,038</b>	<b>\$452,190,940</b>	<b>\$469,343,251</b>
% Change	3.00%	2.48%	2.13%	3.72%	4.13%	3.79%

\* 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 FY 18 Budget

Department/Agency	FY 18 Budget	FY 19 Planned	FY 20 Planned	FY 21 Planned	FY 22 Planned	FY 23 Planned
<b>Public Schools</b>						
Carroll County Public Schools	186,864,400	190,391,000	192,191,500	200,905,000	208,600,000	214,858,000
Carroll County Public Schools Debt Service	11,302,030	11,027,170	10,849,320	12,297,040	14,191,810	14,617,390
<b>Total Public Schools</b>	<b>198,166,430</b>	<b>201,418,170</b>	<b>203,040,820</b>	<b>213,202,040</b>	<b>222,791,810</b>	<b>229,475,390</b>
<b>Education Other</b>						
Cable Regulatory Commission	142,180	149,290	156,750	164,590	172,820	181,460
Carroll Community College	9,403,070	9,664,560	9,954,500	10,253,140	10,560,730	10,877,550
Carroll County Public Library	10,267,890	10,595,520	10,942,430	11,304,270	11,682,190	12,076,860
Community Media Center	717,920	738,000	749,700	787,190	826,550	867,880
<b>Total Education Other</b>	<b>20,531,060</b>	<b>21,147,370</b>	<b>21,803,380</b>	<b>22,509,190</b>	<b>23,242,290</b>	<b>24,003,750</b>
<b>Public Safety and Correction</b>						
Circuit Court	2,334,060	2,407,130	2,494,400	2,573,450	2,655,570	2,740,870
Circuit Court Magistrates	492,300	508,030	524,410	541,450	559,200	577,690
Orphan's Court	60,510	60,820	61,150	61,480	61,820	62,180
Volunteer Community Service Program	206,710	213,390	220,360	227,630	235,210	243,130
<b>Total Courts</b>	<b>3,093,580</b>	<b>3,189,370</b>	<b>3,300,320</b>	<b>3,404,010</b>	<b>3,511,800</b>	<b>3,623,870</b>
Public Safety 911	5,666,500	6,160,690	6,120,910	6,319,090	6,776,400	6,746,130
<b>Total Public Safety 911</b>	<b>5,666,500</b>	<b>6,160,690</b>	<b>6,120,910</b>	<b>6,319,090</b>	<b>6,776,400</b>	<b>6,746,130</b>
Advocacy and Investigation Center	153,660	159,460	165,540	176,900	178,700	185,680
Detention Center	10,036,420	10,424,640	10,850,190	11,295,340	11,761,290	12,248,970
Sheriff's Office	12,097,620	12,549,030	13,085,350	13,603,400	14,157,170	14,738,060
<b>Total Sheriff Services</b>	<b>22,287,700</b>	<b>23,133,130</b>	<b>24,101,080</b>	<b>25,075,640</b>	<b>26,097,160</b>	<b>27,172,710</b>
State's Attorney's Office	3,718,790	3,821,280	3,948,340	4,082,490	4,214,660	4,352,530
<b>Total State's Attorney</b>	<b>3,718,790</b>	<b>3,821,280</b>	<b>3,948,340</b>	<b>4,082,490</b>	<b>4,214,660</b>	<b>4,352,530</b>
Animal Control	992,680	986,120	1,057,770	1,050,710	1,127,000	1,163,700
EMS 24/7 Services	4,351,430	4,481,970	4,616,430	4,754,930	4,897,570	5,044,500
Length of Service Award Program	166,000	282,000	398,000	514,000	630,000	680,000
Volunteer Emergency Services Association	8,349,100	8,292,630	8,541,410	8,797,650	9,061,580	9,333,430
Volunteer Recruitment and Retention	300,000	0	0	0	0	0
<b>Total Public Safety and Correction Other</b>	<b>14,159,210</b>	<b>14,042,720</b>	<b>14,613,610</b>	<b>15,117,290</b>	<b>15,716,150</b>	<b>16,221,630</b>
<b>Total Public Safety and Correction</b>	<b>48,925,780</b>	<b>50,347,190</b>	<b>52,084,260</b>	<b>53,998,520</b>	<b>56,316,170</b>	<b>58,116,870</b>
<b>Public Works</b>						
Public Works Administration	1,066,910	1,102,980	1,133,510	1,169,860	1,202,970	1,238,230
Building Construction	338,970	350,210	361,280	372,780	384,710	397,110
Engineering Administration	427,180	441,010	455,130	469,820	485,120	501,030
Engineering - Construction Inspection	437,630	451,560	466,060	481,120	496,820	513,160
Engineering - Design	393,270	406,560	419,630	433,380	447,560	462,520
Engineering - Survey	303,600	338,180	323,600	349,320	345,690	357,500
Facilities	11,139,510	11,519,820	11,912,290	12,313,330	12,696,550	13,091,000
Fleet Management	7,677,590	7,995,500	8,242,680	8,492,900	8,755,410	9,024,970
Permits and Inspections	1,644,900	1,704,020	1,752,260	1,810,060	1,878,210	1,933,650
Roads Operations	8,390,040	8,616,930	8,894,290	9,182,930	9,483,600	9,796,800
Storm Emergencies	2,240,220	2,280,200	2,270,550	2,338,760	2,409,010	2,481,310
Traffic Control	382,470	388,260	399,910	411,900	424,260	436,990
<b>Total Public Works</b>	<b>34,442,290</b>	<b>35,595,230</b>	<b>36,631,190</b>	<b>37,826,160</b>	<b>39,009,910</b>	<b>40,234,270</b>
<b>Citizen Services</b>						
Citizen Services Administration	451,570	463,950	478,360	493,350	508,980	525,260
Aging and Disabilities	1,272,730	1,311,360	1,353,430	1,397,310	1,443,110	1,490,930
Recovery Support Services	845,630	877,000	903,310	930,410	958,320	987,070
<b>Total Citizen Services</b>	<b>2,569,930</b>	<b>2,652,310</b>	<b>2,735,100</b>	<b>2,821,070</b>	<b>2,910,410</b>	<b>3,003,260</b>

# Operating Plan FY 18 Budget

Department/Agency	FY 18 Budget	FY 19 Planned	FY 20 Planned	FY 21 Planned	FY 22 Planned	FY 23 Planned
Access Carroll	20,000	20,000	20,000	20,000	20,000	20,000
The Arc Carroll County	257,750	260,330	262,930	265,560	268,220	270,900
CHANGE, Inc.	277,740	255,270	257,820	260,400	263,000	265,630
Family and Children's Services	369,560	380,650	392,070	403,830	415,940	428,420
Flying Colors of Success	42,300	44,420	46,640	48,970	51,420	53,990
Human Services Program	1,170,040	1,193,440	1,217,310	1,241,660	1,266,490	1,291,820
Mosaic Community Services	106,540	107,610	108,690	109,770	110,870	111,980
Rape Crisis Intervention Services	142,970	150,120	157,620	165,500	173,780	182,470
Target Community and Educational Services	257,750	260,330	262,930	265,560	268,220	270,900
Youth Services Bureau	883,210	975,870	1,070,390	1,166,800	1,265,130	1,290,440
<b>Citizen Services Non - Profits</b>	<b>3,527,860</b>	<b>3,648,040</b>	<b>3,796,400</b>	<b>3,948,050</b>	<b>4,103,070</b>	<b>4,186,550</b>
Health Department	3,394,980	3,496,830	3,601,740	3,709,790	3,821,080	3,935,720
Social Services	20,000	20,000	20,000	20,000	20,000	20,000
<b>Citizen Services State</b>	<b>3,414,980</b>	<b>3,516,830</b>	<b>3,621,740</b>	<b>3,729,790</b>	<b>3,841,080</b>	<b>3,955,720</b>
<b>Total Citizen Services</b>	<b>9,512,770</b>	<b>9,817,180</b>	<b>10,153,240</b>	<b>10,498,910</b>	<b>10,854,560</b>	<b>11,145,530</b>
<b>Culture and Recreation</b>						
Recreation and Parks Administration	378,470	383,290	405,190	413,150	426,490	441,490
Hashawha	868,650	895,420	924,000	953,680	984,540	1,016,660
Piney Run Park	642,970	673,280	694,800	717,170	740,450	764,680
Recreation	539,220	558,250	576,040	594,510	613,740	633,730
Sports Complex	228,440	232,440	239,800	250,420	254,970	266,210
<b>Total Recreation and Parks</b>	<b>2,657,750</b>	<b>2,742,680</b>	<b>2,839,830</b>	<b>2,928,930</b>	<b>3,020,190</b>	<b>3,122,770</b>
Historical Society of Carroll County	70,000	60,000	60,000	60,000	60,000	60,000
Union Mills Homestead	30,000	20,000	20,000	20,000	20,000	20,000
<b>Total Recreation Other</b>	<b>100,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>
<b>Total Culture and Recreation</b>	<b>2,757,750</b>	<b>2,822,680</b>	<b>2,919,830</b>	<b>3,008,930</b>	<b>3,100,190</b>	<b>3,202,770</b>
<b>General Government</b>						
Comprehensive Planning	948,150	974,710	1,005,830	1,038,190	1,071,850	1,106,870
<b>Total Comprehensive Planning</b>	<b>948,150</b>	<b>974,710</b>	<b>1,005,830</b>	<b>1,038,190</b>	<b>1,071,850</b>	<b>1,106,870</b>
Comptroller Administration	438,980	453,400	464,970	481,990	497,460	511,960
Accounting	998,910	1,034,800	1,075,900	1,122,990	1,169,700	1,216,030
Bond Issuance Expense	196,760	213,300	236,450	272,110	240,250	253,600
Collections Office	1,273,770	1,321,030	1,369,470	1,419,910	1,472,460	1,527,230
Independent Post Audit	49,180	50,660	52,180	53,740	55,890	58,130
Purchasing	456,710	473,610	486,510	504,110	518,120	537,000
<b>Total Comptroller</b>	<b>3,414,310</b>	<b>3,546,800</b>	<b>3,685,480</b>	<b>3,854,850</b>	<b>3,953,880</b>	<b>4,103,950</b>
County Attorney	758,050	782,630	807,250	832,770	859,260	886,760
<b>Total County Attorney</b>	<b>758,050</b>	<b>782,630</b>	<b>807,250</b>	<b>832,770</b>	<b>859,260</b>	<b>886,760</b>
Economic Development Administration	966,250	996,200	1,027,220	1,059,340	1,092,630	1,127,130
Business Employment and Resource Center	249,200	256,930	264,860	273,140	281,820	290,900
Economic Development Infrastructure and Investments	750,070	2,050,000	2,050,000	2,050,000	2,050,000	2,050,000
Farm Museum	962,040	995,410	1,026,380	1,058,440	1,091,660	1,126,130
Tourism	307,150	316,520	326,210	336,210	346,550	357,240
<b>Total Economic Development</b>	<b>3,234,710</b>	<b>4,615,060</b>	<b>4,694,670</b>	<b>4,777,130</b>	<b>4,862,660</b>	<b>4,951,400</b>
Human Resources Administration	944,100	971,300	1,002,510	1,034,990	1,068,810	1,104,030
Health and Fringe Benefits	14,313,640	17,446,620	18,755,740	20,254,360	21,873,080	23,621,540
Personnel Services	145,240	150,660	155,750	161,070	166,660	172,520
<b>Total Human Resources</b>	<b>15,402,980</b>	<b>18,568,580</b>	<b>19,914,000</b>	<b>21,450,420</b>	<b>23,108,550</b>	<b>24,898,090</b>
Land and Resource Management Administration	785,890	811,200	837,360	864,600	892,980	922,550
Development Review	543,860	562,060	580,240	599,180	618,910	639,490
Resource Management	809,390	836,710	862,810	890,040	918,500	948,260
Zoning Administration	239,680	247,230	255,220	263,530	272,190	281,210
<b>Total Land and Resource Management</b>	<b>2,378,820</b>	<b>2,457,200</b>	<b>2,535,630</b>	<b>2,617,350</b>	<b>2,702,580</b>	<b>2,791,510</b>

# Operating Plan FY 18 Budget

Department/Agency	FY 18 Budget	FY 19 Planned	FY 20 Planned	FY 21 Planned	FY 22 Planned	FY 23 Planned
Management and Budget Administration	248,190	255,960	264,020	272,370	281,040	290,040
Budget	608,780	628,120	648,290	669,260	691,100	713,840
Grants Office	160,260	172,690	171,550	183,830	183,140	195,910
Risk Management	2,382,710	2,496,130	2,615,130	2,740,000	2,871,020	3,008,510
<b>Total Management and Budget</b>	<b>3,399,940</b>	<b>3,552,900</b>	<b>3,698,990</b>	<b>3,865,460</b>	<b>4,026,300</b>	<b>4,208,300</b>
Technology Services	4,521,600	4,681,980	5,046,390	5,337,970	5,373,610	5,543,440
Production and Distribution Services	462,290	477,870	492,780	508,210	524,210	540,800
<b>Total Technology Services</b>	<b>4,983,890</b>	<b>5,159,850</b>	<b>5,539,170</b>	<b>5,846,180</b>	<b>5,897,820</b>	<b>6,084,240</b>
Administrative Hearings	93,270	91,770	94,710	97,770	100,960	104,270
Audio Video Production	168,380	174,010	179,610	185,430	179,500	185,460
Board of Elections	1,207,150	1,290,660	1,321,450	1,382,660	1,433,800	1,502,990
Board of License Commissioners	92,230	90,700	93,610	96,630	99,790	103,420
County Commissioners	1,095,020	1,090,370	1,125,330	1,161,690	1,199,550	1,238,960
<b>Total General Government Other</b>	<b>2,656,050</b>	<b>2,737,510</b>	<b>2,814,710</b>	<b>2,924,180</b>	<b>3,013,600</b>	<b>3,135,100</b>
<b>Total General Government</b>	<b>37,176,900</b>	<b>42,395,240</b>	<b>44,695,730</b>	<b>47,206,530</b>	<b>49,496,500</b>	<b>52,166,220</b>
<b>Conservation and Natural Resources</b>						
Extension Office Carroll County	485,970	500,550	515,570	531,030	546,960	563,370
Gypsy Moth	30,000	30,000	30,000	30,000	30,000	30,000
Soil Conservation District	451,750	466,260	481,390	497,140	513,560	530,690
Weed Control	63,790	65,700	67,670	69,710	71,800	73,950
<b>Total Conservation and Natural Resources</b>	<b>1,031,510</b>	<b>1,062,510</b>	<b>1,094,630</b>	<b>1,127,880</b>	<b>1,162,320</b>	<b>1,198,010</b>
<b>Debt and Transfers</b>						
Debt Service	26,482,190	25,631,820	25,875,100	24,388,700	22,847,000	23,266,600
Debt Service - Ag Pres.	1,847,110	3,102,500	1,882,000	1,936,300	2,237,500	2,696,800
Intergovernmental Transfers	3,195,180	3,243,780	3,308,660	3,374,830	3,442,330	3,511,180
<b>Debt and Transfers</b>	<b>31,524,480</b>	<b>31,978,100</b>	<b>31,065,760</b>	<b>29,699,830</b>	<b>28,526,830</b>	<b>29,474,580</b>
<b>Reserves</b>						
Reserve for Contingencies	4,087,690	4,181,620	4,268,930	4,424,530	4,603,910	4,775,430
Reserve for Positions	0	224,010	461,460	712,950	979,120	1,260,620
Reserve for Reclassifications	0	300,000	309,000	318,270	327,820	337,650
<b>Total Reserves</b>	<b>4,087,690</b>	<b>4,705,630</b>	<b>5,039,390</b>	<b>5,455,750</b>	<b>5,910,850</b>	<b>6,373,700</b>
<b>Interfund Transfers</b>						
Transfer to Capital Fund	6,087,130	3,552,020	4,633,400	4,472,600	4,406,570	3,942,300
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.	284,040	284,040	284,040	284,040	284,040	284,040
Transfer to Grant Fund - Circuit Court	86,900	90,380	93,990	97,750	101,660	105,730
Transfer to Grant Fund - Health Department	4,000	4,000	4,000	4,000	4,000	4,000
Transfer to Grant Fund - Housing	30,380	31,900	33,490	35,170	36,930	38,770
Transfer to Grant Fund - Local Management Board	43,850	45,170	46,520	47,920	49,350	50,830
Transfer to Grant Fund - Public Safety	109,080	109,080	109,080	109,080	109,080	109,080
Transfer to Grant Fund - Recreation	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Grant Fund - Sheriff Services	68,800	71,550	74,410	77,390	80,490	83,710
Transfer to Grant Fund - State's Attorney	55,800	58,030	60,350	62,770	65,280	67,890
Transfer to Grant Fund - Transit	1,383,450	1,421,860	1,490,680	1,562,880	1,638,610	1,718,060
Transfer to Fiber Network Enterprise Fund	1,000,000	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	212,110	207,720	327,620	269,460	473,090	908,910
<b>Total Interfund Transfers</b>	<b>11,885,390</b>	<b>8,398,500</b>	<b>9,683,320</b>	<b>9,551,880</b>	<b>9,781,090</b>	<b>9,848,580</b>
Projected Revenue	400,042,050	409,961,938	418,693,397	434,253,038	452,190,940	469,343,251
Projected Expenditures	400,042,050	409,687,800	418,211,550	434,085,620	450,192,520	465,239,670
<b>Balance</b>	<b>0</b>	<b>274,138</b>	<b>481,847</b>	<b>167,418</b>	<b>1,998,420</b>	<b>4,103,581</b>
		0.07%	0.12%	0.04%	0.44%	0.87%