

# SIX-YEAR OPERATING REVENUE

		FY 17	FY 18	FY 19	FY 20	FY 21	FY 22
		Budget	Planned	Planned	Planned	Planned	Planned
<b>Real Property - All Funds</b>		\$185,346,400	\$188,464,302	\$192,755,372	\$198,601,441	\$204,643,291	\$210,860,746
	% Change	1.40%	1.68%	2.28%	3.03%	3.04%	3.04%
<b>Property Tax directly in Capital Fund</b>		(806,500)	(2,800,400)	(2,846,700)	(2,998,000)	(3,085,000)	(3,147,800)
	% Change	10.90%	247.23%	1.65%	5.31%	2.90%	2.04%
<b>Railroad and Public Utility</b>		6,850,300	6,850,800	6,813,100	6,775,800	6,738,600	6,701,800
	% Change	4.14%	0.01%	-0.55%	-0.55%	-0.55%	-0.55%
<b>Total Business Tax</b>		8,181,000	8,262,810	8,345,450	8,428,900	8,513,190	8,598,320
	% Change	28.65%	1.00%	1.00%	1.00%	1.00%	1.00%
<b>Total Property Tax</b>		<b>\$199,571,200</b>	<b>\$200,777,512</b>	<b>\$205,067,222</b>	<b>\$210,808,140</b>	<b>\$216,810,081</b>	<b>\$223,013,067</b>
	% Change	2.35%	0.60%	2.14%	2.80%	2.85%	2.86%
<b>Income Tax</b>		\$139,692,655	\$145,542,008	\$151,340,860	\$156,430,480	\$163,469,852	\$170,825,995
	% Change	6.76%	4.19%	3.98%	3.36%	4.50%	4.50%
<b>Recordation</b>		13,500,000	14,175,000	14,812,875	15,442,422	16,060,119	16,662,374
	% Change	7.14%	5.00%	4.50%	4.25%	4.00%	3.75%
<b>Cable Franchise Fee</b>		1,561,090	1,623,530	1,688,500	1,756,000	1,826,250	1,899,300
	% Change	4.01%	4.00%	4.00%	4.00%	4.00%	4.00%
<b>Building Permits</b>		549,000	581,940	611,037	635,478	654,543	667,634
	% Change	0.00%	6.00%	5.00%	4.00%	3.00%	2.00%
<b>911 Service Fee</b>		1,030,000	1,030,000	1,030,000	1,030,000	1,030,000	1,030,000
	% Change	3.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Investment Interest</b>		1,815,000	2,650,000	3,535,000	4,470,000	5,000,000	6,000,000
	% Change	9.95%	46.01%	33.40%	26.45%	11.86%	20.00%
<b>Total Major Revenues</b>		<b>\$357,718,946</b>	<b>\$366,379,990</b>	<b>\$378,085,493</b>	<b>\$390,572,521</b>	<b>\$404,850,845</b>	<b>\$420,098,369</b>
	% Change	4.25%	2.42%	3.19%	3.30%	3.66%	3.77%
<b>Tier 2 Revenues *</b>		\$5,838,019	\$6,263,154	\$6,451,053	\$6,644,584	\$6,843,921	\$7,049,239
	% Change	-6.62%	7.28%	3.00%	3.00%	3.00%	3.00%
<b>Tier 3 Revenues **</b>		3,725,796	3,837,578	3,952,710	4,071,291	4,193,427	4,319,228
	% Change	-1.83%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Annual Revenues</b>		<b>\$367,282,761</b>	<b>\$376,480,722</b>	<b>\$388,489,257</b>	<b>\$401,288,396</b>	<b>\$415,888,193</b>	<b>\$431,466,836</b>
	% Change	3.99%	2.50%	3.19%	3.29%	3.64%	3.75%
<b>Prior Year Unapprop Reserve</b>		\$5,574,885	\$3,531,788	\$3,672,833	\$3,764,808	\$3,884,891	\$4,012,887
	% Change	-45.59%	-36.65%	3.99%	2.50%	3.19%	3.29%
<b>Current Year Surplus</b>		196,114	0	1,201,212	0	0	246,000
	% Change	-90.57%	-100.00%	100.00%	-100.00%	0.00%	100.00%
<b>Transfer from Spec Rev Fund</b>		315,830	325,305	335,064	345,116	355,469	366,134
	% Change	-86.85%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Transfer from Capital Fund - Income Tax For Debt Service</b>		11,588,410	11,064,790	10,711,500	10,539,800	11,907,200	13,497,930
	% Change	-3.90%	-4.52%	-3.19%	-1.60%	12.97%	13.36%
<b>Total Revenues</b>		<b>\$384,958,000</b>	<b>\$391,402,606</b>	<b>\$404,409,867</b>	<b>\$415,938,121</b>	<b>\$432,035,754</b>	<b>\$449,589,788</b>
	% Change	1.31%	1.67%	3.32%	2.85%	3.87%	4.06%

\* 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 2017 - 2022

Department/Agency	FY 17 Budget	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned	FY 22 Planned
<b>Public Schools</b>						
Carroll County Public Schools	170,950,000	174,301,400	176,607,100	180,250,000	185,657,500	191,227,230
Carroll County Public Schools Debt Service	12,037,000	11,425,920	11,005,420	10,712,530	12,002,400	13,499,670
Teacher Pension	6,702,000	7,037,100	7,388,960	7,758,400	8,146,320	8,553,640
<b>Total Public Schools</b>	<b>189,689,000</b>	<b>192,764,420</b>	<b>195,001,480</b>	<b>198,720,930</b>	<b>205,806,220</b>	<b>213,280,540</b>
<b>Education Other</b>						
Cable Regulatory Commission	135,410	142,180	149,290	156,750	164,590	172,820
Carroll Community College	8,023,370	8,264,070	8,511,990	8,767,350	9,030,370	9,301,280
Carroll County Public Library	9,810,120	10,065,900	10,389,620	10,726,600	11,077,720	11,443,810
Community Media Center	640,700	658,640	666,270	692,920	720,640	749,470
<b>Total Education Other</b>	<b>18,609,600</b>	<b>19,130,790</b>	<b>19,717,170</b>	<b>20,343,620</b>	<b>20,993,320</b>	<b>21,667,380</b>
<b>Public Safety and Correction</b>						
Circuit Court	2,101,540	2,160,720	2,227,870	2,307,900	2,380,260	2,455,270
Circuit Court Magistrates	512,290	499,640	515,380	531,750	548,800	566,590
Orphan's Court	60,510	60,820	61,150	61,480	61,820	62,180
Volunteer Community Service Program	195,120	200,370	206,760	213,420	220,330	227,550
<b>Total Courts</b>	<b>2,869,460</b>	<b>2,921,550</b>	<b>3,011,160</b>	<b>3,114,550</b>	<b>3,211,210</b>	<b>3,311,590</b>
Public Safety 911	5,180,680	5,328,030	5,730,450	5,668,190	5,843,490	6,276,370
<b>Total Public Safety 911</b>	<b>5,180,680</b>	<b>5,328,030</b>	<b>5,730,450</b>	<b>5,668,190</b>	<b>5,843,490</b>	<b>6,276,370</b>
Advocacy and Investigation Center	144,800	149,670	155,450	161,480	172,780	174,500
Detention Center	9,149,090	9,478,590	9,857,090	10,253,340	10,667,240	11,098,700
Sheriff's Office	11,242,880	11,636,730	12,095,480	12,574,280	13,074,130	13,594,850
<b>Total Sheriff Services</b>	<b>20,536,770</b>	<b>21,264,990</b>	<b>22,108,020</b>	<b>22,989,100</b>	<b>23,914,150</b>	<b>24,868,050</b>
State's Attorney's Office	3,415,690	3,506,610	3,615,580	3,728,510	3,845,620	3,966,790
<b>Total State's Attorney</b>	<b>3,415,690</b>	<b>3,506,610</b>	<b>3,615,580</b>	<b>3,728,510</b>	<b>3,845,620</b>	<b>3,966,790</b>
Animal Control	914,900	979,850	969,450	1,000,180	1,032,100	1,065,260
EMS 24/7 Services	4,224,690	4,351,430	4,481,970	4,616,430	4,754,930	4,897,570
Length of Service Award Program	50,000	50,000	100,000	150,000	200,000	250,000
Volunteer Emergency Services Association	7,675,660	7,905,930	8,143,110	8,387,400	8,639,020	8,898,190
<b>Total Public Safety and Correction Other</b>	<b>12,865,250</b>	<b>13,287,210</b>	<b>13,694,530</b>	<b>14,154,010</b>	<b>14,626,050</b>	<b>15,111,020</b>
<b>Total Public Safety and Correction</b>	<b>44,867,850</b>	<b>46,308,390</b>	<b>48,159,740</b>	<b>49,654,360</b>	<b>51,440,520</b>	<b>53,533,820</b>
<b>Public Works</b>						
Public Works Administration	891,450	866,410	885,900	906,610	928,030	950,190
Building Construction	192,620	197,940	204,140	210,570	217,230	224,140
Engineering Administration	394,870	404,600	417,380	430,300	444,020	457,930
Engineering - Construction Inspection	362,930	372,910	384,610	396,740	409,340	422,420
Engineering - Design	381,000	391,370	403,680	416,610	429,900	443,880
Engineering - Survey	284,110	291,570	330,890	310,740	320,850	346,560
Facilities	9,674,950	10,029,060	10,359,500	10,669,880	10,998,820	11,338,760
Fleet Management	7,187,800	7,597,920	8,022,190	8,268,950	8,518,530	8,780,170
Permits and Inspections	1,476,670	1,523,110	1,564,380	1,614,760	1,674,990	1,722,030
Roads Operations	7,891,000	8,062,100	8,316,320	8,579,880	8,853,600	9,137,570
Storm Emergencies	2,072,600	2,241,400	2,309,510	2,330,640	2,400,760	2,472,720
Traffic Control	389,820	376,950	388,260	399,910	411,910	424,260
<b>Total Public Works</b>	<b>31,199,820</b>	<b>32,355,340</b>	<b>33,586,760</b>	<b>34,535,590</b>	<b>35,607,980</b>	<b>36,720,630</b>
<b>Citizen Services</b>						
Citizen Services Administration	352,100	361,850	372,370	383,240	394,470	406,080
Aging and Disabilities	1,064,290	1,088,170	1,121,820	1,156,750	1,193,030	1,230,740
Recovery Support Services	845,630	871,000	897,130	924,040	951,760	980,320
<b>Total Citizen Services</b>	<b>2,262,020</b>	<b>2,321,020</b>	<b>2,391,320</b>	<b>2,464,030</b>	<b>2,539,260</b>	<b>2,617,140</b>

# Operating Plan

## Fiscal Years 2017 - 2022

Department/Agency	FY 17 Budget	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned	FY 22 Planned
Access Carroll	20,000	20,000	20,000	20,000	20,000	20,000
The Arc Carroll County	240,240	242,640	245,070	247,520	249,990	252,490
CHANGE, Inc.	240,240	242,640	245,070	247,520	249,990	252,490
Family and Children's Services Domestic Violence	108,280	111,530	114,870	118,320	121,870	125,530
Family and Children's Services Sexual Abuse	181,280	186,720	192,320	198,090	204,030	210,150
Flying Colors of Success	40,290	42,300	44,420	46,640	48,970	51,420
Human Services Program	1,147,100	1,170,040	1,193,440	1,217,310	1,241,660	1,266,490
Mosaic Community Services	105,490	106,540	107,610	108,690	109,770	110,870
Rape Crisis Intervention Services	95,390	100,160	105,170	110,430	115,950	121,740
Target Community and Educational Services	240,240	242,640	245,070	247,520	249,990	252,490
Youth Services Bureau	667,360	680,710	694,320	708,210	722,370	736,820
<b>Citizen Services Non - Profits</b>	<b>3,085,910</b>	<b>3,145,920</b>	<b>3,207,360</b>	<b>3,270,250</b>	<b>3,334,590</b>	<b>3,400,490</b>
Health Department	3,296,100	3,394,980	3,496,830	3,601,740	3,709,790	3,821,080
Social Services	20,000	20,000	20,000	20,000	20,000	20,000
<b>Citizen Services State</b>	<b>3,316,100</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>Total Citizen Services</b>	<b>8,664,030</b>	<b>8,881,920</b>	<b>9,115,510</b>	<b>9,356,020</b>	<b>9,603,640</b>	<b>9,858,710</b>
<b>Culture and Recreation</b>						
Recreation and Parks Administration	347,240	356,740	367,960	384,590	396,830	409,530
Hashawha	775,390	791,610	816,880	842,580	869,240	896,910
Piney Run Park	558,990	580,950	609,030	628,040	647,760	668,190
Recreation	507,600	522,880	541,100	558,150	575,850	594,230
Sports Complex	213,550	216,840	224,440	231,470	238,760	246,320
<b>Total Recreation and Parks</b>	<b>2,402,770</b>	<b>2,469,020</b>	<b>2,559,410</b>	<b>2,644,830</b>	<b>2,728,440</b>	<b>2,815,180</b>
Historical Society of Carroll County	60,000	60,000	60,000	60,000	60,000	60,000
Union Mills Homestead	20,000	20,000	20,000	20,000	20,000	20,000
<b>Total Recreation Other</b>	<b>80,000</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>2,482,770</b>	<b>2,549,020</b>	<b>2,639,410</b>	<b>2,724,830</b>	<b>2,808,440</b>	<b>2,895,180</b>
<b>General Government</b>						
Comprehensive Planning	837,080	860,820	879,920	907,220	935,480	964,740
<b>Total Comprehensive Planning</b>	<b>837,080</b>	<b>860,820</b>	<b>879,920</b>	<b>907,220</b>	<b>935,480</b>	<b>964,740</b>
Comptroller Administration	391,440	402,500	414,980	427,880	441,240	455,080
Accounting	918,130	947,170	986,990	1,028,240	1,070,990	1,115,310
Bond Issuance Expense	189,550	202,740	208,820	215,080	259,040	229,310
Collections Office	1,281,180	1,389,830	1,458,980	1,530,420	1,605,770	1,685,300
Independent Post Audit	57,750	60,060	62,460	64,960	67,560	70,260
Purchasing	427,260	439,170	442,860	456,730	471,130	486,070
<b>Total Comptroller</b>	<b>3,265,310</b>	<b>3,441,470</b>	<b>3,575,090</b>	<b>3,723,310</b>	<b>3,915,730</b>	<b>4,041,330</b>
County Attorney	874,730	899,600	927,360	956,090	985,810	1,016,580
<b>Total County Attorney</b>	<b>874,730</b>	<b>899,600</b>	<b>927,360</b>	<b>956,090</b>	<b>985,810</b>	<b>1,016,580</b>
Economic Development Administration	912,700	938,900	967,670	997,390	1,028,140	1,059,940
Business Employment and Resource Center	218,540	221,420	228,090	235,040	242,260	249,780
Economic Development Infrastructure and Investments	904,440	404,070	2,050,000	2,050,000	2,050,000	2,050,000
Farm Museum	937,590	966,490	996,650	1,027,700	1,059,890	1,093,250
Tourism	295,330	304,830	314,010	323,630	333,510	343,710
<b>Total Economic Development</b>	<b>3,268,600</b>	<b>2,835,710</b>	<b>4,556,420</b>	<b>4,633,760</b>	<b>4,713,800</b>	<b>4,796,680</b>
Human Resources Administration	743,540	753,490	777,250	801,930	827,540	854,170
Health and Fringe Benefits	18,211,160	19,714,310	21,026,880	22,522,270	24,226,440	26,068,540
Personnel Services	112,140	115,050	118,760	122,630	126,650	130,840
<b>Total Human Resources</b>	<b>19,066,840</b>	<b>20,582,850</b>	<b>21,922,890</b>	<b>23,446,830</b>	<b>25,180,630</b>	<b>27,053,550</b>
Land and Resource Management Administration	708,490	727,990	750,830	774,500	799,070	824,580
Development Review	513,090	526,660	543,490	560,990	579,210	598,190
Resource Management	707,570	720,540	741,930	764,100	787,100	810,970
Zoning Administration	233,050	239,130	246,820	254,820	263,150	271,850
<b>Total Land and Resource Management</b>	<b>2,162,200</b>	<b>2,214,320</b>	<b>2,283,070</b>	<b>2,354,410</b>	<b>2,428,530</b>	<b>2,505,590</b>

# Operating Plan

## Fiscal Years 2017 - 2022

Department/Agency	FY 17 Budget	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned	FY 22 Planned
Management and Budget Administration	253,810	260,970	269,060	277,430	286,100	295,080
Budget	586,840	602,930	622,100	641,810	662,270	683,540
Grants Office	142,450	139,800	151,010	148,790	160,330	158,440
Risk Management	2,240,750	2,345,980	2,457,740	2,574,980	2,697,990	2,827,050
<b>Total Management and Budget</b>	<b>3,223,850</b>	<b>3,349,680</b>	<b>3,499,910</b>	<b>3,643,010</b>	<b>3,806,690</b>	<b>3,964,110</b>
Technology Services	4,336,140	4,586,660	4,940,160	5,089,560	5,262,100	5,422,550
Production and Distribution Services	464,390	477,870	492,460	507,540	523,110	539,200
<b>Total Technology Services</b>	<b>4,800,530</b>	<b>5,064,530</b>	<b>5,432,620</b>	<b>5,597,100</b>	<b>5,785,210</b>	<b>5,961,750</b>
Administrative Hearings	84,810	87,130	89,860	92,710	95,670	98,730
Audio Video Production	159,870	160,350	165,420	170,690	176,160	167,320
Board of Elections	1,033,330	1,116,010	1,156,360	1,174,720	1,232,980	1,275,140
Board of License Commissioners	87,030	89,410	92,220	95,130	98,170	101,310
County Commissioners	969,830	997,600	1,030,450	1,062,700	1,096,120	1,130,790
<b>Total General Government Other</b>	<b>2,334,870</b>	<b>2,450,500</b>	<b>2,534,310</b>	<b>2,595,950</b>	<b>2,699,100</b>	<b>2,773,290</b>
<b>Total General Government</b>	<b>39,834,010</b>	<b>41,699,480</b>	<b>45,611,590</b>	<b>47,857,680</b>	<b>50,450,980</b>	<b>53,077,620</b>
<b>Conservation and Natural Resources</b>						
Extension Office Carroll County	474,430	497,480	512,410	527,780	543,610	559,920
Gypsy Moth	30,000	30,000	30,000	30,000	30,000	30,000
Soil Conservation District	417,410	428,790	442,300	456,320	470,880	486,000
Weed Control	41,000	42,230	43,500	44,800	46,150	47,530
<b>Total Conservation and Natural Resources</b>	<b>962,840</b>	<b>998,500</b>	<b>1,028,210</b>	<b>1,058,900</b>	<b>1,090,640</b>	<b>1,123,450</b>
<b>Debt and Transfers</b>						
Debt Service	27,395,710	27,078,860	26,562,700	26,546,900	24,132,000	21,954,200
Debt Service - Ag Pres.	1,772,200	1,815,910	3,068,000	1,846,730	1,900,200	2,200,600
Intergovernmental Transfers	3,139,450	3,202,240	3,266,280	3,331,610	3,398,240	3,466,210
<b>Debt and Transfers</b>	<b>32,307,360</b>	<b>32,097,010</b>	<b>32,896,980</b>	<b>31,725,240</b>	<b>29,430,440</b>	<b>27,621,010</b>
<b>Reserves</b>						
Reserve for Contingencies	4,013,580	4,078,030	4,208,100	4,323,380	4,484,360	4,659,900
Reserve for Positions	211,150	434,970	672,030	922,920	1,188,260	1,468,680
<b>Total Reserves</b>	<b>4,224,730</b>	<b>4,513,000</b>	<b>4,880,130</b>	<b>5,246,300</b>	<b>5,672,620</b>	<b>6,128,580</b>
<b>Interfund Transfers</b>						
Transfer to Capital Fund	2,025,206	2,226,880	2,767,370	2,626,570	2,662,290	2,645,720
Transfer to Grant Fund - Aging	71,750	73,900	76,120	78,400	80,760	83,180
Transfer to Grant Fund - CCC - Adult Basic Ed.	300,000	300,000	300,000	300,000	300,000	300,000
Transfer to Grant - Circuit Court	117,890	121,430	125,070	128,820	132,690	136,670
Transfer to Grant Fund - Health Department	4,000	4,000	4,000	4,000	4,000	4,000
Transfer to Grant Fund - Housing	28,000	28,000	28,000	28,000	28,000	28,000
Transfer to Grant Fund - Local Management Board	57,000	58,710	60,470	62,290	64,150	66,080
Transfer to Grant Fund - Recreation	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Grant Fund - Sheriff Services	55,620	57,290	59,010	60,780	62,600	64,480
Transfer to Grant Fund - State's Attorney	57,600	59,330	61,110	62,940	64,830	66,770
Transfer to Grant Fund - Transit	1,177,000	1,210,960	1,267,590	1,327,030	1,389,420	1,454,900
Transfer to Risk Internal Service Fund - Workers Comp	196,114	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	204,490	184,870	190,420	196,130	252,020	956,080
<b>Total Interfund Transfers</b>	<b>6,717,770</b>	<b>6,748,470</b>	<b>7,362,260</b>	<b>7,298,060</b>	<b>7,463,860</b>	<b>8,228,980</b>
Projected Revenue	384,958,000	391,402,606	404,409,867	415,938,121	432,035,754	449,589,788
Projected Expenditures	379,559,780	388,046,340	399,999,240	408,521,530	420,368,660	434,135,900
<b>Balance</b>	<b>5,398,220</b>	<b>3,356,266</b>	<b>4,410,627</b>	<b>7,416,591</b>	<b>11,667,094</b>	<b>15,453,888</b>
Balance as a Percent of Revenue	1.40%	0.86%	1.09%	1.78%	2.70%	3.44%