

# SIX-YEAR OPERATING REVENUE

	FY 20 Budget	FY 21 Planned	FY 22 Planned	FY 23 Planned	FY 24 Planned	FY 25 Planned
<b>Real Property Tax</b>	\$202,800,500	\$208,867,593	\$214,863,479	\$221,188,523	\$227,583,164	\$234,052,670
% Change	3.00%	2.99%	2.87%	2.94%	2.89%	2.84%
<b>Property Tax directly to Capital Fund</b>	(2,680,680)	(2,695,190)	(3,020,940)	(3,000,000)	(3,000,000)	(3,000,000)
<b>Property Tax directly to Stormwater Fund</b>	(2,148,660)	(2,788,570)	(3,193,740)	(3,593,310)	(3,981,060)	(4,328,430)
<b>Railroad and Public Utility</b>	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
% Change	6.67%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Total Business Tax</b>	8,148,600	8,230,086	8,312,387	8,395,511	8,479,466	8,564,260
% Change	-1.16%	1.00%	1.00%	1.00%	1.00%	1.00%
<b>Total Property Tax</b>	<b>\$214,119,760</b>	<b>\$219,613,919</b>	<b>\$224,961,186</b>	<b>\$230,990,724</b>	<b>\$237,081,570</b>	<b>\$243,288,500</b>
% Change	3.25%	2.57%	2.43%	2.68%	2.64%	2.62%
<b>Income Tax</b>	\$151,798,000	\$159,494,541	\$166,500,748	\$173,831,202	\$181,501,178	\$189,526,673
% Change	1.98%	5.07%	4.39%	4.40%	4.41%	4.42%
<b>Recordation</b>	14,307,500	14,950,000	15,200,000	15,400,000	15,600,000	15,900,000
% Change	-3.98%	4.49%	1.67%	1.32%	1.30%	1.92%
<b>Cable Franchise Fee</b>	1,827,000	1,830,000	1,830,000	1,830,000	1,830,000	1,830,000
% Change	0.00%	0.16%	0.00%	0.00%	0.00%	0.00%
<b>Building Permits</b>	565,000	565,000	565,000	565,000	565,000	565,000
% Change	4.48%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>911 Service Fee</b>	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000
% Change	161.47%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Investment Income</b>	3,559,643	4,187,152	4,623,527	5,444,976	5,732,882	5,838,299
% Change	11.59%	17.63%	10.42%	17.77%	5.29%	1.84%
<b>Total Major Revenues</b>	<b>\$389,026,903</b>	<b>\$403,490,612</b>	<b>\$416,530,461</b>	<b>\$430,911,902</b>	<b>\$445,160,630</b>	<b>\$459,798,473</b>
% Change	2.98%	3.72%	3.23%	3.45%	3.31%	3.29%
<b>Tier 2 Revenues *</b>	\$6,058,630	\$6,440,389	\$6,653,601	\$6,873,209	\$7,099,405	\$7,332,387
% Change	-0.11%	6.30%	3.31%	3.30%	3.29%	3.28%
<b>Tier 3 Revenues **</b>	3,808,420	3,922,673	4,040,353	4,161,563	4,286,410	4,415,003
% Change	1.20%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Annual Revenues</b>	<b>\$398,893,953</b>	<b>\$413,853,674</b>	<b>\$427,224,414</b>	<b>\$441,946,674</b>	<b>\$456,546,445</b>	<b>\$471,545,863</b>
% Change	2.92%	3.75%	3.23%	3.45%	3.30%	3.29%
<b>Prior Year Unappropriated Reserve</b>	\$9,279,947	\$6,219,137	\$5,798,113	\$4,545,188	\$4,275,961	\$5,193,358
% Change	-20.61%	-32.98%	-6.77%	-21.61%	-5.92%	21.45%
<b>Current Year Surplus</b>	1,500	27,500	246,000	680,930	1,006,624	2,179,934
% Change	-99.88%	100.00%	794.55%	176.80%	47.83%	116.56%
<b>Transfer from Special Revenue Fund</b>	408,210	420,460	433,070	446,060	459,440	473,220
% Change	-2.24%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Transfer from Capital Fund - Income Tax For Debt Service</b>	10,225,720	11,101,031	11,544,231	12,924,240	14,230,976	14,424,355
% Change	-1.26%	8.56%	3.99%	11.95%	10.11%	1.36%
<b>Total Revenues</b>	<b>418,809,330</b>	<b>431,621,802</b>	<b>445,245,828</b>	<b>460,543,092</b>	<b>476,519,446</b>	<b>493,816,730</b>
	1.84%	3.06%	3.16%	3.44%	3.47%	3.63%

\* 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 2020 - 2025

Department/Agency	FY 20 Budget	FY 21 Planned	FY 22 Planned	FY 23 Planned	FY 24 Planned	FY 25 Planned
<b>Public Schools</b>						
Carroll County Public Schools	197,251,500	203,417,580	209,776,420	216,334,030	223,096,630	230,070,630
Carroll County Public Schools Debt Service	10,227,000	11,101,030	11,544,230	12,924,240	14,230,980	14,424,360
<b>Total Public Schools</b>	<b>207,478,500</b>	<b>214,518,610</b>	<b>221,320,650</b>	<b>229,258,270</b>	<b>237,327,610</b>	<b>244,494,990</b>
<b>Education Other</b>						
Cable Regulatory Commission	156,760	164,600	172,830	181,470	190,540	200,070
Carroll Community College	10,607,100	10,698,710	11,019,670	11,350,260	11,690,770	12,041,500
Carroll Community College - Adult Basic Education	284,040	284,040	284,040	284,040	284,040	284,040
Carroll Community College - Entrepreneurship Program	148,830	148,830	148,830	148,830	148,830	148,830
Carroll County Public Library	9,279,640	9,558,030	9,844,770	10,140,110	10,444,320	10,757,650
Community Media Center	670,000	670,000	670,000	670,000	670,000	670,000
<b>Total Education Other</b>	<b>21,146,370</b>	<b>21,524,210</b>	<b>22,140,140</b>	<b>22,774,710</b>	<b>23,428,500</b>	<b>24,102,090</b>
<b>Public Safety and Corrections</b>						
Circuit Court	2,274,510	2,342,930	2,412,090	2,485,610	2,559,020	2,637,080
Circuit Court Magistrates	407,160	419,850	432,770	445,750	459,130	472,900
Orphans Court	61,110	61,440	61,780	62,140	62,500	62,980
Volunteer Community Service Program	186,440	192,030	197,790	203,730	209,840	216,140
<b>Total Courts</b>	<b>2,929,220</b>	<b>3,016,250</b>	<b>3,104,430</b>	<b>3,197,230</b>	<b>3,290,490</b>	<b>3,389,100</b>
Public Safety 911	5,550,230	5,584,070	6,010,440	5,947,160	6,133,890	6,586,690
<b>Total Public Safety 911</b>	<b>5,550,230</b>	<b>5,584,070</b>	<b>6,010,440</b>	<b>5,947,160</b>	<b>6,133,890</b>	<b>6,586,690</b>
Administrative Services	3,182,570	3,309,870	3,442,270	3,579,960	3,723,160	3,872,080
Advocacy and Investigation Center	20,940	26,570	22,370	23,040	23,730	24,440
Corrections	8,833,240	9,174,030	9,536,110	9,894,760	10,290,050	10,726,150
Law Enforcement	11,607,640	12,014,080	12,487,390	12,959,710	13,470,150	14,009,730
Training Academy	69,570	71,660	73,810	76,020	78,300	80,650
<b>Total Sheriff's Office</b>	<b>23,713,960</b>	<b>24,596,210</b>	<b>25,561,950</b>	<b>26,533,490</b>	<b>27,585,390</b>	<b>28,713,050</b>
State's Attorney's Office	3,586,800	3,701,780	3,813,240	3,927,630	4,045,460	4,166,830
<b>Total State's Attorney's Office</b>	<b>3,586,800</b>	<b>3,701,780</b>	<b>3,813,240</b>	<b>3,927,630</b>	<b>4,045,460</b>	<b>4,166,830</b>
Animal Control	937,180	924,100	993,820	1,023,630	1,009,780	1,040,080
EMS 24/7 Services	4,657,180	4,796,900	4,940,800	5,089,030	5,241,700	5,398,950
Length of Service Award Program	398,000	514,000	630,000	680,000	730,000	780,000
Volunteer Emergency Services Association	8,545,670	8,755,690	9,018,360	9,288,910	9,567,580	9,854,610
<b>Total Public Safety and Corrections Other</b>	<b>14,538,030</b>	<b>14,990,690</b>	<b>15,582,980</b>	<b>16,081,570</b>	<b>16,549,060</b>	<b>17,073,640</b>
<b>Total Public Safety and Corrections</b>	<b>50,318,240</b>	<b>51,889,000</b>	<b>54,073,040</b>	<b>55,687,080</b>	<b>57,604,290</b>	<b>59,929,310</b>
<b>Public Works</b>						
Public Works Administration	584,640	606,210	618,890	638,010	656,600	676,300
Building Construction	334,970	344,280	352,930	364,020	374,440	385,670
Engineering Administration	404,460	416,230	428,720	441,580	454,830	508,470
Engineering - Construction Inspection	418,960	429,630	442,520	455,790	469,470	484,420
Engineering - Design	323,850	333,650	343,570	353,970	364,500	375,540
Engineering - Survey	268,710	291,440	285,850	294,340	303,260	312,270
Facilities	11,163,490	11,535,370	11,555,380	11,954,740	12,363,390	12,833,390
Fleet Management	7,873,160	7,990,680	8,230,400	8,477,310	8,731,630	8,993,590
Permits and Inspections	1,449,890	1,490,780	1,543,300	1,581,800	1,629,250	1,687,640
Roads Operations	7,270,720	7,483,060	7,707,530	7,938,770	8,176,910	8,422,210
Storm Emergencies	2,167,160	2,257,880	2,359,760	2,466,600	2,578,450	2,695,580
Traffic Control	335,200	366,250	377,200	388,510	400,170	412,180
Transit Administration	144,390	137,090	141,200	145,440	149,800	154,300
Veteran Transit Services	167,000	172,010	177,170	182,490	187,960	193,600
<b>Total Public Works</b>	<b>32,906,600</b>	<b>33,854,560</b>	<b>34,564,420</b>	<b>35,683,370</b>	<b>36,840,660</b>	<b>38,135,160</b>
<b>Citizen Services</b>						
Citizen Services Administration	343,990	352,460	363,030	373,920	385,140	396,700
Aging and Disabilities	1,205,590	1,241,490	1,278,730	1,317,090	1,356,610	1,397,310
Recovery Support Services	411,940	906,200	922,930	950,470	978,840	1,008,050
<b>Total Citizen Services</b>	<b>1,961,520</b>	<b>2,500,150</b>	<b>2,564,690</b>	<b>2,641,480</b>	<b>2,720,590</b>	<b>2,802,060</b>

# Operating Plan

## Fiscal Years 2020 - 2025

Department/Agency	FY 20 Budget	FY 21 Planned	FY 22 Planned	FY 23 Planned	FY 24 Planned	FY 25 Planned
Access Carroll	20,000	20,000	20,000	20,000	20,000	20,000
The Arc Carroll County	270,800	276,220	281,740	287,380	293,120	298,990
CHANGE, Inc.	265,540	270,850	276,270	281,790	287,430	293,180
Family and Children's Services	392,070	403,830	415,950	428,430	441,280	454,520
Flying Colors of Success	46,640	48,970	51,420	53,990	56,690	59,530
Human Services of Program	1,217,310	1,241,660	1,266,490	1,291,820	1,317,660	1,344,010
Mosaic Community Services	109,760	111,960	114,190	116,480	118,810	121,180
Rape Crisis Intervention Service	168,630	177,060	185,910	195,210	204,970	215,220
Target Community and Educational Services	270,800	276,220	281,740	287,380	293,120	298,990
Youth Services Bureau	1,070,390	1,166,800	1,265,130	1,290,440	1,316,250	1,342,570
<b>Citizen Services Non - Profits</b>	<b>3,831,940</b>	<b>3,993,570</b>	<b>4,158,840</b>	<b>4,252,920</b>	<b>4,349,330</b>	<b>4,448,190</b>
Health Department	3,601,730	3,709,780	3,821,080	3,935,710	4,053,780	4,175,390
Social Services	20,000	20,000	20,000	20,000	20,000	20,000
<b>Citizen Services State</b>	<b>3,621,730</b>	<b>3,729,780</b>	<b>3,841,080</b>	<b>3,955,710</b>	<b>4,073,780</b>	<b>4,195,390</b>
<b>Total Citizen Services</b>	<b>9,415,190</b>	<b>10,223,500</b>	<b>10,564,610</b>	<b>10,850,110</b>	<b>11,143,700</b>	<b>11,445,640</b>
<b>Recreation and Culture</b>						
Recreation and Parks Administration	355,710	369,860	375,950	388,440	398,850	410,810
Hashawha	822,970	847,680	873,110	899,310	926,280	954,070
Piney Run Park	638,110	657,250	675,880	695,150	716,000	737,480
Recreation	493,020	502,400	517,470	532,990	548,980	565,450
Sports Complex	203,300	209,020	218,290	224,840	231,590	238,600
<b>Total Recreation and Parks</b>	<b>2,513,110</b>	<b>2,586,210</b>	<b>2,660,700</b>	<b>2,740,730</b>	<b>2,821,700</b>	<b>2,906,410</b>
Historical Society of Carroll County	62,500	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>87,500</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>2,600,610</b>	<b>2,666,210</b>	<b>2,740,700</b>	<b>2,820,730</b>	<b>2,901,700</b>	<b>2,986,410</b>
<b>General Government</b>						
Comprehensive Planning	820,250	844,860	870,200	896,310	923,200	950,890
<b>Total Comprehensive Planning</b>	<b>820,250</b>	<b>844,860</b>	<b>870,200</b>	<b>896,310</b>	<b>923,200</b>	<b>950,890</b>
Comptroller Administration	401,420	413,890	426,230	437,410	452,440	466,090
Accounting	1,033,570	1,066,720	1,098,720	1,129,480	1,163,890	1,198,800
Bond Issuance Expense	243,220	305,520	292,670	280,340	228,870	181,890
Collections Office	1,221,110	1,264,950	1,311,040	1,357,520	1,406,340	1,457,630
Independent Post Audit	51,770	53,320	55,460	57,670	59,980	62,380
Purchasing	402,490	415,260	427,220	440,740	453,460	467,770
<b>Total Comptroller</b>	<b>3,353,580</b>	<b>3,519,660</b>	<b>3,611,340</b>	<b>3,703,160</b>	<b>3,764,980</b>	<b>3,834,560</b>
County Attorney	724,440	746,170	768,560	791,620	815,360	839,820
<b>Total County Attorney</b>	<b>724,440</b>	<b>746,170</b>	<b>768,560</b>	<b>791,620</b>	<b>815,360</b>	<b>839,820</b>
Economic Development Administration	807,610	829,850	852,760	876,360	900,670	925,700
Business Employment and Resource Center	194,560	200,400	206,410	212,600	218,980	225,550
Economic Dev. Infrastructure and Investments	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Farm Museum	960,220	988,990	1,018,620	1,049,180	1,080,650	1,113,070
Tourism	408,210	400,960	413,210	425,860	438,930	452,430
<b>Total Economic Development</b>	<b>3,620,600</b>	<b>3,670,200</b>	<b>3,741,000</b>	<b>3,814,000</b>	<b>3,889,230</b>	<b>3,966,750</b>
Human Resources Administration	1,279,720	896,060	922,950	950,630	979,150	1,008,530
Health and Fringe Benefits	28,354,510	30,460,770	32,251,280	34,221,860	36,391,910	38,782,820
Personnel Services	148,010	152,450	157,020	161,730	166,590	171,580
<b>Total Human Resources</b>	<b>29,782,240</b>	<b>31,509,280</b>	<b>33,331,250</b>	<b>35,334,220</b>	<b>37,537,650</b>	<b>39,962,930</b>
Land and Resource Management Administration	744,760	767,100	790,120	813,820	838,230	863,380
Development Review	488,880	503,550	518,650	534,210	550,240	566,750
Resource Management	766,230	788,270	811,930	836,280	861,360	887,200
Zoning Administration	239,230	246,400	253,790	261,410	269,250	277,330
<b>Total Land and Resource Management</b>	<b>2,239,100</b>	<b>2,305,320</b>	<b>2,374,490</b>	<b>2,445,720</b>	<b>2,519,080</b>	<b>2,594,660</b>
Management and Budget Administration	247,050	254,460	262,100	269,960	278,060	286,400
Budget	552,030	568,590	585,650	603,220	621,310	639,950
Grants Office	157,330	167,710	166,040	177,770	176,360	188,450
Risk Management	2,302,650	2,417,300	2,532,530	2,653,330	2,780,020	2,914,750
<b>Total Management and Budget</b>	<b>3,259,060</b>	<b>3,408,060</b>	<b>3,546,320</b>	<b>3,704,280</b>	<b>3,855,750</b>	<b>4,029,550</b>

# Operating Plan

## Fiscal Years 2020 - 2025

Department/Agency	FY 20 Budget	FY 21 Planned	FY 22 Planned	FY 23 Planned	FY 24 Planned	FY 25 Planned
Technology Services	4,685,310	4,986,200	5,339,940	5,443,340	5,651,740	5,815,200
Production and Distribution Services	448,270	461,720	475,570	489,840	504,530	519,670
<b>Total Technology Services</b>	<b>5,133,580</b>	<b>5,447,920</b>	<b>5,815,510</b>	<b>5,933,180</b>	<b>6,156,270</b>	<b>6,334,870</b>
Administrative Hearings	78,570	80,930	83,350	85,860	88,430	91,080
Audio Video Production	183,910	189,430	195,110	200,970	207,000	213,220
Board of Elections	1,449,700	1,456,500	1,539,610	1,604,860	1,695,840	1,768,350
Board of License Commissioners	78,040	80,380	82,790	85,280	87,830	90,470
County Commissioners	979,630	1,009,520	1,039,790	1,075,970	1,103,230	1,136,310
Not in Carroll	300,000	300,000	300,000	300,000	300,000	300,000
<b>Total General Government Other</b>	<b>3,069,850</b>	<b>3,116,760</b>	<b>3,240,650</b>	<b>3,352,940</b>	<b>3,482,330</b>	<b>3,599,430</b>
<b>Total General Government</b>	<b>52,002,700</b>	<b>54,568,230</b>	<b>57,299,320</b>	<b>59,975,430</b>	<b>62,943,850</b>	<b>66,113,460</b>
<b>Conservation and Natural Resources</b>						
Extension Office of Carroll County	511,330	526,670	542,470	558,740	575,510	592,770
Gypsy Moth	30,000	30,000	30,000	30,000	30,000	30,000
Soil Conservation District	415,940	428,420	441,270	454,510	468,140	482,190
Weed Control	74,480	102,670	77,430	79,750	82,140	84,610
<b>Total Conservation and Natural Resources</b>	<b>1,031,750</b>	<b>1,087,760</b>	<b>1,091,170</b>	<b>1,123,000</b>	<b>1,155,790</b>	<b>1,189,570</b>
<b>Debt and Transfers</b>						
Debt Service	24,671,020	22,935,860	22,269,770	22,797,570	22,903,120	22,539,790
Debt Service - Ag Pres.	1,831,000	1,904,430	2,221,700	2,685,500	3,049,220	4,171,630
Intergovernmental Transfers	3,185,210	3,256,880	3,330,160	3,405,090	3,481,700	3,560,040
<b>Total Debt and Transfers</b>	<b>29,687,230</b>	<b>28,097,170</b>	<b>27,821,630</b>	<b>28,888,160</b>	<b>29,434,040</b>	<b>30,271,460</b>
<b>Reserves</b>						
Reserve for Contingencies	4,208,020	4,416,220	4,452,476	4,605,430	4,765,190	4,938,170
Reserve for Positions	0	237,650	244,780	252,120	259,690	267,480
Reserve for Fire Chief and Admin. Positions	371,260	323,730	333,890	343,210	355,320	366,650
<b>Total Reserves</b>	<b>4,579,280</b>	<b>4,977,600</b>	<b>5,031,146</b>	<b>5,200,760</b>	<b>5,380,200</b>	<b>5,572,300</b>
<b>Interfund Transfers</b>						
Transfer to Capital Fund	4,654,150	3,406,260	3,612,560	3,203,980	3,495,180	4,609,580
Transfer to Grant Fund - Aging and Disabilities	234,280	241,310	248,550	256,000	263,680	271,590
Transfer to Grant Fund - Circuit Court	56,830	59,100	61,470	63,930	66,480	69,140
Transfer to Grant Fund - Comprehensive Planning	31,410	11,750	12,100	12,470	12,840	13,230
Transfer to Grant Fund - Health Department	4,000	4,000	4,000	4,000	4,000	4,000
Transfer to Grant Fund - Housing & Community Dev.	33,500	35,180	36,930	38,780	40,720	42,760
Transfer to Grant Fund - Local Management Board	46,530	47,930	49,360	50,840	52,370	53,940
Transfer to Grant Fund - Public Safety	108,750	108,750	108,750	108,750	108,750	108,750
Transfer to Grant Fund - Recreation	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Grant Fund - Sheriff's Office	32,590	52,570	54,670	56,860	59,130	61,500
Transfer to Grant Fund - State's Attorney's Office	172,100	178,980	186,140	193,590	201,330	209,390
Transfer to Grant Fund - Transit	1,124,390	1,200,780	1,258,920	1,319,910	1,383,880	1,451,010
Transfer to Solid Waste Enterprise Fund	615,000	1,815,000	2,415,000	2,415,000	2,415,000	2,415,000
Transfer to Utilities Enterprise Fund	521,230	608,690	455,900	534,310	244,430	251,760
<b>Total Interfund Transfers</b>	<b>7,642,860</b>	<b>7,778,400</b>	<b>8,512,450</b>	<b>8,266,520</b>	<b>8,355,890</b>	<b>9,569,750</b>
Projected Revenue	418,809,330	431,621,802	445,245,828	460,543,092	476,519,446	493,816,730
Projected Expenditures	418,809,330	431,185,250	445,159,276	460,528,140	476,516,230	493,810,140
<b>Balance</b>	<b>0</b>	<b>436,552</b>	<b>86,552</b>	<b>14,952</b>	<b>3,216</b>	<b>6,590</b>
	0.00%	0.10%	0.02%	0.00%	0.00%	0.00%