

SIX YEAR OPERATING REVENUE

	FY 16 Budget	FY 17 Planned	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned
Real Property - All Funds	\$182,778,800	\$186,586,748	\$191,923,806	\$197,659,767	\$203,764,053	\$210,053,392
% Change	1.78%	2.08%	2.86%	2.99%	3.09%	3.09%
Prop Tax directly in Cap Fund	(727,220)	(631,060)	(2,558,980)	(2,560,140)	(2,681,000)	(2,230,000)
% Change	0.00%	-13.22%	305.51%	0.05%	4.72%	-16.82%
Railroad and Public Utility	6,577,900	6,454,800	6,334,300	6,216,200	6,100,500	5,987,100
% Change	1.90%	-1.87%	-1.87%	-1.86%	-1.86%	-1.86%
Total Business Tax	6,359,000	6,422,590	6,486,820	6,551,690	6,617,210	6,683,380
% Change	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Total Property Tax	\$194,988,480	\$198,833,078	\$202,185,945	\$207,867,517	\$213,800,763	\$220,493,872
% Change	1.42%	1.97%	1.69%	2.81%	2.85%	3.13%
Income Tax	\$130,842,350	\$135,673,406	\$141,778,707	\$147,709,645	\$153,040,866	\$160,310,307
% Change	6.87%	3.69%	4.50%	4.18%	3.61%	4.75%
Recordation	12,600,000	13,500,000	14,500,000	14,500,000	14,500,000	14,500,000
% Change	6.78%	7.14%	7.41%	0.00%	0.00%	0.00%
Cable Franchise Fee	1,500,910	1,561,090	1,623,530	1,688,500	1,756,000	1,826,250
% Change	100.00%	4.01%	4.00%	4.00%	4.00%	4.00%
Building Permits	549,000	603,900	664,290	730,719	803,791	884,170
% Change	-13.20%	10.00%	10.00%	10.00%	10.00%	10.00%
911 Service Fee	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
% Change	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Investment Interest	1,650,800	3,840,600	6,054,150	6,235,775	6,422,837	6,615,509
% Change	106.35%	132.65%	57.64%	3.00%	3.00%	3.00%
Total Major Revenues	\$343,131,540	\$355,012,073	\$367,806,623	\$379,732,156	\$391,324,256	\$405,630,107
% Change	4.32%	3.46%	3.60%	3.24%	3.05%	3.66%
Tier 2 Revenues *	\$6,251,810	\$6,439,366	\$6,632,541	\$6,831,522	\$7,036,467	\$7,247,561
% Change	-0.37%	3.00%	3.00%	3.00%	3.00%	3.00%
Tier 3 Revenues **	3,795,282	3,909,129	4,026,411	4,147,209	4,271,624	4,399,771
% Change	4.68%	3.00%	3.00%	3.00%	3.00%	3.00%
Annual Revenues	\$353,178,632	\$365,360,569	\$378,465,575	\$390,710,887	\$402,632,347	\$417,277,439
% Change	4.24%	3.45%	3.59%	3.24%	3.05%	3.64%
Prior Year Unappropriated Reserve	\$10,195,750	\$5,574,885	\$3,531,786	\$3,653,606	\$3,784,656	\$3,907,109
% Change	-28.79%	-45.32%	-36.65%	3.45%	3.59%	3.24%
Current Year Surplus	2,078,649	0	0	1,201,212	0	0
% Change	100.00%	-100.00%	0.00%	100.00%	-100.00%	0.00%
Transfer from Spec Rev Fund	2,401,200	361,736	372,588	383,766	395,279	407,137
% Change	81.09%	-84.94%	3.00%	3.00%	3.00%	3.00%
Transfer from Cap Fund - Inc Tax For Debt Service and PT Ag Pres	12,058,090	11,574,720	10,975,150	10,536,860	10,407,170	11,635,820
% Change	-14.05%	-4.01%	-5.18%	-3.99%	-1.23%	11.81%
Total Revenues	\$379,912,320	\$382,871,911	\$393,345,101	\$406,486,331	\$417,219,453	\$433,227,506
% Change	3.10%	0.78%	2.74%	3.34%	2.64%	3.84%

* 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 2016 - 2021

Department/Agency	FY 16 Budget	FY 17 Planned	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned
Public Schools						
Board of Education	169,500,000	170,950,000	174,301,400	176,607,100	180,250,000	185,657,500
Board of Education Debt Service	12,607,520	12,124,150	11,423,740	10,897,990	10,701,090	11,808,560
Teacher Pension	6,702,000	7,037,100	7,389,000	7,758,410	8,146,330	8,553,650
Total Public Schools	188,809,520	190,111,250	193,114,140	195,263,500	199,097,420	206,019,710
Education Other						
Cable Regulatory Commission	128,960	135,410	142,180	149,290	156,750	164,590
Carroll County Community College	7,827,680	8,023,370	8,264,070	8,512,000	8,767,360	9,030,380
Carroll County Public Library	9,594,210	9,837,440	10,152,720	10,481,130	10,823,390	11,180,290
Community Media Center	620,720	621,700	629,930	655,130	681,340	708,590
Total Education Other	18,171,570	18,617,920	19,188,900	19,797,550	20,428,840	21,083,850
Public Safety and Correction						
Circuit Court	1,996,780	2,046,310	2,109,610	2,175,160	2,243,050	2,313,270
Circuit Court Magistrate	543,560	557,090	574,600	592,830	611,830	631,620
Orphan's Court	59,230	59,460	59,740	60,030	60,330	60,640
Volunteer Community Service Program	190,680	195,590	201,730	208,290	214,950	221,970
Total Courts	2,790,250	2,858,450	2,945,680	3,036,310	3,130,160	3,227,500
Public Safety 911	4,404,590	4,490,890	4,626,370	4,766,680	4,912,020	5,082,620
Total Public Safety 911	4,404,590	4,490,890	4,626,370	4,766,680	4,912,020	5,082,620
Carroll County Advocacy and Investigation	154,190	158,090	163,070	168,240	173,620	184,210
Detention Center	8,877,550	9,188,290	9,590,290	10,037,080	10,490,270	10,966,340
Sheriff Services	10,971,860	11,341,800	11,853,340	12,413,990	12,986,420	13,586,800
Total Sheriff Services	20,003,600	20,688,180	21,606,700	22,619,310	23,650,310	24,737,350
State's Attorney-Criminal Prosecution	3,289,390	3,355,250	3,458,150	3,564,740	3,675,200	3,789,690
Victim Witness Assistance	278,710	285,770	294,940	304,500	314,450	324,840
Total State's Attorney	3,568,100	3,641,020	3,753,090	3,869,240	3,989,650	4,114,530
Animal Control	893,990	955,810	945,370	975,290	1,049,250	1,038,640
EMS 24/7 Services	4,121,650	4,224,690	4,351,430	4,481,970	4,616,430	4,754,930
Volunteer Emergency Services Association	7,801,450	7,675,660	7,905,930	8,143,110	8,387,400	8,639,020
Length of Service Award Program	50,000	50,000	50,000	100,000	150,000	200,000
Total Public Safety and Correction Other	12,867,090	12,906,160	13,252,730	13,700,370	14,203,080	14,632,590
Total Public Safety and Correction	43,633,630	44,584,700	46,184,570	47,991,910	49,885,220	51,794,590
Public Works						
Public Works Administration	743,560	728,890	745,020	761,730	779,020	796,930
Building Construction	189,150	192,020	198,020	204,240	210,700	217,400
Engineering Administration	299,050	296,600	305,910	315,400	325,390	335,600
Engineering-Construction Inspection	365,240	374,470	386,300	398,590	411,370	424,670
Engineering-Design	451,900	463,290	477,790	492,830	508,440	524,640
Engineering-Survey	277,610	284,650	293,780	303,300	313,220	323,570
Facilities	9,526,840	9,809,130	10,107,650	10,416,600	10,735,370	11,064,860
Fleet Management	7,408,510	7,751,230	8,027,410	8,314,390	8,612,640	8,922,640
Permits and Inspections	1,391,220	1,426,460	1,479,010	1,519,350	1,568,530	1,627,300
Roads Operations	7,642,120	7,833,820	8,079,930	8,335,440	8,600,830	8,876,570
Storm Emergencies	2,244,170	2,141,800	2,206,770	2,273,630	2,295,240	2,364,050
Traffic Control	334,420	342,780	353,060	363,660	374,570	385,800
Total Public Works	30,873,790	31,645,140	32,660,650	33,729,160	34,735,320	35,864,030
Citizen Services						
Citizen Services Administration	392,920	401,770	412,980	424,600	436,650	449,150
Aging and Disabilities	1,088,050	1,111,950	1,145,930	1,181,210	1,217,870	1,255,950
Recovery Support Services	825,000	845,630	870,990	897,120	924,040	951,760
Total Citizens Services	2,305,970	2,359,350	2,429,900	2,502,930	2,578,560	2,656,860

Operating Plan

Fiscal Years 2016 - 2021

Department/Agency	FY 16 Budget	FY 17 Planned	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned
Access Carroll	20,000	20,000	20,000	20,000	20,000	20,000
ARC of Carroll County	237,860	240,240	242,640	245,070	247,520	249,990
Change	237,860	240,240	242,640	245,070	247,520	249,990
Family and Children's Services Domestic Violence	134,250	78,280	80,630	83,040	85,540	88,100
Family and Children's Services Sexual Abuse	205,130	211,280	217,620	224,150	230,880	237,800
Flying Colors of Success	38,370	40,290	42,300	44,420	46,640	48,970
Human Services Program	1,124,610	1,147,100	1,170,040	1,193,450	1,217,310	1,241,660
Mosaic Community Services Inc.	104,450	105,490	106,550	107,610	108,690	109,780
Rape Crisis Intervention Services	90,850	95,390	100,160	105,170	110,430	115,950
Target Community and Educational Services	237,860	240,240	242,640	245,070	247,520	249,990
Youth Services Bureau	654,270	667,360	680,700	694,320	708,200	722,370
Citizen Services Non - Profits	3,085,510	3,085,910	3,145,920	3,207,370	3,270,250	3,334,600
Health Department	3,215,710	3,279,920	3,345,410	3,412,220	3,480,350	3,549,850
Social Services	20,000	20,000	20,000	20,000	20,000	20,000
Citizen Services State	3,235,710	3,299,920	3,365,410	3,432,220	3,500,350	3,569,850
Total Citizen Services	8,627,190	8,745,180	8,941,230	9,142,520	9,349,160	9,561,310
Culture and Recreation						
Recreation and Parks Administration	331,250	339,610	350,270	361,340	377,840	389,940
Hashawha	738,120	745,940	764,980	789,530	814,540	840,500
Piney Run Park	501,780	520,050	539,920	565,820	583,450	601,690
Recreation	488,060	501,710	518,600	537,930	554,810	572,310
Sports Complex	206,800	212,420	219,370	227,070	234,210	241,620
Total Recreation and Parks	2,266,010	2,319,730	2,393,140	2,481,690	2,564,850	2,646,060
Historical Society of Carroll County	60,000	60,000	60,000	60,000	60,000	60,000
Homestead Museum	20,000	20,000	20,000	20,000	20,000	20,000
Total Recreation Other	80,000	80,000	80,000	80,000	80,000	80,000
Total Culture and Recreation	2,346,010	2,399,730	2,473,140	2,561,690	2,644,850	2,726,060
General Government						
Comptroller Administration	382,590	392,220	404,340	416,920	429,920	443,390
Accounting	901,670	964,430	994,670	1,026,060	1,058,640	1,092,490
Bond Issuance Expense	193,150	197,980	203,920	210,040	216,340	222,830
Collections Office	1,261,210	1,319,340	1,383,790	1,452,630	1,523,720	1,598,730
Independent Post Audit	55,000	57,750	60,060	62,460	64,960	67,560
Purchasing	409,200	418,650	431,690	445,210	459,220	473,760
Total Comptroller	3,202,820	3,350,370	3,478,470	3,613,320	3,752,800	3,898,760
County Attorney	901,410	924,040	952,360	981,640	1,011,910	1,043,220
Total County Attorney	901,410	924,040	952,360	981,640	1,011,910	1,043,220
Economic Development	899,040	921,600	949,910	979,210	1,009,530	1,040,920
Business Employment and Resource Center	215,360	218,820	225,380	232,200	239,290	246,670
Economic Development Infrastructure and Grants	1,487,760	904,440	404,070	2,050,000	2,050,000	2,050,000
Farm Museum	889,650	912,870	941,440	970,570	1,001,000	1,032,430
Tourism	312,170	320,690	330,590	340,560	350,980	360,800
Total Economic Development	3,803,980	3,278,420	2,851,390	4,572,540	4,650,800	4,730,820
Human Resources Administration	715,850	733,930	757,020	781,000	805,910	831,800
Health and Fringe Benefits	18,645,870	20,379,690	22,100,740	23,976,520	26,020,890	28,249,060
Personnel Services	129,500	132,800	137,140	141,680	146,420	151,390
Total Human Resources	19,491,220	21,246,420	22,994,900	24,899,200	26,973,220	29,232,250
Land Use, Planning and Development Admin.	1,093,560	1,122,480	1,157,450	1,194,080	1,231,280	1,267,150
Comprehensive Planning	403,200	446,140	459,880	474,100	488,820	504,060
Development Review	478,660	489,700	504,990	520,840	537,290	554,360
Resource Management	665,720	672,200	692,030	714,180	735,650	757,910
Zoning Administration	228,250	234,030	241,530	249,340	257,480	265,960
Total Land Use, Planning and Development	2,869,390	2,964,550	3,055,880	3,152,540	3,250,520	3,349,440

Operating Plan

Fiscal Years 2016 - 2021

Department/Agency	FY 16 Budget	FY 17 Planned	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned
Management and Budget Administration	247,740	253,980	261,830	269,970	278,400	287,130
Budget	572,820	587,370	605,910	625,250	645,170	665,850
Grant Management	131,540	141,550	139,220	150,430	148,210	159,750
Risk Management	2,219,850	2,323,750	2,434,500	2,550,700	2,672,620	2,797,530
Total Management and Budget	3,171,950	3,306,650	3,441,460	3,596,350	3,744,400	3,910,260
Technology Services	4,234,900	4,160,530	4,327,450	4,460,940	4,599,050	4,741,970
Production and Distribution Services	460,730	472,290	486,700	501,580	516,960	532,850
Total Technology Services	4,695,630	4,632,820	4,814,150	4,962,520	5,116,010	5,274,820
Administrative Hearings	83,450	85,560	88,240	91,030	93,930	96,940
Audio Video Production	157,750	157,740	162,710	167,870	173,240	178,810
Board of Elections	1,042,810	1,005,120	1,044,940	1,096,750	1,134,140	1,170,380
Board of License Commissioners	85,550	87,710	90,460	93,320	96,280	99,360
County Commissioners	1,002,060	1,028,180	1,060,700	1,095,420	1,129,580	1,164,980
Total General Government Other	2,371,620	2,364,310	2,447,050	2,544,390	2,627,170	2,710,470
Total General Government	40,508,020	42,067,580	44,035,660	48,322,500	51,126,830	54,150,040
Conservation and Natural Resources						
Cooperative Extension	473,110	484,940	499,490	514,470	529,900	545,800
Gypsy Moth	30,000	30,000	30,000	30,000	30,000	30,000
Soil Conservation	399,970	410,070	422,960	436,360	450,270	464,730
Weed Control	40,000	41,000	42,230	43,500	44,800	46,150
Total Conservation and Natural Resources	943,080	966,010	994,680	1,024,330	1,054,970	1,086,680
Debt and Transfers						
Debt Service	27,220,370	28,133,950	28,679,100	28,796,900	28,763,800	26,733,100
Debt Service - Ag Pres	1,916,100	2,084,110	2,235,300	3,564,290	2,373,800	2,414,500
Intergovernmental Transfers	3,079,160	3,140,740	3,203,560	3,267,630	3,332,980	3,399,640
Debt and Transfers	32,215,630	33,358,800	34,117,960	35,628,820	34,470,580	32,547,240
Reserves						
Reserve for Contingencies	3,828,380	3,867,770	4,039,330	4,407,110	4,226,320	4,172,770
Reserve for Positions	200,000	405,000	617,150	835,660	1,060,730	1,292,560
Total Reserves	4,028,380	4,272,770	4,656,480	5,242,770	5,287,050	5,465,330
Interfund Transfers						
Transfer to Grant Fund - Aging	71,750	73,540	75,750	78,020	80,360	82,770
Transfer to Capital Fund	3,136,950	2,244,360	2,298,160	2,594,930	2,684,900	2,779,480
Transfer to Grant Fund - CCC - Adult Basic Ed.	300,000	300,000	300,000	300,000	300,000	300,000
Transfer to Grant Fund - Circuit Court	93,940	96,290	99,180	102,150	105,220	108,370
Transfer to Grant Fund - Health Department	4,000	4,000	4,000	4,000	4,000	4,000
Transfer to Grant Fund - Housing	23,000	23,000	23,000	23,000	23,000	23,000
Transfer to Grant Fund - Local Management Board	57,000	58,430	60,180	61,980	63,840	65,760
Transfer to Grant Fund - Recreation	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Grant Fund - Sheriff Services	48,990	50,210	51,720	53,270	54,870	56,520
Transfer to Grant Fund - State's Attorney	313,770	321,610	331,260	341,200	351,440	361,980
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 Grant Fund - Transportation	1,015,000	1,061,950	1,111,430	1,163,350	1,217,840	1,275,040
Transfer to Utilities Enterprise Fund	189,350	194,080	199,910	381,900	212,080	218,440
Transfer to Risk Internal Service Fund - Workers Comp	2,078,650	0	0	0	0	0
Total Interfund Transfers	9,755,500	6,850,570	6,977,690	7,526,900	7,520,650	7,698,460
Projected Revenue	379,912,320	383,619,650	393,345,100	406,493,808	417,219,451	433,227,505
Projected Expenditures	379,912,320	383,619,650	393,345,100	406,231,650	415,600,890	427,997,300
Balance	0	(0)	(0)	262,158	1,618,561	5,230,205