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Washington County
M A R Y L A N D

Fiscal Year 2019
Operating and Capital
Budgets

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Washington County Government
Maryland**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Washington County Commissioners, Maryland for its annual budget for the fiscal year beginning July 1, 2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communications device.

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Budget Message

July 1, 2018

To the Citizens of Washington County:

We are pleased to present to you the fiscal year 2019 Operating and Capital budget for Washington County, Maryland. These budgets set forth the plans for implementing the initiatives and goals of the County Commissioners to provide appropriate services and direction for Washington County and its citizens.

<i>Summary of Approved Budgets for Fiscal Year 2019</i>					
Page Reference	Fund Description	Approved Budget 2018	Approved Budget 2019	Increase (Decrease)	% Change
	Major Operating Funds:				
91	General	\$ 221,705,060	\$ 229,639,310	\$ 7,934,250	3.58%
279	Solid Waste	6,974,830	8,121,710	1,146,880	16.44%
281	Water Quality	19,058,100	19,422,180	364,080	1.91%
253	Highway	10,567,610	11,156,680	589,070	5.57%
285	Airport	2,076,840	1,987,720	(89,120)	(4.29)%
283	Transit	2,559,970	2,563,400	3,430	0.13%
289	Golf Course	1,234,470	1,203,350	(31,120)	(2.52)%
		264,176,880	274,094,350	9,917,470	3.75%
	Restricted Funds:				
269	Hotel Rental Tax	2,100,000	2,100,000	0	0.00%
261	Agricultural Education	225,140	238,920	13,780	6.12%
263	Grant Management	435,210	387,780	(47,430)	(10.90)%
265	Inmate Welfare	429,130	454,000	24,870	5.80%
267	Gaming	2,137,880	2,166,150	28,270	1.32%
271	Land Preservation	3,925,510	3,761,390	(164,120)	(4.18)%
275	Metropolitan Planning Org.	543,820	550,080	6,260	1.15%
273	Contraband	8,930	4,650	(4,280)	(47.92)%
259	Cascade Town Centre	1,097,050	1,036,950	(60,100)	(5.48)%
		\$ 10,902,670	\$ 10,699,920	(202,750)	(0.78)%
	Total Operating Funds	\$ 275,079,550	\$ 284,794,270	\$ 9,714,720	3.53%
70	Capital Funds	\$40,461,000	\$43,708,000	\$ 3,247,000	8.03%
	Total Approved Budgets	\$315,540,550	\$328,502,270	\$12,961,720	4.11%

The 2019 budgets were prepared with an emphasis on long-term financial planning and adherence to financial management policies, while also addressing the County's current and future growth issues. This document builds on goals of the Commissioners such as supporting public safety, education, environmental initiatives, planning and improving governmental efficiency, and promoting economic opportunities.

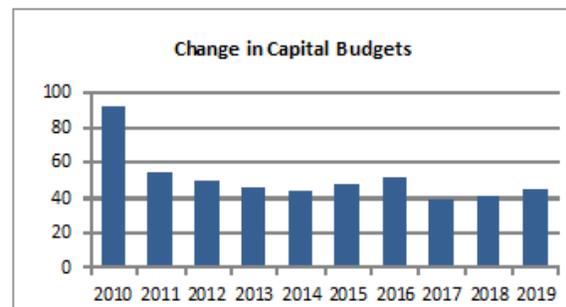
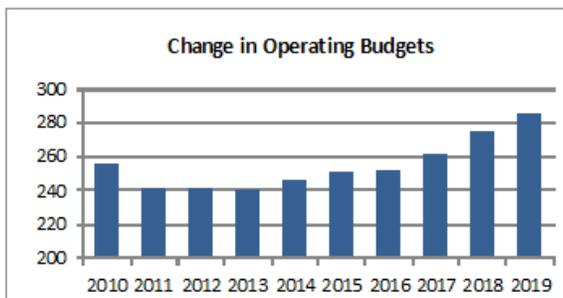
The 2019 Washington County budget totals \$328,502,270 which is \$12,961,720 or 4.11% above the 2018 approved budget. Operating funds increased \$9.9 million or 3.75% while Capital funds increased \$3.2 million or 8.03%. No tax rate increases were approved. Certain fee increases were approved for both Water Quality and Solid Waste funds in accordance with cost

of service model projections. A 1.5% COLA was approved for employees. The budget was balanced based on the following changes and objectives:

- 1) Increase in property tax assessable base.
- 2) Increases in local income tax revenue.
- 3) Educational funding.
- 4) Public safety funding.
- 5) Infrastructure and personnel.

The County's priorities have not changed from the prior year and are consistent with providing funding for public safety, education, infrastructure and personnel.

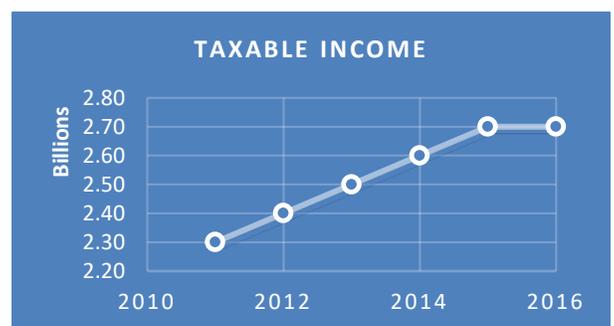
Washington County's history over the past several years for operating and capital budgets are shown in the tables below in millions. Operating budgets have increased by 11.5% or \$29.4 million over 2010. Capital Budgets vary from year-to-year due to the level of major construction activity, mandated funding requirements, and the initiation of new funds or service responsibilities.



Highlights of the General Fund Budget:

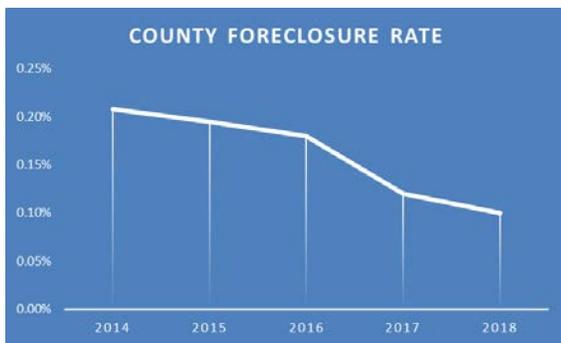
Revenue:

The General Fund budget totals \$229.6 million, a \$7.9 million increase or 3.58% over FY2018. The General Fund operating budget derives 95% of its revenue from taxes. Property tax increased by \$2.8 million or 2.3% based on estimates provided by the State Department of Assessments and Taxation. Income tax increased \$2.0 million or 2.4% based on recent trends. The County took a conservative approach to income tax given the recent Federal tax changes. It is the County's strategy to estimate according to prior year actuals along with employment and wage growth projections. Based on State predictions, the County could realize an increase in income tax in the coming years, however it is too early to predict how much and in which year the County may see that revenue. Both real estate and income tax rates have been held constant for 19 years. The graphs below highlight County decreases in the unemployment rate and increases in taxable income over the available time period.



Washington County's property tax base for 2019 reflected an assessable base increase. Estimates are based on information received from the State Department of Assessments and Taxation. Assessments are stable and have been rising over the past several years. The County has experienced steady growth in real estate tax since 2016, including an increase of 2.87% in 2018.

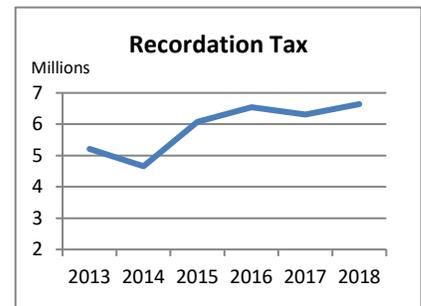
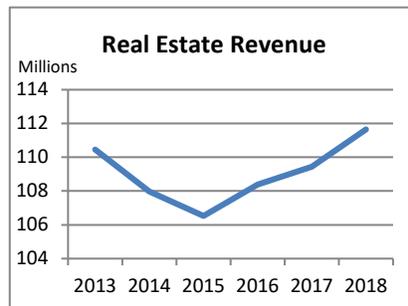
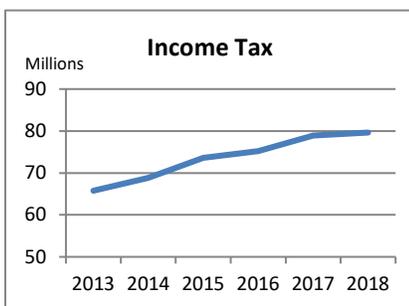
In line with the assessable base increases, housing trends look favorable as inventory is moving faster and prices are rising. Over FY2017, active inventory is 13.9% less and the number of units sold is 4.7% more, representing an increase of 77 units. The average foreclosure rate has reduced 13.7% and average home sales have increased by 8% reaching \$200K, a \$15K increase over the prior year. The County's economy shows positive signs of modest recovery.



Revenues increased by \$7.9 million or 3.58%:

- Property Tax revenue increased by \$2.8 million or 2.3%. This increase is due to an increase in assessable base and level corporate investment; however the 2018 assessable base is still below the 2010 assessments.
- Local revenues increased by \$2.5 million or 2.82% due to an increase in income tax based on recent trends and wage growth projections.
- Other revenues increased by a net of \$2.6 million mainly due to speed camera revenue and interest from investments.

History of major revenue activity is reflected below:



Expenditures:

The General Fund allocates 49% of the budget towards education, which amounts to \$111.7 million, of which \$98.5 million is allocated to the Board of Education (BOE), \$10 million to Hagerstown Community College (HCC) and \$3.2 million to libraries. 22% of the budget provides for Public Safety, which amounts to \$49.7 million, \$31.7 million of which is allocated to law enforcement and \$16.6 million allocated to emergency services. Capital costs represent 8% or \$19.4 million. This includes costs for debt service as well as an appropriation to the CIP fund. Transfers to other funds represent 5% or \$11.5 million of which \$8.9 million is a transfer to the highway fund. State and court functions represent 4% or \$9.9 million and the remaining 12% funds all other County departments.

Expenditures increased by \$7.9 million or 3.58%. Of that \$7.9 million, wage and benefit increases amount to \$4 million and are the result of a 1.5% COLA, eight full time firefighters, two full-time call takers, a retirement replacement strategy for law enforcement, and an increase in pension expense of \$1.5 million. The replacement strategy for our public safety officers allows the training process to begin for a new employee prior to the retirement of a senior deputy, providing for no interruption in service. This strategy also reduces overtime costs.

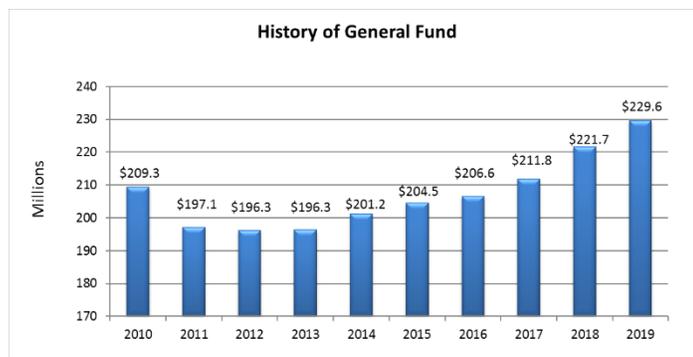
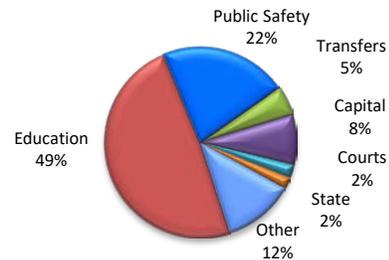
In addition, education increased by \$1.9 million which includes the Board of Education (BOE), Hagerstown Community College (HCC) and libraries. The BOE received an allocation increase of \$1.5 million over the prior year, most of which was due to an increase in maintenance of effort (MOE). The County appropriated an additional 230K over and above MOE for FY2019. HCC received a \$.3 million increase over the prior year and libraries received a \$.1 million increase.

Public safety operating expenditures increased \$1.3 million due to 1) \$840K in speed camera fees, which directly offset speed camera revenue; 2) \$270K additional appropriation to the Volunteer Fire and Rescue Association to fund a recruitment coordinator position, additional funds for paid staffing to assist two rescue squad units, an increase in reimbursement programs, volunteer programs, and increases for insurance; and 3) \$137K in equipment to upgrade 30 Fire and EMS locations to enhanced internet based fire station alerting communication protocol; increases in software costs; increase in maintenance contract pricing for site UPS systems and generators.

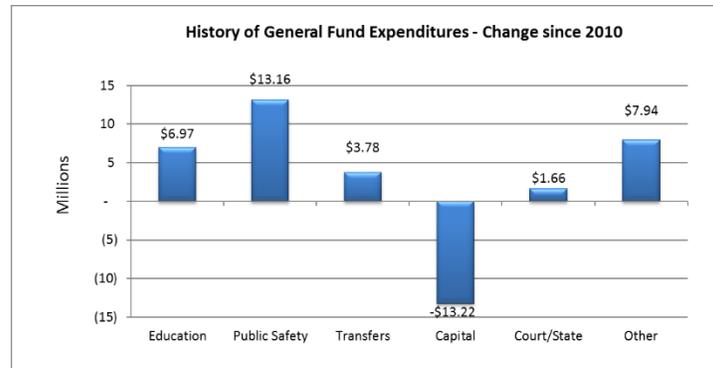
Other increases relate to a reduction in debt service of \$.8 million due to planned payments and increases in operating transfers of \$1.1 million. The transfer to Highway increased \$.7 million to assist with the cost of road maintenance and snow removal while the transfer to Solid Waste increased \$.5 million to help cover the cost of a one-time increase in annual debt service. The remaining \$.4 million was allocated across general departmental needs.

The General Fund budget for FY2019 provides for existing services with no increase in the tax rate. Washington County strives to keep costs low for our citizens which is evidenced through maintaining one of the lowest expenditures per capita in the State. The following charts depict overall changes within the County's General Fund budget. In 2019, after a long recessionary period, the General Fund budget base has grown an average annual rate of .9%. Excess revenues from earlier years were placed in savings prior to the economic downturn. These funds have been utilized for infrastructure maintenance, new infrastructure that creates jobs and tax base increases, and economic downturns and/or budget issues with the State of Maryland's structural deficit.

Allocation of General Fund Expenditures



Throughout the economic downturn, the County has increased funding primarily for education and public safety, recognizing the importance of these functions. Public Safety has increased \$13 million while education has increased \$7 million for the same time period. Capital funding has experienced a reduction in an effort to balance priorities and initiatives of the County, while maintaining low tax rates for citizens.



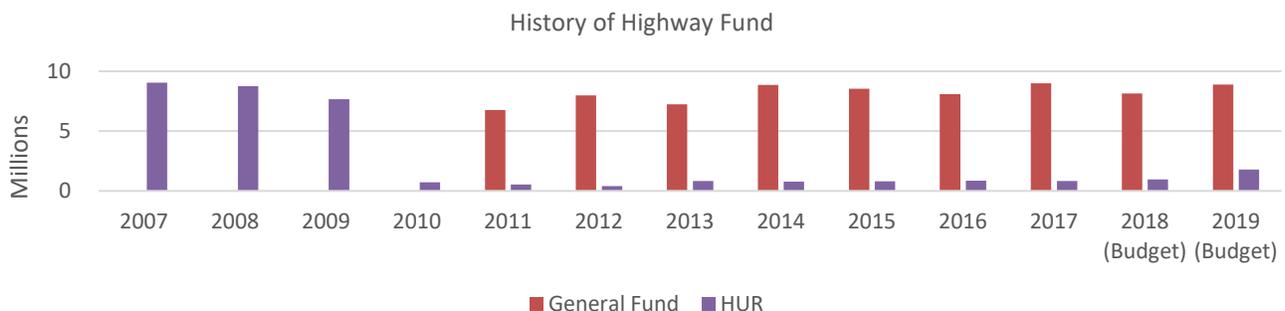
Due to the County’s conservative fiscal management, strong adherence to policies, and dedicated department leaders, County finances have been strong throughout the downturn and continue to remain strong during recovery. The County has maintained services and employee base while also maintaining strong reserves. The County maintains a minimum level of 17 percent of the on-going General Fund operating revenues in order to protect the financial stability, provide sufficient liquidity for daily operations and to meet anticipated and unanticipated financial or economic circumstances. The County will meet this reserve requirement for FY2018. The reserve represents, but is not limited to, reserves for catastrophic events, economic downturns, financial liquidity, and unanticipated opportunities.

As it relates to employee pension, LOSAP, and OPEB plans, the County has proactively responded by fully funding the annual required contribution within all three plans. The County also adopted a funding policy which outlines the principles that guide the County in making funding decisions about the plan in order to accumulate the funds needed to fulfill the plan’s obligations to the participants and beneficiaries.

Overall, the 2019 budget provides for existing services, new initiatives and was prepared in line with sound financial management practices. The County will continue to monitor economic conditions; service requirements/demands; and State changes, while striving to maintain existing government services, maintain rates, increase employment, improve education, and meet infrastructure needs. We understand that the economy is on a slow recovery for our citizens and for the County. With that, the 2019 budget still provides base services, maintains low debt levels, and preserves our cash operating reserves so that we can meet challenges and opportunities in the future as we have in the past.

Highlights of the Highway Budget:

The Highway Fund increased \$.6 million or 5.57% over the prior year. This increase is largely due to an increase in fuel, snow removal costs, and road maintenance. Prior to FY2010, Highway User Revenues were used as the primary source of revenue amounting to approximately \$9 million per year. However, the County has had to supplant this revenue with General Fund dollars due to changes in legislation at the State level. Highway user revenue received today is still under \$1.0 million. An additional one-time grant was secured for FY2019 in the amount of \$1.0 million. The chart below shows the history of highway user and general fund revenue and how those figures have changed over time.



Highlights of the Water Quality Budget:

The Water Quality Fund includes projected revenue increases for the next 10 years of 0% to 4.0%. The 10-year financial plan follows current management practices and policy objectives by providing operational funding, maintaining capital equipment, allowing for State and Federal mandates, and providing affordable rate increases.

For FY2019, Water Quality experienced an increase of \$.4 million or 1.91%. This increase is a result of wage and benefit reductions of \$.1 million due to salary savings from turnover and \$.5 million increase in operating costs such as debt service, electric, vehicles, equipment, grinder pumps and water meters. FY2019 rate increases range from 1.6% to 4.9%, varying by class. The average residential customer will experience a 3.5% increase or \$5.60 per quarter for sewer and \$6 per quarter for water. These increases are attributable to State mandated regulations for capital improvement projects.

Highlights of the Solid Waste Budget:

The Solid Waste Budget increased \$1.1 million or 16.44% over the prior year. This is the result of an increase in debt service costs of approximately \$.6 million. This increase is an anomaly and will normalize the next budget cycle back to previous levels. Closure and post-closure care costs represent the remaining increase of \$.4 million. The County had previously adjusted its contribution to closure and post-closure care costs and has now reached the point where an increase is necessary to properly fund the liability.

An increase in fees were approved and include the following:

- Yard waste add on permit fee increase of \$5.
- A \$3 per ton increase for refuse
- Addition of a recycling tipping fee to allow for use in absence of a permit.

The County uses a cost of service analysis to determine the actual costs of programs and services for its solid waste operation, which includes operational cost, closure and post-closure cost, future construction cost, financing, and reserves. The County evaluates trends in market price and tonnage activity on an on-going basis. The County is actively seeking innovative solutions to extend the life of the landfill and

Capital Improvement Budget

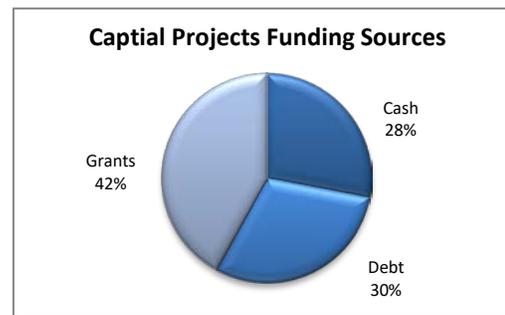
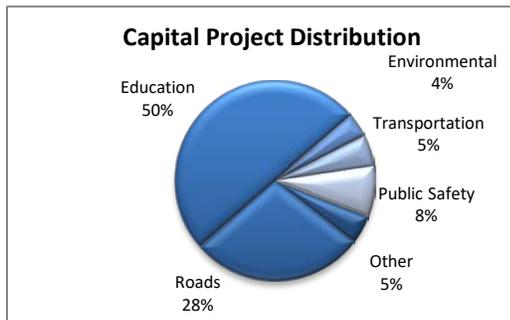
The Capital Improvement Budget includes funding for major infrastructure projects such as schools, roads, water, sewer, and airport projects. The County uses detailed project analysis, cash management, priority ranking system, and operating impacts to help prioritize, fund, and develop its Capital Improvement Plan. The plan uses conservative financial and economic forecasts for its revenue estimates and uses debt affordability guidelines to stay within debt issuance limits. By adhering to cash management policies, self-imposed debt affordability guidelines, and using a Capital Improvement Budget plan that includes a priority ranking system, the County is able to forecast future needs and be prepared for any unforeseen future issues or opportunities.

The Capital Improvement Budget for fiscal year 2019 is \$43.7 million, representing a \$3.2 million or 8.03% increase from the prior year. Capital budgets fluctuate greatly from year to year based on available funding levels, including state funding and contributions. The increase for the FY19 capital budget is a result of anticipated grant funds as well as an additional \$1.0 million appropriation to the BOE. Major capital projects include: new schools and educational facility renovations of \$21.9 million for the BOE, HCC, and the public library system; \$12.3 million for road improvements, drainage, and bridges; \$1.7 million for environmental projects; \$2.2 million for transportation projects; \$3.6 million for public safety; and \$2 million for other category projects.

The County's Capital Improvement Budget for 2019 was prepared using conservative projections for major supportive revenues. Debt issuance is projected to remain within acceptable levels. Fees, tax revenues, and pay-go funds are expected to be sufficient to support the requirement for the Capital Improvement Budget. The Capital Budget for 2019 will be supported with 28% in cash related payments, 30% in borrowing, and 42% in grants.

The County's total tax supported debt issuance for the Capital Improvement Budget is affordable based on the annual analysis. The Ten Year Capital Improvement Plan reflects level debt issuance in future years, assuming existing economic conditions. The County's debt capacity is measured against other Maryland counties and national standards, in which

benchmarks are updated on an annual basis. In addition, the County has policy targets for maximum ratios. This ensures that the County consistently maintains affordable debt levels now and in the future.



Challenges

As the County constructed the fiscal year 2019 budget, priorities were addressed, and issues were identified. A major challenge that the County partially addressed was the need for cost of living adjustments to be made to the salary scale. Throughout years of challenging economic times and no tax increase, the County held back on increasing wages at appropriate levels. Considering minimum wage regulation and changes at the State level, the County reviewed wages compared to other local jurisdictions and concluded that an increase would be necessary to stay in line with peers. The County then contracted out a salary study to verify these findings. The County issued a mid-year COLA of 3.5% in FY2018 and a full year COLA of 1.5% in FY2019. The County will take steps moving forward to continually assess and evaluate salary scales, allowing appropriate adjustments to be made throughout the budget process if sufficient revenues exist to support it.

Fire and Rescue services continue to be a budgetary challenge as costs rise. Lower levels of volunteerism have contributed to reduced levels of staffing and fundraising efforts. Additional funding requests are being made for support of operations, equipment, and staffing. Funding for volunteer Fire and Rescue services has increased for FY2019 by \$270K and EMS and Fire Operations increased by \$1.2 million. In addition, FY2019 represents the first year of providing funds totaling \$800K in the Capital budget for apparatus replacement.

The County is following the Kirwan Commission discussions closely as outcomes could have an impact on County expenditures. At this time, it is unknown as to what extent the County could be affected, however, discussions regarding pre-kindergarten and teacher pay have been top issues.

Further Federal and State mandates regarding minimum wage requirements could impact the County. Minimum wage rose from \$8.75 in 2016 to \$10.10 in 2018, representing a 15% increase. Additional increases to minimum wage could have an impact on the County's salary scale and pay structure.

While the County sees things moving in a more positive direction with the improved economy, we also recognize that challenges exist which are not addressed, and unmet needs in the core service areas remain. This is partly reflective of the recessionary impact and no tax increases for over 19 years.

Maintaining services amidst State structural deficit cuts has been challenging over the past several years and will continue to be a challenge in the foreseeable future. While we are prepared for small to moderate reductions, any significant cost shifts would be of concern.

State mandates have a significant cost impact and complying with changes will continue to be a challenge. Most recently, the Sick and Safe Leave Act was passed which has meant additional cost to provide the mandated benefits to employees, but also a cost associated with system configuration and reporting.

Goals (Highlights)

The County provides funding in its current capital improvement budget to construct a police, fire, and emergency services training facility. This facility will provide a needed local service to the large number of police, fire, correctional, and other emergency services personnel serving in and around Washington County, as well as provide training to people planning to

enter those fields. As the area continues to grow, this will help meet the increasing demand for trained EMS personnel. The project depends on speed camera revenue as a source of funding.

A waste to energy facility has been one of the County's most exciting forward-looking projects for the landfill. This project has met some challenges however the County continues to look for innovative ways to reduce waste and enhance environmental responsibility with a cost-effective solution.

The Urban Improvement Project is underway and serves to revitalize a portion of downtown Hagerstown. The Barbara Ingram School for the Arts will almost double the student population, renovations to the Maryland Theatre will offer better flow of traffic inside the theatre for patrons and add additional space for other functions, University System of Maryland will be making renovations to expand student learning, and an outdoor plaza area is to be constructed. This project is an effort characterized by cooperation between these parties and is funded through private dollars, County dollars, and State grants. Revitalization of the downtown area is important for economic development in both the City and County.

Economic development is of great importance to the County. The County will continue to work with the Economic Development Commission to continue growth in the County. Recent improvements to the downtown area have been made to County owned buildings as well as investment in the Urban Improvement Project.

The County has created a Green Initiative which focuses on compliance with the Federal Clean Water Act. The County's Clean Streets Clean Streams program will be accomplished through a variety of methods including tree plantings, street sweeping, septic opportunities, and storm water retrofits. Exorbitant costs will be offset and reduced at every opportunity by leveraging existing resources, grant funding, and cost sharing agreements to enable increased progress towards requirements.

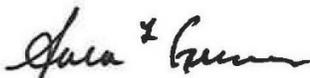
Several road projects spurring economic development have been negotiated which leverage a variety of funding sources including private funds, State funds, and County funds, resulting in reduced cost for the County and positive growth for the community. This is an innovative approach and serves several parties in a positive, economical manner.

Conclusion

Good budgetary policies make it clear that the budget process is not simply an exercise in balancing revenues and expenditures one year at a time, but is strategic in nature, encompassing a multi-year financial and operating plan that allocates resources on the basis of identified goals. The County has outlined budget and fiscal practices to provide long-term financial management and be proactive rather than reactive in our business approach to County operations. As a result, the County retains a rating of AA+ by both Standard and Poor's and Fitch and Aa1 by Moody's. These ratings reflect the County's diverse property tax base, solid financial position with historically strong reserves, sound financial management, and strong debt policies with overall low debt levels.

As the County continues it will face challenges in both its short and long-term plan development as the economy emerges from the economic downturn. The past economic climate has placed stress on governmental services, revenues, employment, education, and infrastructure improvements. As the County moves forward, pressure will develop once again to expand and increase core services. This will challenge Washington County in relation to providing baseline services, related programs and their delivery, as well as any costs passed down from the State of Maryland structural budget deficit issues. This all must be kept in balance with revenue rates, debt issuance, and the cost of those services provided to the citizen. However, I believe with effectively managed policies, strong County management, and having a long-term vision, Washington County will meet those challenges in the future as it has in the past.

Respectfully,



Sara L. Greaves, CPA
Chief Financial Officer
Washington County, Maryland

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TERRY L. BAKER, a third-term County Commissioner, was first elected in 2006, and serves as President of the Board of County Commissioners. He is a 1973 graduate of Williamsport High School, a 1975 graduate of Hagerstown Community College, and a 1978 graduate of Auburn University, with a Bachelor's degree in Education. Mr. Baker retired in 2015 from the position of Washington County Students Trades Coordinator for the Washington County Technical High School after being an educator for 34 years. Prior to being elected a County Commissioner he served from 2002 to 2004 as a member of the Council for the municipality of Clear Spring, MD, and as Assistant Mayor for such municipality from 2004 to 2006.



JOHN F. BARR, a third-term County Commissioner, was first elected in 2006. He was raised in Boonsboro, MD, and is a Master Electrician in five states. In high school, Mr. Barr worked for his father as a field electrician at M/L Electric, Inc., which began in 1927. In 1979, he formed the management team overseeing the service department. In 1984, Mr. Barr bought the company from his father and changed the name to Ellsworth Electric, Inc. He has built the company from 75 to 150 employees. Mr. Barr is active in various service organizations and community projects. He served a one-year term as President of the Maryland Association of Counties in 2016 and currently serves as Past President.



JEFFREY A. "JEFF" CLINE, a second-term County Commissioner, serves as Vice President of the Board of County Commissioners and is a Williamsport, MD, resident. He is a graduate of Williamsport High School and Hagerstown Community College. Mr. Cline has experience as a realtor since 2003. He graduated from the Maryland Association of Realtors' 2008 Leadership Academy and received the Graduate of Realtor Institute (GRI) designation. Mr. Cline served on the Williamsport Town Council from 2005 to 2009. He is also a graduate of Leadership Washington County Class 26.



LEROY E. MYERS, a first-term County Commissioner, was born in Washington County and has lived in the Clear Spring, MD, area his entire life. He is a three-term Maryland State Delegate serving District IC from 2003-2014. He graduated from Clear Spring High School and attended Hagerstown Community College for two years. Mr. Myers is the owner and president of Myers Building Systems, Inc., a general contracting firm.



WAYNE K. KEEFER, a first-term County Commissioner, was appointed to fill a vacancy on the Board of County Commissioners on March 25, 2016, by Maryland Governor Lawrence J. Hogan, Jr. and assumed office on April 5, 2016. He is a lifelong resident of Hancock, MD, and a 2004 graduate of Hancock Middle-Senior High School. Mr. Keefer holds an A.S. degree in Management from Hagerstown Community College; a B.S. degree in Business Administration; and a M.B.A. from Frostburg State University. He has over a decade of experience as a commercial banker and is currently a small business owner. He is also an adjunct instructor with Frostburg State University and the University System of Maryland at Hagerstown. He is active in the community including the Hancock Chamber of Commerce and Rural Children's Fund.



Vision and Mission Statement

Vision Statement:

The vision of Washington County Government is to become the regional leader in providing and coordinating efficient and effective public services in an open and cooperative manner.

Mission Statement:

Supporting and strengthening individual and community self-reliance and responsibility; promoting education, economic opportunities, public health, safety, and welfare; protecting the environment and cultural resources we share and; planning for future urbanization and a culturally diverse population.

Goals & Objectives

The County has identified broad goals in accordance with the County's Mission Statement. Each goal and objective below is within one of the five core service lines offered by Washington County Government. These service lines serve to define the various roles and priorities of the County. They provide clear expectation and understanding to both the County and its citizens and are held at the forefront of everything the County does. Assessing new opportunities and initiatives are accomplished through first defining where they fall within our service lines. The County then looks towards County priorities to provide a guide in moving forward. The service lines provide a basis for making resource allocation decisions during the budget process and serve as a focal point for assessing and coordinating various long-range or strategic plans.

The County's goals are prioritized annually to ensure there is a clear understanding of the direction in which the County is heading. Once the priority order of the Mission Statement is established, a more detailed action plan is developed and integrated with management and the budget process. The County Commissioners' initiatives and annual goals are articulated through collaboration with other Boards and offices among division goals in County government. Annual goals are integrated in divisions, such as Planning and Zoning, Engineering, Environmental Management, and Emergency Services. Specific programs focus upon individual services, such as animal control, senior citizen programs, or recreational programming, as an example. The goals set by the County Commissioners reflect the associated mission statement, initiative, and responsible department for each goal.

Public Safety:

Goal: Protect and promote the general welfare of residents and visitors and provide a hospitable climate for business.

Objective: Ensure public health, safety, and welfare of residents and visitors. Employ well-trained professionals to serve in law enforcement, fire and rescue, emergency services, utilities, and building codes.

Education:

Goal: Provide the financial resources, facilities, and coordination in leadership to promote a quality education to primary and secondary learners as well as learners of all ages.

Objective: Ensure that students have a safe and stimulating environment in which to learn and promote the availability of academic and technical education programs that prepare all students to compete in the global marketplace.

Human Services:

Goal: Preserve and enhance the County's quality of life for residents and visitors.

Objective: Provide diverse recreational, educational, and cultural opportunities for children and adults and promote the health and wellbeing of vibrant and active community.

Infrastructure:

Goal: Plan, program, build and maintain the physical assets necessary to accommodate a thriving community and robust economy.

Objective: Utilize public funds, grants, and private partnerships to manage and improve roads, bridges, utilities, buildings, parks, landfill, airport, and transit resources.

Economic Development:

Goal: Nurture existing business and promote new business which to fuel the economic engine necessary for success in all other service lines.

Objective: Foster a culture within government that encourages opportunity and supports private investment in Washington County's new and existing businesses.

Key Goals for Fiscal Year 2019

Public Safety: Protect and promote the general welfare of residents and visitors.

- Complete the design of a new emergency services training facility, which will service police, fire, and EMS programs to form a central location designed to support County wide operations.
- Complete the Comprehensive Fire Plan to be submitted to the Board of County Commissioners for approval.

Human Services: Preserve and enhance the County's quality of life for residents and visitors.

- Expand recreational programs and facilities for citizens.
- Further expand the Senior Center to space accommodate programs requested and supported by seniors.
- Strive to make Washington County the place of choice to Live, Work, and Play.
- Facilitate sustainable future for Fort Ritchie Community Center.

Infrastructure: Protect, preserve, and enhance the County's services and facilities necessary for the economy.

- Secure right of way and begin construction of Professional Boulevard
- Design Halfway Boulevard to Greencastle Pike and Crayton Boulevard to Showalter
- Execute the Clean Streets and Streams strategy to address State permit while enhancing the County's scenic beauty.
- Support local municipalities and economic endeavors with general guidance and environmental expertise.
- Expand utility cost savings in both capital investment and daily operations.
- Seek partner in Solid Waste processing for long term waste solutions and cost savings.

Economic Development: Promote economic development to grow and sustain the County's prosperity.

- Promote commercial investment to build new, or safely and efficiently rehabilitate preexisting buildings.
- Utilize the Economic Development Commission to nurture and grow business in the collective community.
- Support the City of Hagerstown, the Urban Improvement Project, and City/County achievements.
- Promote the Hagerstown Regional Airport for commercial airline and private use.
- Kick off the Making Connections Campaign for Economic Development and Transportation Enhancements.
- Start road improvements for Professional, Halfway, Crayton and Col. H.K. boulevards.
- Support the Urban Improvement Project; development of Mt. Aetna and Cascade; and public private partnerships.
- Take every opportunity to expand broadband in the urban growth area and beyond, and promote Gigabyte City expansion.

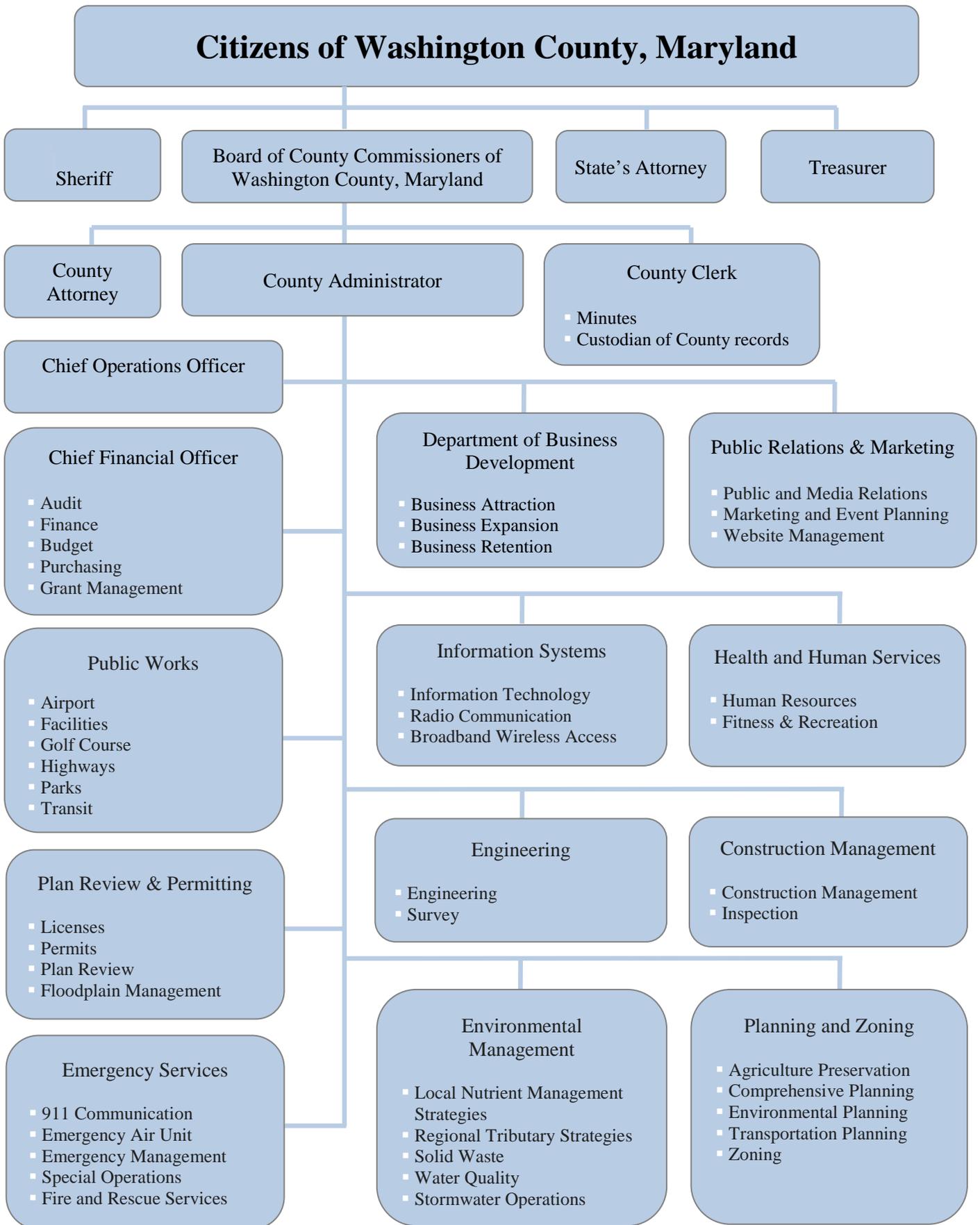
Matrix of Primary County Goals by Department in Relationship to Funds

The table below indicates which funds and departments are responsible for the implementation of FY2019 key goals. Refer to the Budget Details section of this document for each department’s specific activities planned for FY2019 in support of these goals.

Department/Division	Public Safety	Education	Human Services	Infrastructure	Economic Development
General Fund:					
Education:		✓	✓		✓
Board of Education		✓	✓		
Hagerstown Community College		✓	✓		
Washington County Free Library		✓	✓		
Library Maintenance			✓	✓	
Public Safety:	✓				
Sheriff- Judicial	✓				
Sheriff - Process Servers	✓				
Sheriff - Patrol	✓		✓		
Sheriff - Central Booking	✓				
Sheriff - Detention Center	✓				
Sheriff - Day Reporting Center	✓		✓		
Sheriff - Narcotics Task Force	✓				
Civil Air Patrol	✓				
Fire & Rescue Volunteer Services	✓				
EMS Operations	✓				
Fire Operations	✓				
Air Unit	✓				
Special Operations	✓				
911 - Communications	✓				
Emergency Management	✓				
Wireless Communication	✓				
Humane Society of Washington Cty	✓				
Court System:	✓				
Circuit Court	✓				
State’s Attorney	✓				
State Functions:	✓				
Health Department	✓		✓	✓	
Social Services	✓		✓		
Agricultural Extension Service		✓		✓	
Election Board			✓		
Soil Conservation				✓	
Weed Control				✓	
Community Funding:			✓		
General Operations:					
County Commissioners	✓	✓	✓	✓	✓
County Administrator	✓	✓	✓	✓	✓
Public Relations & Marketing					✓
Budget and Finance			✓		

Department/Division	Public Safety	Education	Human Services	Infrastructure	Economic Development
General Operations (cont'd):					
Purchasing			✓		
Treasurer			✓		
County Attorney			✓		✓
Human Resources			✓		
Central Services			✓		
Information Technology			✓		
Other:			✓		
Women's Commission			✓		
Diversity & Inclusion Committee			✓		
Public Works, Engineering, Construction, Permitting & Planning:			✓	✓	
Public Works Administration	✓		✓		
Engineering			✓	✓	
Construction				✓	
Plan Review & Permitting	✓		✓	✓	
Planning & Zoning			✓	✓	
Zoning Appeals			✓	✓	
Parks & Facilities:			✓		
Buildings, Grounds & Parks			✓		
Martin L. Snook Pool			✓		
Fitness & Recreation			✓		
Business Development			✓	✓	✓
Highway Fund:			✓	✓	
Other Governmental Funds:	✓	✓	✓	✓	✓
Agricultural Education Center		✓			
Grant Management			✓		
Cascade Town Centre			✓		✓
Inmate Welfare	✓				
Gaming	✓		✓		
Land Preservation				✓	
Contraband	✓				
HEPMPO				✓	✓
Enterprise Funds:	✓		✓	✓	✓
Solid Waste				✓	
Water Quality				✓	
Transit			✓		
Airport	✓		✓		✓
Golf Course			✓		

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Administrative Officials

ROBERT J. SLOCUM, County Administrator, holds a Bachelor of Science degree in Civil Engineering from the University of Arizona; and is a licensed professional engineer in the State of Maryland. He was appointed as County Administrator effective March 28, 2017, after serving Washington County for 15 years in various capacities. His first position with the County was Deputy Chief Engineer, where he was primarily responsible for capital improvement projects. In 2008, Mr. Slocum was promoted to Deputy Director of Public Works; and in 2013 he was promoted to Director of the Division of Engineering and Construction where he was responsible for the Engineering, Construction Management and Inspections, and Plan Review and Permitting Departments. He remains a member of the County Engineers Association of Maryland, the American Society of Civil Engineers, the Institute of Transportation Engineers, the Maryland Traffic Engineers Council, and the National Society of Professional Engineers. Mr. Slocum participated in the Leadership Washington County and received a Certificate in Management from Hagerstown Community College. He currently serves on the boards of the Maryland Theatre, the United Way, and the Economic Development Commission.

JAMES B. HOVIS, Chief Operations Officer, has held different positions with Washington County starting in 2004, when he took the position of Gaming Inspector following his retirement from the Maryland State Police. He was soon promoted to Director of Gaming. In 2012, he became Director of Grant Management when the Grants and Gaming departments merged. Mr. Hovis assumed his current position in December 2017.

SARA L. GREAVES, C.P.A., Chief Financial Officer, holds a B.S. degree in Accounting from the University of Maryland University College. She earned a Master of Business Administration degree from Frostburg State University. Mrs. Greaves was hired by Washington County in 2012 as an accountant and was promoted to Deputy Director in 2014. She is a member of the American Institute of Certified Public Accountants, the Maryland Association of Certified Public Accountants, and the Maryland Government Finance Officers Association. She currently serves on the board of Together with Families, Inc., a local non-profit organization.

KIMBERLY K. EDLUND, C.P.A., Director of Budget and Finance, is a summa cum laude graduate from Shepherd University with a B.S. degree in Accounting. She earned a Master of Business Administration degree from Frostburg State University. Mrs. Edlund was hired by Washington County in 1995 as the Assistant Director of Budget and Finance and was promoted to Director in 2014. Prior to her employment with Washington County, she was a Senior Accountant with a regional public accounting firm. She is a member of the American Institute of Certified Public Accountants, the Maryland Association of Certified Public Accountants, and the Maryland Government Finance Officers Association.

JOHN M. MARTIRANO, County Attorney, holds a B.A. degree, *cum laude*, from West Virginia University and a J.D. degree from the University of Pittsburgh School of Law. He was admitted to the Maryland Bar in 1990 and to the West Virginia Bar in 1994. He was in private practice with Miles & Stockbridge from 1990 to 1993 and with Steptoe & Johnson from 1993 to 1996. He was a Senior Surety Claim Attorney with The St. Paul Companies, Inc. (formerly USF&G) from 1996 to 1999. Mr. Martirano was appointed Assistant County Attorney for Washington County in 1999 and Deputy County Attorney in 2004. He was appointed County Attorney in 2005. He is a 2010 graduate of Leadership Maryland and a 2006 graduate of Leadership Hagerstown (now known as Leadership Washington County). Mr. Martirano is active in numerous community organizations, including serving on the board of directors of Hospice of Washington County. He is also a member of the American, Maryland and Washington County Bar Associations.

Personnel Summary by Department

Summary of Full-Time Budgeted Positions	2017	2018	2019	Change from 2018 to 2019	% of Employees
General Fund:					
County Commissioners	5	5	5		0.61%
County Clerk	1	1	1		0.12%
Circuit Court	20	20	20		2.44%
Orphans Court	0	0	0		0.00%
State's Attorney	38	38	38		4.63%
County Administrator	3	3	4	1	0.49%
Public Relations & Marketing	4	4	5	1	0.61%
Election Board	0	0	0		0.00%
Budget & Finance	15	15	15		1.83%
Purchasing	6	6	6		0.73%
Treasurer	5	5	5		0.61%
County Attorney	5	5	5		0.61%
Human Resources	7	7	7		0.85%
Planning & Zoning	8	8	8		0.98%
Zoning Appeals	0	0	0		0.00%
Buildings	5	5	5		0.61%
Central Services	1	0	0		0.00%
Information Technology	15	15	14	(1)	1.71%
Sheriff – Judicial	25	26	26		3.17%
Sheriff – Process Servers	1	1	1		0.12%
Sheriff – Patrol	98	102	103	1	12.55%
Sheriff – Central Booking	10	10	10		1.22%
Sheriff – Detention	123	124	124		15.10%
Sheriff – Day Reporting Center	2	2	2		0.24%
Sheriff – Narcotics Task Force	6	6	6		0.73%
Special Operations	0	0	0		0.00%
911 – Communications	50	49	51	2	6.21%
EMS Operations	10	9	9		1.10%
Fire Operations	0	1	1		1.22%
Emergency Management	2	2	2		0.24%
Wireless Communications	5	5	5		0.61%
Public Works	2	2	2		0.24%
Engineering	17	21	21		2.56%
Construction	21	21	21		2.56%
Plan Review & Permitting	10	17	17		2.07%
Permitting	13	0	0		0.00%
Building, Grounds & Parks	20	21	21		2.56%
ML Snook Pool	0	0	0		0.00%
Fitness & Recreation	5	5	5		0.61%
Weed Control	0	0	0		0.00%
Business Development	5	6	6		0.73%

Personnel Summary by Department – Continued

Summary of Full-Time Budgeted Positions	2017	2018	2019	Change from 2018 to 2019	% of Employees
Highway Fund	89	89	91	2	11.08%
Solid Waste Fund	20	20	21	1	2.56%
Cascade Town Centre	0	3	3		0.37%
Agricultural Education Center Fund	1	1	1		0.12%
Grant Management Fund	4	4	4		0.49%
Inmate Welfare Fund	0	0	0		0.00%
Gaming Fund	2	2	2		0.24%
Hotel Rental Tax Fund	0	0	0		0.00%
Land Preservation Fund	2	2	2		0.24%
Contraband Fund	0	0	0		0.00%
HEPMPO Fund	0	0	0		0.00%
Water Quality Fund	79	80	82	2	9.99%
Transit Fund	18	18	18		2.19%
Airport Fund	10	10	10		1.22%
Golf Course Fund	8	7	7		0.85%
Total	796	812	821	9	100.00%

**Represents
Change**

The Summary of Full-Time Budgeted Positions represents each departments personnel for the years listed. A detailed schedule reflecting each position for the department can be found in appropriate sections of this budget document.

Fiscal Year 2019 Summary of Changes in Full-Time Positions

Function	Explanation of Change	Change
County Administrator	The position administrative support specialist was created to assist the citizens, elected officials, executive and senior staff.	1
Public Relations & Marketing	A position in Information Technology was eliminated. The position was transferred to Public Relations & Marketing and revamped as a digital marketing specialist.	1
Information Technology	The position information technologies services specialist was eliminated. The position was transferred to Public Relations & Marketing and revamped as a digital marketing specialist.	(1)
Sheriff - Patrol	A cadet position was created in preparation of imminent retirements in the Patrol division.	1
911 Communications	Two additional emergency communications specialist trainees were created to address the increase in call volume, as well as aid in replacing or covering full-time staff who are out on an extended illness or leave.	2
Highway Fund	Two positions were created to assist in storm water management projects.	2
Solid Waste	To keep up with daily operations, a solid waste equipment operator position was created.	1
Water Quality	In conjunction with Maryland Department of Labor and Licensing, Water Quality started an apprentice plant operator program.	1
Water Quality	The position Utilities Construction Inspector was created due to difficulties providing inspections on developmental projects.	1

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Community Profile

Location

Washington County is situated in northwestern Maryland, bordered by Pennsylvania to the north and West Virginia to the south. It is bordered on the east by Frederick County, Maryland and on the west by Allegany County, Maryland. Washington County is approximately 460 square miles in area. The County Seat, Hagerstown, is 70 miles northwest of Washington, D.C. Two major highways, Interstate 81 – running north and south, and Interstate 70 – running east and west, cross within the County's borders.



The major part of Washington County is fertile valley with rolling terrain. The lowland belt known as the Hagerstown Valley, which lies between the Blue Ridge Mountains to the west and the Appalachian ridges to the east, is an extension of the Shenandoah Valley of Virginia.

Washington County is a great place, not only for locating a business, but also for living and raising a family. The rural, friendly, community environment offers a taste of traditional values – and the close proximity to Baltimore and Washington D.C. offers access to a metropolitan culture and lifestyle. It's the best of both worlds.

Culture and Recreation

Founded in 1776, Washington County was the first county in the United States to be named for the then General George Washington. The history of Washington County is exhibited at 4 national parks, 7 state parks, 14 county parks, numerous monuments and more than 35 museums that tell America's story spanning three centuries.

Some of Washington County's major local attractions include:



- ❖ Antietam National Battlefield – the site of one of the most famous Civil War battles.
- ❖ Fort Frederick State Park – a fort built in 1756 for use during the French and Indian War.
- ❖ Appalachian National Scenic Trail – the trail in Maryland follows a 40 mile route along the backbone of South Mountain (a north-side ridge that extends from Pennsylvania to the Potomac River).
- ❖ C&O Canal National Historical Park – for nearly 100 years the canal served as a waterway to transport products and it now provides a place to relax and enjoy nature.

- ❖ Maryland Symphony Orchestra – Western Maryland’s only professional orchestra.
- ❖ Hagerstown Speedway – one of the fastest and safest dirt tracks in the United States.
- ❖ Hagerstown Suns – a minor South Atlantic League Class A baseball team affiliated with the Washington Nationals.
- ❖ Washington County Museum of Fine Arts – with a permanent collection of over 6,000 works of art, as well as changing exhibitions.
- ❖ The Maryland Theatre – built in 1915; home of the Maryland Symphony Orchestra and the Miss Maryland Pageant.

Hagerstown was founded by German immigrant Jonathan Hager who was a volunteer Captain of Scouts during the French and Indian War. Located in the center of the Great Valley in Western Central Maryland, Hagerstown was at the crossroads of the Civil War. The Valley provided a natural corridor for refugee and troop movements between Virginia and Pennsylvania. As a regional crossroads town, just north of the Potomac River, Hagerstown was a favorite staging area for military leaders traversing the region.



The Maryland Theatre

A revitalized Arts & Entertainment District in downtown Hagerstown complements shopping, historical sites and museums in Washington County. Residents and visitors discover a wonderful collection of beautifully renovated retail shops, restaurants, and condominiums all within walking distance of cultural attractions. Hagerstown hosts several annual festivals downtown, most notably the Western Maryland Blues Fest, Augustoberfest, and the Alsatia Mummer’s Day Parade.

Form of Government

The County is a body corporate and politic, which performs all local governmental functions in Washington County except those performed by the nine incorporated municipalities within Washington County. The executive offices of the County are located at 100 West Washington Street, Hagerstown, Maryland 21740. The County’s central telephone number is (240)-313-2210 and its website is www.washco-md.net.

Under the Code of the Public Local Laws of Washington County (2007 Edition), as amended, being Article 22 of the Code of Public Local Laws of Maryland (the "County Code"), both the executive and legislative functions of the County are vested in the elected, five-member Board of County Commissioners of Washington County (the “Board”). The Board may only exercise such powers as are conferred upon it by the General Assembly of Maryland, including authorization to issue debt to finance its capital projects. Commissioners are elected on a countywide basis and serve four-year terms.

Each member of the Board has one vote and a simple majority of the Board is sufficient to take action subject to the authority vested in the Board by the County Code. Emergency action also requires a simple majority vote. The Board elects its own officers. The General Assembly of Maryland must authorize powers not specifically authorized by the County Code.

As authorized by the County Code, the County Commissioners appoint a County Administrator. The County Administrator is selected on the basis of his or her executive and administrative abilities, including his or her knowledge and experience in public administration. He or she is charged with the supervision of the departments and agencies of the County, and is responsible for the day-to-day operations of the County government in conformity with public local laws and other laws applying to the County.

County financial matters are administered in part through the office of the Treasurer of Washington County. The County Code establishes the elective office of County Treasurer. The County Treasurer is constituted the collector of County and State taxes, charges and assessments and is charged with the enforcement of collection of taxes in the manner provided by law.

As authorized by the County Code, the Board appoints the Chief Financial Officer (CFO) on the basis of his or her experience in financial administration. The CFO is charged with assisting the Board in the preparation and administration of County budgets and other accounting and fiscal matters as the Board deems necessary. In addition, the CFO is responsible for the study of the organization, methods and procedures of each office, department, board, commission, institution, and agency of County government.

Services

Transportation

A variety of transportation avenues are available in Washington County. Hagerstown Regional Airport (HGR) is a Part 139 Facility, which provides daily scheduled commercial service to Baltimore-Washington Thurgood Marshall International Airport (BWI) and Pittsburgh International Airport; twice weekly service to Orlando Sanford International; and twice weekly service to St. Pete-Clearwater International Airport. The airfield also offers fixed base operation services to general aviation, corporate and military aircraft. There are 17 businesses offering clients a variety of aviation services for all types of aircraft. Approximately 1,600 people are employed locally as a result of the airport being in Washington County. In addition, Dulles International, Baltimore/Washington Thurgood Marshall International, and Ronald Reagan Washington National airports are located within 70 miles of Hagerstown.

Other transportation outlets include auto rental services, County bus service, commercial bus lines, taxi, freight common carriers, and limousine service. The main lines of CSX and Norfolk Southern provide shipment to anywhere on the Atlantic Seaboard.

Hospital and Medical Care

Meritus Health, located in Hagerstown, Maryland, is the largest healthcare provider in Western Maryland. As a community-focused, not-for profit system, Meritus Health's programs span the continuum of healthcare, ranging from inpatient care to occupational health services to physician practices and outpatient care.

Meritus Medical Center, which opened in 2010, is a state-of-the-art, Joint Commission-accredited hospital with 243 licensed beds in single-patient rooms. Services offered include a special care nursery, a level III trauma program, a primary stroke center, a wound center, and a cardiac diagnostic laboratory. Hospital services that address outpatient needs include the John R. Marsh Cancer Center, Total Rehab Care, Meritus Diabetes Education, Meritus Home Health, Meritus Medical Laboratory and Equipped for Life.

Meritus Medical Group, with close to 100 physicians and advanced practice professionals, is a medical neighborhood of primary and specialty care practices offering comprehensive, coordinated health care services to all ages.

The Washington County Health Department, which provides various health services to the citizens of Washington County, employs a total of 201 full-time and part-time personnel in five divisions.

Other medical care facilities include the Environmental Health Division of the Health Department; the George W. Comstock Center for Public Health Research and Prevention; the Western Maryland Center, a State-owned chronic care facility; and the Brook Lane Psychiatric Center, a privately-owned psychiatric facility.

Safety

The Washington County Sheriff's Office, the Maryland State Police, and municipal police agencies provide police protection in Washington County. The Sheriff's Office has 101 sworn personnel and 97 radio dispatched vehicles. The Sheriff's Office is responsible for the operation of the Detention Center, which has a capacity of 450 inmates. In October 2016, a Day Reporting Center opened that provides treatment services to non-violent offenders with drug and/or alcohol addictions. The State Police has 35 troopers assigned to the local barrack, which is located just south of Hagerstown. The Hagerstown Police Department has a full-time force of 96 officers. The Hancock Police Department employs five full-time officers. In addition, the Smithsburg Police Department employs four officers and the Boonsboro Police Department employs five police officers.

The County's Division of Emergency Services ("DES") oversees Emergency Communication/911, Emergency Management, Fire Department Special Operations, Fire Department Support Services, and the Emergency Medical Services Operations Program. DES is led by a full-time career director and five full-time department heads who oversee the daily operational components of Emergency Services in Washington County. The division has 94 full-time and part-time personnel working directly within the division and approximately 40 volunteers who provide dedicated service to the citizens of Washington County.

Environmental Management

The Division of Environmental Management (“DEM”), which includes the Department of Water Quality, the Environmental Engineering Department, the Solid Waste Department, the Stormwater Management Department and the Watershed Department, was created in fiscal year 2007. The State and Federal environmental initiatives – as they pertain to water, wastewater, stormwater, solid waste and nutrients – are all jointly related. DEM is responsible for integrating the regulations and applying them to the operations of these departments.

The Washington County Solid Waste Department is responsible for a solid waste disposal system that protects the environment and public health.

The County currently provides water and/or wastewater services to nearly all of the immediate densely populated area surrounding the City of Hagerstown (except the Dual Highway corridor), the areas of Highfield, Elk Ridge, Sandy Hook, and the towns of Sharpsburg and Smithsburg.

Department of Business Development

The Washington County Department of Business Development (the “DBD”) is dedicated to expanding economic opportunities for the citizens of Washington County. It works to promote Washington County as a place of business and improve the overall business climate of the community.

The Washington County Economic Development Commission Board of Directors (the “EDC”) is comprised of 12 unpaid volunteers and six *ex-officio* members. As representatives of the local business community, the EDC is responsible for evaluating, recommending, and implementing policies affecting the County’s ability to attract, nurture, and sustain employment, and to further promote economic growth and change in a managed environment.

The DBD currently has five full-time employees to conduct the day-to-day operations of the office. The staff works to fulfill the strategic priorities recommended by the EDC and as approved by the Board.

Demographic Information

Population

<u>Year</u>	<u>County Total</u>
1980	113,086
1990	121,393
2000	131,923
2010	147,430
2017	150,578
2020 projected	156,800
2025 projected	166,450
2030 projected	175,400

Sources: U.S. Census Bureau 1980, 1990, 2000, 2010, 2017; Projections by the Maryland Department of Planning 2017.

Population Statistics

Age: 19 & under	24.50%
20-64 (workforce age)	59.70%
65 & older	15.80%
Median Age	40.7
Gender: Male	50.90%
Female	49.10%
Race: White	83.50%
Black	10.30%
Other	6.20%

Source: U.S. Census Bureau, 2012-2016 American Community Survey.

County Income

Per Capita Income	\$ 43,470
Median Household Income	\$ 56,316
Average Household Income	\$ 72,310

Sources: U.S. Dept. of Commerce, Bureau of Economic Analysis (2017); U.S. Census Bureau, 2012-2016 American Community Survey.

Education Facilities in Washington County

Higher Education:

- Hagerstown Community College
- Purdue University Global - Hagerstown
- University System of MD at Hagerstown

Primary Education:

- 26 Elementary Schools
- 7 Middle Schools
- 8 Senior High Schools
- 1 Middle/Senior High School
- 1 Technical High School
- 1 Evening High School
- 1 Outdoor Education
- 1 Special Education
- Pupil/Teacher Ratio: 22.1
- Public Enrollment: 22,595
- 39 Private Schools

Source: Washington County Board of Education.

Housing

2017 Median Selling Price

Washington County	\$ 166,985
Maryland	\$ 270,902

Source: Maryland Association of Realtors.

Households

Number of Households	56,094
Number of Family Households	37,610
Number of Non-family Households	18,484

Source: U.S. Census Bureau, 2012-2016 American Community Survey.

County Water Quality Systems

	<u>Total # of Services</u>
Full Service Water	1,341
Full Service Sewer	7,156
Collection Service Sewer	3,756
Total	12,253

Source: Washington County Department of Budget and Finance.

County Building Permits (000s)

	<u>Number</u>	<u>Value</u>
Residential New	198	\$ 57,704
Other Permits	1,315	\$ 133,441
Total	1,513	\$ 191,145

Source: Washington County Department of Plan Review and Permitting.

County Employment Statistics

Civilian Labor Force	76,326
Employed	72,752
Unemployed	3,574
Unemployment Rate	4.69%
State Average	4.09%

Source: MD Department of Labor, Licensing & Regulation for 2018.

Top 15 Employers in Washington County

	<u>Employer</u>	<u>Employment</u>
1	Washington County Public Schools	3,100
2	Meritus Health, Inc.	2,740
3	State of Maryland	2,385
4	Citi	2,300
5	First Data	2,185
6	Washington County Government	1,352
7	Volvo Group	1,300
8	FedEx Ground	900
9	Hagerstown Community College	890
10	Bowman Group, LLP	745
11	Federal Government	567
12	Merkle Response Services, Inc.	545
13	ARC of Washington County	500
14	Direct Mail Processors	500
15	City of Hagerstown	486

Source: Maryland Department of Commerce.

County Business Patterns

<u>Industry</u>	<u>Total # Establishments</u>
Services	1,211
Retail Trade	598
Other	444
Construction	332
Finance, Insurance, Real Estate	336
Transportation/Warehousing	146
Wholesale Trade	148
Manufacturing	124
Information	53
Utilities	5
Mining	2
Agricultural	4
Total	3,403

Source: U.S. Census Bureau, 2016 County Business Patterns.

**Top 20 Largest Taxpayers in Washington County
as of June 30, 2017
Ranked by Assessed Value**

<u>Taxpayer</u>	<u>Assessed Value</u>
1 PR Valley Limited Ptsp	\$ 104,087,240
2 Outlet Village of Hagerstown	100,404,570
3 Potomac Edison	87,163,890
4 Liberty Property Limited	71,159,300
5 FedEx Ground Package System Inc.	69,952,130
6 Bowman Group	66,876,743
7 Washington Real Estate	61,565,367
8 Staples of Maryland LLC	50,890,720
9 Western Hagerstown Dist. Center	48,619,100
10 Walmart Stores/Wal-Mart R.E./Sam's R.E./Sam's East	45,092,220
11 254 Hagerstown/Citigroup/Citicorp	40,000,000
12 Mack Trucks Inc.	36,633,880
13 Verizon-Maryland	36,131,200
14 Intelsat Global Service LLC	34,923,520
15 2007 East Greencastle Pike	34,360,000
16 Lowe's Home Centers Inc.	33,078,370
17 CSX Transportation CSX Minerals	30,215,990
18 GP Hagerstown Limited Ptsp	30,035,200
19 Norfolk Southern Combined Rail	29,903,920
20 ARCP MT Hagerstown	29,758,700

Source: Washington County Treasurer's Office. The information set forth above was compiled from tax rolls on which the names and owners are not always recorded in the same way.

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Operational Overview

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Comprehensive Fiscal Policies

The summaries of the County's fiscal policies below provide guidelines and goals that influence and guide the financial management practices of the County and are the cornerstone of sound financial management. By adhering to both short and long-term policies, the County will achieve fundamentally sound financial objectives of a successful organization. The following represents a summary of the County's fiscal policies, which require an annual review.

OPERATING POLICIES

1. The County will maintain timely collection systems and take a proactive approach in the collection of those accounts.
2. Revenues will be monitored regularly and compared to established trends to ensure collections are consistent with those trends.
3. The County shall strive to maintain a diversified and stable revenue structure to shelter it from short-term fluctuations in any one-revenue source.
4. The County will prepare multi-year projections of revenues and other sources.
5. The County shall attempt to optimize all appropriate revenue sources to achieve an effective mix of revenues, and shall strive to seek new sources of revenue to broaden its revenue base.
6. The County will periodically recalculate the full cost of activities currently supported by user fees and charges to identify the impact of inflation and other cost increases.
7. The County will attempt to set fees and user charges for each enterprise fund at a level that fully supports the total direct and indirect costs of operations and debt service.
8. The County will prepare annually a five-year forecast summary budget.
9. The County will adopt a balanced budget, by fund, for all funds maintained by the County using current revenues sources which could include reserves funds under the guidelines of the reserve policy.
10. Non-recurring revenue will be used for non-recurring expenditures or reserves only.
11. The County will depreciate all capital assets over the capitalization threshold of \$10,000 with a useful life of five years or more on a straight-line basis.
12. The County maintains control over assets that are not considered capital assets and classifies them as controllable assets, due to the fact that they fall under the capitalization limit of \$10,000.
13. Physical inventories are required on consumable inventories in excess of \$5,000 and all merchandising inventories.
14. The County has an identity theft prevention program designed to detect, prevent, and mitigate identity theft in connection with the opening of a covered account or an existing covered account and to provide for continued administration of the program.
15. The County shall provide procedures and guidelines for the transfer and adjustment of approved budgetary amounts by policy guidelines.

16. The County will make funding decisions for the pension plan in order to accumulate the funds needed to fulfill the plan's obligations to the participants and beneficiaries.

**RESERVE
POLICIES**

1. The County shall maintain a fund balance (equal to committed, assigned, and unassigned) at a minimum level of 17 percent of the on-going General Fund operating revenues in order to protect the financial stability, provide sufficient liquidity for daily operations and to meet anticipated and unanticipated financial or economic circumstances.
2. Fund balance is a measurement of available financial resources and is the difference between total assets and total liabilities in each fund. Fund balance information is used to identify the available resources to repay long-term debt, reduce property taxes, add new governmental programs, expand existing ones, or enhance the financial position of the County, in accordance with policies established by the County Commissioners. Fund balance will be reported as non-spendable, restricted, committed, assigned, or unassigned.
3. A reserve of 25 percent of the current year's operations and maintenance budget is required for Enterprise Funds.
4. Self-insurance reserves shall be monitored monthly for trends, with an annual analysis by an actuary to determine the adequacy of those reserves.
5. The County shall maintain reserves for closure and post-closure cost for its Solid Waste operation. A portion of the fees shall be set aside for reserve for future closure and post-closure costs and for future construction costs.
6. A separate capital contingency account will be budgeted within each of the capital improvement funds to be used for capital project adjustments.
7. Annual surplus is used to accomplish three goals (1) meet reserve requirements for upcoming years; (2) provide for pay go cash payments; and (3) minimize the issuance of debt.
8. The County may use the reserves for emergencies, non-recurring expenditures, system failures, unanticipated expenditures as a result of legislative changes from State and or Federal legislative actions, recession, or major on time capital purchases that cannot be accommodated through other means as determined by the County Commissioners. Use of the reserve requires County Commissioner approval.
9. The Budget and Finance Office shall prepare an annual analysis of all reserves with projections of reserve requirements.
10. The County will maintain separation of funds in accordance with Generally Accepted Accounting Principles.
11. The County will maintain separate Solid Waste and Water Quality Funds. An annual evaluation of the user rates shall be performed through a cost of service model and necessary adjustments will be made to reflect inflation, construction needs, bond covenants, and other factors.

**DEBT
POLICIES**

1. The County will prepare a multi-year capital program and update it annually.
2. No County debt can be authorized by the County Commissioners unless an appropriation has been included in the Capital Improvement Plan or until it has been modified.

3. Debt capacity shall be evaluated on an annual basis. The evaluation includes statistical measures and comparisons with peer group medians to determine debt affordability.
4. Debt for the Water Quality Funds cannot exceed 10 percent of the total assessed valuation of all of the property in the County that is subject to County taxation during the County's most recent fiscal year.
5. The County will not issue debt for periods exceeding the useful life or average useful lives of the project(s) to be financed.
6. Debt will not be issued to fund operating deficits. Net bond proceeds shall be used and applied exclusively and solely for the acquisition, construction, improvement or development of public facilities for which the bonds are sold, in accordance with state law.
7. The County encourages the issuance of long-term, tax-exempt Revenue or General Obligation Bonds. Although circumstances may warrant from time to time the use of other debt instruments.
8. The County encourages competitive sale when seeking its annual capital funds, although other means are available.
9. The Department of Budget and Finance shall be responsible for establishing a solicitation and selection process for securing professional services that are required to develop and implement the County's debt program.
10. Periodic reviews of all outstanding debt will be undertaken to determine refunding opportunities.
11. All investments of bond proceeds will be consistent with those authorized by existing State law and County Investment policies.
12. The Department of Budget and Finance shall maintain a system of record keeping and reporting to meet the arbitrage compliance requirements of the Federal tax code.
13. The Chief Financial Officer in coordination with the County's financial advisor shall be responsible for maintaining relationships with the rating agencies that currently assign the ratings to the County's various debt obligations.
14. The County is committed to full and complete financial disclosure, and to cooperating fully with rating agencies, institutional and individual investors, other levels of government, and the general public to share clear, comprehensive, and accurate financial information.

INVESTMENT POLICY

General:

1. The primary objectives of investments are safety, liquidity, and return on investment.
2. The Department of Budget and Finance shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.
3. Officials and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program or which would impair their ability to make impartial investment decisions.

4. The Department of Budget and Finance shall maintain a list of approved security broker/dealers selected by creditworthiness who are authorized to provide investment services in the State.
5. The County will diversify to avoid incurring unreasonable risks inherent in over investing in specific instruments, individual financial institutions or maturities.
6. All security transactions, including collateral for repurchase agreements, entered into by the County shall be conducted on a delivery-versus-payment basis.
7. Collateralization is required on certificates of deposits and repurchase agreements and must be equal to at least 102% of market value of principal and accrued interest.

Pension:

1. The portfolio's total value of assets should grow, net of payout, at a rate equal to or greater than the rate of inflation on a rolling three-year basis.
2. Performance and allocation is reviewed to determine if target weightings meet the current risk profile.
3. Investment managers will be reviewed on a quantitative basis in the form of quarterly reports to be provided by the advisor.
4. The pension committee and its advisor shall monitor the overall performance of the portfolio to ensure that it is meeting objectives. Rebalancing will occur at least annually back to policy targets.
5. The custodian shall provide the pension committee with a report each month that lists all assets held in the portfolio, values of each asset and all transactions affecting assets within the portfolio, including additions and withdrawals.
6. The asset manager shall manage the asset in accordance with the policy guidelines and objectives expressed in the policy document.

***CAPITAL
IMPROVEMENT
POLICIES***

1. The County's capital investments will be targeted to support the goals of the Comprehensive Plan and other County functional plans.
2. The County will support capital investment for economic development.
3. Existing assets will be preserved and maintained to ensure continued service.
4. External funding possibilities should be considered when choosing among projects.
5. Intergovernmental funding should be sought for regional projects.
6. Debt should be used carefully and managed in accordance with the goals and objectives of County policies.
7. Projects become eligible for the Capital Improvement Plan when the project supports or improves infrastructure needs or the productive capacity of the County.
8. The County will adopt a balanced 10 Year Capital Improvement Plan, appropriating the first year of the 10 year program.

9. Each project will be reviewed to determine the best financing method based on useful life, benefit of asset, cost, etc. It is also the policy of the County to establish a pay-as-you-go funding strategy that best matches benefits streams to cost streams as closely as possible, while maximizing the contribution level.
10. The relationship between the operating and capital budget is considered during the budgeting process. The capital budget includes costs for long-term capital projects, which add to the capital asset base of the County. The operating budget assumes the cost of maintaining and operating new facilities that are built under the capital budget.
11. Self-supporting projects are determined by policy and by evaluation of financial information, including rate setting models, financial forecasts, and budgets and funding source evidence.
12. The Chief Financial Officer is authorized to initiate interim and long-term borrowing measures, as identified in the Capital Improvement Plan.
13. The annual capital budget shall include only those projects, which can reasonably be accomplished in the time frame indicated.
14. Capital projects will not be budgeted unless there are reasonable expectations that revenues will be available to pay for them.
15. Capital projects, which are not completed during the fiscal year, will be carried over to the next fiscal year.
16. A comprehensive inventory of all capital assets shall be maintained to include estimated values, depreciation and useful life. See Capital Asset Policy.
17. The Chief Financial Officer shall review the project status and revenues before any issuance of debt. Any modifications to a project and or the total debt to be issued based upon this review shall be approved by the Board of County Commissioners either for an increase or decrease in the total borrowing amount or for a change in the borrowing source.
18. A Capital Improvement Status Report will be maintained so that all project managers can monitor project expenditures and funding sources in real-time using the County's financial system.
19. The County will adhere to established procedures for considering applications for development financing used for economic development projects that provide improvements to public infrastructure in under-utilized areas in Washington County.
20. Capital projects are ranked using a priority ranking matrix which is the basis for assigning projects into one of five priority ranking categories. The ranking matrix is used as a management tool and not as an absolute determining factor.

***SHORT-TERM &
LONG-TERM
POLICIES***

1. The County will develop short and long-term fiscal management policies that link operational and capital budgeting together with organizational goals.
2. The County's strategic planning and budgeting decisions are based on a number of statistical analysis and financial modeling tools.
3. The County prepares and annually updates a long-range financial forecasting system, which includes projections of revenues, expenditures, future costs, financing of capital improvements, and cost service plans.

4. Revenues shall be monitored on a monthly basis to identify any potential trends, which would significantly impact those revenue sources.
5. The County will annually update its financial ratios and trend information to determine a peer group median from historical data in the following areas: revenues; expenditures; operating position; debt structure; condition of capital; and environmental and external factors.
6. The County will protect its assets by maintaining adequate insurance coverage.

***FINANCIAL
REPORTING
POLICIES***

1. The County's accounting and financial reporting systems will be maintained in conformance with current accepted principles and standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).
2. The County will have an annual financial audit performed of the County's finances.
3. The County will prepare an annual budget document that provides a basic understanding of the County's planned financial operations for the upcoming fiscal year.
4. In the County's Fund Financial Statement, governmental funds are prepared on a modified accrual basis of accounting, whereas, the proprietary funds are prepared on an accrual basis of accounting. For budgetary purposes, all funds are prepared on a modified accrual basis.
5. The County will seek the GFOA's Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award.

Budget Practices and Process

The County’s budgetary practices focus on long-term financial planning to ensure that budget decisions which affect multiple years are assessed as to whether program and service levels can be sustained over those years. The budget process requires the development of organizational goals, policies, and procedures to achieve the goals; and requires the allocation of resources to accomplish the goals.

Budget Calendar

Phase	Process	Time Frame
Fiscal Capacity/Analysis Phase	<pre> graph TD A[Update Economic and Financial Trend Analysis and Debt Affordability] --- B[Update Long Range Capital and Operational Forecast] </pre>	October - January
Budget Development Start	<pre> graph TD A[Distribute Budget Package] </pre>	October - November
Budget Development Phase	<pre> graph TD A[Program/Service Goals are Reviewed and Identified] --- B[10 Year Capital Improvement Plan Developed] </pre>	December - January
Review/Modification Phase	<pre> graph TD A[Management Team and Commissioners Review] </pre>	January - April
Adoption Phase	<pre> graph TD A[Operational Budgets] --- B[Capital Improvement Budgets] </pre>	May
Start Up Phase	<pre> graph TD A[Monthly Reporting and Monitoring] </pre>	July

Budget Process

The budget process involves activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets.

Several essential features that characterize a good budget process are:

- Incorporates a long-term perspective;
- Establishes linkages to broad goals; and
- Focuses budget decisions on results and outcomes.

These characteristics of budgeting make clear that the budget process is not simply an exercise in balancing revenues and expenditures one year at a time, but is strategic in nature, encompassing a multi-year financial and operating plan that allocates resources on the basis of identified goals. A good budget moves beyond the traditional concept of line item expenditure control, providing incentives and flexibility to managers that can lead to improved program efficiency and effectiveness.

The County's budget process is key to its long-range strategic plan. With the adoption phase ending in May, the entire budget process encompasses nine months of preparation time. Financial forecasts, economic trends, policy reviews, and citizen input are all part of this process and result in the development of the operating and capital budgets for the year. The following describes the phases mentioned in the budget calendar above:

Financial and Debt Capacity Analysis Phase:

The County develops statistical analysis of major revenue sources through various resources available. The County prepares and annually updates a long-range (5 year) financial forecasting system, which includes projections of: revenues; expenditures; future costs; financing of capital improvements that are included in the Capital Improvement Budgets; Cost of Service Plans; and the Operating Budget.

Revenue estimates are monitored to identify any potential trends, which would significantly impact the various revenue sources. The County reviews current construction trends, the number of building permits, mortgage rates, and other economic data that can impact revenue collections.

The County uses other financial modeling techniques to forecast impacts on the long-term operations and rates for the Water Quality and Landfill Funds.

The County periodically updates its financial ratios and trends. Most of the financial trend analysis includes evaluation of historical data and comparison to calculated peer group medians. Trend indicators are tracked for specific elements of the County's fiscal policies for evaluation.

Debt capacity is evaluated on an annual basis prior to the adoption of the Capital Improvement Plan. The County examines statistical measures to determine debt capacity and compares these ratios to other counties, rating agency standards, and Washington County's historical ratios to determine debt affordability.

The economic and financial trend analysis is an integral part of the County's decision-making process that includes short and long-term forecasts. The County's current financial condition as well as future debt capacity, long-range plans, future goals and visions are evaluated. During this phase, forecasting of revenues, policy and reserve reviews, compensation adjustments, and inflation assumptions are made.

Budget Development Start:

The development of the budget starts with the on-line release of Operational budgets and Capital Improvement budgets. Also provided are instructions for completing both budgets, due dates, and updated information on budgetary numbers, personnel positions, goals, and other pertinent information.

Budget Development Phase:

The Capital Improvement Budget development begins in the fall along with the development of the debt capacity and financial and economic trend analysis. The Capital Improvement Program (CIP) provides a comprehensive approach to planning and impacts all facets of County operations. The County Administrator, the Chief Financial Officer, the Director of Planning and Zoning, the Director of Public Works, and the Director of Engineering and Construction comprise the Capital Improvement Program Committee. From the time the CIP's initial annual review is begun in October through its adoption in May of each fiscal year, there is constant interaction between departments, the CIP

committee and the elected officials. This effort is characterized by cooperation and reflects a common goal of ensuring that the CIP meets the objectives of the County and remains affordable and achievable.

The CIP is reviewed in conjunction with the annual debt affordability analysis with revenue projections inclusive of rate analysis in order to determine funding availability. A financial analysis of funding sources and project costs is conducted for all proposed capital improvement projects.

It is the CIP committee's responsibility to review all requests that County departments and agencies submit. All projects are ranked based on established criteria for priority ranking. Considering current and future needs, as developed in the 10 year capital plan, available funding sources, and the results of the priority ranking process, the committee determines which capital projects best meet established criteria for the current fiscal year Capital Improvement Budget and the nine-year forecast. Operating impacts of current and proposed capital projects are also taken into consideration by staff when developing their Capital Improvement Budget.

Operating Budgets represent existing service levels and two years of prior historical information. Departments and Agencies request funding for the upcoming fiscal year. Any increases in program and services require justification, as do, all capital outlay requests. These requests are summarized with projected funding shortfalls or overruns.

Review/Modification Phase:

The County Administrator presents the Operating and Capital Improvement Budgets to the County Commissioners. Preliminary recommendations are reviewed to ensure that preliminary budgets address the County's goals and fiscal management policies. The County Administrator and the Chief Financial Officer work with the Commissioners on the proposed budget documents for adoption.

Adoption Phase:

A Proposed Budget is voted on by the County Commissioners to take to a public hearing to communicate to the general public for all operating and capital funds. Advertisement is done in the local newspaper, handouts, and on the County web site. Documents and handouts are prepared for the public hearing.

Public hearings are held on the Proposed Budgets along with the current tax levy. Local Law requires a balanced budget to be adopted by July 1st.

Start Up:

Department managers are responsible for their budgets throughout the fiscal year. Expenditures percentages are calculated and compared to budget. Corrective action, if necessary, is taken if serious negative trends exist. Management and the County Commissioners have real-time budgeting reports available on-line, as well as, updates on major events and/or issues.

Basis of Accounting and Budgeting

GAAP Basis of Accounting:

The basis of accounting refers to the timing of when revenues and expenditures are reported in financial documents. The County presents financial statements in accordance with GAAP.

The governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized when measurable and available. Expenditures are generally recorded when incurred. In accordance to GAAP, the County considers revenue collected within 90 days of the end of the fiscal year as being

available, except for property taxes, which must be collected within 60 days. Therefore, when revenues have not been received within the availability periods, they have been deferred into a future fiscal year.

The proprietary funds are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recognized when earned, and expenses are recognized when a liability is incurred, regardless of the timing of cash flows.

Budgetary Basis of Accounting:

The budgetary basis of accounting determines when a government charges expenditure to a budget appropriation, or when it credits revenue to its funds for budgeting purposes. Although the County presents financial statements in accordance with GAAP, the budget is adopted on a modified cash basis. The major areas of difference between the two basis of accounting area as follows:

- For budgetary purposes, expenditures are recognized when encumbered. Under GAAP, encumbrances are classified as a reservation of fund balance.
- For budgetary purposes, grant revenue is recognized when the grant-related reimbursable expenditures are made. Under GAAP, these revenues are recognized when measurable and available.
- For budgetary purposes, depreciation expense is not appropriated, but capital outlays are. Under GAAP, in the proprietary funds, capital outlay transactions are recorded as an increase in capital assets, and depreciation expense is recognized on an annual basis regardless of when a capital asset is actually replaced.
- For the budgetary purpose, accrued interest for debt service is not appropriated. Under GAAP, accrual for interest payable is recorded if meets certain criteria.

In recognition of these differences, companion financial statements are presented according to the budgetary basis of accounting.

Balanced Budget:

Under County Code the County Commissioners annual budget shall have a figure for the total of all appropriations and a figure for the total of all revenues available to pay the appropriations. The figure for total appropriations shall not exceed the figure for total estimated revenues.

Costing of Services:

In addition to accrual basis budgeting, several enterprise funds utilize a cost of service approach. Cost of service is a method of accounting which identifies both the cost of the program and the portion of the cost that will be recovered through fees and charges. By using this financial technique, the County is able to assess the true cost of providing a service. Currently water, sewer, and solid waste services use this approach to determine cost and rates.

Amendment to the Budget

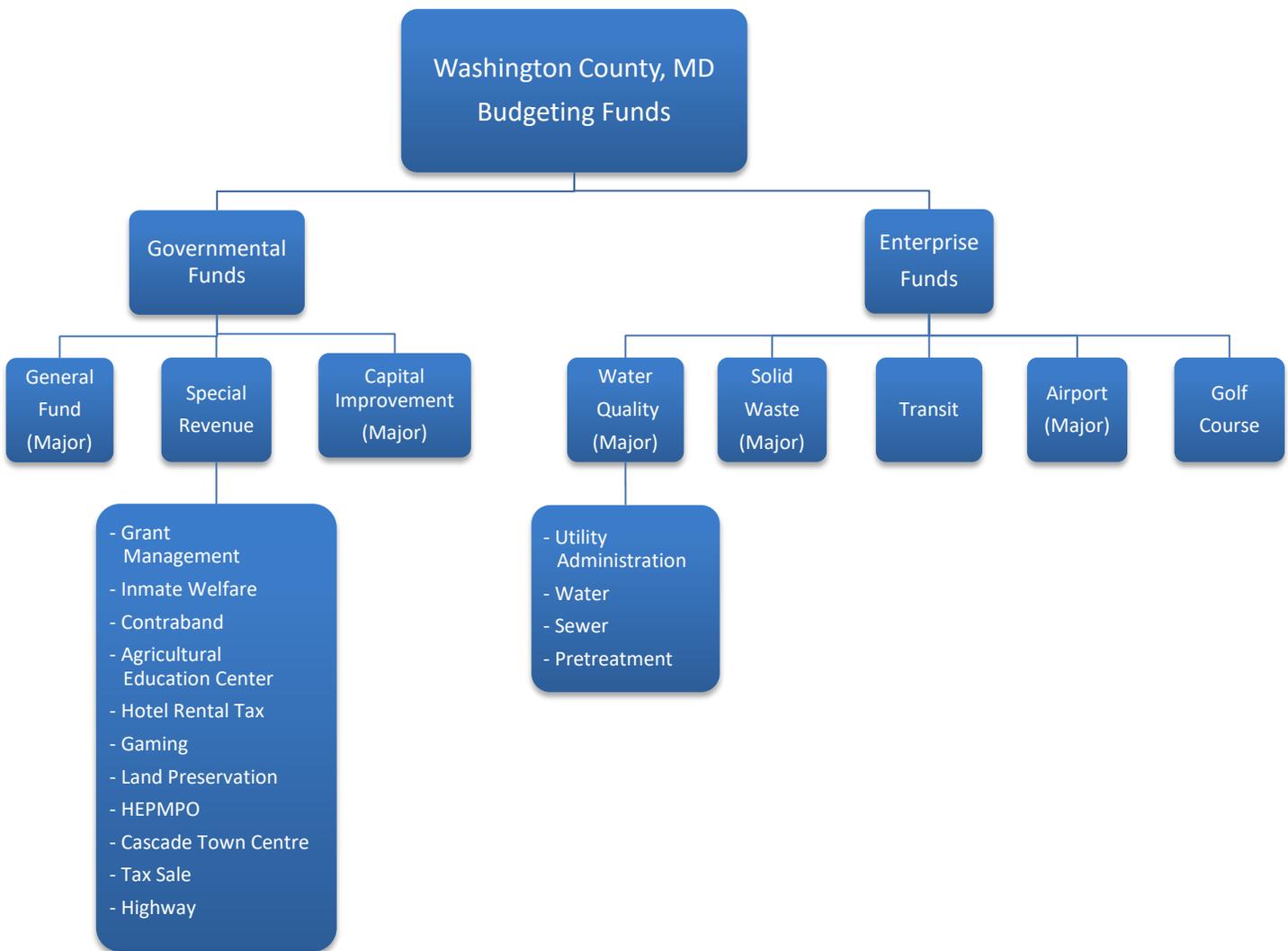
The County's Operating Budgets are adopted at the program/service level and the Capital Improvement Budgets are adopted at the project level. Transfers between programs or projects in excess of \$25,000 require County Commissioner approval. Any transfer out of contingency requires the approval of the County Commissioners.

The Chief Financial Officer reviews the project status and revenues before any issuance of debt. Any modifications to a project and or the total debt to be issued based upon this review is required to be approved by the County Commissioners either for an increase or decrease in total borrowing amount or for a change in the borrowing source.

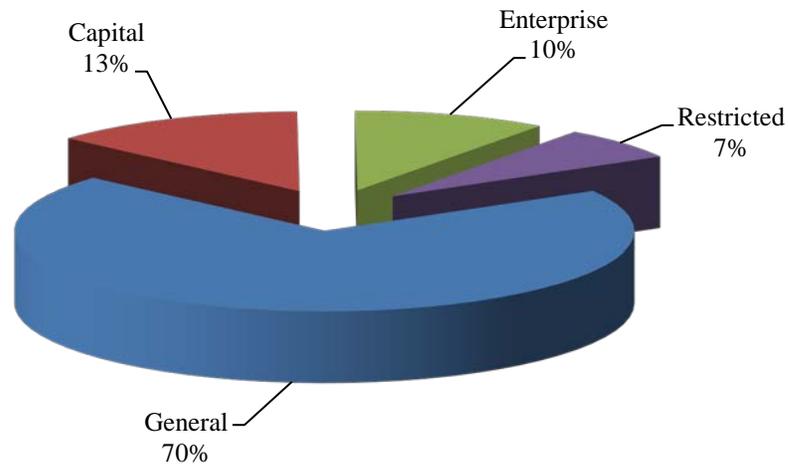
Fund Summaries

The following is an overview of the County’s legal compliance and financial management for various revenues and program expenditures and includes additional facts to help you understand how County programs and services are funded. The accounting and budget structure for a government unit are segregated into various self-balancing funds to account for restricted revenues, business like activities, and unrestricted resources similar to the General Fund.

All funds are subject to appropriation. An overview is presented below of the total revenues and expenditures, without regard to any fund type. This shows you the “total” County resources used to operate the governmental unit as a whole. However, the fund approach is meaningful from a restricted and non-restricted standpoint, as some revenues can only be used for specific operations and not for the governmental unit as a whole. These are the same fund classifications and groupings as used in financial statements.



FY 2019 Funds



<i>General Fund:</i>	<i>Major Fund</i>	<i>\$229,639,310</i>
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The General Fund is the primary operating fund of the County. It exists to account for a full range of countywide services traditionally associated with local government. These services include education, court system, public safety, parks and recreation, general administration, economic development, and any other activity for which a special fund has not been created.

<i>Capital Improvement Funds:</i>	<i>Major Fund</i>	<i>\$43,708,000</i>
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Capital Improvement Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities. The County maintains several Capital Improvement Funds to ensure legal compliance and proper financial management.

<i>Enterprise Funds:</i>		<i>\$33,298,360</i>
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Enterprise funds are used to account for operations, including debt service that are financed and operated like a private business where the intent is for the service to be self-sufficient, with all costs supported primarily by user charges. The County maintains eight Enterprise funds as follows:

- Water Quality Funds – The Water Quality Funds account for all operating activities necessary to provide water, wastewater, and pretreatment services. This includes, but is not limited to administration, operations and maintenance, financing, and related debt service. (\$19,422,180 – Major Fund)
- Solid Waste Fund – The Solid Waste Fund accounts for municipal solid waste operations on a cost of service basis. This includes operations and maintenance, administration, related debt service on operational sites, closure and post-closure costs, pre-development costs, future construction cost reserves, and closed landfill sites. (\$8,121,710 – Major Fund)

- Transit Fund – The Transit Fund accounts for the County public transit system funded mainly by Federal and State grants and include all operating activities necessary to provide that service. This includes, but is not limited to administration, operations and maintenance, and public assistance programs. (\$2,563,400 – Non-Major Fund)
- Airport Fund – The Airport Fund accounts for all operating activities necessary to provide air transportation needs to the Quad-State area. This includes, but is not limited to administration, operations and maintenance, financing, and related debt service. (\$1,987,720 – Major Fund)
- Golf Course – The Golf Course Fund accounts for all operating activities necessary to provide 18 holes of quality golf for residents of Washington County and surrounding areas. This includes, but is not limited to administration, operations and maintenance, and capital expenditures. (\$1,203,350 – Non-Major Fund)

Other Governmental Funds: \$21,856,600

These funds are used to account for the proceeds of specific sources that are restricted to expenditures for specified purposes. The County maintains the following 11 separate restricted Governmental Funds:

- Highway Fund - The Highway Fund accounts for all the activities necessary to maintain the County road system. This includes, but is not limited to patching, stabilization, right-of-way, storm damage, snow and ice removal, line striping, signal maintenance, administration, and fleet maintenance costs. (\$11,156,680 Non-Major Fund)
- Other Funds – The County maintains 10 other small funds that account for the activities associated with each of the funds mentioned and are immaterial in nature and total (\$10,699,920 Non-Major Fund). They are:

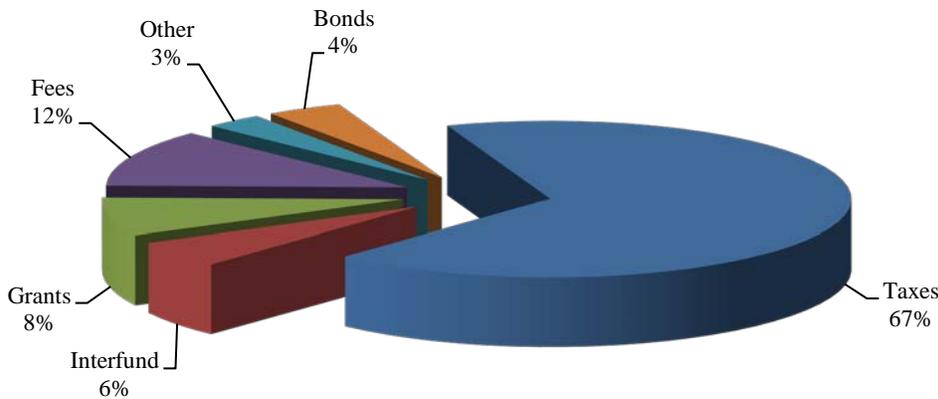
Agricultural Educational Center Fund	\$ 238,920
Grant Management Fund	\$ 387,780
Inmate Welfare Fund	\$ 454,000
Land Preservation Fund	\$ 3,761,390
Gaming Fund	\$ 2,166,150
Hotel Rental Tax Fund	\$ 2,100,000
Contraband Fund	\$ 4,650
HEPMPO Fund	\$ 550,080
Cascade Town Centre Fund	\$ 1,036,950
Tax Sale Fund	\$ 0

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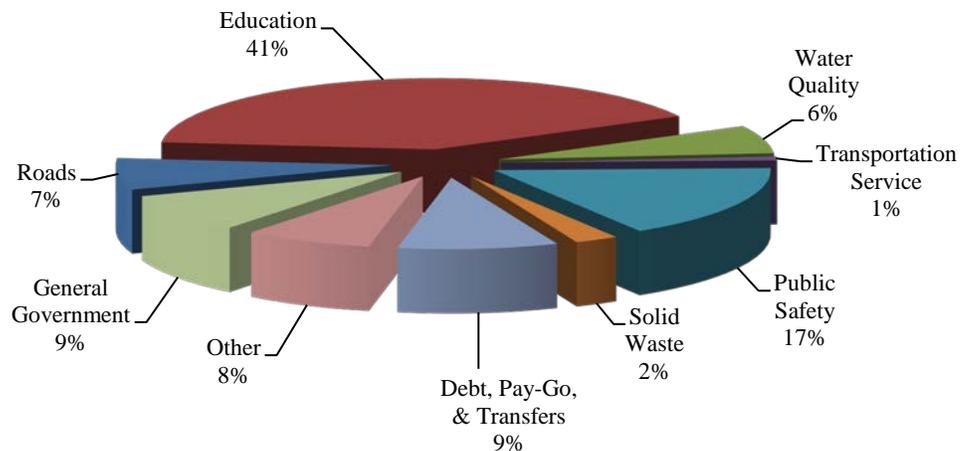
Total Sources and Uses of County Funds

The following represents total County revenues and expenditures, which are used to provide services and programs to the citizens of Washington County. The graph below depicts the total resources and uses of the County for the fiscal year 2019.

Where Does the Money Come From?



What Is The Money Used For?



The County’s three major funds are the General, Capital Improvement, and the Enterprise Funds. The following schedule summarizes the revenues and expenditures of those funds for the FY 2019. Also included is a column for the restricted funds.

The forecasted fund balances represent the non-capital portion of net assets, in which the County refers to as Unreserved Fund Balance. This Fund Balance is the excess of revenues over expenditures and transfers and is reserved in order to protect the County from unexpected adversity and to preserve its financial strength. The County unlike most governmental units requires all of its funds to maintain minimum operating reserves. Funds that do not meet the minimum amount are required to budget for the deficiency within their operating budgets.

The County is expected to meet its reserve target at June 30, 2018. This reserve protects the County against unanticipated revenue cuts or economic downturns. The reserve target rate is 17%, while the national peer group median for Counties with similar bond ratings and populations of 100,000-250,000 is 27%.

Combined Statement of Revenues, Expenditures, and Changes in Undesignated Fund Balance
Summary by Year

Description	Fiscal Year		
	2017 Actual	2018 Budget	2019 Budget
Revenue (By Major Type):			
Property Tax	\$122,926,903	\$123,602,410	\$126,448,250
Income Tax	78,891,902	82,000,000	84,000,000
Other Local Taxes	9,266,733	8,905,000	9,405,000
Highway User	1,001,031	1,836,900	1,774,200
Interest	726,728	425,300	692,400
Fees	29,487,900	37,269,540	39,037,090
Grants	27,096,450	19,929,270	26,058,010
Other	1,978,941	5,063,120	2,569,780
Bonds	14,533,906	14,586,000	13,407,000
Subtotal	\$285,910,494	\$293,617,540	\$303,391,730
Transfers	20,953,243	16,395,420	18,107,340
Reserves	-	5,527,590	7,003,200
Contributed Capital	3,554,726	-	-
Total Revenue	\$310,418,463	\$315,540,550	\$328,502,270
Expenditures (By Function):			
Education	\$109,153,731	\$116,856,740	\$133,675,060
Public Safety	48,523,592	52,016,380	54,791,390
State/Community Promotion	10,131,399	7,292,650	7,372,480
Court System	4,666,795	5,042,410	5,212,800
General Government	24,139,396	28,162,930	28,808,610
Parks and Recreation	2,982,241	3,022,650	3,395,150
Water Quality	31,848,662	21,076,100	20,809,180
Roads/Infrastructure	22,582,686	26,231,610	23,482,680
Land Preservation	2,335,733	3,925,510	3,761,390
Solid Waste	5,546,744	7,852,830	8,404,710
Transit System	3,042,858	5,910,970	2,938,400
Airport	4,531,062	6,331,840	3,802,720
Golf Course	1,121,711	1,285,470	1,243,350
Subtotal	\$270,606,610	\$285,008,090	\$297,697,920
Transfers	19,883,786	15,327,890	16,488,370
Debt Service	14,688,810	15,204,570	14,315,980
Total Expenditures	\$305,179,209	\$315,540,550	\$328,502,270
Excess (Deficiency) of Revenues over Expenditures	\$5,239,257	\$-	\$-
Other Sources (Uses)	\$-	\$-	\$-
GAAP Basis Adjustments	\$11,318,895	\$-	\$-
Beginning Fund Balance/Net Equity	\$293,385,808	\$309,656,960	\$310,406,960
Estimated Increase (Decrease)	\$-	\$750,000	\$250,000
Ending Fund Balance/Net Equity (forecast)	\$309,656,960	\$310,406,960	\$310,656,960

Combined Statement of Revenues, Expenditures, and Changes in Undesignated Fund Balance
Fiscal Year 2019 Budgets – All Funds

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
Revenue (By Major Type):					
Property Tax	\$126,448,250	\$-	\$-	\$-	\$126,448,250
Income Tax	84,000,000	-	-	-	84,000,000
Other Local Taxes	7,305,000	-	-	2,100,000	9,405,000
Highway User	-	-	-	1,774,200	1,774,200
Interest	692,400	-	-	-	692,400
Fees	8,254,980	2,600,000	25,448,460	2,733,650	39,037,090
Grants	2,308,300	18,263,000	1,645,710	3,841,000	26,058,010
Other	630,380	1,503,000	-	436,400	2,569,780
Bonds	-	13,407,000	-	-	13,407,000
Subtotal	\$229,639,310	\$35,773,000	\$27,094,170	\$10,885,250	\$303,391,730
Transfers	-	6,231,000	2,022,590	9,853,750	18,107,340
Reserves	-	1,704,000	4,181,600	1,117,600	7,003,200
Total Revenue	\$229,639,310	\$43,708,000	\$33,298,360	\$21,856,600	\$328,502,270
Expenditures (By Function):					
Education	\$111,784,060	\$21,891,000	\$-	\$-	\$133,675,060
Public Safety	49,720,260	3,624,000	-	1,447,130	54,791,390
State/Community	6,384,000	-	-	988,480	7,372,480
Court System	5,212,800	-	-	-	5,212,800
General Government	22,703,690	1,602,000	-	4,502,920	28,808,610
Parks and Recreation	3,030,150	365,000	-	-	3,395,150
Water Quality	-	1,387,000	19,422,180	-	20,809,180
Roads/Infrastructure	-	12,326,000	-	11,156,680	23,482,680
Land Preservation	-	-	-	3,761,390	3,761,390
Solid Waste	-	283,000	8,121,710	-	8,404,710
Transit System	-	375,000	2,563,400	-	2,938,400
Airport	-	1,815,000	1,987,720	-	3,802,720
Golf Course	-	40,000	1,203,350	-	1,243,350
Subtotal	\$198,834,960	\$43,708,000	\$33,298,360	\$21,856,600	\$297,697,920
Transfers	16,488,370	-	-	-	16,488,370
Debt Service	14,315,980	-	-	-	14,315,980
Total Expenditures	\$229,639,310	\$43,708,000	\$33,298,360	\$21,856,600	\$328,502,270
Beginning Fund Balance/Net Equity	\$39,272,108	\$64,548,129	\$201,879,791	\$4,706,932	\$310,406,960
Estimated Increase (Decrease)	\$250,000	\$-	\$-	\$-	\$250,000
Ending Fund Balance/Net Equity (forecast)	\$39,522,108	\$64,548,129	\$201,879,791	\$4,706,932	\$310,656,960

Combined Statement of Revenues, Expenditures, and Changes in Undesignated Fund Balance
Fiscal Year 2018 Budgets – All Funds

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
Revenue (By Major Type):					
Property Tax	\$123,602,410	\$-	\$-	\$-	\$123,602,410
Income Tax	82,000,000	-	-	-	82,000,000
Other Local Taxes	6,805,000	-	-	2,100,000	8,905,000
Highway User	-	-	-	1,836,900	1,836,900
Interest	425,000	-	-	300	425,300
Fees	6,580,420	2,700,000	24,899,610	3,089,510	37,269,540
Grants	2,292,230	11,996,000	1,673,650	3,967,390	19,929,270
Other	-	4,558,000	-	505,120	5,063,120
Bonds	-	14,586,000	-	-	14,586,000
Subtotal	\$221,705,060	\$33,840,000	\$26,573,260	\$11,499,220	\$293,617,540
Transfers	-	5,637,000	1,545,340	9,213,080	16,395,420
Reserves	-	984,000	3,785,610	757,980	5,527,590
Total Revenue	\$221,705,060	\$40,461,000	\$31,904,210	\$21,470,280	\$315,540,550
Expenditures (By Function):					
Education	\$109,921,740	\$6,935,000	\$-	\$-	\$116,856,740
Public Safety	45,806,260	4,807,000	-	1,403,120	52,016,380
State/Non-profit	6,327,590	-	-	965,060	7,292,650
Court System	5,042,410	-	-	-	5,042,410
General Government	21,224,950	2,329,000	-	4,608,980	28,162,930
Parks and Recreation	2,849,650	173,000	-	-	3,022,650
Water Quality	-	2,018,000	19,058,100	-	21,076,100
Roads/Infrastructure	-	15,664,000	-	10,567,610	26,231,610
Land Preservation	-	-	-	3,925,510	3,925,510
Solid Waste	-	878,000	6,974,830	-	7,852,830
Transit System	-	3,351,000	2,559,970	-	5,910,970
Airport	-	4,255,000	2,076,840	-	6,331,840
Golf Course	-	51,000	1,234,470	-	1,285,470
Subtotal	\$191,172,600	\$40,461,000	\$31,904,210	\$21,470,280	\$285,008,090
Transfers	15,327,890	-	-	-	15,327,890
Debt Service	15,204,570	-	-	-	15,204,570
Total Expenditures	\$221,705,060	\$40,461,000	\$31,904,210	\$21,470,280	\$315,540,550
Beginning Fund Balance/Net Equity	\$39,022,108	\$64,548,129	\$201,379,791	\$4,706,932	\$309,656,960
Estimated Increase (Decrease)	\$250,000	\$-	\$500,000	\$-	\$750,000
Ending Fund Balance/Net Equity (forecast)	\$39,272,108	\$64,548,129	\$201,879,791	\$4,706,932	\$310,406,960

Combined Statement of Revenues, Expenditures, and Changes in Undesignated Fund Balance
Fiscal Year 2017 Actuals – All Funds

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
Revenue (By Major Type):					
Property Tax	\$122,926,903	\$-	\$-	\$-	\$122,926,903
Income Tax	78,891,902	-	-	-	78,891,902
Other Local Taxes	7,137,076	-	-	2,129,657	9,266,733
Highway User	-	-	-	1,001,031	1,001,031
Interest	726,608	-	-	120	726,728
Fees	3,187,302	2,719,286	20,800,997	2,780,315	29,487,900
Grants	4,523,524	17,402,851	1,564,695	3,605,380	27,096,450
Other	1,349,004	43,895	-	586,042	1,978,941
Bonds	-	14,533,906	-	-	14,533,906
Subtotal	\$218,742,319	\$34,699,938	\$22,365,692	\$10,102,545	\$285,910,494
Transfers	-	9,901,000	1,552,650	9,499,593	20,953,243
Contributed Capital	-	-	-	3,554,726	3,554,726
Total Revenue	\$218,742,319	\$44,600,938	\$23,918,342	\$23,156,864	\$310,418,463
Expenditures (By Function):					
Education	\$107,446,717	\$1,707,014	\$-	\$-	\$109,153,731
Public Safety	44,431,006	2,591,770	-	1,500,816	48,523,592
State/Community Promotion	6,206,182	-	-	3,925,217	10,131,399
Court System	4,666,795	-	-	-	4,666,795
General Government	18,691,639	3,434,928	-	2,012,829	24,139,396
Parks, Recreation, and Facilities	2,690,979	81,529	-	209,733	2,982,241
Water Quality	-	18,810,775	13,037,887	-	31,848,662
Roads/Infrastructure	-	13,175,791	-	9,406,895	22,582,686
Land Preservation	-	-	-	2,335,733	2,335,733
Solid Waste	-	550,227	4,996,517	-	5,546,744
Transit System	-	321,715	2,721,143	-	3,042,858
Airport	-	2,588,909	1,942,153	-	4,531,062
Golf Course	-	-	1,121,711	-	1,121,711
Subtotal	\$184,133,318	\$43,262,658	\$23,819,411	\$19,391,223	\$270,606,610
Transfers	19,510,588	-	-	373,198	19,883,786
Debt Service	14,688,810	-	-	-	14,688,810
Total Expenditures	\$218,332,716	\$43,262,658	\$23,819,411	\$19,764,421	\$305,179,209
Excess(Deficiency) of Revenues over Expenditures	\$409,603	\$1,338,280	\$98,931	\$3,392,443	\$5,239,257
Other Sources (Uses)	\$-	\$-	\$-	\$-	\$-
Increase (Decrease) in Fund Balance	\$409,603	\$1,338,280	\$98,931	\$3,392,443	\$5,239,257
GAAP Basis Adjustments	\$-	\$4,851,962	\$6,179,933	\$-	\$11,318,895
Beginning Fund Balance/Net Equity	\$38,612,505	\$58,357,887	\$195,100,927	\$1,314,489	\$293,385,808
Ending Fund Balance/Net Equity	\$39,022,108	\$64,548,129	\$201,379,791	\$4,706,932	\$309,656,960

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Capital Program and Debt Management

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Capital Improvement Program

Washington County government is responsible for providing infrastructure improvements to its citizens. To provide for these improvements on a continuing basis, the Board of County Commissioners established a Capital Improvement Program that forecasts the future needs and priorities of the community. Through sound planning and programming of capital projects, the County can provide many improvements while utilizing the prescribed amount of funds available for this purpose.

A major purpose of the Capital Improvement Program is to provide a means for coordinating and consolidating all departmental and agency project requests into one document. The projects can then be examined and prioritized based on established criteria that includes County plans and policies.

A Ten-Year Capital Improvement Plan is developed each fiscal year and includes scheduling and financing of future community facilities such as public buildings, roads, bridges, parks, water and sewer projects, and educational facilities. The plan is flexible and covers ten years with the first year being the Capital Improvement Budget. Funds for each project are allocated from Federal, State, and local sources by the County Commissioners.

The Capital Improvement Plan not only accounts for the acquisition, expansion, and rehabilitation of infrastructure and other capital assets, but it also incorporates the following basic underlying principles of the County:

- Capital projects are targeted to support the goals of the Comprehensive Plan and other County functional plans.
- Capital investments are made for economic development.
- Existing assets are preserved and maintained to ensure continued service.
- External funding possibilities are considered when reviewing and prioritizing projects.
- Intergovernmental funding is sought for regional projects.
- Debt is used carefully and managed in accordance with the goals and objectives of County policies.

The Ten-Year Capital Improvement Plan is updated on an annual basis for both project costs and funding sources. Along with the development of the Capital Improvement Plan, an annual debt affordability analysis is performed to evaluate the effect of debt service costs on operating budgets and to utilize long-term financial planning. As part of the annual review process, certain projects are closed out due to completion and others are added as the re-sequencing of project priorities occur.

Capital Improvement Plan Process

Capital Improvement Plan development begins in the winter after the completion of the debt affordability analysis. The Capital Improvement Program provides a comprehensive approach to planning and impacts all facets of County operations. The County Administrator, the Chief Financial Officer, the Planning Director, the Director of Public Works, and the Director of Engineering comprise the Capital Improvement Plan Committee, (“CIP Committee”). From the time the Capital Improvement Plan’s initial annual review begins in October through its adoption in May of each year, there is constant interaction between departments, the CIP Committee, and the elected officials. This effort is characterized by cooperation and reflects a common goal of ensuring that the Capital Improvement Plan meets the objectives of the County and remains affordable and achievable. The CIP Committee reviews the project submissions to ensure:

- The plans are properly coordinated with other projects, entities, etc.;
- Long-term operating impacts are included in estimates (including staffing, utility, maintenance, and debt);
- Timeframes for construction activity and cash flow are realistic;
- The budget and appropriate funding sources are adequate; and
- Projects are prioritized based on County goals, department priorities, and anticipated funding sources.

The Capital Improvement Plan is reviewed in conjunction with the debt affordability analysis and revenue projections, inclusive of rate analysis, in order to determine funding availability. A financial analysis of funding sources and project costs is

conducted for all proposed capital improvement projects. It is the CIP Committee's responsibility to review all requests that County departments and agencies submit. All projects are ranked based on established criteria for priority ranking. Considering current and future needs, as developed in the ten-year plan, available funding sources, and the results of the priority ranking process, the CIP Committee determines which capital projects best meet established criteria for the current fiscal year Capital Improvement Budget and the nine-year forecast.

The Board of County Commissioners reviews the Ten-Year Capital Improvement Plan in regular public working sessions and at the public hearing. Following this review and before the end of the fiscal year, the Board formally approves and adopts the Ten-Year Capital Improvement Plan for the established projects.

Components of the Capital Program

Capital Project Definition

Capital Projects are included in the Capital Improvement Plan when the project supports or improves infrastructure needs and/or the productive capacity of the County. Projects should have a useful life greater than five years and an estimated cost of \$10,000 or more, and should also meet one or more of the following criteria:

- Projects having restricted funding sources, including grants, that require them to be included in the Capital Improvement Budget;
- Systematic acquisitions over an extended time period to complete implementation of a major functional or operating system;
- Rehabilitation or replacement projects of governmental or agency facilities;
- Projects that require bond financing because of significant costs associated with acquisition or construction of the project; and
- Planning and feasibility studies that support the acquisition, construction, or improvement of the items listed above. (These are not required to meet the useful life test).

Capital assets include land, improvements to land, easements, buildings, building improvements, vehicles, machinery, large equipment, infrastructure, and all other tangible and intangible assets that are used in operations. Assets not meeting the criteria above are budgeted as capital outlay in the Operating Budget.

Capital Project Priority Ranking System

During the review process the CIP Committee prioritizes projects based on the County's broad goals, department priorities, anticipated funding sources, and the priority-ranking matrix. The priority-ranking matrix is composed of 14 scored and weighted criteria, which is the basis for assigning projects into one of the five priority-ranking categories.

The 14 scored and weighted ranking criteria used by Washington County are:

1. Legal Mandates – This criterion assesses the risk with legal issues required by Federal or State statute, court order, or regulation, or a project that moves the County into further compliance with such mandates.
2. Public Health and Safety – This criterion includes health related impacts such as increases in traffic accidents, injuries, and deaths.
3. Environmental Impact – This criterion evaluates the environmental related impact on items such as water quality, flood control, air quality, contamination, etc.

4. Conformity to County Commissioners Goals and Plans – This allows for the evaluation of the project in relationship to the goals and plans of the Commissioners and/or the Comprehensive Plan or other approved plans by the County.
5. Conformity to Agency, Department and Jurisdictional Plans – This allows for the evaluation of the project in relationship to written plans of County agencies, departments, and jurisdictions.
6. Community Support – This criterion refers to interest group advocacy and/or opposition and conformity to County master and strategic plans.
7. Project Cost – This criterion considers the total cost of constructing or installing the proposed work. The higher the cost the lower the weight. However, the forced score should not be considered adversely with respect to an individual project as it simply identifies the financial issues within the Capital Improvement Plan Budget. A project will rank high if warranted by other evaluation criteria when scored if appropriate.
8. Funding – This criterion evaluates available funding sources to be contributed towards the proposed project, taking into consideration if the project is continuing from the prior year (in which funding would be required), if there is proposed self-supporting funds, or if significant outside funding sources are available.
9. Operating Budget Impact: Cost/Benefit – This criterion reflects other costs relative to the proposed project, including operation and maintenance, start-up costs, and personnel, as well as cost savings and potential revenues generated by the completed project.
10. Preservation of Facility – Measures the possible effect of deferring the project, such as complete replacement of facility or equipment, major repair, normal repair costs if not replaced or added cost for new facility.
11. Project Life – This criterion is used to rank the project based on life expectancy and projected maintenance cost. A higher value is placed on longer-term infrastructure assets.
12. Economic Impact – Measures the impact such as property value, future tax base, added jobs, income to citizens, changes in business income, and stabilization of neighborhoods. Such impacts may apply more to capital projects related to growth and expansion than to infrastructure maintenance, although deteriorating structures can adversely affect business.
13. Recreational, Cultural or Aesthetic Value – A catch-all criteria for other significant quality-of-life related impacts that include community appearance, recreational opportunities, and cultural improvements.
14. Percent of Population Benefiting – Estimates the number of persons likely to be affected by the project and nature of the impact.

After the projects are scored and weighted using the above criteria, the projects are then categorized based on the score into Priority 1 through Priority 5. The priority category definitions are as follows:

- | | |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Priority 1 | Projects needed to comply with a court order or legislative mandate, and/or projects that are critical to the health, safety, and general welfare of County citizens. |
| Priority 2 | Projects essential to the general welfare of the community, operating or maintaining of a physical facility, but not critical relative to other projects. |
| Priority 3 | Projects that provide a public operational improvement or are important in relation to County financial capabilities, needs, or other program requirements. |
| Priority 4 | Projects that provide for necessary maintenance or replacement, but where deferral will not result in significantly increased cost to the County. |

- Priority 5 Projects that conflict with the master plan and/or projects for which there are concerns related to serious need, cost, justification, or timing.

After all proposed projects are prioritized using these criteria, the CIP Committee (1) reviews the project ranking report for reasonableness; (2) checks for any projects that appear out of order; (3) determines if there are any linkages between projects; (4) evaluates if there are any advantages to having projects done concurrently; (5) ascertains if there are any projects dependent on one another; and (6) reviews the project's impact on the operating budget. Adjustments to the final ranking may be necessary based on this extensive Capital Improvement Plan prioritization process.

The CIP Committee provides an enterprise-wide view and prioritizes proposed projects while balancing project requests against known County objectives. After their review is complete, the CIP Committee presents the Ten-Year Capital Improvement Plan to the Board of County Commissioners. The County Commissioners review the recommended Ten-Year Capital Improvement Plan during budget workshops and at a public hearing prior to budget adoption.

Program priorities, long-term service needs, and planning – like multidimensional ranking systems – complement rather than replace, the judgment that County officials must exercise in ranking requests for capital projects and acquisitions and developing the Capital Improvement Plan and Capital Budget.

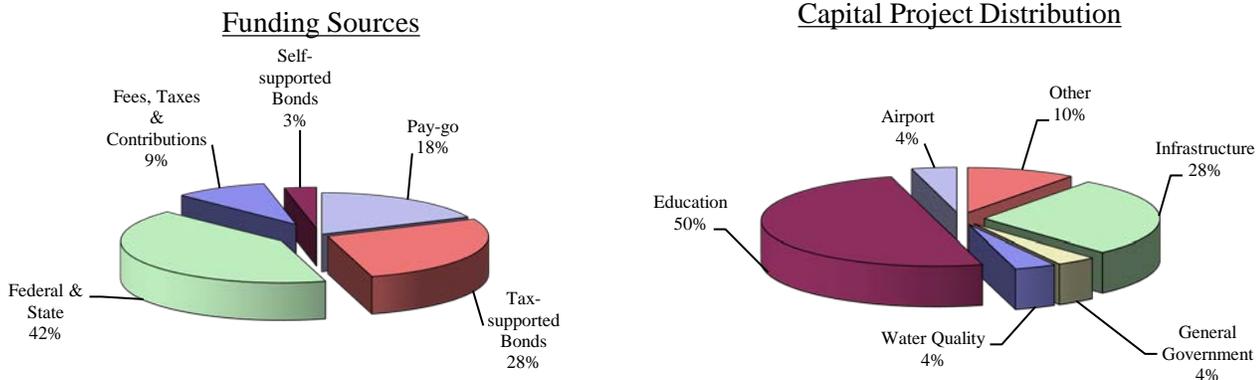
Capital Improvement Plan Funding Sources

Funding sources in the Capital Improvement Plan are budgeted in each fiscal year in which they will be received. All potential funding sources are considered when developing the Capital Improvement Plan to ensure that projects are funded with appropriate revenue streams. Some projects are funded with project-specific revenues that benefit particular projects and/or users, as is the case with development fees. The other information considered when funding the Capital Improvement Plan are the results of the Debt Affordability Analysis, cash flow requirements of each project, and the financial costs associated with each funding source. Following are descriptions of the funding sources for the Capital Improvement Budget:

- *Tax-Supported Bonds* are General Obligation Bonds secured by the full faith and credit of the issuer. General Obligation Bonds issued by the County are secured by a pledge of the County's property taxing power, and must be authorized by legislative authority. The amount to be issued in this fiscal year is based on the County's debt affordability guidelines, debt policies, and future project costs.
- *Self-Supported Bonds* are issued for enterprise funds and the debt service is paid from user fees.
- *Pay-Go Funds* represent cash contributions from various operating funds for specific capital projects without a dedicated funding source.
- *Federal and State Funds* are for specific projects and are restrictive in nature. These funds are inconsistent from year-to-year and are not used as a base revenue stream.
- *Fees and Taxes* is the other major funding source. Excise tax is assessed for residential construction at \$1 per sq foot (SF), and \$.50 SF for additions to residential properties. Excise tax for nonresidential non-retail is assessed at \$1 SF and nonresidential retail at \$1 SF for the first 15,000 SF and \$3 SF thereafter. Budgeted excise tax is based on projected growth and development. Transfer tax is charged on recorded real property transfers in the County at a rate of .5%. Transfer tax revenue is based on projected home sales and recordation activity. In addition, the County has an Adequate Public Facilities Ordinance Fee and is used to generate revenue so that public facilities and services needed to support new development will be available concurrently with the impacts of the new developments.

FY19 Capital Improvement Budget Overview

A graphic illustration of planned capital project distribution and funding sources for fiscal year 2019 is shown below. The fiscal year 2019 Capital Improvement Budget is funded mainly from: tax-supported and self-supported bonds, pay-go funds, Federal and State funds, and developer based fees.



Operating Impact of Capital Improvement Projects

The operating impact of capital projects are reviewed and considered during the Capital Improvement Plan review process. Estimated new revenues and or operational efficiency savings associated with projects are also taken into consideration. The operating costs of the projects are identified and considered during the ranking evaluation. The operating costs of projects to be completed and in-service during the budget year are identified and justified as part of the operating budget process. Additions or eliminations of personnel, significant start-up costs, as well as operation and maintenance costs of the new facilities are included in the operating budget. These conservative operating cost estimates include: personnel, equipment maintenance, building maintenance, and other major costs anticipated at the completion of the project. An important consideration in the County’s Capital Improvement Budget is the fiscal impact on the Operating Budget due to the additional debt service cost. Total debt service cost for fiscal 2019 is approximately \$22.6 million.

The ten-year operating budget impact for major projects approved in the fiscal year 2019 Capital Budget are presented in the project detail schedule located in the next section.

Debt Affordability Analysis

One of the major sources of funding for capital projects is debt. Debt is issued to match the cash flow requirements of the Capital Improvement Plan, while considering the effect of the tax burden on the citizens. Therefore, along with the development of the Capital Improvement Plan, an annual debt affordability analysis is performed to evaluate the effect of debt service costs on operating budgets and to utilize long-term financial planning.

The key factor in the issuance of debt is the understanding that effective debt management is critical to the overall financial management of the County. Therefore, the issuance of debt is done in conformance with the County's Debt Policy, which is an integral component of the County's financial management program. Accordingly, critical to sound financial and debt management is the continuing evaluation of the County's ability to afford and plan for the issuance of debt. In this regard the County has instituted a self-imposed requirement that an annual debt affordability analysis be performed. The analysis provides a method by which the County's debt position can be evaluated, tested for stress and affordability, and compared to other jurisdictions, "Peer Group", that are considered comparable to the County. The analysis provides the County Commissioners and citizens with a way to assess the impact of bond issuance and allows for informed decisions regarding financing proposals and capital spending priorities.

The County undertakes the debt capacity analysis on an annual basis in conjunction with the issuance of bonds and the formulation of the long-range Capital Improvement Plan. This comprehensive and routine analysis of debt capacity provides assurance that the amount of debt issued by the County is affordable. It also ensures that an appropriate balance is maintained between the County's capital needs and its ability to pay for them.

To determine the County's debt affordability, a peer group was established for comparison. The Peer Group consists of counties that share similar characteristics in various areas, including but not limited to, population, region, bond rating, and budget thresholds. Also, our sample of counties was based on size and income indicators, such as per capita income, property values, access to interstate highways, and revenue generation.

The Peer Group contains nine other Maryland counties: Howard, Frederick, Harford, Carroll, Charles, St. Mary's, Cecil, Wicomico, and Calvert.

As with any business, including County government, it is important to develop strategic objectives, including prudent borrowing limits. The debt ratios used by the County are relevant benchmarks used to measure its debt position. Establishing an acceptable range for the debt ratios has allowed the County to continually monitor its debt position and provide a mechanism for calculating debt capacity. The information provided by the ratios assists the County in the capital budgeting decision process, including prioritizing capital spending.

Measures of debt affordability are sensitive as they are impacted by the amount of outstanding debt and changes in both demographic and economic factors. Changes in demographic factors such as population growth and personal income affect debt ratios. Economic cycles can have major impacts, both positive and negative, on targeted ratios and debt capacity. This volatility demonstrates the need for assessing changes in projected debt capacity on an annual basis.

Decisions regarding the use of debt is based on a number of factors including, but not limited to, the long-term needs of the County and the amount of resources available to repay the debt. Flexibility is required to enable the County's management team to respond to unforeseen emergencies or opportunities in the operational budget. In order to provide for that flexibility, the most important ratio - Debt Service as a Percent of Revenue - is included in the analysis. Comparing debt ratios of the Peer Group and national medians is useful in evaluating the County's debt position. Evaluating the change in ranking over time also indicates a strengthening or weakening of the County's debt position relative to the Peer Group and to national averages. Following is a five-year comparison of the County's debt ratios for the tax-supported debt portion.

Ratio and Peer Group Median Comparisons								
Fiscal Year	Debt Per Capita		Debt as a Percent of FMV		Debt Service as a % of General Fund Revenue		Debt Service per Capita as a % of Income Per Capita	
	County Amount	Peer Group Median	County Ratio	Peer Group Median	County Ratio	Peer Group Median	County Ratio	Peer Group Median
2014	908	1,536	1.14%	1.68%	6.97%	8.41%	.23%	.33%
2015	917	1,496	1.17%	1.68%	7.04%	8.96%	.24%	.34%
2016	933	1,661	1.16%	1.68%	6.36%	8.06%	.22%	.32%
2017	939	1,573	1.16%	1.56%	6.67%	8.98%	.22%	.33%
2018 estimated	1,047	1,573	1.29%	1.56%	6.68%	8.98%	.23%	.33%
Policy		1,500		1.50%		8.00%		0.50%

When the County compares its debt ratios to its peer group and national medians, it provides a snapshot of our debt position at a single point in time. However, to fully understand the County’s debt position, it is important to evaluate ratios over a long period of time so that trends can be ascertained, analyzed, and evaluated.

In completing the debt affordability analysis the estimated debt capacity ceiling is established and policy guidelines are applied to the debt capacity calculations. The ratio of Debt Service as a Percentage of Revenue is considered the most critical criteria in establishing debt capacity, in part, because the County controls both components of the ratio and the impact of the change is most pronounced in the operating budget and potentially the tax burden carried by the citizens.

Projections are based on net tax-supported debt currently outstanding plus average debt that is anticipated to be issued over the next 20 years. The projections are intended only to provide a method for assessing the impact of issuing more debt. The County’s debt affordability analysis is designed to: ensure that anticipated future debt is manageable from a fiscal and budgetary perspective; meet peer group ratio targets and avoid negative treatment by the rating agencies in the form of a rating downgrade; and keep borrowing costs to a minimum. The following table illustrates the impact of long-term debt issuance as it relates to various Peer Group targets that the County monitors.

Debt Capacity Analysis – Effect of Debt Issuance on Debt Ratios								
Fiscal Year	Debt Per Capita		Debt as a Percent of FMV		Debt Service as a % of General Fund Revenue		Debt Service Per Capita as a % of Income Per Capita	
	Projected	Peer Group Median	Projected	Peer Group Median	Projected	Peer Group Median	Projected	Peer Group Median
2019	1,085	1,573	1.32%	1.56%	6.65%	8.98%	.22%	.33%
2020	1,120	1,573	1.34%	1.56%	6.98%	8.98%	.24%	.33%
2021	1,149	1,573	1.35%	1.56%	7.37%	8.98%	.25%	.33%
2022	1,171	1,573	1.35%	1.56%	7.20%	8.98%	.24%	.33%
2023	1,194	1,573	1.35%	1.56%	7.37%	8.98%	.25%	.33%
2024	1,213	1,573	1.34%	1.56%	7.56%	8.98%	.26%	.33%
2025	1,226	1,573	1.33%	1.56%	7.71%	8.98%	.26%	.33%
2026	1,235	1,573	1.32%	1.56%	7.69%	8.98%	.26%	.33%
Policy		1,500		1.50%		8.00%		0.50%

Debt Capacity Analysis – Effect of Debt Issuance on Debt Ratios								
Fiscal Year	Debt Per Capita		Debt as a Percent of FMV		Debt Service as a % of General Fund Revenue		Debt Service Per Capita as a % of Income Per Capita	
	Projected	Peer Group Median	Projected	Peer Group Median	Projected	Peer Group Median	Projected	Peer Group Median
2027	1,242	1,573	1.30%	1.56%	7.68%	8.98%	.26%	.33%
2028	1,248	1,573	1.28%	1.56%	7.85%	8.98%	.27%	.33%
2029	1,247	1,573	1.26%	1.56%	7.27%	8.98%	.25%	.33%
2030	1,255	1,573	1.25%	1.56%	7.25%	8.98%	.25%	.33%
2031	1,262	1,573	1.23%	1.56%	7.50%	8.98%	.26%	.33%
2032	1,261	1,573	1.21%	1.56%	7.46%	8.98%	.26%	.33%
2033	1,258	1,573	1.18%	1.56%	7.44%	8.98%	.26%	.33%
2034	1,253	1,573	1.16%	1.56%	7.39%	8.98%	.26%	.33%
2035	1,246	1,573	1.13%	1.56%	7.36%	8.98%	.26%	.33%
2036	1,237	1,573	1.10%	1.56%	7.25%	8.98%	.26%	.33%
2037	1,226	1,573	1.07%	1.56%	7.19%	8.98%	.25%	.33%
2038	1,214	1,573	1.04%	1.56%	7.14%	8.98%	.25%	.33%
Policy		1,500		1.50%		8.00%		0.50%

Credit Ratings

Rating agencies are companies that assign credit ratings to institutions, including local governments that issue debt obligations. Credit ratings are the rating agencies’ assessment of the County’s ability and willingness to repay debt on a timely basis. Debt management is an important factor in evaluating and assigning credit ratings. Credit ratings are an important indicator in the bond market and can influence the County’s long-term interest rates that it must pay.

The County’s current credit ratings are AA+ by Standard & Poor’s, AA+ by Fitch and an Aa1 by Moody’s Investors Service. The County’s credit ratings reflect strong financial management, continued economic development and diversification, strong financial position, strong financial policies, manageable capital needs, low debt, and strong reserves.

Changes in Economic Assumptions

In addition to analyzing the impact of the capital program on debt ratios and capacity, to remain prudent, the County analyzes the impact of changing economic conditions on the recommended maximum level of annual debt issuance. Three economic scenarios are created:

- ‘Base’ case reflects future economic conditions based on historical and projected trends.
- ‘Best’ case reflects the best economic conditions based on historical high trends.
- ‘Worst’ case reflects the worst economic conditions based on historical low trends.

The assumptions used in determining debt capacity in each scenario are based on historical trends, judgment, and projected economic conditions. Each case assumption is applied to the 20-year projection.

The ‘Base’ case projects the most affordable program. The ‘Best’ and ‘Worst’ case scenarios assume major changes in economic conditions for the 20-year period and could require adjustments to the Capital Improvement Plan and the debt issuance plan. However, planning to issue debt on the ‘Best’ case scenario every year is not advisable because some bonding capacity should be kept in reserve in anticipation of sudden unexpected economic downturns.

Final Analysis

There are multiple factors that can affect the County's affordability to incur future indebtedness, including the County's economy and the availability of adequate financial resources. For that reason the financial ratios and analysis used, take into account the entire County financial condition, as other factors can effectively deteriorate the County's financial posture and affect its ability to incur debt. In addition, these managerial and unpredictable scenarios are considered and tested as part of the analysis, so that the known effects of 'Worst' and 'Best' case results can be examined. It is important for the County to monitor its financial condition, economic trends, and debt affordability results on a regular basis, in order to continue to evaluate the County's credit position to determine whether annual issuance of debt should be adjusted to reflect a changing financial outlook for the County under altered circumstances.

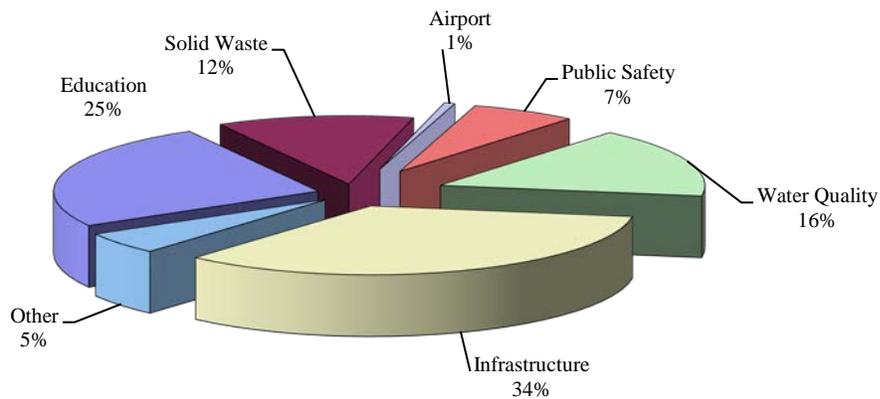
The estimated maximum debt capacity is not intended to be an absolute limit or a recommendation on the amount of debt that can be incurred. It should be used as a guide for better long-term financial planning and improving capital budgeting. Debt capacity estimates can assist long-term capital planning by showing the resources available to fund needed infrastructure, schools and other capital needs. The estimates can then be used to allocate restricted resources to priority projects. The County's annual debt review analyzes the projected debt issuances to assure that long-term financial stability will remain intact.

Outstanding Debt

The impact of the Capital Improvement Budget on the Operating Budget is evaluated during the budget process. The Capital Improvement Budget includes costs for long-term capital projects, which add to the capital asset base of the County. The Operating Budget includes the principal and interest cost associated with those assets and the pay-go financing.

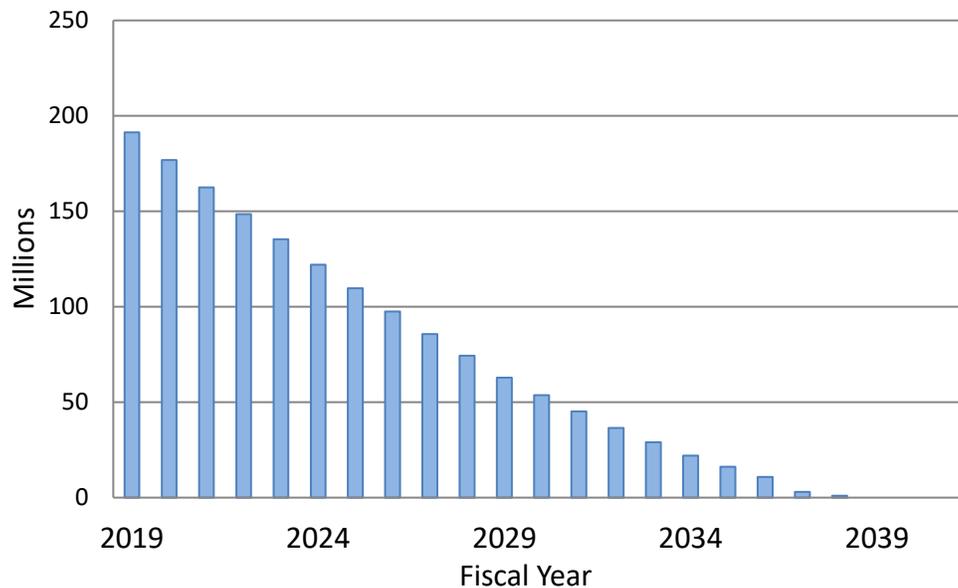
The following graph illustrates the percentage of total debt outstanding at June 30, 2018, by project category:

Percentage of Debt Outstanding by Project Category



The following graph illustrates the current outstanding debt at June 30, 2018.

Outstanding Debt



The table below shows the current outstanding balance at June 30, 2018, and the estimated impact of debt service on the Operating Budget for FY 2019.

Current Debt Balance and FY 2019 Principal and Interest Costs

Description	FY 2018 Balance	FY 2019 Principal	FY 2019 Interest	Total Debt Service
General Fund:				
2009 Public Improvement & Refunding Bonds	\$ 520,956	\$ 520,961	\$ 15,629	\$ 536,590
2010 Ser A Public Improvement Bonds	1,647,654	535,408	41,399	576,807
2010 Ser B Build America Bonds	6,957,113	0	234,939	234,939
2010 Refunding Bonds	4,247,169	1,235,528	121,653	1,357,181
2011 Public Improvement Bonds	8,353,452	475,243	313,493	788,736
2012 Public Improvement Bonds	9,744,829	512,886	285,789	798,675
2012 Refunding Bonds	3,290,490	709,580	138,710	848,290
2013 Public Improvement Bonds	10,140,000	500,000	320,850	820,850
2013 Refunding Bonds	10,203,832	1,182,661	337,226	1,519,887
2014 Public Improvement Bonds	12,545,000	525,000	483,938	1,008,938
2015 Public Improvement Bonds	11,184,994	430,789	404,612	835,401
2015 Refunding Bonds	18,648,592	1,107,532	729,331	1,836,863
2016 Public Improvement Bonds	11,587,109	430,337	389,942	820,279
2016 Refunding Bonds	6,396,940	0	215,829	215,829
2017 Public Improvement Bonds	12,000,000	383,164	433,524	816,688
2018 Public Improvement Bonds	12,000,000	224,333	236,090	460,423
MD Water Quality Solid Waste Refinancing	1,336,629	501,693	13,366	515,059
MD Water Quality Resh Capping Ph 1	2,485,864	265,342	24,858	290,200
Total General Fund Existing Debt	\$ 143,290,623	\$ 9,540,460	\$ 4,741,170	\$ 14,281,630
2019 Planned Debt:				
2019 Public Improvement Bonds	12,000,000			
Total General Fund Debt	\$ 155,290,623	\$ 9,540,460	\$ 4,741,170	\$ 14,281,630
Solid Waste:				
2009 Public Improvement Bonds	75,009	75,010	2,250	77,260
2010 Ser A Public Improvement Bonds	652,205	211,935	16,387	228,322
2010 Ser B Build America Bonds	2,753,894	0	92,999	92,999
2010 Refunding Bonds	1,187,831	384,472	33,797	418,269
2011 Public Improvement Bonds	2,456,548	139,757	92,191	231,948
2012 Refunding Bonds	16,190	5,090	700	5,790
2013 Refunding Bonds	141,168	17,339	4,774	22,113
2015 Refunding Bonds	1,599,878	116,816	62,243	179,059
2016 Public Improvement Bonds	99,456	3,694	3,347	7,041
2016 Refunding Bonds	921,050	0	31,076	31,076
2017 Public Improvement Bonds	1,142,000	36,464	41,257	77,721
2018 Public Improvement Bonds	852,000	30,128	29,820	59,948
MD Water Quality 40 West Cell 3	949,703	138,384	10,447	148,831
MD Water Quality Solid Waste Refinancing	3,672,132	1,378,307	36,721	1,415,028
Total Solid Waste Existing Debt	\$ 16,519,064	\$ 2,537,400	\$ 458,010	\$ 2,995,410

Current Debt Balance and FY 2019 Principal and Interest Costs

Description	FY 2018 Balance	FY 2019 Principal	FY 2019 Interest	Total Debt Service
2019 Planned Debt: 2019 Public Improvement Bonds	257,000			
Total Solid Waste Debt	\$ 18,438,278	\$ 2,537,400	\$ 458,010	\$ 2,995,410
Airport:				
2012 Refunding Bonds	563,320	90,330	23,440	113,770
Total Airport Existing Debt	\$ 563,320	\$ 90,330	\$ 23,440	\$ 113,770
Water Quality:				
1996 Series A Project & Refunding Bonds	1,166,490	600,344	1,649,655	2,249,999
2009 Public Improvement & Refunding Bonds	174,031	174,035	5,220	179,255
2010 Ser A Public Improvement Bonds	285,141	92,657	7,164	99,821
2010 Ser B Build America Bonds	1,203,993	0	40,658	40,658
2012 Public Improvement Bonds	4,600,171	242,114	134,910	377,024
2015 Public Improvement Bonds	3,225,006	124,211	116,663	240,874
2015 Refunding Bonds	821,530	40,652	32,252	72,904
2016 Public Improvement Bonds	8,238,435	305,969	277,249	583,218
2016 Refunding Bonds	2,137,010	0	72,101	72,101
2017 Public Improvement Bonds	638,000	20,372	23,049	43,421
2018 Public Improvement Bonds	1,633,000	61,316	60,690	122,006
MD Water Quality Series BNR	617,280	202,301	10,494	212,795
MD Water Quality Pretreat. Refinancing 2004	2,211,063	425,000	8,844	433,844
MD Water Quality Halfway I & I	265,827	28,374	2,658	31,032
MD Water Quality Winebrenner	2,325,616	120,118	18,525	138,643
MD Water Quality Conococheague	1,849,660	64,862	8,928	73,790
Total Water Quality Existing Debt	\$ 31,382,253	\$ 2,502,330	\$ 2,469,070	\$ 4,971,400
2019 Planned Debt: 2019 Public Improvement Bonds	1,150,000			
Total Water Quality Debt	\$ 32,532,253	\$ 2,502,330	\$ 2,469,070	\$ 4,971,400
Total Existing and 2019 Planned Debt	\$ 206,824,474	\$ 14,670,520	\$ 7,691,690	\$ 22,632,210

Bonded Limit Summary as of June 30, 2018

The County may only issue general obligation and revenue bonds under authority conferred by the Maryland General Assembly, excluding those issued for education. No referendum is required. As of June 30, 2018, the unused authorization available for issuance of general obligation bonds was \$11,740,722.

By State law, the total bonded indebtedness of the County for Water, Wastewater, and Pretreatment purposes may not exceed 10% of the assessed value of all property in Washington County subject to unlimited County taxation. See following table.

Schedule of Legal Debt Margins – Department of Water Quality Estimated as of June 30, 2018	
Assessed Value of Property in Washington County	\$ 12,822,841,000
Debt Limit: % of Assessed Value	10%
Water Quality Borrowing Limitation	1,282,284,100
Water Quality Debt	31,382,253
Debt Margin	1,250,901,847
Ratio of Water Quality Debt to Assessed Value	.24%

Statement of Revenues and Expenditures
Summary By Year – Capital Improvement Fund

Description	Fiscal Year		
	2017 Actual	2018 Budget	2019 Budget
Revenue (By Major Type):			
Fees	\$ 2,719,286	\$ 2,700,000	\$ 2,600,000
Grants	17,402,851	11,996,000	18,263,000
Other	43,895	4,558,000	1,503,000
Bonds	14,533,906	14,586,000	13,407,000
Subtotal	34,699,938	33,840,000	35,773,000
Transfers	9,901,000	5,637,000	6,231,000
Capital Reserves	0	984,000	1,704,000
Total Revenue	44,600,938	40,461,000	43,708,000
Expenditures (By Function):			
Education	1,707,014	6,935,000	21,891,000
Public Safety	2,591,770	4,807,000	3,624,000
General Government	3,434,928	2,329,000	1,602,000
Parks and Recreation	81,529	173,000	365,000
Water Quality	18,810,775	2,018,000	1,387,000
Roads/Infrastructure	13,175,791	15,664,000	12,326,000
Solid Waste	550,227	878,000	283,000
Transit System	321,715	3,351,000	375,000
Airport	2,588,909	4,255,000	1,815,000
Golf Course	0	51,000	40,000
Total Expenditures	43,262,658	40,461,000	43,708,000
Net Difference	1,338,280	0	0

Project Detail of Major Projects – Fiscal Year 2019

Project Name	Project Description	Project Budget	Operating Impact
Sharpsburg Elem School Replacement	The project involves construction of 60,054 SF replacement building to support 473 students.	\$10,076,000	\$0
Urban Education Campus-BOE Component	This represents the Board's component of the intergovernmental partnership that supports the revitalization of the urban core of Hagerstown.	6,386,000	0
Pavement Maintenance and Rehab Program	This project includes the modification of county-wide pavement maintenance program targeting rehabilitation of county highway pavement, as required. Techniques may include but not be limited to road reclamation, bituminous concrete overlay, crack sealing, and surface treatment. Individual projects will be determined on an annual basis consistent with the County's overall Pavement Management Program.	4,500,000	0
Capital Maintenance - BOE	Projects vary depending on the conditions, safety, security, and utility requirements. The Comprehensive Maintenance Plan outlines specific projects over the next five years. Projects which qualify for State funding of 71% of construction costs are included here. Projects are targeted to reduce deferred maintenance.	3,204,000	0
Police & EMS Training Facility	As the need for police, fire, and emergency services continues to grow, the need for a facility for training emergency personnel grows as well. Such a facility would be centralized to the area, easily accessible, and utilized by state, county and local police departments, correctional guards, and security guards. Classroom training for fire and emergency services departments, that predominantly takes place currently in local fire houses, would be held in this facility. With the potential to utilize previously owned County property, the facility would allow for local law enforcement and Fire/EMS programs to migrate from the HCC facilities and have a designated public safety campus. The project would be constructed over several phases ranging from the main building to other necessary training structures.	1,860,000	500,000
Professional Boulevard Bridge Phase I	The project involves the extension of Professional Court over Antietam Creek to a point 200' east of the proposed bridge. This project will connect to the proposed Professional Boulevard Extended Phase II (Project 1071) roadway that connects to Yale Drive Extended (Project 1093). The project length is approximately 1,000 LF (including bridge). The project includes construction of a four lane closed section roadway and the construction of a four lane bridge over Antietam Creek.	1,767,000	1,000

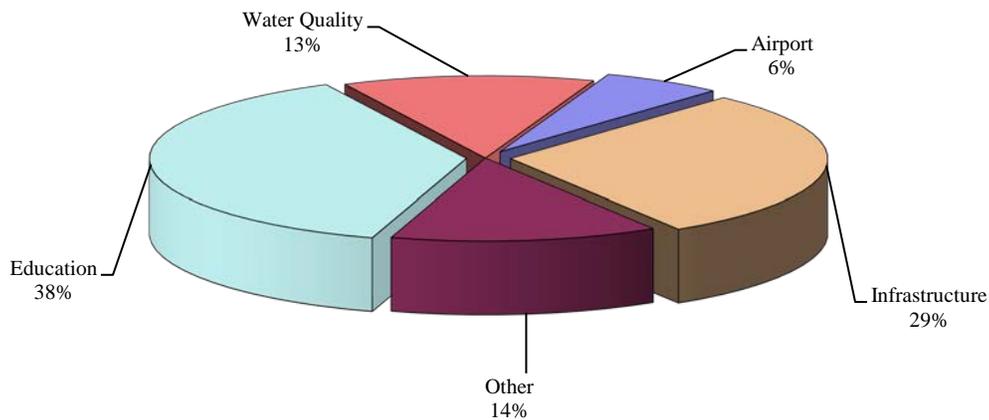
Project Name	Project Description	Project Budget	Operating Impact
Highway - Equipment Replacement Program	This project will replace vehicles and heavy/specialized equipment for maintenance and construction activity.	1,000,000	0
Halfway Boulevard Extended Phase 1	The project involves the construction of a new four lane open section roadway connecting Halfway Boulevard Extended to MD Route 63. Intersection improvements at Halfway Boulevard extended and MD Route 63 include a traffic signal.	\$1,000,000	\$2,000
Learning Resource Center Renovations	Much of the library book stack space currently located in this building will be re-purposed to accommodate Middle College students (fulltime dual enrolled high school students who will receive a high school diploma as well as AA degree at the completion of 2 years) so that they have a home base and so that they can be more closely monitored due to their age. As the Middle College continues to expand, this dedicated space is needed to support these younger fulltime day students.	946,000	0
Passenger Terminal Hold Room Expansion	The project involves an Airport Passenger Terminal Hold Room expansion to increase passenger capacity.	882,000	2,000
County Rescue Fleet Replacement	The project will provide the CIP funding necessary for County Government to aid in the procurement of fire and rescue apparatus that is needed in the provision of fire and rescue services. The Division of Emergency Services will manage funds from the program, identifying the vehicles to be purchased from the CIP budget. Vehicles purchased by these CIP funds will remain under the ownership of the County.	800,000	0
Eastern Blvd Widening Phase II	The project serves to rehabilitate and widen Eastern Boulevard from Security Road to Antietam Drive from the existing 2-lane roadway to a 4-lane divided roadway, including drainage improvements and an at grade railroad crossing.	665,000	2,000
Stormwater Retrofits	This project includes the construction of SWM systems based on Best Management Practices such as bio-swales, bio-filters, permeable pavements, ponds, wetlands, etc. along roadways, in parks, and on other county properties to satisfy the National Pollutant Discharge Elimination Systems (NPDES) requirements established by the MDE.	654,000	0
Law Enforcement - Vehicle and Equipment Replacement Program	This project is for the replacement of public safety fleet inventory.	600,000	0
Colonel Henry K. Douglas Drive Extended Phase I	The project involves the extension of Colonel Henry K. Douglas Drive from Sharpsburg Pike (Maryland Route 65) to the north side of the Cross Creek development (ADC Map 21, D-12). The roadway is approximately	550,000	1,000

Project Name	Project Description	Project Budget	Operating Impact
	one-quarter mile long and will include construction of a four lane closed section roadway.		
Old Roxbury Road W5372	This project involves the replacement of an existing one lane, two span bridge with a two lane multiple span bridge. The existing bridge has flooding issues and is structurally deficient and functionally obsolete.	\$546,000	\$0
Capacity Management Project	Capacity Management has been expanded to include the following: Phase I – Construct a new regional pump station to service the Maugansville area. The new pump station will pump the sewage to the Cedar Lawn area where it will be discharged into the County’s gravity collection system. Gravity lines will be constructed from the new station to Maugansville and Maugans Meadow’s pump stations. Once the new station is on-line the existing Maugansville and Maugans Meadow’s pump stations will be taken off-line. Phase II – Construct a new gravity line from the regional station to the Garden Spot pump station. At this time, the Garden Spot pump station will be taken off-line. Phase III – Construct a new gravity line from Garden Spot pump station to Freedom Hills pump station. At this time, the Freedom Hill pump station will be taken off-line.	520,000	0
Runway 9/27 Rehabilitation	The project consists of the rehabilitation of 7,000' Runway 9/27.	500,000	0

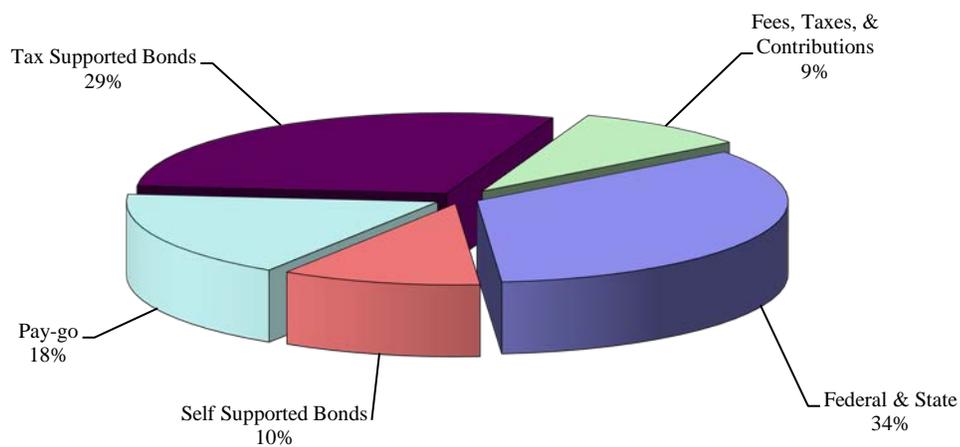
Ten Year Capital Improvement Plan Summary

The following graphs illustrate the projects by category and the funding sources that are currently scheduled for FY2019 thru FY2028. The 'Other' category includes projects for: Parks & Recreation, Transit, General Government, and Public Safety. The 'Education' category includes projects for the Board of Education, the Hagerstown Community College, and Public Libraries. The total for all projects represented in the chart is \$413,114,000.

Project Categories for FY2019 thru FY2028



Funding Sources for FY2019 thru FY2028



Capital Improvement Ten Year Summary
Fiscal Year 2019 – 2028

Project	Total	Prior Appr.	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025- 2028
Project Costs									
Airport	31,897,059	6,336,059	1,815,000	3,645,000	4,171,000	1,978,000	2,763,000	3,029,000	8,160,000
Bridges	19,821,377	3,187,377	881,000	1,942,000	2,148,000	1,631,000	3,396,000	1,159,000	5,477,000
Drainage	16,488,000	3,479,000	1,096,000	1,020,000	1,471,000	1,385,000	1,193,000	1,418,000	5,426,000
Education	166,463,300	9,903,300	21,891,000	18,632,000	20,463,000	15,374,000	13,047,000	13,071,000	54,082,000
General Government	20,552,707	3,183,707	1,602,000	1,993,000	2,766,000	3,312,000	2,834,000	903,000	3,709,000
Parks & Recreation	2,199,300	306,300	405,000	364,000	40,000	40,000	40,000	40,000	964,000
Public Safety	35,106,183	6,398,183	3,624,000	4,097,000	2,518,000	2,655,000	2,572,000	2,713,000	10,529,000
Railroad Crossings	1,672,837	390,837	279,000	0	0	295,000	0	0	708,000
Road Improvement	120,370,950	29,867,950	10,070,000	9,047,000	8,993,000	7,359,000	8,089,000	11,299,000	35,646,000
Solid Waste	12,080,668	115,668	283,000	1,587,000	3,234,000	128,000	2,050,000	499,000	4,184,000
Transit	12,199,317	3,510,317	375,000	1,353,000	450,000	1,027,000	450,000	450,000	4,584,000
Water Quality	47,205,472	6,014,472	1,387,000	9,616,000	10,012,000	2,864,000	3,415,000	2,309,000	11,588,000
TOTAL	485,807,170	72,693,170	43,708,000	53,296,000	56,266,000	38,048,000	39,849,000	36,890,000	145,057,000
Funding Sources									
General Fund	72,382,166	20,798,166	5,041,000	5,350,000	5,611,000	5,447,000	4,800,000	5,285,000	20,059,000
Highway Fund	11,408,000	466,000	866,000	1,108,000	1,518,000	1,350,000	1,350,000	1,350,000	3,400,000
Hotel Rental Fund	110,000	110,000	0	0	0	0	0	0	0
Solid Waste Fund	517,000	113,000	26,000	27,000	27,000	28,000	28,000	29,000	239,000
Utility Admin Fund	1,327,625	280,625	101,000	96,000	97,000	102,000	102,000	103,000	446,000
Water Fund	449,465	68,465	50,000	50,000	50,000	32,000	32,000	33,000	134,000
Sewer Fund	3,766,557	2,945,557	61,000	75,000	95,000	80,000	80,000	80,000	350,000
Airport Fund	1,149,000	368,000	86,000	112,000	72,000	73,000	111,000	69,000	258,000
Tax-Supported Bond	135,669,488	15,669,488	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	48,000,000
Self-Supported Bond	45,234,825	2,435,825	1,407,000	10,530,000	12,677,000	2,404,000	2,754,000	2,041,000	10,986,000
Transfer Tax	22,100,000	2,100,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
Excise Tax - Schools	4,235,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000	1,540,000
Excise Tax - Roads	1,530,320	270,320	126,000	126,000	126,000	126,000	126,000	126,000	504,000
Excise Tax - Other	319,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	116,000
Excise Tax - Library	144,929	44,929	10,000	10,000	10,000	10,000	10,000	10,000	40,000
Excise Tax - Non-Residential	973,000	473,000	50,000	50,000	50,000	50,000	50,000	50,000	200,000
Capital Reserve - General	5,844,000	700,000	1,704,000	0	0	0	516,000	472,000	2,452,000
Capital Reserve - Utility	120,000	120,000	0	0	0	0	0	0	0
Capital Reserve - Sewer	114,000	114,000	0	0	0	0	0	0	0
Capital Reserve - Water	875,000	50,000	0	200,000	175,000	0	0	0	450,000
Federal Grant	51,354,440	14,392,440	3,248,000	5,391,000	5,669,000	3,269,000	4,681,000	4,024,000	10,680,000
State Grant	109,684,355	5,779,355	15,015,000	15,429,000	13,602,000	8,117,000	9,050,000	8,228,000	34,464,000
Contributions	16,499,000	4,989,000	1,503,000	328,000	2,073,000	2,546,000	1,745,000	576,000	2,739,000
TOTAL	485,807,170	72,693,170	43,708,000	53,296,000	56,266,000	38,048,000	39,849,000	36,890,000	145,057,000

Project Detail of Major Projects – Fiscal Years 2019-2028

Project Name	Project Description	Ten Year Project Budget
Pavement Maintenance and Rehab Program	This project includes the modification of county-wide pavement maintenance program targeting rehabilitation of county highway pavement, as required. Techniques may include but not be limited to road reclamation, bituminous concrete overlay, crack sealing, and surface treatment. Individual projects will be determined on an annual basis consistent with the County's overall Pavement Management Program.	\$48,957,000
Western Heights Middle School Modernization	The project includes renovation of 98,100 square feet built in 1983.	39,038,000
Springfield Middle School Modernization	The project consists of a 105,750 sq. ft. renovation needed for aging middle school designed for 860 students.	31,157,000
Sharpsburg Elementary School- Replacement	The project involves construction of 60,054 SF replacement building to support 473 students.	26,141,000
Urban Education Campus-BOE Component	This represents the Board's and State component of the intergovernmental partnership that supports the revitalization of the urban core of Hagerstown.	18,144,000
Capital Maintenance - BOE	Projects vary depending on the conditions, safety, security, and utility requirements. The Comprehensive Maintenance Plan outlines specific projects over the next five years. Projects which qualify for State funding of 71% of construction costs are included here. Projects are targeted to reduce deferred maintenance.	16,704,000
Smithsburg WwTP - ENR Upgrades	The project will upgrade the facility to address Maryland Department of the Environment (MDE) strategy for Enhanced Nutrient Removal (ENR) and expand capacity to address growth needs of the area.	10,791,000
HWY Equip and Vehicle Replacement Program	This project will replace vehicles and heavy/specialized equipment for maintenance and construction activity.	10,200,000

**Capital Improvement Ten Year Detail
Fiscal Year 2019 - 2028**

Project	Projected Costs		Total	Prior Appr.	Budget Yr		Ten Year Capital Program					Future
	*FTE	Operating			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024		
Project Costs												
<u>Airport</u>												
Passenger Terminal Hold Room Expansion	0.0	2,000	2,425,000	814,000	882,000	729,000	0	0	0	0	0	
Air Traffic Control Tower Replacement	0.0	0	256,000	219,000	0	37,000	0	0	0	0	0	
T-Hangar 1, 2, & 3 Replacement	0.0	0	405,000	72,000	31,000	32,000	32,000	33,000	28,000	34,000	143,000	
Airport Roof Replacement Project	0.0	0	372,000	82,000	22,000	43,000	15,000	15,000	45,000	35,000	115,000	
Airport Security System Enhancements	0.0	0	1,114,000	491,000	130,000	145,000	98,000	100,000	150,000	0	0	
Capital Equipment - Airport	0.0	0	3,706,059	1,316,059	250,000	0	20,000	180,000	290,000	120,000	1,530,000	
Land Acquisition-Airport	0.0	0	6,675,000	2,507,000	0	0	0	0	0	1,140,000	3,028,000	
Runway 9/27 Rehabilitation	0.0	0	6,000,000	0	500,000	2,500,000	3,000,000	0	0	0	0	
Airport Environmental Assessment	0.0	0	1,835,000	835,000	0	0	0	0	1,000,000	0	0	
Proposed Taxiway S	0.0	0	1,180,000	0	0	0	0	0	0	0	1,180,000	
Runway 9 MALSR	0.0	0	244,000	0	0	0	0	0	0	0	244,000	
Snow Removal Equipment Storage Building Expansion	0.0	1,500	1,950,000	0	0	0	0	0	250,000	1,700,000	0	
Taxiway B and H Rehabilitation	0.0	0	2,900,000	0	0	0	250,000	1,650,000	1,000,000	0	0	
Taxiway G Rehabilitation	0.0	0	1,920,000	0	0	0	0	0	0	0	1,920,000	
Taxiway T Construction	0.0	0	915,000	0	0	159,000	756,000	0	0	0	0	
Airport Total	0.0	3,500	31,897,059	6,336,059	1,815,000	3,645,000	4,171,000	1,978,000	2,763,000	3,029,000	8,160,000	
<u>Bridges</u>												
Bridge Inspection and Inventory	0.0	0	727,000	170,000	0	165,000	0	22,000	0	171,000	199,000	
Old Roxbury Road Bridge W5372	0.0	0	3,144,077	2,068,077	546,000	530,000	0	0	0	0	0	
Spur Road Culvert 07/16	0.0	0	412,000	287,000	125,000	0	0	0	0	0	0	
Mousetown Road Culvert 06/02	0.0	0	376,300	251,300	125,000	0	0	0	0	0	0	
Bridge Scour Repairs	0.0	0	528,000	296,000	0	0	0	0	0	0	232,000	
Halfway Boulevard Bridges W0912	0.0	0	2,112,000	115,000	0	1,007,000	990,000	0	0	0	0	
Keefer Road Bridge 15/20	0.0	0	231,000	0	85,000	146,000	0	0	0	0	0	
Appletown Road Bridge W2184	0.0	0	479,000	0	0	0	0	0	0	0	479,000	
Ashton Road Culvert 04/06	0.0	0	399,000	0	0	0	0	0	0	0	399,000	
Back Road Culvert 11/03	0.0	0	295,000	0	0	0	0	32,000	263,000	0	0	
Bowie Road Culvert	0.0	0	305,000	0	0	0	0	0	0	0	305,000	
Broadfording Road Culvert 04/03	0.0	0	30,000	0	0	0	0	0	0	0	30,000	
Burnside Bridge Road Culvert 01/03	0.0	0	329,000	0	0	0	0	0	114,000	215,000	0	
Draper Road Culvert 04/07	0.0	0	36,000	0	0	0	0	0	0	0	36,000	
Draper Road Culvert 04/08	0.0	0	36,000	0	0	0	0	0	0	0	36,000	

*FTE – Full Time Equivalent
**Separate Entities

**Capital Improvement Ten Year Detail
Fiscal Year 2019 - 2028**

Project	Projected Costs		Total	Prior Appr.	Budget Yr		Ten Year Capital Program					Future
	*FTE	Operating			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024		
Project Costs												
Frog Eye Road Culvert 11/06	0.0	0	652,000	0	0	0	0	266,000	386,000	0	0	
Greenspring Furnace Road Culvert 15/15	0.0	0	398,000	0	0	0	87,000	311,000	0	0	0	
Gruber Road Bridge 04/10	0.0	0	10,000	0	0	0	0	0	0	0	10,000	
Harpers Ferry Road Culvert 11/02	0.0	0	541,000	0	0	0	0	0	33,000	508,000	0	
Henline Road Culvert 05/05	0.0	0	465,000	0	0	0	0	0	0	34,000	431,000	
Hoffman's Inn Road Culvert 05/06	0.0	0	313,000	0	0	0	0	0	0	165,000	148,000	
Kretsinger Road Culvert 14/01	0.0	0	316,000	0	0	31,000	285,000	0	0	0	0	
Lanes Road Culvert 15/12	0.0	0	317,000	0	0	32,000	285,000	0	0	0	0	
Long Hollow Road Culvert 05/07	0.0	0	316,000	0	0	0	0	0	0	66,000	250,000	
Mercersburg Road Culvert 04/16	0.0	0	384,000	0	0	0	0	0	0	0	384,000	
Mooreville Road Culvert 15/21	0.0	0	355,000	0	0	0	0	0	0	0	355,000	
Rensburg Road Culvert	0.0	0	287,000	0	0	0	0	0	0	0	287,000	
Rinehart Road Culvert 14/03	0.0	0	332,000	0	0	31,000	301,000	0	0	0	0	
Slabtown Road Bridge	0.0	0	3,800,000	0	0	0	200,000	1,000,000	2,600,000	0	0	
Stone Masonry Bridge Repairs	0.0	0	270,000	0	0	0	0	0	0	0	270,000	
Taylors Landing Road Bridge W7101	0.0	0	1,179,000	0	0	0	0	0	0	0	1,179,000	
Willow Road Culvert 05/10	0.0	0	323,000	0	0	0	0	0	0	0	323,000	
Yarrowsburg Road Bridge W6191	0.0	0	124,000	0	0	0	0	0	0	0	124,000	
Bridges Total	0.0	0	19,821,377	3,187,377	881,000	1,942,000	2,148,000	1,631,000	3,396,000	1,159,000	5,477,000	
Drainage												
Stream Restoration at Various Locations	0.0	0	2,142,000	647,000	0	42,000	426,000	0	45,000	456,000	526,000	
Stormwater Retrofits	0.0	0	11,530,000	2,404,000	654,000	894,000	586,000	1,084,000	945,000	962,000	4,001,000	
Hoffmaster and Harpers Ferry Road Drainage	0.0	0	870,000	428,000	442,000	0	0	0	0	0	0	
Broadfording Church Road Culvert	0.0	0	231,000	0	0	0	231,000	0	0	0	0	
Chestnut Grove Road Drainage	0.0	0	84,000	0	0	84,000	0	0	0	0	0	
Draper Road Drainage Improvements	0.0	0	584,000	0	0	0	0	0	0	0	584,000	
Harpers Ferry Road Drainage, 3600 Block	0.0	0	376,000	0	0	0	75,000	301,000	0	0	0	
Shank Road Drainage	0.0	0	153,000	0	0	0	153,000	0	0	0	0	
Trego Mountain Road Drainage	0.0	0	315,000	0	0	0	0	0	0	0	315,000	
University Road Culvert	0.0	0	203,000	0	0	0	0	0	203,000	0	0	
Drainage Total	0.0	0	16,488,000	3,479,000	1,096,000	1,020,000	1,471,000	1,385,000	1,193,000	1,418,000	5,426,000	

*FTE – Full Time Equivalent
**Separate Entities

**Capital Improvement Ten Year Detail
Fiscal Year 2019 - 2028**

Project	Projected Costs		Total	Prior Appr.	Budget Yr		Ten Year Capital Program					Future
	*FTE	Operating			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024		
Project Costs												
<u>Board of Education</u>												
Capital Maintenance - BOE	0.0	0	18,204,000	1,500,000	3,204,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
Sharpsburg Elementary School Replacement	0.0	0	26,786,000	645,000	10,076,000	10,076,000	5,989,000	0	0	0	0	0
Springfield Middle School Modernization	0.0	0	31,157,000	0	0	0	0	0	0	0	0	31,157,000
Urban Education Campus-BOE Component	0.0	0	22,144,000	4,000,000	6,386,000	6,462,000	5,296,000	0	0	0	0	0
Western Heights Middle School Modernization	0.0	0	39,038,000	0	0	0	0	9,129,000	9,963,000	10,141,000	0	9,805,000
Board of Education Total	0.0	0	137,329,000	6,145,000	19,666,000	18,038,000	12,785,000	10,629,000	11,463,000	11,641,000	0	46,962,000
<u>Hagerstown Community College</u>												
Learning Resource Center Renovations	0.0	0	3,221,000	2,275,000	946,000	0	0	0	0	0	0	0
Student Center Parking Lot	0.0	178,000	696,000	35,000	448,000	213,000	0	0	0	0	0	0
SMART/Alternative Energy House/Training Center	1.0	89,000	1,681,000	1,300,000	381,000	0	0	0	0	0	0	0
Campus Road & Parking Lot Overlays	0.0	0	2,000,000	0	0	0	0	0	0	0	0	2,000,000
Campus Road Project	0.0	0	150,000	0	150,000	0	0	0	0	0	0	0
Center for Business and Entrepreneurial Studies	0.0	0	7,951,000	0	0	361,000	7,590,000	0	0	0	0	0
Central Receiving Building	0.0	12,000	4,000,000	0	0	0	0	0	0	0	0	4,000,000
CVT/Logistics/Drone/Warehousing Instructional Facility Acquisition	0.0	0	2,000,000	0	0	0	0	2,000,000	0	0	0	0
CVT/Logistics/Drone/Warehousing Instructional Facility Renovation	0.0	25,000	2,500,000	0	0	0	0	0	0	1,420,000	0	1,080,000
LRC Exterior Metal Panel System and Roof Replacement	0.0	0	1,693,000	0	0	0	0	119,000	1,574,000	0	0	0
Robinwood Center Renovation to Facilities Management and Operations Building	2.0	10,000	280,000	0	280,000	0	0	0	0	0	0	0
Hagerstown Community College Total	3.0	314,000	26,172,000	3,610,000	2,205,000	574,000	7,590,000	2,119,000	1,574,000	1,420,000	0	7,080,000
<u>Public Libraries</u>												
Systemic Projects - Library	0.0	0	136,300	36,300	10,000	10,000	10,000	10,000	10,000	10,000	10,000	40,000
Hancock Public Library Replacement	1.5	56,000	2,826,000	112,000	10,000	10,000	78,000	2,616,000	0	0	0	0
Public Libraries Total	1.5	56,000	2,962,300	148,300	20,000	20,000	88,000	2,626,000	10,000	10,000	0	40,000
<u>General Government</u>												
Cost of Bond Issuance	0.0	0	1,143,600	136,600	98,000	99,000	98,000	98,000	99,000	98,000	98,000	417,000
Contingency - General Fund	0.0	0	1,124,305	224,305	225,000	75,000	75,000	75,000	75,000	75,000	75,000	300,000

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**Separate Entities

**Capital Improvement Ten Year Detail
Fiscal Year 2019 - 2028**

Project	Projected Costs		Total	Prior Appr.	Budget Yr		Ten Year Capital Program					Future
	*FTE	Operating			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024		
Project Costs												
Systemic Improvements - Building	0.0	0	2,390,828	379,828	238,000	196,000	197,000	197,000	196,000	196,000	791,000	
County Admin Building Exterior	0.0	0	1,014,000	714,000	300,000	0	0	0	0	0	0	
Information Systems Replacement Program	0.0	0	1,211,285	155,285	166,000	180,000	50,000	70,000	90,000	100,000	400,000	
Financial System Management & Upgrades	0.0	20,000	1,213,796	698,796	208,000	32,000	32,000	33,000	34,000	34,000	142,000	
County Wireless Infrastructure	0.0	0	183,856	151,856	10,000	11,000	11,000	0	0	0	0	
GIS Planimetric Update	0.0	0	150,000	74,000	76,000	0	0	0	0	0	0	
Tree Forestation	0.0	0	173,548	49,548	21,000	0	22,000	0	22,000	0	59,000	
General - Equipment and Vehicle Replacement Program	0.0	0	4,459,489	599,489	260,000	400,000	400,000	400,000	400,000	400,000	1,600,000	
Multi-Purpose Facility	2.0	500,000	7,238,000	0	0	1,000,000	1,881,000	2,439,000	1,918,000	0	0	
General Government Total	2.0	520,000	20,302,707	3,183,707	1,602,000	1,993,000	2,766,000	3,312,000	2,834,000	903,000	3,709,000	
Parks & Recreation												
BR Capital Equipment Program	0.0	0	441,000	51,000	40,000	40,000	40,000	40,000	40,000	40,000	150,000	
Ag Center Drainage Asphalt Improvements	0.0	0	45,000	20,000	25,000	0	0	0	0	0	0	
Doubs Woods Building/Restrooms	0.0	0	65,000	40,000	25,000	0	0	0	0	0	0	
Tennis Court Resurfacing	0.0	0	94,300	52,300	21,000	21,000	0	0	0	0	0	
Ag Center Land Development	0.0	0	156,000	51,000	52,000	53,000	0	0	0	0	0	
Park Equipment/Surfacing Replacement, Various Locations	0.0	0	192,000	92,000	0	100,000	0	0	0	0	0	
Garis Shop Boat Access Parking Lot	0.0	0	50,000	0	50,000	0	0	0	0	0	0	
Parking Lot Repair/Overlay, Various Locations	0.0	0	192,000	0	192,000	0	0	0	0	0	0	
Doubs Woods Equipment Storage Building	0.0	0	150,000	0	0	150,000	0	0	0	0	0	
North Central County Park	2.0	81,000	814,000	0	0	0	0	0	0	0	814,000	
Parks & Recreation Total	2.0	81,000	2,199,300	306,300	405,000	364,000	40,000	40,000	40,000	40,000	964,000	
Public Safety												
Detention Center - Systemic Projects	0.0	0	3,201,000	601,000	260,000	260,000	260,000	260,000	260,000	260,000	1,040,000	
Police & EMS Training Facility	3.0	500,000	11,500,000	3,940,000	1,860,000	2,100,000	600,000	600,000	600,000	600,000	1,200,000	
Communication Tower(s) Various	0.0	0	876,000	306,000	0	106,000	0	110,000	0	114,000	240,000	
Motorola Portable Radio Replacement Program	0.0	0	1,231,000	103,000	104,000	106,000	108,000	110,000	112,000	114,000	474,000	
Law Enforcement - Vehicle & Equipment Replacement Program	0.0	0	7,741,000	616,000	600,000	625,000	650,000	675,000	700,000	725,000	3,150,000	
Emergency Services Equipment & Vehicle Program	0.0	0	2,057,183	832,183	0	100,000	100,000	100,000	100,000	100,000	725,000	

*FTE - Full Time Equivalent
**Separate Entities

**Capital Improvement Ten Year Detail
Fiscal Year 2019 - 2028**

Project	Projected Costs		Total	Prior Appr.	Budget Yr		Ten Year Capital Program					Future
	*FTE	Operating			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024		
Project Costs												
County Rescue Fleet Replacement	0.0	0	8,500,000	0	800,000	800,000	800,000	800,000	800,000	800,000	800,000	3,700,000
Public Safety Total	3.0	500,000	35,106,183	6,398,183	3,624,000	4,097,000	2,518,000	2,655,000	2,572,000	2,713,000	2,713,000	10,529,000
Railroad Crossings												
Railroad Crossing Improvements	0.0	0	1,672,837	390,837	279,000	0	0	295,000	0	0	0	708,000
Railroad Crossings Total	0.0	0	1,672,837	390,837	279,000	0	0	295,000	0	0	0	708,000
Road Improvement												
Transportation ADA	0.0	0	1,110,450	351,450	0	83,000	82,000	83,000	84,000	86,000	86,000	341,000
Pavement Maintenance and Rehab Program	0.0	0	57,998,000	9,041,000	4,500,000	4,500,000	4,500,000	4,501,000	5,000,000	5,001,000	5,001,000	20,955,000
Longmeadow Road	0.0	4,000	1,730,000	0	0	0	0	0	0	0	0	1,730,000
Eastern Boulevard Extended	0.0	4,000	7,700,000	0	0	0	0	0	938,000	2,512,000	2,512,000	4,250,000
Eastern Boulevard Widening Phase II	0.0	2,000	5,482,300	1,836,300	665,000	894,000	1,740,000	347,000	0	0	0	0
Professional Boulevard Bridge Phase I	0.0	1,000	8,857,000	7,090,000	1,767,000	0	0	0	0	0	0	0
Professional Boulevard Extended Phase II	0.0	3,000	4,880,200	2,614,200	246,000	1,928,000	92,000	0	0	0	0	0
Valley Mall Area Road Improvements Phase II	0.0	0	992,000	0	0	0	0	825,000	167,000	0	0	0
Professional Boulevard Extended Phase III	0.0	3,000	1,103,000	0	0	0	0	203,000	900,000	0	0	0
Crayton Boulevard Extended	0.0	1,000	3,165,000	2,965,000	150,000	0	0	50,000	0	0	0	0
Colonel Henry K. Douglas Drive Extended Phase I	0.0	1,000	3,770,000	3,220,000	550,000	0	0	0	0	0	0	0
Showalter Road Extended East	0.0	4,000	1,242,000	510,000	0	0	0	0	0	0	0	732,000
Halfway Boulevard Extended Phase I	0.0	2,000	2,349,000	900,000	1,000,000	449,000	0	0	0	0	0	0
Bucky Avenue	0.0	0	355,000	0	0	0	0	0	0	0	0	355,000
Burnside Bridge Road Spot Improvements	0.0	0	0	0	0	0	0	0	0	544,000	544,000	0
Colonel Henry Douglas Drive Extended Phase II	0.0	3,000	0	0	0	0	0	0	0	140,000	140,000	0
E. Oak Ridge Drive/South Pointe Signal	0.0	1,000	0	0	0	111,000	350,000	0	0	0	0	0
Halfway Boulevard Extended Bridge /Phase II	0.0	0	0	0	0	1,300,000	0	0	1,900,000	0	0	0
Mt Aetna Road Spot Improvements	0.0	3,000	0	0	0	0	0	0	0	0	2,399,000	0
Professional Boulevard Extended - Phase IV	0.0	0	800,000	0	0	0	0	0	0	800,000	800,000	0
Highway - Vehicle & Equipment Replacement Program	0.0	0	11,246,000	1,046,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	4,200,000
Highway Western Section - Fuel Tank Replacement	0.0	0	847,000	294,000	192,000	193,000	168,000	0	0	0	0	0
Road Improvement Total	0.0	32,000	120,370,950	29,867,950	10,070,000	9,047,000	8,993,000	7,359,000	8,089,000	11,299,000	11,299,000	35,646,000

*FTE - Full Time Equivalent
**Separate Entities

**Capital Improvement Ten Year Detail
Fiscal Year 2019 - 2028**

Project	Projected Costs		Total	Prior Appr.	Budget Yr		Ten Year Capital Program					Future
	*FTE	Operating			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024		
Project Costs												
Solid Waste												
Contingency - Solid Waste	0.0	0	337,000	87,000	0	0	0	0	30,000	30,000	190,000	
40 West Truck Loading Facility	0.0	0	500,000	0	0	500,000	0	0	0	0	0	
Close Out Cap - Rubblefill	0.0	0	2,092,000	0	0	0	0	100,000	1,992,000	0	0	
Kaetzel Transfer Station Retaining Wall Replacement	0.0	0	257,000	0	257,000	0	0	0	0	0	0	
SW Equip/Vehicle Replacement	0.0	0	312,668	28,668	26,000	27,000	27,000	28,000	28,000	29,000	119,000	
40 West Landfill - Cell 5 Construction	0.0	200,000	4,083,000	0	0	0	0	0	0	440,000	3,643,000	
40 West Partial Capping	0.0	0	3,051,000	0	0	0	3,051,000	0	0	0	0	
City/County Groundwater Investigation	0.0	0	156,000	0	0	0	156,000	0	0	0	0	
Resh Road Pavement Rehabilitation	0.0	0	1,060,000	0	0	1,060,000	0	0	0	0	0	
Transfer Station Upgrades	0.0	0	232,000	0	0	0	0	0	0	0	232,000	
Solid Waste Total	0.0	200,000	12,080,668	115,668	283,000	1,587,000	3,234,000	128,000	2,050,000	499,000	4,184,000	
Transit												
Vehicle Preventive Maintenance	0.0	0	4,128,402	378,402	375,000	375,000	375,000	375,000	375,000	375,000	1,500,000	
Fixed Route Bus Replacement Program	0.0	0	7,558,000	2,994,000	0	978,000	0	652,000	0	0	2,934,000	
ADA Bus Replacement	0.0	0	512,915	137,915	0	0	75,000	0	75,000	75,000	150,000	
Transit Total	0.0	0	12,199,317	3,510,317	375,000	1,353,000	450,000	1,027,000	450,000	450,000	4,584,000	
Water Quality												
Utility Administration												
General Building Improvements	0.0	0	1,215,000	101,000	150,000	0	0	0	0	370,000	594,000	
Lab Equipment Replacement	0.0	0	310,000	73,000	31,000	21,000	22,000	22,000	22,000	23,000	96,000	
WQ Equip/Vehicle Replacement Program	0.0	0	1,036,625	226,625	70,000	75,000	75,000	80,000	80,000	80,000	350,000	
Utility Administration Total	0.0	0	2,561,625	400,625	251,000	96,000	97,000	102,000	102,000	473,000	1,040,000	
Wastewater Utility												
Replace Grinder Pumps	0.0	0	742,000	26,000	26,000	40,000	60,000	80,000	80,000	80,000	350,000	
Pen Mar/ Highfield/ Cascade Septic Tank Pumping and Replacement	0.0	0	105,000	0	35,000	35,000	35,000	0	0	0	0	
Pump Station Upgrades - Various Stations	0.0	0	2,967,183	899,183	280,000	0	0	0	153,000	0	1,635,000	
Collection System Rehabilitation Project	0.0	0	3,475,087	370,087	0	500,000	0	275,000	560,000	0	1,770,000	
Capacity Management Project	0.0	0	9,723,000	1,683,000	520,000	3,180,000	3,240,000	1,100,000	0	0	0	
Smithsburg WWTP ENR Upgrade	0.0	10,000	12,694,387	1,903,387	0	5,391,000	5,400,000	0	0	0	0	
Heavy Sewer EQP and VEH Replacement	0.0	0	896,400	347,400	95,000	74,000	39,000	39,000	40,000	41,000	221,000	

*FTE – Full Time Equivalent
**Separate Entities

**Capital Improvement Ten Year Detail
Fiscal Year 2019 - 2028**

Project	Projected Costs		Total	Prior Appr.	Budget Yr	Ten Year Capital Program					Future
	*FTE	Operating			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	
Project Costs											
Potomac Edison Pump Station & Force Main	0.0	0	1,632,000	0	0	0	0	0	1,632,000	0	0
General WwTP Improvements	0.0	0	4,076,000	0	0	0	0	986,000	0	1,160,000	1,930,000
Wastewater Utility Total	0.0	10,000	36,311,057	5,229,057	956,000	9,220,000	8,774,000	2,480,000	2,465,000	1,281,000	5,906,000
Water Utility											
Water Meter Replacement	0.0	0	499,465	118,465	50,000	50,000	50,000	32,000	32,000	33,000	134,000
Mt Aetna Water System Improvements	0.0	0	729,000	0	130,000	0	599,000	0	0	0	0
Sharpsburg Water Treatment Plant	0.0	0	794,000	204,000	0	0	0	0	0	0	590,000
General WTP Improvements	0.0	0	884,325	62,325	0	0	242,000	0	0	0	580,000
Highfield/Sharpsburg Water Storage Tank	0.0	0	336,000	0	0	0	0	0	0	0	336,000
Sharpsburg Water Meter Cradle Replacement	0.0	0	1,000,000	0	0	250,000	250,000	250,000	250,000	0	0
WQ Main Replacement	0.0	0	4,090,000	0	0	0	0	0	566,000	522,000	3,002,000
Water Utility Total	0.0	0	8,332,790	384,790	180,000	300,000	1,141,000	282,000	848,000	555,000	4,642,000
Water Quality Total	0.0	10,000	47,205,472	6,014,472	1,387,000	9,616,000	10,012,000	2,864,000	3,415,000	2,309,000	11,588,000
TOTAL	11.5	1,716,500	485,807,170	72,693,170	43,708,000	53,296,000	56,266,000	38,048,000	39,849,000	36,890,000	145,057,000
County Operating Impact	7.0	1,346,500									
**Board of Education	0.0	0									
**Community College	3.0	314,000									
**Library	1.5	56,000									
Total	11.5	1,716,500									

*FTE - Full Time Equivalent
**Separate Entities

**Capital Improvement 10yr Detail
Fiscal Year 2019 - 2028**

	Total	Prior Appr.	Budget Yr		Ten Year Capital Program					Future
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024		
Funding Sources										
General Fund	72,382,166	20,789,166	5,041,000	5,350,000	5,611,000	5,447,000	4,800,000	5,285,000	20,059,000	
Highway Fund	11,408,000	466,000	866,000	1,108,000	1,518,000	1,350,000	1,350,000	1,350,000	3,400,000	
Hotel Rental Fund	110,000	110,000	0	0	0	0	0	0	0	
Solid Waste Fund	517,000	113,000	26,000	27,000	27,000	28,000	28,000	29,000	239,000	
Utility Admin Fund	1,327,625	280,625	101,000	96,000	97,000	102,000	102,000	103,000	446,000	
Water Fund	449,465	68,465	50,000	50,000	50,000	32,000	32,000	33,000	134,000	
Sewer Fund	3,766,557	2,945,557	61,000	75,000	95,000	80,000	80,000	80,000	350,000	
Airport Fund	1,149,000	368,000	86,000	112,000	72,000	73,000	111,000	69,000	258,000	
Tax-Supported Bond	135,669,488	15,669,488	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	48,000,000	
Self-Supported Bond	45,234,825	2,435,825	1,407,000	10,530,000	12,677,000	2,404,000	2,754,000	2,041,000	10,986,000	
Transfer Tax	22,100,000	2,100,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000	
Excise Tax - Schools	4,235,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000	1,540,000	
Excise Tax - Roads	1,530,320	270,320	126,000	126,000	126,000	126,000	126,000	126,000	504,000	
Excise Tax - Other	319,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	116,000	
Excise Tax - Library	144,929	44,929	10,000	10,000	10,000	10,000	10,000	10,000	40,000	
Excise Tax - Non-Residential	973,000	473,000	50,000	50,000	50,000	50,000	50,000	50,000	200,000	
Capital Reserve - General	5,844,000	700,000	1,704,000	0	0	0	516,000	472,000	2,452,000	
Capital Reserve - Utility	120,000	120,000	0	0	0	0	0	0	0	
Capital Reserve - Sewer	114,000	114,000	0	0	0	0	0	0	0	
Capital Reserve - Water	875,000	50,000	0	200,000	175,000	0	0	0	450,000	
Federal Grant	51,354,440	14,392,440	3,248,000	5,391,000	5,669,000	3,269,000	4,681,000	4,024,000	10,680,000	
State Grant	109,684,355	5,779,355	15,015,000	15,429,000	13,602,000	8,117,000	9,050,000	8,228,000	34,464,000	
Contributions	16,499,000	4,989,000	1,503,000	328,000	2,073,000	2,546,000	1,745,000	576,000	2,739,000	
TOTAL	485,807,170	72,693,170	43,708,000	53,296,000	56,266,000	38,048,000	39,849,000	36,890,000	145,057,000	

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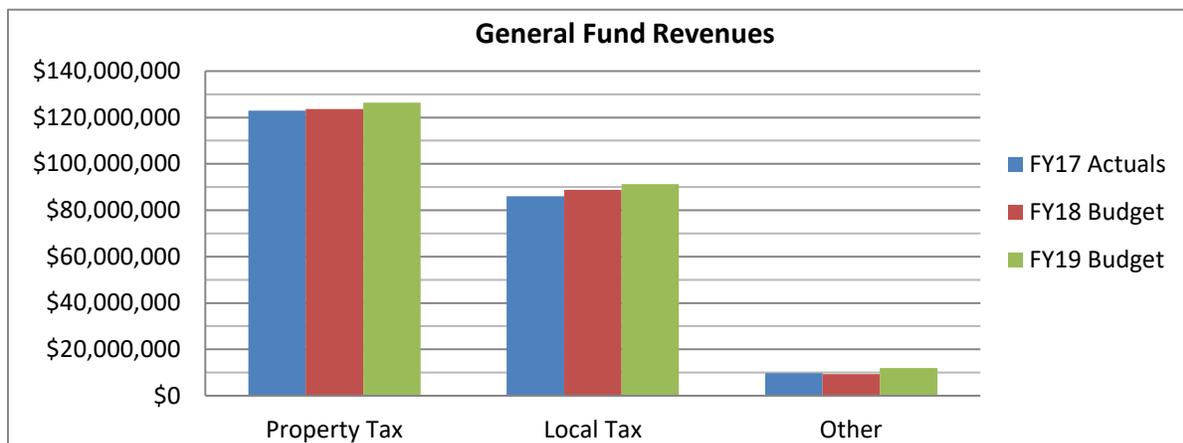
General Fund – Revenue Summary

Category	2017 Actual	2018 Budget	2019 Budget	\$ Change	% Change
Property Tax	122,926,903	123,602,410	126,448,250	2,845,840	2.30%
Local Taxes	86,028,978	88,805,000	91,305,000	2,500,000	2.82%
Interest Earnings	726,608	425,000	692,400	267,400	62.92%
Charges for Services:					
Plan Review & Permitting; Engineering; and Construction	1,179,790	1,366,650	1,253,650	(113,000)	(8.27%)
Planning and Zoning	27,225	23,900	23,900	0	0.00%
Parks and Recreation	448,019	489,550	468,300	(21,250)	(4.34%)
Public Safety	1,532,268	4,078,060	6,509,130	2,431,070	59.61%
Other	1,349,004	622,260	630,380	8,120	1.30%
Grants for Operations	4,523,524	2,292,230	2,308,300	16,070	.70%
Total	218,742,319	221,705,060	229,639,310	7,934,250	3.58%

General Fund Revenue Structure

The General Fund major functions are to provide funding for education; public safety; courts; planning; permits; public works; parks and recreation; general operations; and economic development. To provide these programs and services for the public, the above revenue sources are used to fund related expenditures for those programs and services.

Major revenue categories are Property Tax, Local Taxes, Interest Earnings, Charges for Services, and Grants for Operations, which can be seen in the table above. Property Tax and Local Taxes represent the two major revenue sources in the General Fund, as they comprise 95% or \$217.8 million of total General Fund revenues. Detail of the revenue sources and the underlying assumptions can be read on pages 83-89.

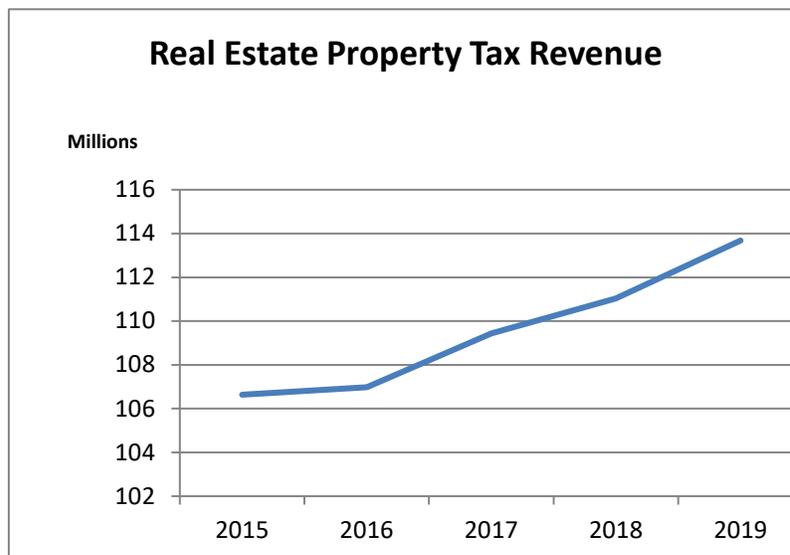


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General Fund – Revenue Detail

Property Tax					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Real Estate Property Tax	109,440,600	111,037,170	113,679,470	2,642,300	2.38%
Corporate Personal Property Tax	14,433,675	13,757,540	14,057,110	299,570	2.18%
State Administrative Fees	(554,644)	(580,000)	(580,000)	0	0.00%
Interest on Property Taxes	390,908	430,000	385,000	(45,000)	(10.47%)
Payment in Lieu of Taxes	343,871	304,960	288,210	(16,750)	(5.49%)
Enterprise Tax Reimbursement	281,672	273,490	223,930	(49,560)	(18.12%)
Service Charge – Semi-Annual	123,686	30,000	30,000	0	0.00%
Tax Sale Penalty and Other Fees	56,148	60,000	60,000	0	0.00%
Enterprise Zone Tax Credit	(563,344)	(546,970)	(447,860)	99,110	-18.12%
Agricultural Tax Credit	(377,637)	(380,000)	(390,000)	(10,000)	2.63%
Historical Tax Credit	0	(1,000)	(1,000)	0	0.00%
County Homeowners Tax	(210,327)	(250,000)	(230,000)	20,000	-8.00%
Disabled Veteran’s Credit	(105,740)	(180,000)	(240,000)	(60,000)	33.33%
Other Credits	(38,116)	(53,620)	(82,450)	(28,830)	53.77%
Discount Allowed – Property Tax	(315,004)	(320,000)	(325,000)	(5,000)	1.56%
Federal Payment in Lieu of Taxes	21,155	20,840	20,840	0	0.00%
Total	122,926,903	123,602,410	126,448,250	2,845,840	2.30%

Property taxes are the largest source of revenue available to the County and represent taxes assessed on real and personal property. Property taxes make up approximately 55.0% of General Fund revenues. Property assessments are performed on a triennial basis by the State of Maryland, Department of Assessments and Taxation to determine the property for taxing purposes. Tax billings and collections of the County share of property taxes are performed by the County. The real estate tax due is determined by multiplying the assessed value of the property by the tax rate of \$.948 for each \$100 of assessed value. Property tax is estimated at \$126.4 million for FY2019, which is an increase of \$2.8 million or 2.30%. The majority of the increase is due to an increase in the County’s taxable base as a result of reassessments. Property taxes are estimated by several methods, including trend analysis, economic analysis, and real estate analysis. The primary means, however, are the assessments provided by the Maryland Department of Assessments and Taxation, and full detail is provided on their website at www.dat.state.md.us/sdatweb/stats. Below is a graph showing the trend analysis of Real Estate Property Tax revenue from 2015 to 2019.

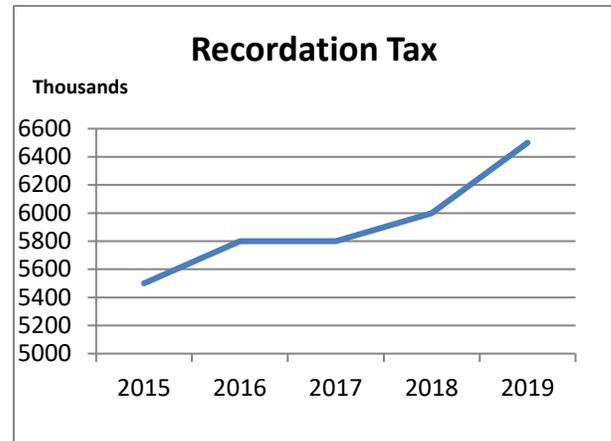
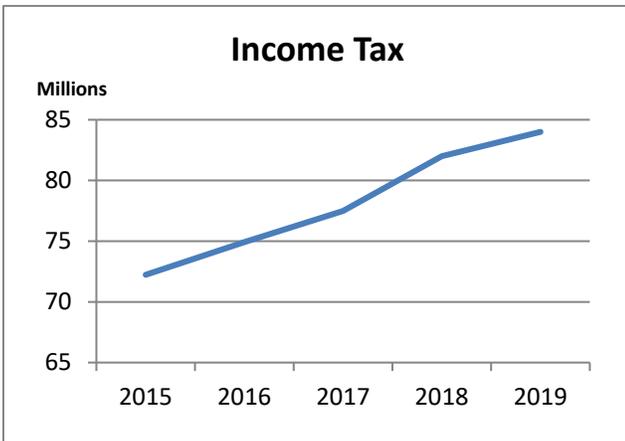


Local Taxes					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Income Tax	78,891,902	82,000,000	84,000,000	2,000,000	2.44%
Admissions and Amusement Tax	265,722	280,000	255,000	(25,000)	(8.93%)
Recordation Tax	6,305,265	6,000,000	6,500,000	500,000	8.33%
Trailer Tax	566,089	525,000	550,000	25,000	4.76%
Total	86,028,978	88,805,000	91,305,000	2,500,000	2.82%

Local Taxes are projected to increase by \$2.5 million or 2.82% in FY2019. Income and Recordation Tax account for 99% of this category. The Income Tax is the second largest revenue source for the County, representing 36% of General Fund revenues. It is the most economically sensitive revenue in the County and reflects downturns in the local economy much faster than the property tax. The income tax rate in Washington County is 2.8%. Revenue from the income tax is derived from personal income from County residents such as salaries and social security payments as well as income from capital gains, interest, and some business income. This tax is collected by the State Comptroller of the Treasury and distributions are made to the counties throughout the year based upon collection deadlines. This is the most difficult revenue to project due to its volatility. The Income Tax budget was based on several factors including projected personal income trends, unemployment history, unemployment projections, job growth, state budgetary actions, and trend analysis. The State passed legislation that repeals the requirement for the County to repay the income tax reserve. Also, the State modified the exemption allowances for income tax which result in additional income tax for the County.

Recordation Tax rate is set at \$3.80 per \$500 and is set on instruments conveying title, articles of transfers, and amounts securing debt. Recordation revenue is projected at \$6.5 million and is based on current trends and projected economic outlooks, excluding one-time revenues.

Below are graphs showing the trend analysis of Income and Recordation tax revenues from 2015 to 2019.



Interest Earnings					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Interest Income – Investments	695,245	400,000	650,000	250,000	62.50%
Interest Income – Municipal Investment	27,562	25,000	30,000	5,000	20.00%
Interest, Penalties, & Fees	3,801	0	12,400	12,400	100.00%
Total	726,608	425,000	692,400	267,400	62.92%

Budgeted interest earnings are based on the current year’s investment amount with the expected interest rates, which are expected to remain relatively stable or rise slightly. The County has worked with investment bankers to realize as much interest as possible through investing in longer term investments and laddering maturity dates.

Charges for Services – Division of Engineering and Construction Management					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Plan Review & Permitting:					
Miscellaneous Licenses	600	700	700	0	0.00%
Building Permits – Residential	160,144	155,000	165,000	10,000	6.45%
Building Permits – Commercial	91,625	110,000	120,000	10,000	9.09%
Municipal Fees	23,554	16,000	5,000	(11,000)	(68.75%)
Electrical Licenses Fees	5,200	88,000	11,000	(77,000)	(87.50%)
Electrical Permit – Residential	215,654	250,000	225,000	(25,000)	(10.00%)
Electrical Permit – Commercial	114,008	130,000	130,000	0	0.00%
HVAC Registration Fees	2,460	18,000	3,000	(15,000)	(83.33%)
HVAC – Residential	94,235	105,000	95,000	(10,000)	(9.52%)
HVAC – Commercial	41,415	47,000	47,000	0	0.00%
Other Permit Fees	34,469	42,000	42,000	0	0.00%
Plumbing Licenses Fees	6,605	26,000	6,000	(20,000)	(76.92%)
Plumbing Permits – Residential	107,713	110,000	110,000	0	0.00%
Plumbing Permits – Commercial	28,424	42,000	42,000	0	0.00%
Technology Fees	14,190	45,000	50,000	5,000	11.11%
Fines and Forfeitures	100	300	300	0	0.00%
Review Fees	177,643	150,000	170,000	20,000	13.33%
Drawings/Blue Line Prints	1,205	400	400	0	0.00%
Other Planning Fees	33,601	0	0	0	0.00%
Reimbursed Expense – Other	15,470	20,000	20,000	0	0.00%
Engineering:					
Drawings/Blue Line Prints	3,150	3,000	3,000	0	0.00%
Reimbursed Expenses – Engineering	125	0	0	0	0.00%
Construction:					
Other Permit Fees	700	500	500	0	0.00%
Fines and Forfeitures	0	500	500	0	0.00%
Review Fees	7,500	7,000	7,000	0	0.00%
Technology Fees	0	250	250	0	0.00%
Total	1,179,790	1,366,650	1,253,650	(113,000)	(8.27%)

Revenue from the Division of Engineering and Construction Management is projected to decrease by \$113,000 for FY2019. It is not a renewal year for electrical licenses which results in a budget decrease of \$77,000 in this revenue source.

Charges for Services – Planning and Zoning					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Zoning Appeals	14,350	16,000	16,000	0	0.00%
Rezoning	12,140	7,000	7,000	0	0.00%
Development Fees	400	500	500	0	0.00%
Other Planning Fees	335	400	400	0	0.00%
Total	27,225	23,900	23,900	0	0.00%

Plan review fees are projected to total \$23,900. The major revenue source in this category is zoning appeals which are budgeted to generate \$16,000. Development fees include site plan and subdivision review. Fees vary from project to project depending on the number of lots or acres in the subdivision.

Charges for Services – Parks and Recreation					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Parks:					
Sale of Wood	6,310	6,000	6,000	0	0.00%
Rental Fees	36,131	45,000	40,000	(5,000)	(11.11%)
Ball Field Fees	10,300	10,800	10,800	0	0.00%
Ball Field Lighting Fees	5,384	3,000	3,000	0	0.00%
Concession Stands	5,552	4,500	5,000	500	11.11%
Contributions	839	1,000	1,000	0	0.00%
Program Fees	10,940	9,000	9,000	0	0.00%
Fuel	1,934	1,500	1,500	0	0.00%
Martin L. Snook Pool:					
Pool Fees	56,869	57,000	57,000	0	0.00%
Concession Fees	17,445	15,000	15,000	0	0.00%
Recreation:					
Program Fees	296,315	336,750	320,000	(16,750)	(4.97%)
Total	448,019	489,550	468,300	(21,250)	(4.34%)

Parks and Recreation revenue are projected to produce \$468,550 for FY2019. A majority of this revenue source comes from program fees, rental fees and pool fees. Program fees are generated from recreation programs such as summer camps, which raise approximately \$320,000 and are based on the cost of the program. Rental fees are estimated at \$40,000 and are generated from pavilion usage. Pool fees are estimated at \$57,000 and are generated from the County owned pool, which is operated during summer months. All revenue estimates are based on current revenue, normal weather patterns, and projected trends.

Charges for Services – Public Safety					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Sheriff – Judicial:					
Sheriff Fees	51,642	52,000	52,000	0	0.00%
Peace Order Service	6,635	7,000	7,000	0	0.00%
Sheriff – Process Servers:					
Peace Order Service	219,872	214,000	214,000	0	0.00%
Sheriff – Patrol:					
Parking Violations	1,728	600	600	0	0.00%
School Bus Camera Fines	23,125	20,000	20,000	0	0.00%
Sale of Publications	6,771	6,500	6,500	0	0.00%
Reimbursed Expenses	123,892	140,000	185,000	45,000	32.14%
Speed Cameras	0	2,400,000	4,840,000	2,440,000	96.80%
Sheriff – Central Booking:					
Rental Income	15,720	15,720	15,720	0	0.00%
Sheriff – Detention:					
Housing Federal Prisoners	346	240	240	0	0.00%
Housing State Prisoners	135,225	225,000	246,060	21,060	9.36%
Home Detention Fees	31,626	45,960	15,000	(30,960)	(67.36%)
Prisoners Release Program Fees	28,742	29,000	15,000	(14,000)	(48.28%)
Alien Inmate Reimbursement	35,727	15,000	15,000	0	0.00%
Social Security Income	15,108	10,500	20,000	9,500	90.48%
Reimbursed Expenses	1,556	7,000	2,370	(4,630)	(66.14%)
Sheriff – Day Reporting:					
Day Reporting Fee	2,930	45,360	20,160	(25,200)	(55.56%)
Sheriff – Narcotics Task Force:					
Reimbursed Expenses	311,041	338,720	345,850	7,130	2.10%
Emergency Services:					
EMCS Salary Reimbursement	15,600	15,600	15,600	0	0.00%
False Alarm Fines	47,084	60,000	25,000	(35,000)	(58.33%)
Reimbursed Expenses	412,674	405,630	405,630	0	0.00%
Wireless Communications:					
Rental - Other	45,224	24,230	42,400	18,170	74.99%
Total	1,532,268	4,078,060	6,509,130	2,431,070	59.61%

Public Safety is projected to generate fees of \$6.5 million for FY2019. FY2019 will be the first year all speed cameras are operational for the entire year and revenues are expected to be \$4.8 million. The reimbursed expense for Emergency Services is the second largest single source of revenue in this category. The County and City consolidated their 911 centers and the City will reimburse the County 85% of the previous City employees' wages.

Charges for Services – Other					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Circuit Court:					
Reimbursed Jurors	85,520	75,000	75,000	0	0.00%
Reimbursed Expense	8,420	8,420	8,420	0	0.00%
State's Attorney					
Reimbursed Expense	28,423	55,000	30,000	(25,000)	(45.45%)
Purchasing:					
Sale of Publications	1,890	1,500	0	(1,500)	(100.00%)
Information Technology:					
Other Planning Fees (GIS Plots)	0	100	100	0	0.00%
Weed Control:					
Weed Control Fees	399,834	205,990	215,960	9,970	4.84%
General:					
Gain/Loss – Sale of Asset	104,992	25,000	50,000	25,000	100.00%
Rental – Building	95,038	83,250	82,410	(840)	(1.01%)
Reimburse Administrative	6,817	7,500	6,500	(1,000)	(13.33%)
Miscellaneous	599,176	150,000	151,490	1,490	0.99%
Sheriff Auxiliary	18,173	10,000	10,000	0	0.00%
Bad Check Fee	700	500	500	0	0.00%
Election Filing Fees	0	0	0	0	0.00%
Cash Drawer Over (Under)	21	0	0	0	0.00%
Total	1,349,004	622,260	630,380	8,120	1.30%

Other Charges for Services accounts for fees generally related to general operational costs or minor categories and are small in nature. The major revenue sources in this section are Rental – Building, Reimbursed Expenses for the courts, and Weed Control. The County owns various properties that are rented for various rates. Reimbursed expenses for the court system represents (1) reimbursement from the State of Maryland for jurors, based on the number of days; (2) reimbursement for the use of the facility; and (3) reimbursement for salaries of court personnel. Weed Control is a cooperative program with the Maryland Department of Agriculture, Plant Protection and Weed Management Section. Weed Control receives revenues from assisting farmers, landowners, businesses and government agencies in the control of noxious and invasive weeds.

Grants for Operations					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Law Enforcement Grant	698,623	440,000	455,000	15,000	3.41%
State Aid for Police	681,625	680,730	691,800	11,070	1.63%
State:					
Alcoholic Beverage Licenses	0	5,000	5,000	0	0.00%
Trader's Licenses	209,192	200,000	210,000	10,000	5.00%
Court Costs and Fines	18,348	50,000	30,000	(20,000)	(40.00%)
Marriage Ceremony Fees	3,820	4,000	4,000	0	0.00%
911 Fees	825,059	850,000	850,000	0	0.00%
Marriage Licenses	53,020	55,000	55,000	0	0.00%
State Park Fees	125,690	0	0	0	0.00%
Programs	13,524	0	0	0	0.00%
Operating Grants	1,894,623	7,500	7,500	0	0.00%
Total	4,523,524	2,292,230	2,308,300	16,070	.70%

State Aid for Police Protection and 911 Fees represent the two major revenue sources in this category. State Aid for Police Protection is a grant received from the State of Maryland. Revenues are determined by formula, administered and calculated by the State of Maryland Police. The formula accounts for agency size, number of sworn officers, county population, net taxable income, and police protection expenditures per capita.

911 fees are set at \$.75 per call to help defray County operating cost on all stationary and cellular residential and commercial telephone accounts. The telephone companies collect the tax and remit it to the State. The State in turn distributes the income to the counties plus interest.

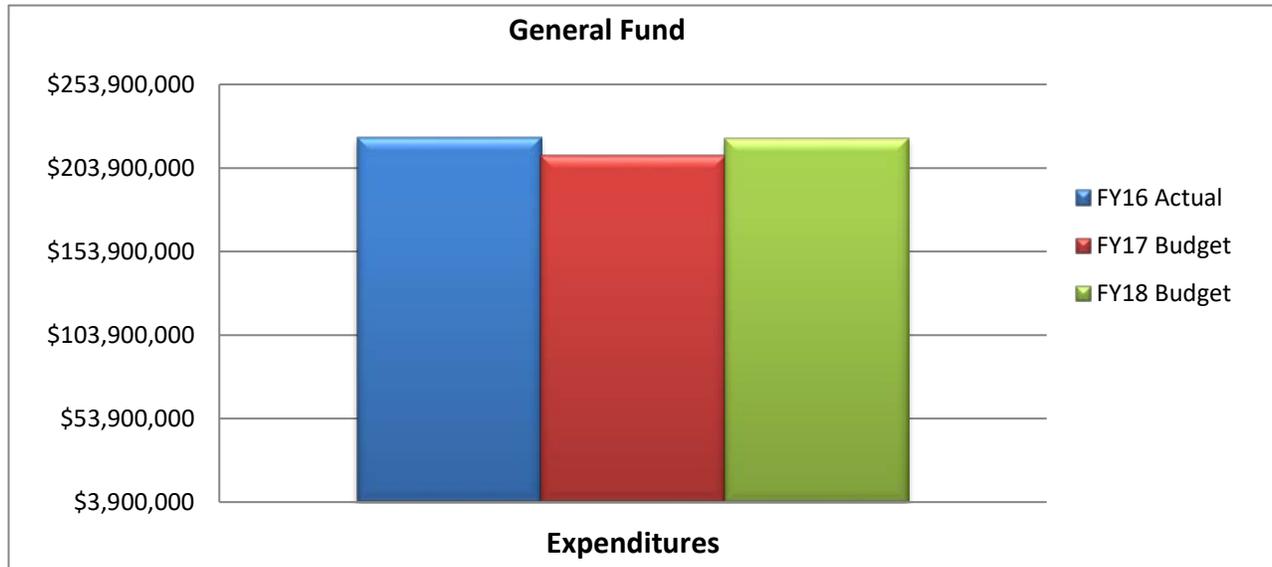
GRAND TOTAL	218,742,319	221,705,060	229,639,310	7,934,250	3.58%
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General Fund – Expenditure Summary

Category	2017 Actual	2018 Budget	2019 Budget	\$ Change	% Change
Education	107,446,717	109,921,740	111,784,060	1,862,320	1.69%
Public Safety	44,431,006	45,806,260	49,720,260	3,914,000	8.54%
Transfers	34,199,398	30,532,460	30,804,350	271,890	0.89%
Court System	4,666,795	5,042,410	5,212,800	170,390	3.38%
State Functions	4,512,762	4,601,490	4,684,000	82,510	1.79%
Community Funding	1,693,420	1,726,100	1,700,000	(26,100)	(1.51%)
General Operations	8,685,707	12,630,460	13,992,260	1,361,800	10.78%
Buildings	1,333,468	1,306,780	1,388,120	81,340	6.22%
Other	1,909,563	2,000	4,000	2,000	100.00%
Medical	18,320	20,000	20,000	0	0.00%
Public Works	226,987	240,970	250,390	9,420	3.91%
Engineering	1,590,508	2,138,610	2,148,380	9,770	0.46%
Construction	1,768,569	1,878,200	1,887,360	9,160	0.49%
Plan Review & Permitting	1,003,423	1,484,980	1,479,900	(5,080)	(0.34%)
Permitting	836,432	0	0	0	0.00%
Planning & Zoning	753,385	779,270	822,100	42,830	5.50%
Parks & Facilities	2,690,979	2,849,650	3,030,150	180,500	6.71%
Business Development	565,277	743,680	711,180	(32,500)	(4.37%)
Total	218,332,716	221,705,060	229,639,310	7,934,250	3.58%



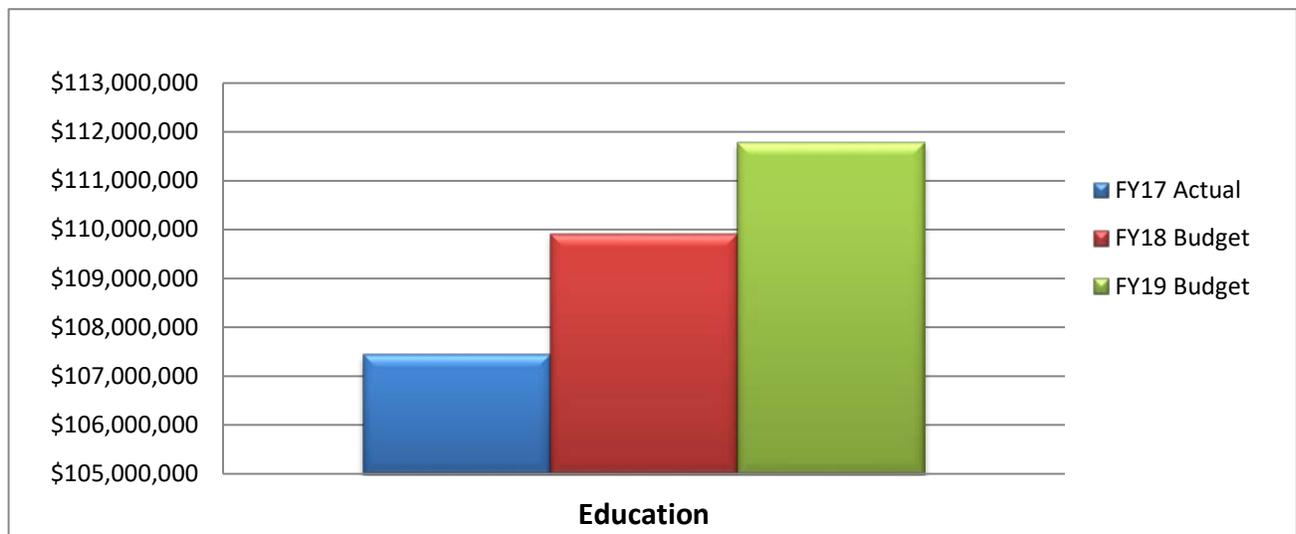
General Fund expenditures are classified first by function or program, such as, education, public safety, courts, etc. This representation can be seen above, with the largest categories being education, public safety, and operating and capital transfers. You will see that total appropriations increased by 3.58% or \$7.9 million from FY18. Each category is shown in detail following this page.

Within each program or function, expenditures are categorized by salaries and benefits, operating costs, and capital outlay.

Salaries and benefits are costs related to employees in connection with services performed. Operating costs are things such as, maintenance, repairs, supplies, transfers, debt service, and utilities. Capital outlay includes land, improvements to land, easements, buildings, building improvements, vehicles, machinery, and equipment that are used in operations and that have initial useful lives extending beyond a two year reporting period and that do not qualify for the Capital Improvement Fund.

General Fund – Education Summary

Category	2017 Actual	2018 Budget	2019 Budget	\$ Change	% Change
Board of Education	94,844,030	97,053,410	98,530,760	1,477,350	1.52%
Hagerstown Community College	9,543,050	9,743,000	10,035,290	292,290	3.00%
Free Library	3,029,330	3,089,330	3,182,010	92,680	3.00%
Library Branch Maintenance	30,307	36,000	36,000	0	0.00%
Total	107,446,717	109,921,740	111,784,060	1,862,320	1.69%



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Board of Education

Fund:	General Fund	Category:	Education
Program Code:	90000	Contact:	Dr. Boyd Michael

Agency Function:

Washington County Public Schools is a countywide system serving approximately 22,700 students in 26 elementary schools, 7 middle schools, 1 middle-senior high school, 1 senior high school for the arts, 6 senior high schools, 1 outdoor education center, 1 special education center, 1 technical high school, 1 early childhood center, 1 alternative learning academy, and 1 evening high school. In addition, four of the elementary schools and three of the middle schools offer magnet programs for gifted and talented education, and many high schools offer academies and signature programs.

Goals for Fiscal Year 2019

- ✓ Improve teaching and learning, as measured by required State assessments.
- ✓ Reduce disproportionality among student subgroups, as measured by required State assessments.
- ✓ Increase college and career-readiness, according to state College and Career Readiness measurements.
- ✓ Increase overall kindergarten readiness, as measured by State Kindergarten Readiness Assessments, and by expanding the number of pre-kindergarten classrooms and opportunities.
- ✓ Meet changing needs of existing students.
- ✓ Address requirements and costs of new state legislation.
- ✓ Begin construction of Sharpsburg Elementary School.
- ✓ Begin construction of Board of Education component of the Urban Improvement Project.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	94,844,030	97,053,410	98,530,760	1,477,350	1.52%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	94,844,030	97,053,410	98,530,760	1,477,350	1.52%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	94,844,030	97,053,410	98,530,760	1,477,350	1.52%
Capital Outlay	0	0	0	0	0.00%
	94,844,030	97,053,410	98,530,760	1,477,350	1.52%

Summary of County Required Contribution to State Retirement System		
Fiscal Year	Required Contribution	Budgeted
2015	4,099,702	4,099,800
2016	4,841,754	4,841,760
2017*	0	0

*Consolidated with Maintenance of Effort Appropriation.

Summary of Maintenance of Effort Appropriations			
Fiscal Year	Maintenance of Effort Requirement	Local Funding	Excess of MOE Requirement
2015	90,745,750	90,745,750	0
2016	90,002,270	90,002,270	0
2017	94,607,570	94,844,030	0
2018	97,000,410	97,000,410	0
2019	98,300,760	98,530,760	230,000

Summary of One Time Appropriations		
Fiscal Year	Funding	
2018	53,000	Required due to increase in disparity grant

Composite Cost Per Pupil

Fiscal Year	Budgeted Cost	Enrollment	Cost Per Pupil
2015	259,328,230	22,327	11,615
2016	259,322,774	22,303	11,627
2017	262,624,917	22,545	11,649
2018	270,991,559	22,595	11,993
2019	276,733,895	22,775(projected)	12,151

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Hagerstown Community College

Fund:	General Fund	Category:	Education
Program Code:	90040	Contact:	Dr. James Klauber

Agency Function:

Hagerstown Community College (HCC) strives to be a learner-centered, accessible, life-long learning institution dedicated to student and community success. The College maintains a wide spectrum of college programs and services, with a special emphasis on teaching excellence as measured by verifiable student academic achievement. HCC is committed to staff success through planning and learning, shared campus governance, the promotion of internal and external partnerships and making the necessary strategic changes that will assure that the College successfully addresses its mission.

Goals for Fiscal Year 2019

- ✓ Continue the Multi-Year Academic and Student Services Enrollment Initiative.
- ✓ In FY19, a substantial effort will be made to increase student retention based largely upon expanded academic advising and tracking.
- ✓ Continue to refine sustainable plans and budgets for all programs/services, and study major revenue sources and projected expenditures.
- ✓ Significantly increase the number of Promise Pathway Program students and expand need-based scholarship fundraising.
- ✓ Rework curriculum models and the master course schedule designs in Business, Public Service, Engineering, and various technology fields of study to increase the number of student cohort programs.
- ✓ Continue the projects underway to revitalize the College's full-range of business and technology programs; community and university partnerships; spanning credit and non-credit courses, programs, and services.
- ✓ Begin the design work to convert the Technology Innovation Center into a Center for Business and Entrepreneurial Studies. Finish the remaining construction on the Smart House Project and the new parking lot for the Student Center.
- ✓ Further improve the grants management process to better administer funded activities and increase efforts to search and find grants for student counseling and other programs.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	9,543,050	9,743,000	10,035,290	292,290	3.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	9,543,050	9,743,000	10,035,290	292,290	3.00%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	9,543,050	9,743,000	10,035,290	292,290	3.00%
Capital Outlay	0	0	0	0	0.00%
Total	9,543,050	9,743,000	10,035,290	292,290	3.00%

Services Provided or Clients Served (Unduplicated)			
Programs	FY2017	FY2018*	Projected FY2019
Credit	5,827	5,761	5,800
Non-Credit	6,917	7,312	7,000
Total**	12,162	12,366	12,800

*Unofficial (awaiting summer enrollment). **The total number of credit students plus the total non-credit students will not equal the total because some students are in both categories, but only included once in the total.

Washington County Free Library

Fund:	General Fund	Category:	Education
Program Code:	93400	Contact:	Mary Baykan

Agency Function:

Washington County Free Library is continually striving to improve services to the public by providing free access to library materials in a variety of formats. The Library tries to promote community enrichment, economic vitality, and individual achievement through reading and lifelong learning. They try to help people of all ages find information that meets their diverse personal, educational, and professional needs. The Library recognizes their responsibility to balance available resources to serve everyone in the community. They supply the local government with state, national and worldwide connectivity along with providing leadership in cooperative and innovative library service.

Goals for Fiscal Year 2019

- ✓ Open the new Hancock Branch.
- ✓ Continue to partner with Barbara Ingram School for the Arts as their campus library.
- ✓ Continue to partner with Maryland Symphony Orchestra in providing a series of five music related lectures.
- ✓ Focus on emerging literacy by providing at least 10 licensed daycare centers with homeschool kits of subject specific materials and activities selected for home learning.
- ✓ Continue to partner with Washington County Public Schools to provide every Washington County child in K-12 with a library card.
- ✓ Continue to provide emerging literacy classes for preschoolers throughout the library system.
- ✓ Continue to provide STEM programs throughout the library system for school age children and their families.
- ✓ Continue to engage our young adults/teens through Teen Idol and ComicCon events.
- ✓ Participate with community partners and local government in activities geared to combating Opioid addiction in our community.

Funding Sources						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
General Fund Support	3,029,330	3,089,330	3,182,010	92,680	3.00%	
Grants/Intergovernmental	0	0	0	0	0.00%	
Fees/Charges	0	0	0	0	0.00%	
Total	3,029,330	3,089,330	3,182,010	92,680	3.00%	

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	3,029,330	3,089,330	3,182,010	92,680	3.00%
Capital Outlay	0	0	0	0	0.00%
Total	3,029,330	3,089,330	3,182,010	92,680	3.00%

Services Provided or Clients Served			
Programs	2016	2017	
Circulation of library materials	1,081,228	1,248,939	
Children's Story Hours	1,412	966	
Children's STEM Classes	281	334	
Young Adult Classes	380	291	
Informational Programs for Adults	415	462	
Registration of new borrowers	5,449	4,764	
Reference questions answered	135,091	120,668	
Number of computer center users	161,380	151,626	

Library Maintenance

Fund:	General Fund	Category:	Education
Program Code:	10990, 10991, 10992	Contact:	James Sterling

Departmental Function:

The department is responsible for the maintenance and operation of the following facilities:

Clear Spring Library
Smithsburg Library
Boonsboro Library

Goals for Fiscal Year 2019

- ✓ Refinish natural wood entrances at Smithsburg and Boonsboro libraries.

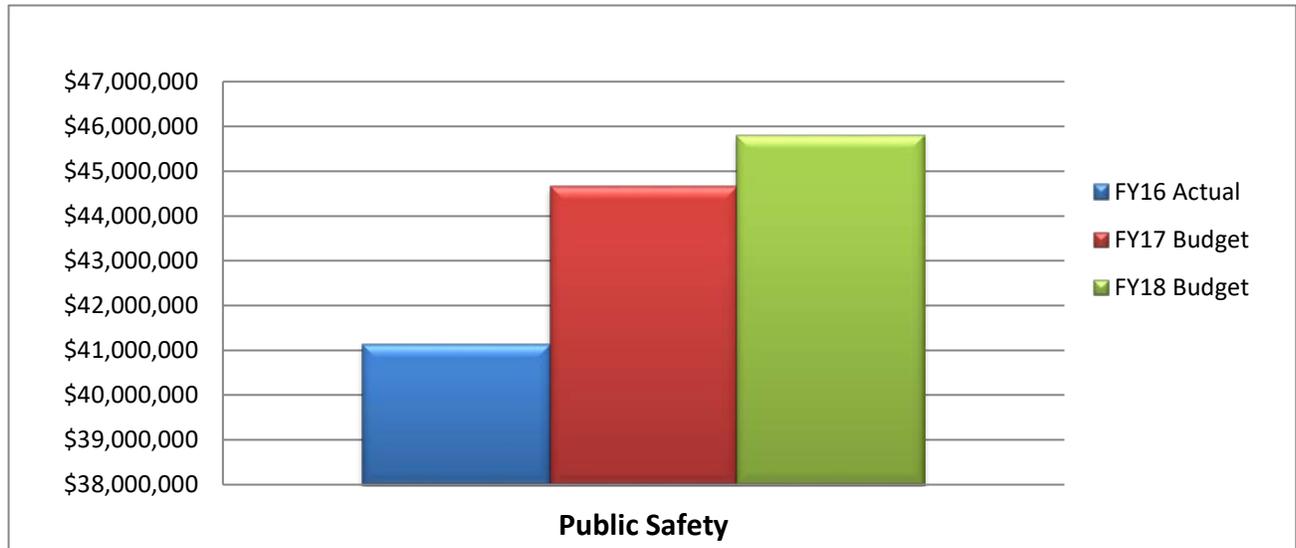
Funding Sources						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
General Fund Support	30,307	36,000	36,000	0	0.00%	
Grants/Intergovernmental	0	0	0	0	0.00%	
Fees/Charges	0	0	0	0	0.00%	
Total	30,307	36,000	36,000	0	0.00%	

Program Expenditures						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
Wages and Benefits	0	0	0	0	0.00%	
Operating	30,307	36,000	36,000	0	0.00%	
Capital Outlay	0	0	0	0	0.00%	
Total	30,307	36,000	36,000	0	0.00%	

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General Fund – Public Safety Summary

Category	2017 Actual	2018 Budget	2019 Budget	\$ Change	% Change
Sheriff – Judicial	2,470,704	2,536,970	2,765,860	228,890	9.02%
Sheriff – Process Servers	125,791	143,890	155,810	11,920	8.28%
Sheriff – Patrol	9,661,815	10,253,250	11,970,150	1,716,900	16.74%
Sheriff – Central Booking	919,897	940,360	913,750	(26,610)	(2.83%)
Sheriff – Detention Center	13,369,549	14,175,090	14,586,280	411,190	2.90%
Sheriff – Day Reporting Center	570,570	547,030	550,760	3,730	.68%
Sheriff – Narcotics Task Force	708,628	751,950	807,190	55,240	7.35%
Civil Air Patrol	3,600	3,600	3,600	0	0.00%
Fire & Rescue Volunteer Services	7,096,421	6,886,580	7,156,680	270,100	3.92%
EMS Operations	1,595,894	1,416,980	1,466,970	49,990	3.53%
Fire Operations	153,825	233,050	1,364,180	1,131,130	485.36%
Air Unit	43,692	28,220	38,430	10,210	36.18%
Special Operations	468,617	474,530	78,920	(395,610)	(83.37%)
911 – Communications	4,499,421	4,668,570	4,843,110	174,540	3.74%
Emergency Management	173,500	182,990	258,810	75,820	41.43%
Wireless Communications	1,259,814	1,221,600	1,358,160	136,560	11.18%
Humane Society of Washington County	1,290,000	1,341,600	1,401,600	60,000	4.47%
Sheriff Auxiliary	19,268	0	0	0	0.00%
Total	44,431,006	45,806,260	49,720,260	3,914,000	8.54%



Sheriff – Judicial

Fund:	General Fund	Category:	Public Safety
Program Code:	11300	Contact:	Sheriff Doug Mullendore

Departmental Function:

The Washington County Sheriff’s Office Judicial Division provides court house and courtroom security for the Circuit Court. The Judicial Division also provides service of the various civil and criminal process issued by the District and Circuit courts, as well as private attorneys. The Judicial Division also receives process service for other Sheriff’s offices throughout the State for service in Washington County.

Goals for Fiscal Year 2019

- ✓ Send courthouse deputies to court security training to improve knowledge of courthouse security.
- ✓ Improve security through grant funded improvements offered by the administration office of the courts.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	2,214,079	2,307,970	2,521,860	213,890	9.27%
Grants/Intergovernmental	198,348	170,000	185,000	15,000	8.82%
Fees/Charges	58,277	59,000	59,000	0	0.00%
Total	2,470,704	2,536,970	2,765,860	228,890	9.02%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	2,319,623	2,379,460	2,627,040	247,580	10.40%
Operating	136,008	135,650	138,820	3,170	2.34%
Capital Outlay	15,073	21,860	0	(21,860)	(100.00%)
Total	2,470,704	2,536,970	2,765,860	228,890	9.02%

Positions	
Title	Full Time
Deputy Sheriff Captain	1
Deputy Sheriff Lieutenant	1
Deputy Sheriff Sergeant	2
Deputy Sheriff First Class	13
Deputy Sheriff	1
Deputy First Class (Security)	4
Administrative Assistant	1
Records Supervisor	1
Senior Office Associate	2
Total	26

Sheriff – Process Servers

Fund:	General Fund	Category:	Public Safety
Program Code:	11305	Contact:	Sheriff Doug Mullendore

Departmental Function:

The Washington County Sheriff’s Office Constable Program is responsible for serving all of the summons and eviction notices issued by the District Court pertaining to landlord-tenant disputes. The Civil Process Servers may also assist the Judicial Division in the service of other civil process from time to time.

Goals for Fiscal Year 2019

- ✓ Send the process servers to training offered by other jurisdictions to increase knowledge and experience when dealing with evictions and other process servers functions.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	(94,081)	(70,110)	(58,190)	11,920	17.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	219,872	214,000	214,000	0	0.00%
Total	125,791	143,890	155,810	11,920	8.28%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	120,901	138,300	149,830	11,530	8.34%
Operating	4,890	5,590	5,980	390	6.98%
Capital Outlay	0	0	0	0	0.00%
Total	125,791	143,890	155,810	11,920	8.28%

Positions	
Title	Full Time
Senior Office Associate	1
Total	1

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Sheriff – Patrol

Fund:	General Fund	Category:	Public Safety
Program Code:	11310	Contact:	Sheriff Doug Mullendore

Departmental Function:

The Washington County Sheriff's Office Patrol Division is the chief law enforcement agency for Washington County. The Patrol Division responds to citizen's complaints for violations of criminal or traffic law and arrests offenders as necessary. The Patrol Division also enforces several County Ordinances and is the primary security division for the Hagerstown Regional Airport. In addition, some of the other responsibilities of the Patrol Division include warrant services, executive protection, crime prevention, canine patrols, service of domestic violence orders, etc.

Goals for Fiscal Year 2019

- ✓ Implement, in coordination with Meritus Medical Center personnel, the Hospital Deputy Program
- ✓ Evaluate and enhance the security at Washington County Public Schools.
- ✓ Implement, in coordination with Hagerstown Community College staff, the Washington County Police Academy.
- ✓ Implement the Deputy Sheriff Cadet Program

Funding Sources						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
General Fund Support	8,824,674	7,005,420	6,191,250	(814,170)	(11.62%)	
Grants/Intergovernmental	681,625	680,730	691,800	11,070	1.63%	
Fees/Charges	155,516	2,567,100	5,087,100	2,520,000	98.17%	
Total	9,661,815	10,253,250	11,970,150	1,716,900	16.74%	

Program Expenditures						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
Wages and Benefits	8,468,111	9,146,380	9,934,170	787,790	8.61%	
Operating	1,078,954	1,106,870	2,013,980	907,110	81.95%	
Capital Outlay	114,750	0	22,000	22,000	100.00%	
Total	9,661,815	10,253,250	11,970,150	1,716,900	16.74%	

Positions	
Title	Full Time
Sheriff	1
Chief Deputy	1
Major	1
Captain	2
Lieutenant	7
Sergeant	11
Corporal	5
Deputy First Class	29
Deputy	31
Cadet	1
Office Manager	1
Administrative Assistant	1
Senior Office Associate	3
Auto Services Technician	1
Public Safety Systems Manager	1
Drug/Re-Entry Coordinator	1
Public Safety Information Technology Specialist	1
Property/Planning/Fleet Management/Grants Coordinator	1
Personnel and Training Coordinator	1
Sex Offender Registrar	1
GIS/Crime Analyst	1
Investigator/Property Clerk	1
Total	103

Sheriff – Central Booking

Fund:	General Fund	Category:	Public Safety
Program Code:	11315	Contact:	Sheriff Doug Mullendore

Departmental Function:

The Central Booking Unit is the collection point for all arrested individuals within Washington County. Law enforcement officers produce charging documents or serve charging documents on arrested individuals while at the Booking Unit. The arrested individual is then placed in the custody of a Central Booking Officer for processing and delivery to a District Court Commissioner for an initial appearance for bond.

Goals for Fiscal Year 2019

- ✓ Replace current live scan with new live scan machine.
- ✓ Complete the electronic flush valve project initiated in FY18.
- ✓ Develop and implement an employee recognition program.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	904,177	924,640	898,030	(26,610)	(2.88%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	15,720	15,720	15,720	0	0.00%
Total	919,897	940,360	913,750	(26,610)	(2.83%)

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	897,847	925,680	898,760	(26,920)	(2.91%)
Operating	21,520	14,680	14,990	310	2.11%
Capital Outlay	530	0	0	0	0.00%
Total	919,897	940,360	913,750	(26,610)	(2.83%)

Positions	
Title	Full Time
Lieutenant	1
Detention Officer First Class	7
Detention Officer	2
Total	10

Sheriff – Detention Center

Fund:	General Fund	Category:	Public Safety
Program Code:	11320	Contact:	Sheriff Doug Mullendore

Departmental Function:

The Washington County Detention Center maintains custody and control of all inmates, who have been arrested in Washington County, yet were unable to post a bond to secure their release. These inmates are held until they either post bond or go to trial on their charges. The Detention Center also houses those inmates sentenced by a judge to serve their sentence in the local Detention Center. Inmates will be provided access to rehabilitative programs during period of incarceration at the Detention Center. Other services that must be provided to the inmate during their incarceration include food services, medical services, laundry services, and recreational activities.

Goals for Fiscal Year 2019

- ✓ Recruit, hire, and train a minimum of nine employees to eliminate current vacancies and anticipated retirements.
- ✓ Replace the main sprinkler system throughout the facility.
- ✓ Develop and implement an employee recognition program.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	13,121,219	13,842,390	14,272,610	430,220	3.11%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	248,330	332,700	313,670	(19,030)	(5.72%)
Total	13,369,549	14,175,090	14,586,280	411,190	2.90%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	10,475,398	11,078,230	11,437,520	359,290	3.24%
Operating	2,863,677	3,096,860	3,148,760	51,900	1.68%
Capital Outlay	30,474	0	0	0	0.00%
Total	13,369,549	14,175,090	14,586,280	411,190	2.90%

Positions	
Title	Full Time
Detention Major	1
Deputy Sheriff Major	1
Detention Captain	2
Detention Lieutenant	4
Detention Sergeant	12
Detention Corporal	2
Detention Officer First Class	60
Detention Officer	29
Classification Counselor	3
Senior Building Maintenance Mechanic	1
Building Maintenance Mechanic	2
Inmate Services Clerk	1
Senior Office Associate	4
Administrative Assistant	1
Inmate Account Administrator	1
Total	124

Sheriff – Day Reporting Center

Fund:	General Fund	Category:	Public Safety
Program Code:	11321	Contact:	Sheriff Doug Mullendore

Departmental Function:

The Day Reporting Center (DRC) is an alternative to incarceration for offenders who have a substance abuse addiction and for purposes of implementing reentry programs.

Goals for Fiscal Year 2019

- ✓ Develop program strategies with the partnering agencies and criminal justice system for continuation without grant funding.
- ✓ Increase the number of clients to include pre-trial supervision.
- ✓ Develop and implement an employee recognition program.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	68,225	231,670	260,600	28,930	12.49%
Grants/Intergovernmental	505,275	270,000	270,000	0	0.00%
Fees/Charges	2,930	45,360	20,160	(25,200)	(55.56%)
Total	570,570	547,030	550,760	3,730	.68%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	172,064	201,910	214,450	12,540	6.21%
Operating	145,064	345,120	315,360	(29,760)	(8.62%)
Capital Outlay	253,442	0	20,950	20,950	100.00%
Total	570,570	547,030	550,760	3,730	0.68%

Positions	
Title	Full Time
Program Director	1
Deputy Sheriff First Class	1
Total	2

Sheriff – Narcotics Task Force

Fund:	General Fund	Category:	Public Safety
Program Code:	11330	Contact:	Sheriff Douglas Mullendore

Departmental Function:

The Narcotics Task Force (NTF) conducts and coordinates covert investigations involving illegal drug transactions that affect the citizens of Washington County.

Goals for Fiscal Year 2019

- ✓ Work with hospital peer support groups to better assist overdose victims.
- ✓ Continue to improve information shared on the Narcotics Task Force website
- ✓ Continue to improve information sharing among the surrounding jurisdictions.
- ✓ Continue to focus on upper level heroin/fentanyl distributors that are affecting the community.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	311,041	413,230	461,340	48,110	11.64%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	397,587	338,720	345,850	7,130	2.10%
Total	708,628	751,950	807,190	55,240	7.35%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	431,958	446,220	464,070	17,850	4.00%
Operating	253,920	281,640	308,300	26,660	9.47%
Capital Outlay	22,750	24,090	34,820	10,730	44.54%
Total	708,628	751,950	807,190	55,240	7.35%

Positions	
Title	Full Time
Assistant State's Attorney III	1
Assistant State's Attorney II	1
Intelligence Analyst	1
Senior Office Associate	1
Legal Secretary	1
Criminal Gang Intelligence Analyst	1
Total	6

Civil Air Patrol

Fund:	General Fund	Category:	Public Safety
Program Code:	93110	Contact:	Bill Donovan

Agency Function:

The Civil Air Patrol is an organization that teaches its members, youths and adults, leadership skills, organizational management, and search and rescue techniques. We also provide training in communications, financial control, aerospace education, administration, public relations and other fields.

Goals for Fiscal Year 2019

✓ Not provided.

Funding Sources						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
General Fund Support	3,600	3,600	3,600	0	0.00%	
Grants/Intergovernmental	0	0	0	0	0.00%	
Fees/Charges	0	0	0	0	0.00%	
Total	3,600	3,600	3,600	0	0.00%	

Program Expenditures						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
Wages and Benefits	0	0	0	0	0.00%	
Operating	3,600	3,600	3,600	0	0.00%	
Capital Outlay	0	0	0	0	0.00%	
Total	3,600	3,600	3,600	0	0.00%	

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Fire and Rescue Volunteer Services

Fund:	General Fund	Category:	Public Safety
Program Code:	93130	Contact:	Dale Hill, President

Agency Function:

The Association strives to enhance the protection of lives and properties by disseminating information and providing training in fire suppression, fire prevention, Emergency Medical Services (EMS), rescue, safety, and related subjects to the member volunteer fire and EMS companies while operating educational, informational and practical fire safety programs and presentations directly to the citizens of Washington County. The Association funds the Board of Education high school program that provides college credits for fire and EMS training. The Association provides a framework for cooperation and fraternal fellowship among its members to promote the best interests of the volunteer fire, EMS, and rescue personnel of Washington County by coordinating with the Department of Emergency Services and the Board of County Commissioners. The Association represents the interests of volunteer fire, EMS, and rescue personnel to the County, State and Federal governments. Association members serve as advisors and partners to the Board of County Commissioners for Fire and Rescue Communications and emergency services in Washington County. The Association provides financial assistance and direct support through its many programs, including physicals, training, IT support, safety programs and equipment, firefighter safety (Emergency Rehab Unit), Fire Police, Incident Safety officers, as well as providing standards of operations and equipment to authorized fire and rescue companies who provide fire and emergency services to the citizens of Washington County.

Goals for Fiscal Year 2019

- ✓ Continue to work with the County to develop a comprehensive Emergency Services Operational program for the future of Washington County.
- ✓ Maintain continued involvement with the advisory committee and support efforts to maintain the integrity of the Public Safety Training Center for the County and press for reasonable construction timelines and future funding.
- ✓ Work cooperatively with the County to develop long-range plans for communications and replacement of radios for emergency services and the volunteer companies.
- ✓ Continue comprehensive and aggressive efforts in recruiting new members for the Fire and EMS services in the County and maintain the momentum we began with the SAFER Grant funds four years ago with our County funded program.
- ✓ Evaluate the current available incentives for volunteers for retention and recruitment to reduce the pressure for additional County expenditures
- ✓ Create a CIP funding program for the replacement of the Rehab Unit.
- ✓ Work effectively with the County Government and Department of Emergency Services to continue implementing additional resources and support for the volunteer companies.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	7,096,421	6,886,580	7,156,680	270,100	3.92%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	7,096,421	6,886,580	7,156,680	270,100	3.92%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	1,353,135	1,302,400	1,280,600	(21,800)	(1.67%)
Operating	5,743,286	5,584,180	5,876,080	291,900	5.23%
Capital Outlay	0	0	0	0	0.00%
Total	7,096,421	6,886,580	7,156,680	270,100	3.92%

Services Provided or Clients Served			
Programs	2015	2016	2017
Emergency Ambulance Responses*	23,065	24,453	25,712
Emergency Fire Response Alarms**	4,932	4,482	4,830
LOSAP Volunteer Alarm Responses	44,633	37,170	35,469
LOSAP Volunteer Hours Donated	146,375	175,536	177,966

LOSAP = Length of Service Award Program

*Stats from Department of Emergency Services **Stats from Firehouse Software

EMS Operations

Fund:	General Fund	Category:	Public Safety
Program Code:	11520	Contact:	R. David Hays

Departmental Function:

This department handles oversight of all emergency medical services (EMS) for the County. Currently, its primary mission involves management of the jurisdictional emergency medical services operational program as defined in COMAR Title 30. In addition to its responsibilities in EMS, the department will increase its involvement in fire and rescue operations as the system continues to grow. This increased involvement is intended to help obtain compliance with federal, state and local laws, codes and standards establishing a “Citizens First” service delivery model.

Goals for Fiscal Year 2019

- ✓ Finalize the implementation of centralized staffing program for EMS scheduling. This goal will be considered complete when the program and policies are in place; and the program is operational. (December 2018).
- ✓ Operationalize the newly developed Major Event (Active Assailant) plan. This will be completed when the necessary equipment has been purchased and distributed to the identified agencies; and the developed training program has been delivered. (Summer 2019).
- ✓ Implement and evaluate the switch over for the EMS Operational Program from the current eMEDS reporting program to the Elite eMEDS reporting platform. This will be completed when all fire and EMS companies have been converted and an evaluation conducted to ensure the error rate is < 5%. (August 2018).
- ✓ Operationalize and implement a revised Mass Casualty Incident response plan to include the Medical Ambulance Bus and a refurbished Mass Casualty Support unit. This will be completed when the Medical Ambulance Bus is ready for response and the current MCI trailer is switched to a motorized vehicle. (June 2019).
- ✓ Assist the Washington County Volunteer Fire and Rescue Association with researching and implementing a bulk purchase program to further reduce the cost of both durable and expendable medical supplies. This will be completed when a program has been developed and all EMS organizations are participating in the program.
- ✓ Review and develop a deployment model for Advanced Life Support services in Washington County that optimizes and facilitates service delivery while maintaining a manageable provider base.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	1,595,894	1,416,980	1,466,970	49,990	3.53%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,595,894	1,416,980	1,466,970	49,990	3.53%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	1,043,510	1,036,270	1,121,880	85,610	8.26%
Operating	415,265	380,710	334,290	(46,420)	(12.19%)
Capital Outlay	137,119	0	10,800	10,800	100.00%
Total	1,595,894	1,416,980	1,466,970	49,990	3.53%

Positions	
Title	Full Time
Assistant Director, Emergency Medical Services	1
Firefighter - Captain	8
Total	9

Fire Operations

Fund:	General Fund	Category:	Public Safety
Program Code:	11525	Contact:	R. David Hays

Departmental Function:

This department handles oversight of all fire and rescue services for the County. Currently, its primary mission involves management of programs that are designed to assist the volunteer services in the completion of their daily missions (countywide personalized protective equipment, Reserve Fleet, apparatus and equipment replacement program, etc.). In addition to its responsibilities in those programs, the department will increase its involvement in fire and rescue operations as the system continues to grow.

Goals for Fiscal Year 2019

- ✓ Develop apparatus specifications (pumper, ambulance, tanker) to initiate the purchase and implementation of a county-wide reserve vehicle fleet program. (March 2019).
- ✓ Enhance the apparatus/equipment maintenance programs by developing RFP for the testing and maintenance of hydraulic rescue tools. (January 2019).
- ✓ Conduct research and perform evaluations to determine the most appropriate self-contained breathing apparatus (SCBA) for use county-wide by all volunteer fire departments. Department of Emergency Services submit a regional Assistance to Firefighters Grant through FEMA to replace aging SCBA units. (December 2018).
- ✓ Improve Department of Emergency Service's ability to provide fire/rescues services by enhancing existing staffing/scheduling programs (Outlook, Telestaff, etc.) that enable us to provide staffing assistance to volunteer fire departments. (December 2018).
- ✓ Augment our cadre of part-time firefighters to prevent current part-time personnel from working more than 29 hours/week. September 2018).

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	153,825	233,050	1,364,180	1,131,130	485.36%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	153,825	233,050	1,364,180	1,131,130	485.36%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	0	85,500	1,167,950	1,082,450	1266.00%
Operating	0	137,550	142,230	4,680	3.40%
Capital Outlay	153,825	10,000	54,000	44,000	440.00%
Total	153,825	233,050	1,364,180	1,131,130	485.36%

Positions	
Title	Full Time
Assistant Director, Fire Services	1
Firefighter II-Tech	8
Operations Manager	1
Total	10

Air Unit

Fund:	General Fund	Category:	Public Safety
Program Code:	11420	Contact:	R. David Hays

Departmental Function:

This department provides vital support to the County's fire and rescue system by providing purified compressed breathing quality air to support firefighting and rescue operations. Volunteer personnel provide all services.

Goals for Fiscal Year 2019

- ✓ Continue efforts to enhance volunteer staffing at the Air Unit. Throughout the FY18 budget year we have participated with the Washington County Volunteer Fire & Rescue Association's Recruitment and Retention Program and its coordinator; experiencing limited success in bringing new members to the unit. (July/August 2018).
- ✓ Continue annual oversight of the Air Unit Operations budget. Meet monthly with the Air Unit Command Staff to keep the budget on schedule to avoid overruns. (2018/2019).
- ✓ To liquidate the existing unit that was replaced FY18. (2018/2019).

Funding Sources

Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	43,692	28,220	38,430	10,210	36.18%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	43,692	28,220	38,430	10,210	36.18%

Program Expenditures

Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	43,692	28,220	38,430	10,210	36.18%
Capital Outlay	0	0	0	0	0.00%
Total	43,692	28,220	38,430	10,210	36.18%

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Special Operations

Fund:	General Fund	Category:	Public Safety
Program Code:	11430	Contact:	R. David Hays

Departmental Function:

This department provides highly specialized emergency response services to the citizens and fire, EMS and rescue companies in Washington County. In the delivery of its mission, the Special Operations Department provides five primary emergency service functions including; structural rescue, trench collapse/rescue, confined space rescue, technical rescue (high-angle rope/rope, all terrain and swift water) and response to hazardous materials (to include biological, chemical and nuclear incidents).

Goals for Fiscal Year 2019

- ✓ Continue the consolidation of apparatus and equipment to maximize cost and purchasing efficiency. (2018-2028).
- ✓ Continuation of the purchasing process for the new Hazardous Material Response Unit. Construction completion is expected to be June of 2019.
- ✓ Continue to evaluate the organization's regulatory obligations ensuring that they meet the various missions of Special Operations. (Fall 2018).
- ✓ Purchase a new boat for water rescue to ensure reliable and safe equipment are in service. (January 2019).
- ✓ Review and revise standard operating procedures for Hazardous Materials Response to ensure for the safety of citizens and responders, along with training and exercising these new procedures. (October 2018).

Funding Sources					
Category	2017	2018	2019	Change	
	Actual	Budget	Budget	\$	%
General Fund Support	468,617	474,530	78,920	(395,610)	(83.37%)
Grants/Intergovernmental		0	0	0	0.00%
Fees/Charges		0	0	0	0.00%
Total	468,617	474,530	78,920	(395,610)	(83.37%)

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	342,519	377,020	0	(377,020)	(100.00%)
Operating	123,974	97,510	78,920	(18,590)	(19.06%)
Capital Outlay	2,124	0	0	0	0.00%
Total	468,617	474,530	78,920	(395,610)	(83.37%)

911 – Communications

Fund:	General Fund	Category:	Public Safety
Program Code:	11440	Contact:	R. David Hays

Departmental Function:

This department provides leadership, coordination, and support for the County’s emergency communications, emergency management, and fire and rescue activities.

Goals for Fiscal Year 2019

- ✓ Plan and complete the renovation of the primary PSAP, which includes the purchase and installation of new and additional workstations to handle future growth needs.
- ✓ Plan and install equipment for an Emergency Communications Center break room.
- ✓ Upgrade dispatch software protocols to the most current versions and conduct required training updates.
- ✓ Complete training requirements and certifications for an in-house Emergency Communications Center Academy Trainer.
- ✓ Development and implementation of geographical Box Card assignments to cover Potomac River response areas.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	3,214,604	3,352,940	3,562,480	209,540	6.25%
Grants/Intergovernmental	825,059	850,000	850,000	0	0.00%
Fees/Charges	459,758	465,630	430,630	(35,000)	(7.52%)
Total	4,499,421	4,668,570	4,843,110	174,540	3.74%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	3,958,590	4,143,200	4,277,470	134,270	3.24%
Operating	534,073	525,370	558,540	33,170	6.31%
Capital Outlay	6,758	0	7,100	7,100	100.00%
Total	4,499,421	4,668,570	4,843,110	174,540	3.74%

Positions	
Title	Full Time
Director, Fire & Rescue & Emergency Management	1
Director, Training QA/QC	1
Assistant Director, Emergency Communications	1
Emergency Services Program Manager	1
Information Technology Administrator	1
ECS Supervisor	8
Operations Manager	1
Emergency Communications Specialist	36
Administrative Assistant	1
Total	51

Emergency Management

Fund:	General Fund	Category:	Public Safety
Program Code:	11530	Contact:	R. David Hays

Departmental Function:

The Emergency Management Agency coordinates and acts as a liaison with emergency service agencies, local government officials, and other government agencies. They promote emergency preparedness education and training. They also develop, test, and exercise the county emergency operations plan. They manage the emergency operations center; document community emergencies and resources used; and encourage citizen readiness and community volunteerism.

Goals for Fiscal Year 2019

- ✓ Expand and complete the installation of the Interoperability Solution that will allow for connectivity between Washington County’s UHF Radio System and the State’s new “MdFirst” 700 MHz Radio System. (Fourth Quarter 2018).
- ✓ Continue to recruit, train and credential Washington County providers as members of the newly formed Maryland Incident Management Team. This State-Wide organization was formed by merging other Incident Management Teams in the State with the Western Maryland Incident Management Team (Washington County). This will require our members to obtain additional training and be credentialed as IMT and EOC experts. (Fall 2018).
- ✓ Complete and adopt the new Hazard Mitigation Plan. In 2017, the Department accepted a grant for the Federal Emergency Management Agency (FEMA) to have a new Hazard Mitigation Plan written for Washington County and all its municipalities. Once approved by FEMA, it will be presented to Washington County and the municipalities for adoption by each government (July 2018)
- ✓ Prepare for the retirement of the Assistant Director of Emergency Management with the Emergency Management Specialist to assume the duties and preform the responsibilities of this position, so that there may be no lapse in service to Washington County nor the State. (September 2018).

Funding Sources						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
General Fund Support	173,500	182,990	258,810	75,820	41.43%	
Grants/Intergovernmental	0	0	0	0	0.00%	
Fees/Charges	0	0	0	0	0.00%	
Total	173,500	182,990	258,810	75,820	41.43%	

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	136,914	140,150	199,880	59,730	42.62%
Operating	36,155	42,840	58,930	16,090	37.56%
Capital Outlay	2,431	0	0	0	0.00%
Total	173,500	182,990	258,810	75,820	41.43%

Positions	
Title	Full Time
Assistant Director, Emergency Management	1
Emergency Management Specialist	1
Total	2

Wireless Communications

Fund:	General Fund	Category:	Public Safety
Program Code:	11540	Contact:	Mark Mades

Departmental Function:

The Washington County Wireless Communications department designs, procures, installs, and maintains all non-cellular communications systems and related equipment in Washington County Government. The department is also the contractor for the City of Hagerstown Fire and Police Department, the Maryland Institute for Emergency Medical Systems, Washington County Health Department, and all municipalities located in Washington County.

Goals for Fiscal Year 2019

- ✓ Prepare radio system for major changes on the next release. System is going from frequency division multiple access to frequency division multiple access/time-division multiple access and new hardware configuration may be needed.
- ✓ Upgrade fire station alerting system due to existing system being manufacturer discontinued.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	1,198,990	1,181,770	1,300,160	118,390	10.02%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	60,824	39,830	58,000	18,170	45.62%
Total	1,259,814	1,221,600	1,358,160	136,560	11.18%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	360,382	426,850	448,840	21,990	5.15%
Operating	878,227	794,750	835,260	40,510	5.10%
Capital Outlay	21,205	0	74,060	74,060	100.00%
Total	1,259,814	1,221,600	1,358,160	136,560	11.18%

Positions	
Title	Full Time
Deputy Director, Wireless Communications	1
Wireless Communications Specialist	3
Wireless Communications Technician	1
Total	5

Humane Society of Washington County

Fund:	General Fund	Category:	Public Safety
Program Code:	93100	Contact:	Kimberley Intino

Agency Function:

The Humane Society of Washington County (HSWC) is contracted by Washington County Government to enforce the regulations set forth in the Washington County Animal Control Ordinance. This would include but not be limited to: the sheltering and care for homeless animals, investigation of alleged violations of barking, running at large, vicious and dangerous dogs, failure to have a current rabies and/or county dog license, exceeding the legal limit of dogs without obtaining a kennel permit, injured and/or sick animals, rabies exposures and quarantines, kennel inspections, lost and found animals, animal waste removal, dead animal removal by property owners, confinement of dogs in heat, public nuisance animals, animals as prizes, exotic animals or wild animals, adoptions, animal control fees, and several prohibited acts. HSWC is part of the Washington County Emergency Operation Plan that is in place in the event a disaster or local emergency occurs and animals are at risk. HSWC also manages the County Spay/Neuter Program (SNAP).

Goals for Fiscal Year 2019

- ✓ Achieve and maintain 80% live release rate.
- ✓ Spay/neuter 75% of HSWC's adoptable animals via HSWC Veterinary Center.
- ✓ Provide low-cost spay/neuter and rabies vaccinations to 150 owned pet cats/dogs via MD Department of Agriculture Spay/Neuter Grants Program.
- ✓ Offer owned pet Wellness Clinics (basic exams, distemper and rabies vaccinations, parasite treatment and microchip) once weekly via HSWC Veterinary Center.
- ✓ Offer two offsite Rabies/License/Microchip Clinics in cooperation with the Health Department.
- ✓ Distribute 200,000 lbs. of food to citizens via public Pet Food Pantry.
- ✓ Help 700 animals owned/cared for by Washington County citizens via public assistance programs.
- ✓ Maintain national model of managed animal admissions.
- ✓ Trap, neuter, vaccinate, and release (TNR) 300 feral community cats.
- ✓ Finalize submitted revisions to County Ordinance.
- ✓ Three existing Field Service Officers (FSO) complete Module C of National Animal Control & Humane Officer Training Academy (NACHO). One new FSO to completed Module A. NACHO recently revised the training standards, requiring re-training of FSOs.
- ✓ FSOs deliver 1,000 pounds of pet food to families in need; this does not include one special holiday delivery to elderly citizens in December.
- ✓ FSOs provide education/assistance to 12 families to avoid impoundment of animals; the target is to help a minimum of one family per month.
- ✓ FSOs participate in four community outreach events.
- ✓ FSOs to continue to provide portable housing/shelter for feral cat colonies caretakers.
- ✓ Equip FSOs with tasers and training to increase officer safety (FSOs received County radios and bullet-proof vests FY 2018).
- ✓ The Development Department to raise \$400,000.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	1,290,000	1,341,600	1,401,600	60,000	4.47%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,290,000	1,341,600	1,401,600	60,000	4.47%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	1,290,000	1,341,600	1,401,600	60,000	4.47%
Capital Outlay	0	0	0	0	0.00%
Total	1,290,000	1,341,600	1,401,600	60,000	4.47%

Services Provided or Clients Served			
Programs	FY 2017	FY 2018*	Projected FY 2019
SNAP animals altered	343	312	350
Animal Control – total field calls for service	2,073	1,557	2,100
Total Animals Sheltered	6,511	4,707	6,600
Shelter Visitors	22,568	17,926	23,000

*All FY2018 Data is for the period July 1, 2017 – April 30, 2018.

General Fund – Transfers Summary

Category	2017 Actual	2018 Budget	2019 Budget	\$ Change	% Change
Operating Transfers	10,317,588	10,327,890	11,447,370	1,119,480	10.84%
Capital Transfers	23,881,810	20,204,570	19,356,980	(847,590)	(4.20%)
Total	34,199,398	30,532,460	30,804,350	271,890	0.89%



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Operating Transfers

Fund:	General Fund	Category:	Transfers
Program Code:	91020, 91021, 91023, 91024, 91028, 91029, 91040, 91041, 91042, 91043, 91044, 91045, 91046, 92010	Contact:	Kimberly Edlund

Departmental Summary:

- Highway is due to the state reduction of Highway User Revenue.
- Solid Waste is in support of closed site costs. Please refer to the Municipal Solid Waste Full Cost Accounting report.
- Utility Administration is to provide operational support for watershed and storm water services.
- Transit is in support of operational costs and grant matches.
- Airport is in support of airline service operations.
- Agricultural Education Center, Grant Management, Land Preservation, HEPMPO, and Golf Course are in support of general operational costs.
- Payments in lieu of bank shares are made in accordance with Annotated Code of Maryland Article 25 which requires that each fiscal year the County shall pay to each incorporated municipality an amount of money equal to the amount received for fiscal year 1967-1968 by such municipality under 30(d) of former Article 81 of the Code of Maryland, relating to apportionment of shares of taxes on banks and finance corporations which the County no longer receives.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	10,317,588	10,327,890	11,447,370	1,119,480	10.84%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	10,317,588	10,327,890	11,447,370	1,119,480	10.84%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	10,317,588	10,327,890	11,447,370	1,119,480	10.84%
Capital Outlay	0	0	0	0	0.00%
Total	10,317,588	10,327,890	11,447,370	1,119,480	10.84%

Category Funding Breakdown					
Program	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Highway	8,190,000	8,151,110	8,872,180	721,070	8.85%
Solid Waste	491,400	473,630	961,700	488,070	103.05%
Agricultural Education Center	173,740	183,940	197,720	13,780	7.49%
Grant Management	266,160	316,220	245,060	(71,160)	(22.50%)
Land Preservation	121,765	136,550	113,180	(23,370)	(17.11%)
HEPMPO	7,290	7,950	8,090	140	1.76%
Utility Administration	182,770	201,950	201,950	0	0.00%
Transit	484,470	484,470	484,470	0	0.00%
Airport	14,500	14,500	14,500	0	0.00%
Golf Course	346,950	319,020	309,970	(9,050)	(2.84%)
Municipalities in Lieu	38,543	38,550	38,550	0	0.00%
Total	10,317,588	10,327,890	11,447,370	1,119,480	10.84%

Capital Transfers

Fund:	General Fund	Category:	Transfers
Program Code:	12700 and 91230	Contact:	Sara Greaves

Departmental Summary:

Debt Service Department (12700)

All principal and interest payments for the County's general obligation bonds, loans, and other debt instruments are paid through this department. A Debt Affordability Analysis is prepared each year along with the Capital Improvement and Operating Budgets, to determine appropriate debt levels and assure that the debt service stays within the County's established guidelines.

Capital Improvement Projects (91230)

This department is used to record all General Fund appropriations to the Capital Improvement Budget for current year projects. Use of General Fund revenue for capital projects is considered pay-go funding.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	23,881,810	20,204,570	19,356,980	(847,590)	(4.20%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	23,881,810	20,204,570	19,356,980	(847,590)	(4.20%)

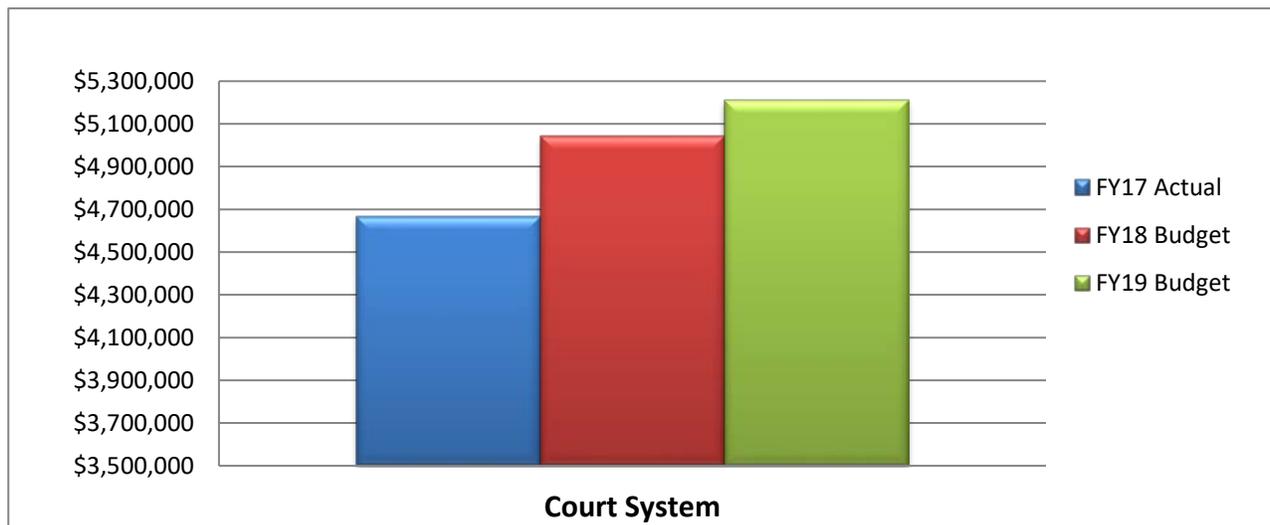
Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	23,881,810	20,204,570	19,356,980	(847,590)	(4.20%)
Capital Outlay	0	0	0	0	0.00%
Total	23,881,810	20,204,570	19,356,980	(847,590)	(4.20%)

Category Funding Breakdown					
Program	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Capital Improvement Projects	9,193,000	5,000,000	5,041,000	41,000	0.82%
Debt Service	14,688,810	15,204,570	14,315,980	(888,590)	(5.84%)
Total	23,881,810	20,204,570	19,356,980	(847,590)	(4.20%)

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General Fund – Court System Summary

Category	2017 Actual	2018 Budget	2019 Budget	\$ Change	% Change
Circuit Court	1,389,039	1,559,700	1,620,960	61,260	3.93%
Orphans Court	30,678	30,920	30,920	0	0.00%
State’s Attorney	3,247,078	3,451,790	3,560,920	109,130	3.16%
Total	4,666,795	5,042,410	5,212,800	170,390	3.38%



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Circuit Court

Fund:	General Fund	Category:	Court System
Program Code:	10200	Contact:	Eunice Plank

Departmental Function:

The Circuit Court for Washington County is not a department of County Government. The Circuit Courts were created by the Maryland Constitution and are the highest common law and equity courts of record exercising original jurisdiction within the State. The Circuit Court for Washington County has full common law and equity powers and jurisdiction in all civil, juvenile, and criminal cases arising within the County, except when jurisdiction has been conferred upon another tribunal by law and in those situations the Circuit Court serves as an appellate court.

Goals for Fiscal Year 2019

- ✓ Relocate the Register of Wills office and then renovate former location in courthouse to accommodate a sixth judge.
- ✓ Implement an Adult Drug Court.
- ✓ Continue to dispose of cases in a timely manner pursuant to the Maryland Circuit Court Time Standards.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	1,295,099	1,476,280	1,537,540	61,260	4.15%
Grants/Intergovernmental	85,520	75,000	75,000	0	0.00%
Fees/Charges	8,420	8,420	8,420	0	0.00%
Total	1,389,039	1,559,700	1,620,960	61,260	3.93%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	1,159,148	1,326,450	1,384,710	58,260	4.39%
Operating	229,640	233,250	236,250	3,000	1.29%
Capital Outlay	251	0	0	0	0.00%
Total	1,389,039	1,559,700	1,620,960	61,260	3.93%

Positions	
Title	Full Time
Drug Court Coordinator	1
Executive Office Assistant	1
Family Services Coordinator	1
Permanency Planning Liaison	1
Court Reporter	7
Assignment Clerk/Jury Coordinator	1
Assignment Clerk I	3
Administrative Assistant	1
Legal Secretary	4
Total	20

Orphans Court

Fund:	General Fund	Category:	Court System
Program Code:	10210	Contact:	Jason Malott

Departmental Function:

The court conducts judicial probate, directs the conduct of a personal representative, and passes orders, which may be required while the administration of an estate of a decedent. The court has the same legal and equitable powers to effectuate its jurisdiction, punish contempt, and carry out its orders, judgments, and decrees as a court of record.

Goals for Fiscal Year 2019

✓ Not applicable.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	30,678	30,920	30,920	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	30,678	30,920	30,920	0	0.00%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	29,562	29,420	29,420	0	0.00%
Operating	1,116	1,500	1,500	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	30,678	30,920	30,920	0	0.00%

Services Provided		
	2017	2018*
Total New Proceedings Established	1,038	1,114
Personal Representative/Interested Person/Party /Contacts	4,554	5,141
Safekeeping Wills/Codicils Received	1,209	1,335
Safekeeping Wills/Codicils Removed	1,091	1,081
Docket Entries Recorded	16,290	18,705
Claims Recorded	332	350
Number of Receipts Issued	3,404	3,928
Number of Billing Invoices Issued	214	75
Number of Disbursements (Checks written)	51	46
Number of Hearings Established	177	156
Number of Hearings Held	160	182
Number of Accounts	604	613

*Statistics are for the period of July 1, 2017, through June 30, 2018.

State's Attorney

Fund:	General Fund	Category:	Court System
Program Code:	10220	Contact:	Charles Strong

Departmental Function:

The Constitution of Maryland created the Office of the State's Attorney. The office is responsible for prosecuting those people who have been charged with the commission of criminal offenses in Washington County. These prosecutions take place in the District Court of Washington County where jurisdiction is limited to traffic offenses and mostly misdemeanor criminal offenses. The Circuit Court of Washington County is where more serious criminal matters and jury trials are heard. The State's Attorney is legal advisor to the Washington County Grand Jury and representatives of the State's Attorney office frequently advise police officers in the course of criminal investigations.

Goals for Fiscal Year 2019

- ✓ The State's Attorney's Office will aggressively act to attack the drug issues confronting our community with our community partners.

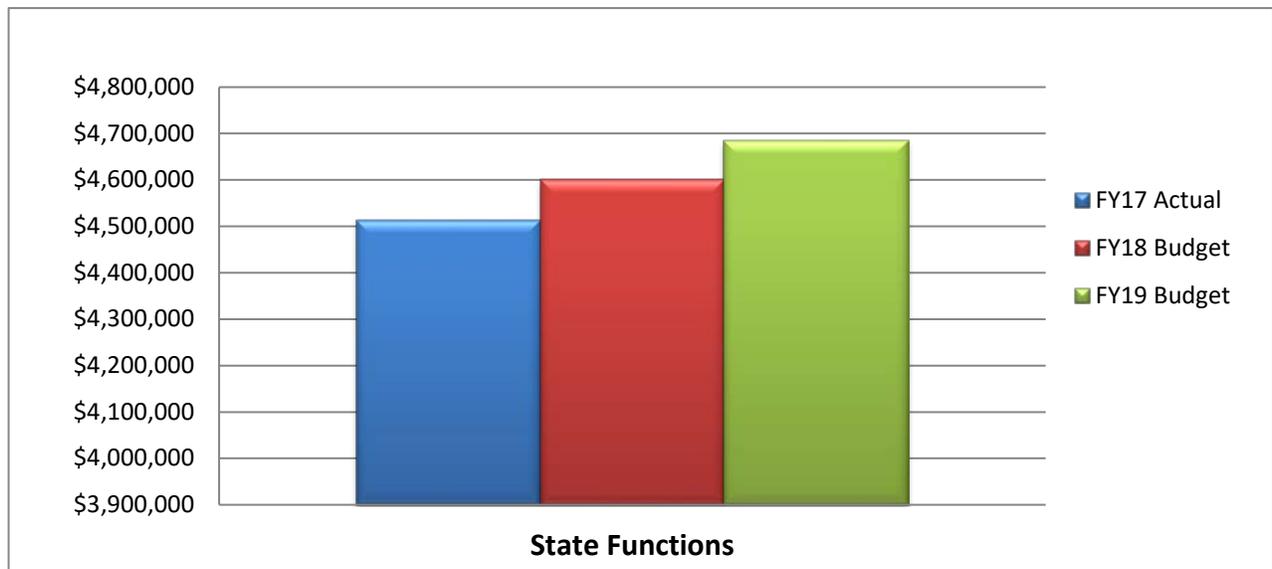
Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	3,218,655	3,396,790	3,530,920	134,130	3.95%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	28,423	55,000	30,000	(25,000)	(45.45%)
Total	3,247,078	3,451,790	3,560,920	109,180	3.16%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	3,075,004	3,282,370	3,391,500	109,130	3.32%
Operating	160,119	169,420	169,420	0	0.00%
Capital Outlay	11,955	0	0	0	0.00%
Total	3,247,078	3,451,790	3,560,920	109,130	3.16%

Positions	
Title	Full Time
State's Attorney	1
Deputy State's Attorney	2
Assistant State's Attorney III	2
Assistant State's Attorney II	10
Victim/Witness Unit Director	1
Victim/Witness Coordinator	3
Diversion Alternative Director	1
Senior Investigator	1
Investigator	2
Caseworker	2
Office Manager	1
Legal Secretary	1
Team Leader-State Attorney	2
Senior Office Associate	8
Work Crew Supervisor	1
Total	38

General Fund – State Functions Summary

Category	2017 Actual	2018 Budget	2019 Budget	\$ Change	% Change
Health Department	2,339,270	2,339,270	2,339,270	0	0.00%
Social Services	373,390	424,390	435,560	11,170	2.63%
Agricultural Extension Service	271,130	275,760	279,550	3,790	1.37%
Election Board	1,047,039	1,145,990	1,185,480	39,490	3.45%
Soil Conservation	202,000	206,040	218,180	12,140	5.89%
Weed Control	272,613	200,040	215,960	15,920	7.96%
Gypsy Moth Program	7,320	10,000	10,000	0	0.00%
Total	4,512,762	4,601,490	4,684,000	82,510	1.79%



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Health Department

Fund:	General Fund	Category:	State Functions
Program Code:	94000	Contact:	Earl Stoner

Agency Function:

The Washington County Health Department (WCHD) is part of the State of Maryland Department of Mental Hygiene, Community Health Administration, and serves as an agency of Washington County Government. Funding for WCHD is a combination of Federal, State, local monies, plus third party and private-pay reimbursements. The WCHD is committed to serving the community by promoting, protecting, and improving the health of every citizen. Public health functions include assessment, policy development, and assurance. "Assessment" is the foundation of public health activities and encompasses the identification of problems, analysis of data, and monitoring of progress. "Policy development" promotes the use of scientific knowledge by establishing a course of action for solving problems, educating the public and developing community partnership. The final public health function is "assurance" that services necessary to achieve agreed upon goals is provided either by encouraging action by others, requiring action by regulations and laws or providing services directly. The WCHD strives to maintain an effective partnership with all residents of Washington County by ensuring that all personnel and operations are of the highest quality and that continuous improvement occurs in our services to the community.

Goals for Fiscal Year 2019

- ✓ By June 30, 2019, reduce opioid-related fatalities by 10%.
- ✓ By June 30, 2019, complete automated processes to streamline environmental health functions.
- ✓ By June 30, 2019 ensure the installation of 15 BRF systems for eligible county residents.
- ✓ By June 30, 2019, establish an agency continuous quality improvement plan.
- ✓ By October 1, 2018, assist with ensuring that students in public and private schools are following school immunization regulations.
- ✓ By June 30, 2019, submit agency accreditation application to the Public Health Accreditation Board.

Funding Sources						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
General Fund Support	2,339,270	2,339,270	2,339,270	0	0.00%	
Grants/Intergovernmental	0	0	0	0	0.00%	
Fees/Charges	0	0	0	0	0.00%	
Total	2,339,270	2,339,270	2,339,270	0	0.00%	

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	2,339,270	2,339,270	2,339,270	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	2,339,270	2,339,270	2,339,270	0	0.00%

Clients / Contacts				
Programs	FY 2017 Actual		FY 2018* (03/31/18)	
	Clients	Contacts	Clients	Contacts
Behavioral Health:				
Cameo	33	3,939	25	3,401
Catoctin Summit Adolescent Program (CSAP)	36	5,890	45	4,671
Drug-Free Workplace Services (572)	131	157	34	38
Drug Court Treatment	17	585	9	261
Jail Substance Abuse (JSAP)	576	3,524	441	2,257
Trauma/Addictions/Mental Health/Recovery-TAMAR	102	900	83	657
Mental Health Adult Services	324	1,897	215	1,371
Mental Health Adolescent Services	30	207	34	136
Outpatient Services	2,369	14,814	1,451	11,539
Family Investment Screenings	1,311	1,740	858	1,198
Community First Choice:				
Adult (Geriatric) Evaluation/Assessment	295	316	256	263
Nurse Monitoring	141	631	157	577
Community Health:				
HIV Case Management	130	1,280	132	1,005
<i>Communicable Disease Control</i>				
Reportable Disease Investigations	225	N/A	279	N/A
Communicable Disease Outbreaks	25	N/A	23	N/A
School Influenza Vaccine	1,628	1,739	1,563	1,649
School Flu Mist Vaccines	0	0	0	0
HIV Testing and Counseling	517	517	521	521
Post Exposure Rabies Prophylaxis	107	151	58	93
Pre-Exposure Rabies Prophylaxis	35	101	28	66

Clients / Contacts				
Programs	FY 2017 Actual		FY 2018* (03/31/18)	
	Clients	Contacts	Clients	Contacts
Adult Immunizations	134	160	81	106
Child Immunizations	166	237	177	214
Family Planning/Reproductive Health	644	1,317	485	875
Sexually Transmitted Disease Control	378	461	324	388
Tuberculosis Control	86	631	71	339
Environmental Health:***				
Complaints	283	991	259	907
Permits:				
Septic Permits	159	557	109	382
New Permits	68	238	36	126
Repair Permits	91	319	63	221
Well Permits	127	445	105	368
Building Permits	432	1,080	270	675
Campground Permits	12	12	0	0
Mobile Home Permits	18	18	18	18
Spa Permits				
Bathing Beach Permits	1	1	0	0
Pool Permits	41	76	12	57
Burn Permits	3	6	4	8
Exotic Bird Permits	4	2	2	2
Food Permits	874	2,185	815	2,038
Environmental Inspections	504	504	499	499
Monitoring Inspections	183	127	127	127
Opening Inspections	74	167	52	78
Pre-Opening Inspections	37	56	51	77
Re-Inspections	29	29	111	111
Temporary Food Permits	762	15	482	25
Remodeled Food Facility Plan Review	19	29	16	24
New Food Facility Plan Review	18	27	12	18
Tests:				
Daycares	115	92	95	73
Non-Communities	70	56	67	35
COPs Issued	59	N/A	38	N/A
Health Department Tested	28	66	18	46
Private Lab	31	N/A	20	N/A

Clients / Contacts				
Programs	FY 2017 Actual		FY 2018* (03/31/18)	
	Clients	Contacts	Clients	Contacts
Animal Bites:	443	665	278	417
Number of Positives	14	28	9	18
Number of Quarantines	251	377	156	234

*FY 2018 includes first 3 quarters only.

** Numbers include all Environmental Health programs:

Food	Individual On-site Water Supplies (daycare, foster & adoption homes, new wells)
Air Quality	Individual On-site Sewage Disposal Systems
Rabies	Mobile Home Parks
Swimming Pools	Campgrounds
Spas	Non-Community Water Supplies
Exotic Birds	Body Adornment Procedures

Social Services

Fund:	General Fund	Category:	State Functions
Program Code:	94010	Contact:	Michael Piercy

Agency Function:

The Washington County Department of Social Services is an agency of the State Department of Human Resources. It is the mission of the Department to aggressively pursue opportunities to assist people in economic need, increase prevention efforts and protect vulnerable children and adults. Our vision is a Maryland where people independently support themselves and their families and where individuals are safe from abuse and neglect. To this end, the Department is responsible for a continuum of human service programs, which must be assured to all in need. Primarily Federal and State governments fund these programs. The County allocates funds for programs to meet specific local needs not met by other governmental sources.

Goals for Fiscal Year 2019

- ✓ During FY 19, 93% of the aged or disabled adults receiving Adult Foster Care will be maintained in the community outside of a long-term care facility.
- ✓ During FY 19, re-occurrence of abuse, neglect, or exploitation of vulnerable adults within six months will be prevented in 95% of those receiving Adult Services.
- ✓ The Family School Partnership Program will bridge the gap in student support services by serving 135 high risk/complex need families to resolve barriers to school attendance and academic performance.
- ✓ One hundred parents and children will be supported by programs offered at the Family Center during FY 19.
- ✓ Eighty percent of families will make quarterly progress toward their self-sufficiency goals.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	373,390	424,390	435,560	11,170	2.63%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	373,390	424,390	435,560	11,170	2.63%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	373,390	424,390	435,560	11,170	2.63%
Capital Outlay	0	0	0	0	0.00%
Total	373,390	424,390	435,560	11,170	2.63%

Services Provided or Clients Serviced		
Programs	2018 Actual	2019 Estimate
Adult Foster Care	27	30
School Family Liaison (Family School Partnership)		
Families	109	116
Children	128	135
Family Support Center		
Adults	104	100
Children	108	100
Total	476	481

Agricultural Extension Service

Fund:	General Fund	Category:	State Functions
Program Code:	94020 and 94030	Contact:	Dr. Jennifer Bentlejewski

Agency Function:

University of Maryland Extension (UME) – Washington County Office is committed to contributing to the well-being of County residents by increasing economic prosperity, improving environmental quality, and enhancing quality of life through education. As part of the University of Maryland System, UME – Washington County plans and teaches educational programs in agriculture, horticulture, environmental science, 4-H youth development, nutrition, diet and health, financial management, and community development and leadership. UME strives to positively impact the lives of residents of Washington County by ensuring that our educational programs are of the highest quality and that we continuously improve this community outreach.

Goals for Fiscal Year 2019

- ✓ Provide innovative, educational programs for at least 10,000 Washington County youth and adults to deliver measurable results impacting the economy, environment, and community.
- ✓ Through the Master Gardener Program, provide solutions for over 6,000 residents with gardening issues which result in more effective pesticide practices, safer fruit and vegetable production, etc.
- ✓ Empower at least 1,000 youth and adults to enhance their financial management and to improve their eating habits.
- ✓ Target 1,500 at-risk youth and families with ongoing nutrition and health education.
- ✓ Increase opportunities for at least 1,000 youth to excel through 4-H club programs, 4-H in-school enrichment, and the 4-H camping program.
- ✓ Assist local agricultural producers with establishing more sustainable and profitable practices resulting in a safe, affordable, and accessible food supply. This includes the completion of at least 20,000 acres in nutrient management planning.
- ✓ Build human capacity by recruiting and/or maintaining at least 200 UME volunteers to achieve desired community outcomes in Washington County.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	271,130	275,760	279,550	3,790	1.37%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	271,130	275,760	279,550	3,790	1.37%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	271,130	275,760	279,550	3,790	1.37%
Capital Outlay	0	0	0	0	0.00%
Total	271,130	275,760	279,550	3,790	1.37%

Category Funding Breakdown					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
UME Service	232,400	237,030	240,820	3,790	1.60%
County Cooperative Extension	38,730	38,730	38,730	0	0.00%
Total	271,130	275,760	279,550	3,790	1.37%

Services Provided or Clients Served		
Programs	2017	2018
Agriculture & Natural Resources	2,160 clients reached through 176 workshops, seminars, webinars, and individual consultations.	1,170 clients reached through 143 workshops, seminars, webinars, and individual consultations.
Nutrient Management Plans written and updated	Nutrient management plans written and/or updated for 26,138 acres.	113 Nutrient management plans written and/or updated for 24,476 acres.
Home Horticulture	<ul style="list-style-type: none"> - 100 Master Gardeners volunteered 6,295 hours, along with the educator, to conduct workshops, seminars, and events reaching 6,729 clients. - 4,836 horticulture consultations conducted at plant clinics and community events. - 707 horticulture problems solved in-office for clients. 	<ul style="list-style-type: none"> - 104 Master Gardeners volunteered 5,992 hours, along with the educator, to conduct workshops, seminars, and events reaching 5,144 clients. - 5,182 horticulture consultations conducted at plant clinics and community events. - 592 horticulture problems solved in-office for clients.

Services Provided or Clients Served

Programs	2017	2018
Family & Consumer Sciences -Health & Financial Literacy	838 clients reached through 30 workshops and seminars.	1,107 clients reached through 78 workshops and seminars.
Food Supplement Nutrition Education Program	303 youth and adults reached with nutrition education at elementary schools, Judy Center, Head Start, Community Garden, and Noland Village.	1,277 youth and adults reached with nutrition education at elementary schools, community gardens, churches, farmer's markets, Noland Village, Girls Inc., and Community Action Council.
Expanded Food & Nutrition Education Program	919 youth and adults reached through workshops, classes, and one-on-one consultations.	1,038 youth and adults reached through workshops, classes, and one-on-one consultations.
4-H Youth Development Programs	- 3,079 youth and adults reached through school enrichment and day camp programs. - 264 youth enrolled in the Washington County 4-H club program with 105 volunteers donating 7,100 hours.	- 3,400 youth and adults reached through school enrichment and day camp programs. - 241 youth enrolled in the Washington County 4-H club program with 105 volunteers donating 8,800 hours.

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Election Board

Fund:	General Fund	Category:	State Functions
Program Code:	10400	Contact:	Kaye Robucci

Departmental Function:

The Election Board bears the ultimate responsibility for complying with the statutory obligations (Registration and Election Laws of Maryland and regulations contained in Title 33 of the Code of Maryland Regulations – COMAR). It is also responsible for the administration of elections and voter registration and in conducting elections in Washington County that will protect the most fundamental right of citizens in a democracy – the right to vote and to have that vote counted.

Goals for Fiscal Year 2019

- ✓ Move to a new facility that will combine the office, warehouse, early voting, and training site at one location. Move must be completed by November 1, 2019.
- ✓ Prepare for upcoming Decennial Census.
- ✓ Discuss with the County the options available to encourage County employees to work as election judges during the 2020 elections.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	1,047,039	1,145,990	1,185,480	39,490	3.45%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,047,039	1,145,990	1,185,480	39,490	3.45%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	104,464	99,820	113,090	13,270	13.29%
Operating	938,245	1,046,170	1,055,890	9,720	0.93%
Capital Outlay	4,330	0	16,500	16,500	100.00%
Total	1,047,039	1,145,990	1,185,480	39,490	3.45%

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Soil Conservation

Fund:	General Fund	Category:	State Functions
Program Code:	12300	Contact:	Elmer Weibley

Agency Function:

Washington County Soil Conservation District is recognized for effective leadership in natural resource conservation in assisting people and communities to achieve a productive land in harmony with a quality environment. The Conservation District will take available technical, financial, and educational resources whatever their source, and focus or coordinate them so that they meet the needs of the local land user for conservation of soil, water, and related resources.

Goals for Fiscal Year 2019

- ✓ Complete installation of Barnyard Runoff Control Project utilizing Federal 319 grant on Little Grove Creek.
- ✓ Complete 150 Best Management Practices on farms.
- ✓ Continue Chesapeake Bay Trust fund for four positions - one planner, one technician, and partial funding for manager and administrative assistant positions.
- ✓ Complete 45 Conservation Plans for 6,000 acres.
- ✓ Install Cover Crops on 6,000 acres.
- ✓ Deliver 1.5 million in State and Federal cost share funds to farmers.
- ✓ Begin grant seeking and preliminary work for two stream restoration projects.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	202,000	206,040	218,180	12,140	5.89%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	202,000	206,040	218,180	12,140	5.89%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	202,000	206,040	218,180	12,140	5.89%
Capital Outlay	0	0	0	0	0.00%
Total	202,000	206,040	218,180	12,140	5.89%

Services Provided or Clients Served				
Services	2017 Goal	2018 Goal	2019 Goal	
Soil Conservation and Water Quality Plans (in acres)	4,500	4,500	4,500	
Best Management Practices	150	150	150	
Cost Share (in dollars)	1,750,000	1,750,000	1,750,000	
Forest Conservation Act	1	1	1	
Urban Reviews	600	600	600	
Stream Projects	2	2	2	
Cover Crop Acres	10,000	10,000	10,000	
Information/Education Projects	8	8	8	

Weed Control

Fund:	General Fund	Category:	State Functions
Program Code:	12400	Contact:	Lane Heimer

Departmental Function:

This is a cooperative program with the Maryland Department of Agriculture, Plant Protection and Weed Management Section. The function is to assist farmers, landowners, businesses, and government agencies in the control of noxious and invasive weeds and enable them to comply with the Maryland Noxious Weed Law.

Goals for Fiscal Year 2019

- ✓ To provide the highest quality technical, advisory, and control services to the residences of Washington County.
- ✓ Assist Washington County landowners and farmers with the emerging invasive weed species Palmer Amaranth.
- ✓ Develop and distribute educational and informational Noxious Weed Control brochures. Also, give presentations to local organizations on noxious and invasive weed control.
- ✓ Contact all land managers or owners in the County with known noxious weed infestations at least once in the year.

Funding Sources						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
General Fund Support	(127,221)	0	0	0	0.00%	
Grants/Intergovernmental	0	0	0	0	0.00%	
Fees/Charges	399,834	205,990	215,960	15,920	7.96%	
Total	272,613	205,900	215,960	15,920	7.96%	

Program Expenditures						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
Wages and Benefits	162,632	127,530	138,420	10,890	8.54%	
Operating	78,580	72,510	77,540	5,030	6.94%	
Capital Outlay	31,401	0	0	0	0.00%	
Total	272,613	200,040	215,960	15,920	7.96%	

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Gypsy Moth Program

Fund:	General Fund	Category:	State Functions
Program Code:	12410	Contact:	James Sterling

Departmental Function:

The Maryland Department of Agriculture (MDA) coordinates the Gypsy Moth program. The department's responsibilities include detecting, monitoring, and assessing forest insect and disease situations relevant to the diverse forest and landscape tree resource of Maryland.

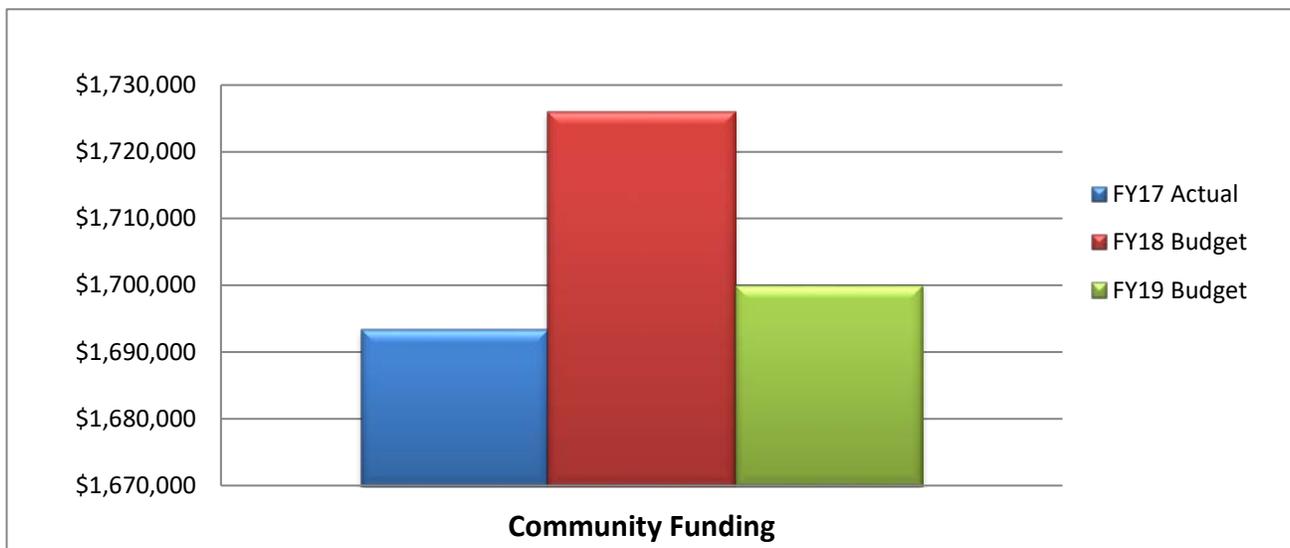
Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	7,320	10,000	10,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	7,320	10,000	10,000	0	0.00%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	7,320	10,000	10,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	7,320	10,000	10,000	0	0.00%

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General Fund – Community Funding Summary

Category	2017 Actual	2018 Budget	2019 Budget	\$ Change	% Change
Community Funding	1,693,420	1,726,100	1,700,000	(26,000)	(1.51%)
Total	1,693,420	1,726,100	1,700,000	(26,000)	(1.51%)



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Community Funding

Fund:	General Fund	Category:	Community Funding
Program Code:	93000	Contact:	Susan Buchanan

Agency Function:

The Washington County Community Organization Funding (COF) was established to provide financial support to charitable organizations within Washington County that provide services which improve the community and quality of life for Washington County citizens. Each year during the budgeting process, the Board of County Commissioners (BOCC) will determine the allocation to be set aside for the Community Organization Fund. The current service priority areas for the Fund include: Families and Children, Domestic Violence, Arts and Culture, Seniors, Recreation, and Other.

Goals for Fiscal Year 2019

- ✓ Review Community Funding application process and forms, making any necessary modifications to ensure it is user-friendly to funding applicants.
- ✓ Host a Community Organization Funding workshop to improve the quality of grant applications and funding requests.

Funding Sources

Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	1,693,420	1,726,100	1,700,000	(26,100)	(1.51%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,693,420	1,726,100	1,700,000	(26,100)	(1.51%)

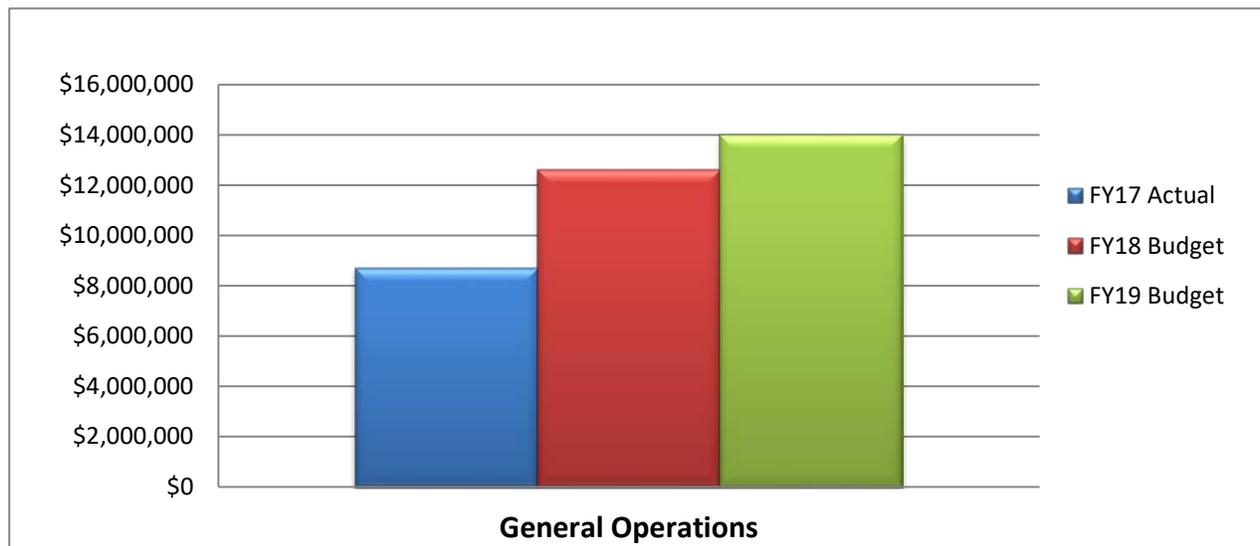
Program Expenditures

Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	1,693,420	1,726,100	1,700,000	(26,100)	(1.51%)
Capital Outlay	0	0	0	0	0.00%
Total	1,693,420	1,726,100	1,700,000	(26,100)	(1.51%)

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General Fund – General Operations Summary

Category	2017 Actual	2018 Budget	2019 Budget	\$ Change	% Change
County Commissioners	283,582	284,430	325,340	40,910	14.38%
County Clerk	100,202	104,370	117,040	12,670	12.14%
County Administrator	518,556	474,500	479,410	4,910	1.03%
Public Relations & Marketing	420,408	422,630	460,990	38,360	9.08%
Budget and Finance	1,393,893	1,435,300	1,457,170	21,870	1.52%
Independent Accounting and Audit	63,290	70,000	70,000	0	0.00%
Purchasing	541,529	534,080	509,810	(24,270)	(4.54%)
Treasurer	442,948	460,820	483,770	22,950	4.98%
County Attorney	693,157	721,420	789,800	68,380	9.48%
Human Resources	766,508	759,040	842,920	83,880	11.05%
Central Services	185,352	151,900	138,230	(13,670)	(9.00%)
Information Technology	2,183,561	2,403,870	2,496,080	92,210	3.84%
General Operations	1,092,721	4,808,100	5,821,700	1,013,600	21.08%
Total	8,685,707	12,630,460	13,992,260	1,361,800	10.78%



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County Commissioners

Fund:	General Fund	Category:	General Operations
Program Code:	10100	Contact:	Terry Baker

Departmental Function:

The five County Commissioners are elected on an at-large basis for four-year terms in the years of statewide elections. The Board is responsible for the overall operation of County Government as appropriate, in accordance with the Washington County Code of Public Local Laws.

Goals for Fiscal Year 2019

- ✓ Endeavor to improve Washington County in Public Safety, Infrastructure, Education, Economic Development, and Human Services.
- ✓ Maintain the utmost efficiency in services provided by a willing and capable staff.
- ✓ Encourage an open and transparent transition to the newly elected Board of County Commissioners.
- ✓ Lead the County in collaborative partnerships, both underway and to be developed, with public and private partners.
- ✓ Fulfill commitments made to the Urban Improvement Project and specifically to the Maryland Theatre in essential forward funding.
- ✓ Lead reinvestment in Cascade Town Centre (the former Fort Ritchie) and the Community Center.
- ✓ Foster economic growth and vitality through only the most prudent and secure use of taxpayer dollars.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	283,582	284,430	325,340	40,910	14.38%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	283,582	284,430	325,340	40,910	14.38%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	233,762	231,480	263,060	31,580	13.64%
Operating	49,820	52,950	57,440	4,490	8.48%
Capital Outlay	0	0	4,840	4,840	100.00%
Total	283,582	284,430	325,340	40,910	14.38%

Positions	
Title	Full Time
Commissioner - President	1
Commissioner	4
Total	5

County Clerk

Fund:	General Fund	Category:	General Operations
Program Code:	10110	Contact:	Krista Hart

Departmental Function:

The County Clerk is an appointed administrative position responsible for assisting the Board of County Commissioners in performing the duties and functions of their office and is responsible for keeping careful and accurate minutes of their proceedings. The Clerk is also responsible for ensuring all records, papers, and documents of the County are kept in safe custody.

Goals for Fiscal Year 2019

- ✓ Work on election year planning for new County Commissioner board.
- ✓ Work with Public Relations and Marketing Department to refine the County Commissioners' calendar events and certificate system.
- ✓ Work on document retention update with the IT Department and State of Maryland.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	100,202	104,370	117,040	12,670	12.14%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	100,202	104,370	117,040	12,670	12.14%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	78,384	80,920	92,190	11,270	13.93%
Operating	21,818	23,450	23,450	0	0.00%
Capital Outlay	0	0	1,400	1,400	100.00%
Total	100,202	104,370	117,040	12,670	12.14%

Positions	
Title	Full Time
County Clerk	1
Total	1

County Administrator

Fund:	General Fund	Category:	General Operations
Program Code:	10300	Contact:	Robert Slocum

Departmental Function:

The County Administrator is the Chief Administrative Officer of Washington County as outlined in the Code of Public Local Laws of Washington County and is under the supervision of the Board of County Commissioners. The County Administrator is responsible for the day-to-day operations of County government. A major function of the County Administrator is to interpret and execute the policies of the Board of County Commissioners as they pertain to County matters. The current County Administrator was appointed by the Board of County Commissioners in March of 2017.

Goals for Fiscal Year 2019

- ✓ Advance each service line – Public Safety, Education, Infrastructure, Economic Development and Human Services.
- ✓ Fully encourage staff Commitment to Customer Service and Dedication to Progress.
- ✓ Strive to make Washington County the place of choice to Live, Work, and Play.
- ✓ Demonstrate TEAM; Trust, Energy, Ambition, Mindset at every opportunity.
- ✓ Develop metrics for success with staff and leadership.
- ✓ Expand utility cost savings in both capital investment and daily operations.
- ✓ Complete design and begin construction of a new emergency services training center to serve police, fire and EMS programs.
- ✓ Complete the Comprehensive Fire Plan to be submitted to the Board of County Commissioners for approval.
- ✓ Plan expanded Senior Center space to accommodate programs and enhance revenue for programs.
- ✓ Expand recreational programs and facilities for citizens.
- ✓ Execute the Clean Streets and Streams strategy to address State permit requirements while enhancing scenic beauty.
- ✓ Promote the Urban Improvement Project, Mt. Aetna Park, Cascade development and the Public Private Partnerships in place.
- ✓ Secure right of way and begin construction of Professional Boulevard; design Halfway Boulevard to Greencastle Pike; and design Crayton Boulevard to Showalter Road.
- ✓ Seek partner in Solid Waste processing for long-term waste solutions and cost savings.
- ✓ Communicate and collaborate with the City of Hagerstown and local municipalities.
- ✓ Expand broadband and promote the Gigabyte City and expansion of same.
- ✓ Promote commercial investment to build new or safely and efficiently rehabilitate pre-existing buildings.
- ✓ Utilize the Economic Development Commission to nurture and grow business.
- ✓ Promote the Hagerstown Regional Airport for commercial airline and private use.
- ✓ Transition staff through the programed retirement of multiple senior staff members.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	581,556	474,500	479,410	4,910	1.03%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	518,556	474,500	479,410	4,910	1.03%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	470,091	444,830	445,580	750	0.17%
Operating	44,889	29,670	33,830	4,160	14.02%
Capital Outlay	3,576	0	0	0	0.00%
Total	518,556	474,500	479,410	4,910	1.03%

Positions	
Title	Full Time
County Administrator	1
Chief Operationsl Officer	1
Executive Office Assistant	1
Administrative Support Specialist	1
Total	4

Public Relations and Marketing

Fund:	General Fund	Category:	General Operations
Program Code:	10310	Contact:	Danielle N. Weaver

Departmental Function:

The Department of Public Relations and Marketing provides a variety of information, communication, and marketing services under the direction of the Chief Operations Officer. All information for or about County Government is disseminated to the media and the public through this department. The staff also assists with marketing the County in an economic development capacity.

Goals for Fiscal Year 2019

- ✓ Work with County departments to determine content for the new Washington County website and facilitate the launch of the new website by December 31, 2018.
- ✓ Develop a new Washington County, MD App by the end of FY19.
- ✓ Design and establish a Washington County, MD, mural in the hall of the Administration building by the end of FY19.
- ✓ Develop a detailed marketing strategy for Washington County Government and Business Development/Economic Development.
- ✓ Public/Private partnership to install Wi-Fi on Washington County Transit buses.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	420,408	422,630	460,990	38,360	9.08%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	420,408	422,630	460,990	38,360	9.08%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	278,347	314,760	348,070	33,310	10.58%
Operating	130,475	107,870	112,920	5,050	4.68%
Capital Outlay	11,586	0	0	0	0.00%
Total	420,408	422,630	460,990	38,360	9.08%

Positions	
Title	Full Time
Director of Public Relations and Marketing	1
Public Relations Coordinator	1
Marketing Specialist	1
Communications Coordinator	1
Digital Marketing Specialist	1
Total	5

Budget and Finance

Fund:	General Fund	Category:	General Operations
Program Code:	10500	Contact:	Sara Greaves

Departmental Function:

The Office of Budget and Finance provides financial management and administration to the Board of County Commissioners. This includes the formulation, execution, and oversight for operating and capital improvement program budgets, which involve both short-term and long-term analysis. It is responsible for the financial and accounting practices for all county operations, including but not limited to the management of cash funds and investments, administration of debt, interpretation and analysis of financial information, and the development and implementation of countywide financial policies and procedures, including financial and accounting control systems. The Office of Budget and Finance has oversight responsibilities for the Washington County Purchasing Office and Grant Management.

Goals for Fiscal Year 2019

- ✓ Recreate reports and queries used to extract necessary information from the newly implemented Oracle system to create efficiency, improve analytical review, and improve customer service.
- ✓ Create procedure manuals for essential functions of the Office including payroll, accounts payable, and the bank reconciliation.
- ✓ Cross train employees who provide essential services including payroll and bank reconciliation.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	1,393,893	1,435,300	1,457,170	21,870	1.52%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,393,893	1,435,300	1,457,170	21,870	1.52%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	1,342,964	1,384,350	1,401,700	17,350	1.25%
Operating	47,394	50,950	55,470	4,520	8.87%
Capital Outlay	3,535	0	0	0	0.00%
Total	1,393,893	1,435,300	1,457,170	21,870	1.52%

Services Provided

	2017 Actual	2018 Actual
Total Number of Vouchers Paid	25,143	25,020
Total Accounts Payable Checks Issued & Electronic Fund Transfers	12,195	10,561
Total Payroll Checks Issued & Electronic Fund Transfers	27,122	27,594
Total Number of Billings Produced	34,630	34,996

Positions

Title	Full Time
Chief Financial Officer	1
Director of Budget and Finance	1
Deputy Director of Budget and Finance	1
Accounting Supervisor	1
Senior Accountant	1
Accountant	1
Budget Analyst	1
Fiscal Analyst	1
Accounts Payable Supervisor	1
Accounts Receivable Supervisor	1
Payroll Manager	1
Accounts Receivable Specialist	2
Accounts Payable Technician	2
Total	15

Independent Accounting and Audit

Fund:	General Fund	Category:	General Operations
Program Code:	10510	Contact:	Kim Edlund

Departmental Function:

The Washington County Code of Public Local Laws requires that an independent auditing firm perform an annual audit. The auditors conduct their audit in accordance with auditing standards generally accepted in the United States. Those standards require that the auditors plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit also includes examining, on a test basis, evidence supporting the amounts, and disclosures in the financial statements.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	63,290	70,000	70,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	63,290	70,000	70,000	0	0.00%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	63,290	70,000	70,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	63,290	70,000	70,000	0	0.00%

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Purchasing

Fund:	General Fund	Category:	General Operations
Program Code:	10520	Contact:	Rick Curry

Departmental Function:

The Purchasing Department provides the highest quality procurement services to all customers in the most efficient and fiscally responsible manner in accordance with all applicable laws, policies, rules, and regulations. All these objectives are conducted without favoritism.

Goals for Fiscal Year 2019

- ✓ Enhance the Purchasing web page with a frequently asked question and answer section to help with incoming calls to the front desk.
- ✓ Cross training of all positions.
- ✓ Update all daily procedures (Oracle, posting on the website, etc.).
- ✓ Create a written procedure for the general procurement process.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	539,639	532,580	509,810	(22,770)	(4.28%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	1,890	1,500	0	(1,500)	(100.00%)
Total	541,529	534,080	509,810	(24,270)	(4.54%)

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	517,242	506,500	479,600	(26,900)	(5.31%)
Operating	23,104	27,580	30,210	2,630	9.54%
Capital Outlay	1,183	0	0	0	0.00%
Total	541,529	534,080	509,810	(24,270)	(4.54%)

Services Provided

	2017 Actual	2018 Actual
Total Number of Purchase Orders	1,276	1,304
Total Dollar Value of Purchase Orders & Additional Grant Contracts	\$65,760,695	\$58,775,492
Number of Service Contracts	105	107

Positions

Title	Full Time
Purchasing Director	1
Buyer	1
Procurement Specialist I	1
Procurement Specialist II	1
Procurement Technician	2
Total	6

Treasurer

Fund:	General Fund	Category:	General Operations
Program Code:	10530	Contact:	Todd Hershey

Departmental Function:

The Treasurer is the revenue collection agent for Washington County revenue. The Treasurer's Office performs the billing and collection function for all real estate and personal property taxes, as well as the collection function for water and sewer and all other Washington County revenue.

Goals for Fiscal Year 2019

- ✓ Restructure online bank payment process to improve customer service, processing efficiencies, and accommodate increasing volume.
- ✓ Incorporate additional tax credit initiatives into billing system.
- ✓ Incorporate delinquent utility obligations (liens) into property tax billing processes.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	442,948	460,820	483,770	22,950	4.98%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	442,948	460,820	483,770	22,950	4.98%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	402,057	412,820	434,270	21,450	5.20%
Operating	40,671	48,000	49,500	1,500	3.13%
Capital Outlay	220	0	0	0	0.00%
Total	442,948	460,820	483,770	22,950	4.98%

Positions	
Title	Full Time
Treasurer	1
Chief Deputy Treasurer	1
Deputy Treasurer	2
Accounts Receivable Technician	1
Total	5

County Attorney

Fund:	General Fund	Category:	General Operations
Program Code:	10600	Contact:	John M. Martirano

Departmental Function:

The County Attorney is the chief legal officer for the County. The Office of the County Attorney provides legal advice and services to the Board of County Commissioners, County departments, agencies, boards and commissions, affiliated non-profit agencies, and the Washington County Sheriff's department.

Goals for Fiscal Year 2019

- ✓ Implement 2018 legislation and draft legislation for the 2019 legislative session.
- ✓ Work closely with County staff and various outside entities on continuing issues relating to the Urban Improvement Project.
- ✓ Work closely with County staff, the master developer, and various other outside entities on continuing issues relating to the Cascade Town Centre project.
- ✓ Work with County staff regarding the review and update of the Code of Public Local Laws.
- ✓ Begin to review and potentially revise several County ordinances.

Funding Sources						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
General Fund Support	693,157	721,420	789,800	68,380	9.48%	
Grants/Intergovernmental	0	0	0	0	0.00%	
Fees/Charges	0	0	0	0	0.00%	
Total	693,157	721,420	789,800	68,380	9.48%	

Program Expenditures						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
Wages and Benefits	622,188	655,570	688,550	32,980	5.03%	
Operating	69,380	65,850	101,250	35,400	53.76%	
Capital Outlay	1,589	0	0	0	0.00%	
Total	693,157	721,420	789,800	68,380	9.48%	

Positions	
Title	Full Time
County Attorney	1
Deputy County Attorney	1
Assistant County Attorney	1
Legal Assistant	1
Legal Secretary	1
Total	5

Human Resources

Fund:	General Fund	Category:	General Operations
Program Code:	10700	Contact:	Debbie Peyton

Departmental Function:

The Health & Human Services Department has two separate but compatible functions. One function deals with typical human resources responsibilities such as employee recruitment, compensation, classification, employee wellness and benefits, including retirement, etc. The second function covers all areas associated with the management of comprehensive property/casualty insurance and safety programs. In addition, the department also handles miscellaneous responsibilities such as training, administration of County-offered programs, and the Washington County Volunteer Fire & Rescue Length of Service Awards Program.

Goals for Fiscal Year 2019

- ✓ Establish job description criteria to include formatting, compensation, educational requirements, and procedures for any changes in the future.
- ✓ Complete updated employee handbook and place on Power DMS, intranet, and County website for accessibility for all employees and citizens.
- ✓ Establish supervisor training for County employees.
- ✓ In conjunction with the County Wellness Committee, offer an Employee Wellness Fair to employees and their families.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	766,508	759,040	842,920	83,880	11.05%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	766,508	759,040	842,920	83,880	11.05%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	592,435	616,940	666,040	49,100	7.96%
Operating	174,073	142,100	176,880	34,780	24.48%
Capital Outlay	0	0	0	0	0.00%
Total	766,508	759,040	842,920	83,880	11.05%

Positions	
Title	Full Time
Director of Human Resources	1
Deputy Director of Human Resources	1
Risk Management Coordinator	1
Safety Compliance/Training Coordinator	1
Benefits Coordinator	1
HR Coordinator	1
Office Associate	1
Total	7

Central Services

Fund:	General Fund	Category:	General Operations
Program Code:	10970	Contact:	Rick Curry

Departmental Function:

The services include operation of the mailroom, document copying, postal services, and to provide information to the citizens.

Goals for Fiscal Year 2019

- ✓ Upgrade the current mail inserter machine with a newer model.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	185,352	151,900	138,230	(13,670)	(9.00%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	185,352	151,900	138,230	(13,670)	(9.00%)

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	60,266	0	0	0	0.00%
Operating	125,086	151,900	138,230	(13,670)	(9.00%)
Capital Outlay	0	0	0	0	0.00%
Total	185,352	151,900	138,230	(13,670)	(9.00%)

Services Provided		
	2017 Actual	2018 Actual
Number of processed pieces of mail	177,630	140,557
Total Number of photocopying service	398,232	252,483

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Information Technology

Fund:	General Fund	Category:	General Operations
Program Code:	11000	Contact:	Ron Whitt

Departmental Function:

Information Technology (IT) provides automation, technology, and telecommunication services to Washington County government and supported agencies. IT advises the Board of County Commissioners and the County Administrator on the effective application and utilization of technology across the enterprise, which includes microprocessor based systems, software applications, network infrastructure, databases, Internet, geographic information systems (GIS), voice, and video. IT constructs and maintains an integrated information technology infrastructure supporting both data and voice, provides data management and security services, maintains and supports the County's enterprise and divisional/departmental management and geographical information systems. IT manages the County's Internet presence, promotes e-government initiatives, and is responsible for the purchase and administration of technology and technology related services. IT adopts, establishes, and maintains information technology standards deployed within the County infrastructure.

Goals for Fiscal Year 2019

- ✓ Complete the migration process of moving the County's enterprise Microsoft Exchange email and Office Suite to Microsoft Office 365 cloud-based platform.
- ✓ Complete the rollout of a technology related security awareness training program for County employees.
- ✓ Upgrade the storage infrastructure to accommodate increased server and workstation virtualization and systems redundancy.

Funding Sources

Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	2,183,545	2,403,770	2,495,980	92,210	3.84%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	16	100	100	0	0.00%
Total	2,183,561	2,403,870	2,496,080	92,210	3.84%

Program Expenditures

Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	1,410,409	1,513,120	1,570,580	57,460	3.80%
Operating	701,088	890,750	925,500	34,750	3.90%
Capital Outlay	72,064	0	0	0	0.00%
Total	2,183,561	2,403,870	2,496,080	92,210	3.84%

Positions	
Title	Full Time
Director of Information Systems	1
Deputy Director of IS-Software Support & Training	1
Deputy Director of Infrastructure/Oper	1
GIS Manager	1
GIS Analyst	1
GIS Database Administrator	1
Information Technologies Services Specialist	2
Information Technologies Training Specialist	1
Software Support Analyst	1
Sr. IT Services Specialist	1
Sr. Technical Support Analyst	1
Technical Support Analyst I	1
Technical Support Analyst II	1
Total	15

General Operations

Fund:	General Fund	Category:	General Operations
Program Code:	11200	Contact:	Kimberly Edlund

Departmental Function:

This department is used for expenses that cannot be easily allocated among the other General Fund departments based on their nature. These expenses include property, casualty, fleet and public liability insurance, unemployment compensation, state retirement costs, and other miscellaneous items.

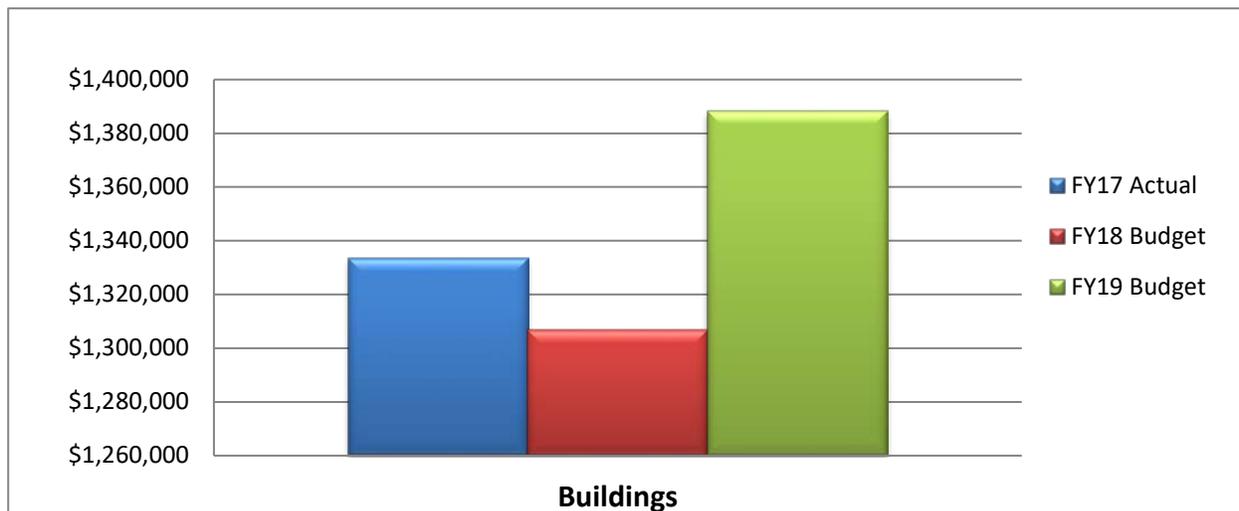
Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	1,092,721	4,808,100	5,821,700	1,013,600	21.08%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,092,721	4,808,100	5,821,700	1,013,600	21.08%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	0	2,193,330	5,292,100	3,098,770	141.28%
Operating	1,092,721	2,614,770	529,600	(2,085,170)	(79.75%)
Capital Outlay	0	0	0	0	0.00%
Total	1,092,721	4,808,100	5,821,700	1,013,600	21.08%

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General Fund – Buildings Summary

Category	2017 Actual	2018 Budget	2019 Budget	\$ Change	% Change
Martin Luther King Center	73,687	80,400	81,810	1,410	1.75%
Administration Building	187,429	183,600	185,920	2,320	1.26%
Administration Building II	115,051	105,350	124,680	19,330	18.35%
Court House	604,598	603,250	644,200	40,950	6.79%
County Office Building	183,009	195,310	194,680	(630)	(.32%)
Administration Annex	52,345	53,970	53,600	(370)	(0.69%)
Dwyer Center	31,009	29,700	30,310	610	2.05%
Rental Properties	20,923	2,000	6,000	4,000	200.00%
Public Facilities Annex	65,417	53,200	66,920	13,720	25.79%
Total	1,333,468	1,306,780	1,388,120	81,340	6.22%



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Buildings

Fund:	General Fund	Category:	Facilities
Program Code:	10900, 10910, 10915, 10930, 10940, 10950, 10960, 10980, 11325	Contact:	James Sterling

Departmental Function:

The department is responsible for the maintenance and operation of the following facilities:

- Administration Annex
- Administration Building
- Administration Building II
- Court House
- County Office Building
- Dwyer Center
- Martin Luther King Building
- Public Facilities Annex
- Rental Properties

Maintenance operations include all countywide service contracts, tenant lease negotiations, county department support, snow removal, tenant support, and technical support to all County agencies.

Goals for Fiscal Year 2019

- ✓ Replace carpet on third floor County Office Building in the State's Attorney Office.
- ✓ Upgrade electric service in Dwyer Center.
- ✓ Upgrade electric service in Martin Luther King Building.

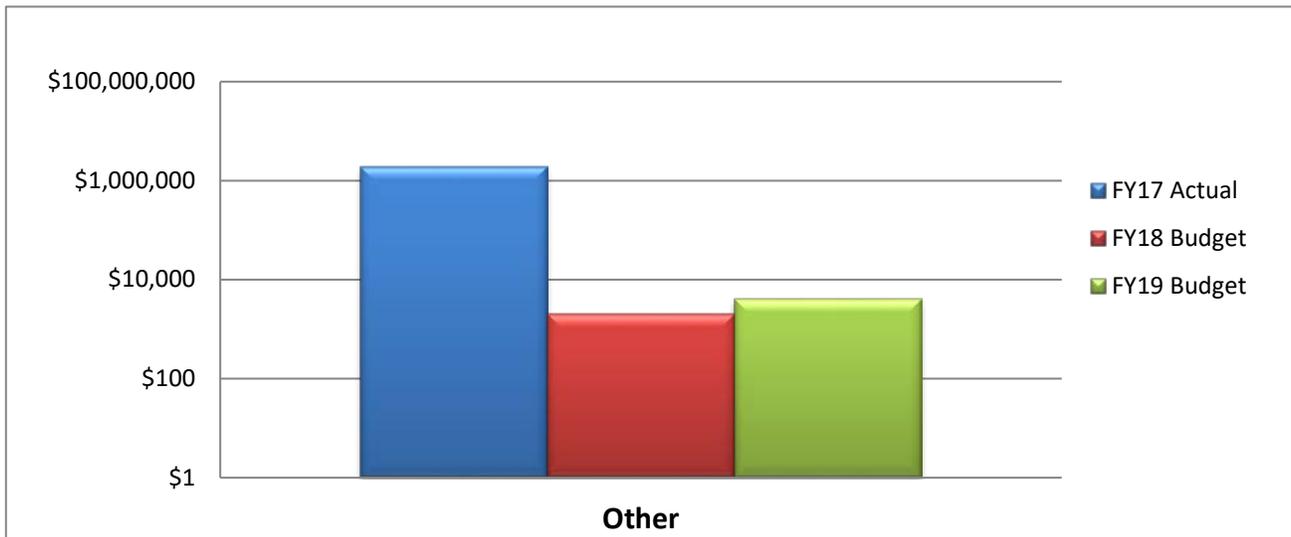
Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	1,333,468	1,306,780	1,388,120	81,340	6.22%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,333,468	1,306,780	1,388,120	81,340	6.22%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	351,839	360,250	386,920	26,670	7.40%
Operating	979,413	946,530	1,001,200	54,670	5.78%
Capital Outlay	2,216	0	0	0	0.00%
Total	1,333,468	1,306,780	1,388,120	81,340	6.22%

Positions	
Title	Full Time
Deputy Director of Parks & Facilities	1
Building Maintenance Supervisor	1
Maintenance Leadworker	1
Maintenance Worker	2
Total	5

General Fund – Other Summary

Category	2017 Actual	2018 Budget	2019 Budget	\$ Change	% Change
Women’s Commission	1,932	2,000	2,000	0	0.00%
Diversity and Inclusion Committee	0	0	2,000	2,000	100.00%
Grants	1,907,631	0	0	0	0.00%
Total	1,909,563	2,000	4,000	2,000	100.00%



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Women's Commission

Fund:	General Fund	Category:	Other
Program Code:	11100	Contact:	Andi Overton

Departmental Function:

The Commission for Women identifies problems, defines issues, and recommends policies and solutions that would change practices which prevent the full participation of women in today's society.

Goals for Fiscal Year 2019

✓ Not provided.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	2,000	2,000	2,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	2,000	2,000	2,000	0	0.00%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	1,932	2,000	2,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	1,932	2,000	2,000	0	0.00%

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Diversity and Inclusion Committee

Fund:	General Fund	Category:	Other
Program Code:	11140	Contact:	Krista Hart

Departmental Function:

To advise the Board of County Commissioners on public policy relating to ethnic affairs and promote the involvement of all ethnic groups in Washington County in government, business and community affairs, and also services and programs relating to the quality of life for all residents.

Goals for Fiscal Year 2019

- ✓ This is a newly formed committee that is in the process of appointing members. At this time, goals have not been developed.

Funding Sources						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
General Fund Support	0	0	2,000	2,000	100.00%	
Grants/Intergovernmental	0	0	0	0	0.00%	
Fees/Charges	0	0	0	0	0.00%	
Total	0	0	2,000	2,000	100.00%	

Program Expenditures						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
Wages and Benefits	0	0	0	0	0.00%	
Operating	0	0	2,000	2,000	100.00%	
Capital Outlay	0	0	0	0	0.00%	
Total	0	0	2,000	2,000	100.00%	

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Grants

Fund:	General Fund	Category:	Other
Program Code:	12800	Contact:	Kelcee Mace

Departmental Function:

This department is used to record all funding awarded by the Federal and State government or private granting agencies.

Goals for Fiscal Year 2019

✓ Not applicable.

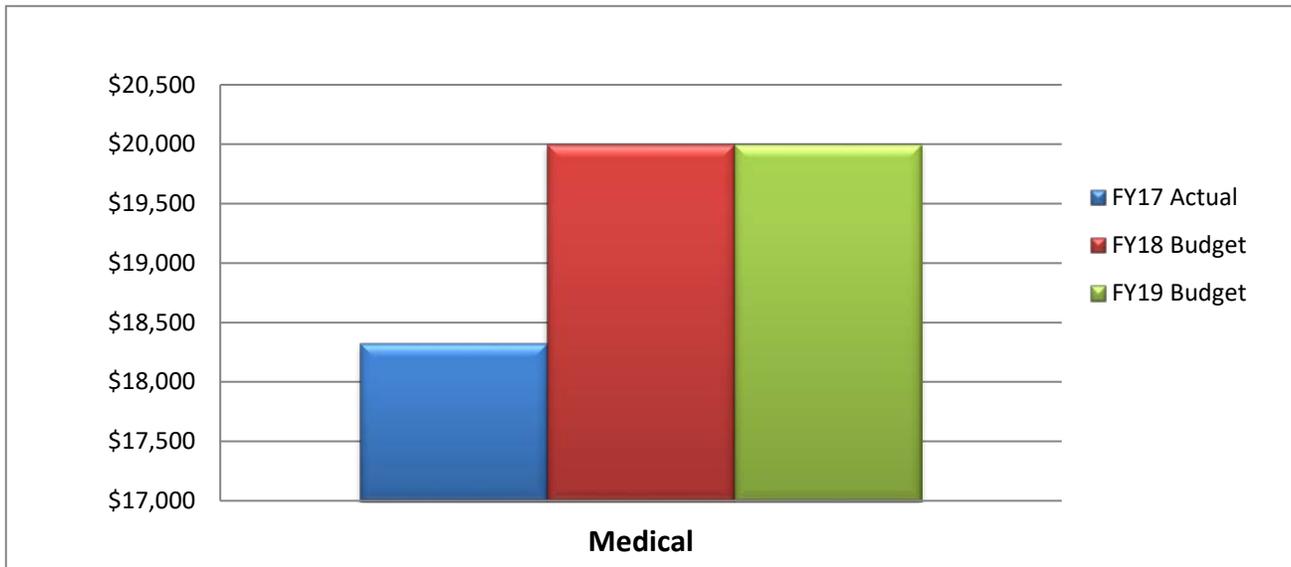
Funding Sources						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
General Fund Support	0	0	0	0	0.00%	
Grants/Intergovernmental	1,907,631	0	0	0	0.00%	
Fees/Charges	0	0	0	0	0.00%	
Total	1,907,631	0	0	0	0.00%	

Program Expenditures						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
Wages and Benefits	478,223	0	0	0	0.00%	
Operating	839,122	0	0	0	0.00%	
Capital Outlay	590,286	0	0	0	0.00%	
Total	1,907,631	0	0	0	0.00%	

Intentionally left blank

General Fund – Medical Summary

Category	2017 Actual	2018 Budget	2019 Budget	\$ Change	% Change
Forensic Investigator	18,320	20,000	20,000	0	0.00%
Total	18,320	20,000	20,000	0	0.00%



Intentionally left blank

Forensic Investigator

Fund:	General Fund	Category:	Medical
Program Code:	11550	Contact:	Krista Hart

Departmental Function:

The appointed Forensic Investigator investigates the death of a human being if the death occurs (I) by violence; (II) by suicide; (III) by casualty; (IV) suddenly, if the deceased was in apparent good health or unattended by a physician; or (V) in any suspicious or unusual manner. Annotated Code Maryland, Health – General Article, Section 5-309.

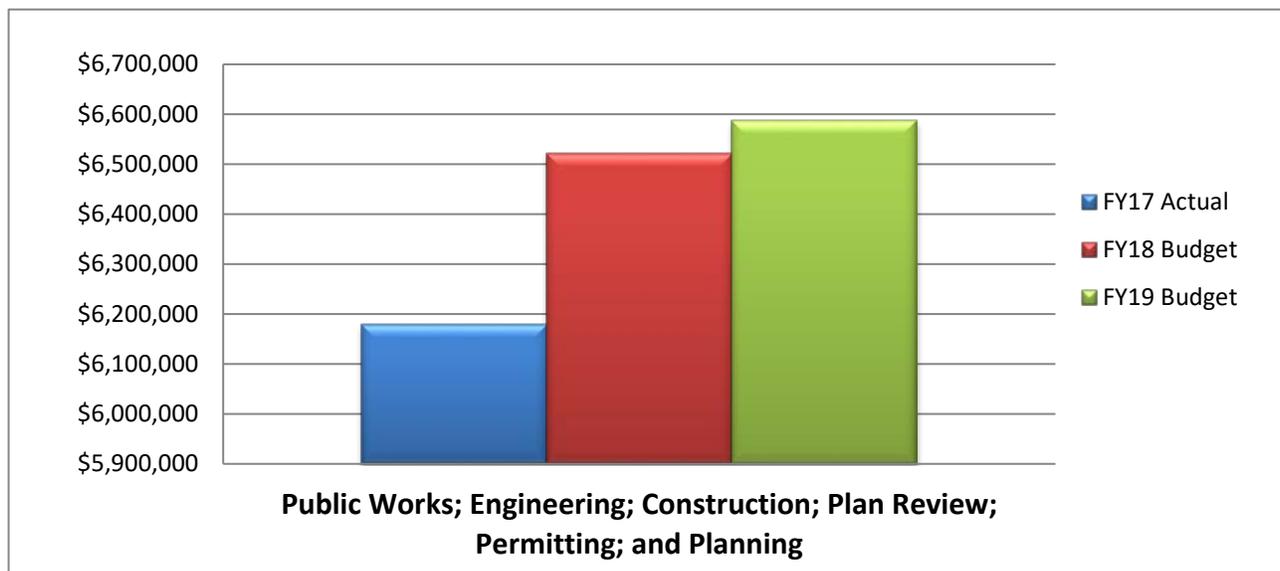
Funding Sources						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
General Fund Support	18,320	20,000	20,000	0	0.00%	
Grants/Intergovernmental	0	0	0	0	0.00%	
Fees/Charges	0	0	0	0	0.00%	
Total	18,320	20,000	20,000	0	0.00%	

Program Expenditures						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
Wages and Benefits	0	0	0	0	0.00%	
Operating	18,320	20,000	20,000	0	0.00%	
Capital Outlay	0	0	0	0	0.00%	
Total	18,320	20,000	20,000	0	0.00%	

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*General Fund – Public Works; Engineering; Construction;
Plan Review & Permitting; and Planning Summary*

Category	2017 Actual	2018 Budget	2019 Budget	\$ Change	% Change
Public Works	226,987	240,970	250,390	9,420	3.91%
Engineering	1,590,268	2,138,610	2,148,380	9,770	0.46%
Construction	1,769,569	1,878,200	1,887,360	9,160	0.49%
Plan Review & Permitting	1,003,423	1,484,980	1,479,900	(5,080)	(0.34%)
Permitting	836,432	0	0	0	0.00%
Planning and Zoning	700,696	725,830	763,660	37,830	5.21%
Zoning Appeals	52,689	53,440	58,440	5,000	9.36%
Total	6,180,064	6,522,030	6,588,130	66,100	1.01%



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Public Works Administration

Fund:	General Fund	Category:	Public Works
Program Code:	11600	Contact:	James Sterling

Departmental Function:

To provide administration, coordination, support, and leadership for public works services and ensure high-quality maintenance of the County’s public works infrastructure in an economic and environmentally responsible manner. Manage the County’s Municipal Separate Storm Sewer National Pollutant Discharge Elimination System permit. Oversee the County’s Floodplain Management Program. Provide policy guidance to the operating departments of County Transit System, County Parks and Facilities, the Hagerstown Regional Airport, and County Highways within Public Works.

Goals for Fiscal Year 2019

- ✓ Evaluate efficiency and operation of division departments to ensure cost effective services are provided.
- ✓ Evaluate potential land acquisitions for park lands.
- ✓ Upgrade reporting and work order systems within all division departments.
- ✓ Increase response times and customer service within all division departments.
- ✓ Initiate startup of Clean Street Clean Streams Program.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	226,987	240,970	250,390	9,420	3.91%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	226,987	240,970	250,390	9,420	3.91%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	216,055	223,360	235,250	11,890	5.32%
Operating	10,932	17,610	15,140	(2,470)	(14.03%)
Capital Outlay	0	0	0	0	0.00%
Total	226,987	240,970	250,390	9,420	3.91%

Positions	
Title	Full Time
Director of Public Works	1
Office Manager	1
Total	2

Division of Engineering

Fund:	General Fund	Category:	Engineering
Program Code:	11620	Contact:	Scott Hobbs

Departmental Function:

Plan, budget, survey, engineer, manage, and inspect construction of infrastructure improvements in the Washington County Capital Improvement Plan (CIP).

Goals for Fiscal Year 2019

- ✓ Complete the preliminary/final design and real property work for various projects – Eastern Boulevard Widening Phase II; Eastern Boulevard at Antietam Drive; Eastern Boulevard Phase III, North County Park; Emergency Services Training Facility; Keedysville Road Bridge; Poffenberger Road Bridges; Crystal Falls Road Bridge; Mousetown Road Culvert; Spur Road Culvert; Hopewell Road Culverts; and Wright Road Culverts.
- ✓ Update Land Development and Roadway Improvement Standards.
- ✓ Update Division of Engineering page on County website.
- ✓ Secure and utilize State and Federal funds for bridge, safety, and water quality improvements including but not limited to Federal Aid Bridge, Transportation Alternatives, and Federal Clean Water Act Section 319(h) funding.
- ✓ Plan, design, and manage stormwater management projects to meet National Pollutant Discharge Elimination System (NPDES) requirements.
- ✓ Plan, design, and manage various transportation Americans with Disabilities Act projects.
- ✓ Provide most effective means for maintenance and repair of roads, bridges, and culverts.
- ✓ Begin construction on Professional Boulevard Bridge Phase I / Phase II, Eastern Boulevard Widening Phase I; Crayton Boulevard; Colonel Henry Douglas Drive; Mousetown Road Culvert, Airport Bridge Lighting; Smithsburg WWTP Stream Restoration; Poffenberger Road Bridges; Marsh Pike Sidewalk Extension; Register of Wills and Courthouse Renovations; Bus Shelters; and Pavement Maintenance Program.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	1,506,233	2,135,610	2,145,380	9,770	0.46%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	3,275	3,000	3,000	0	0.00%
Total	1,590,508	2,138,610	2,148,380	9,770	0.46%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	1,505,564	2,082,780	2,083,300	520	0.02%
Operating	63,269	55,830	65,080	9,250	16.57%
Capital Outlay	21,675	0	0	0	0.00%
Total	1,590,508	2,138,610	2,148,380	9,770	0.46%

Positions	
Title	Full Time
Director of Engineering	1
Chief of Design	1
Chief Project Manager	1
Senior Architectural Project Manager	1
Civil Engineer	3
Public Works Engineer	1
Real Property Administrator	1
Chief of Surveys	1
Project Manager	3
Survey Party Chief	1
GIS Analyst	1
Engineer Technician III	3
Technology Coordinator	1
Survey Technician	1
Administrative Assistant	1
Total	21

Division of Construction

Fund:	General Fund	Category:	Division of Construction
Program Code:	11630	Contact:	Richard Eichelberger

Departmental Function:

Inspect construction of infrastructure improvements in the Washington County Capital Improvement Plan (CIP). Inspect public and privately-owned storm water management (SWM) structures. Inspect private land development in the County. Performs plan review and inspections of residential and commercial building construction, renovation, and improvements.

Goals for Fiscal Year 2019

- ✓ Maintain 24 hour or less response time to all inspection requests.
- ✓ Continue to evaluate departmental policies/procedures for efficiency.
- ✓ Continue customer satisfaction with all facets of the department.
- ✓ Continue excellence in coordination with the Engineering, Plan Review and Permitting staff.
- ✓ Continue training the building/trade/construction inspectors to assist with CIP projects as needed.
- ✓ Continue to provide inspection services in support of Engineering Department/Capital Projects.
- ✓ Continue supervision of consultant inspection services.
- ✓ Implement in-house training program.
- ✓ Continued implementation of enhancements of Accela Automation software.
- ✓ Participate in the review of the 2018 International Code Council codes.
- ✓ Expand review and use of the Existing Building Code.
- ✓ Provide single day field training for each Permit Tech.
- ✓ Provide Outreach Meetings to contractors.
- ✓ Continue to provide assistance to all County departments as needed.
- ✓ Participate in Home Show.
- ✓ Replace and retrain promoted inspectors.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	1,760,144	1,869,950	1,879,110	9,160	0.49%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	8,425	8,250	8,250	0	0.00%
Total	1,768,569	1,878,200	1,887,360	9,160	0.49%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	1,653,635	1,789,800	1,796,100	6,300	0.35%
Operating	97,844	77,060	91,260	14,200	18.43%
Capital Outlay	17,090	11,340	0	(11,340)	(100.00%)
Total	1,768,569	1,878,200	1,887,360	9,160	0.49%

Positions	
Title	Full Time
Director of Construction	1
Deputy Code Official	1
Chief Building Inspector	1
Combination Inspector	1
Chief Site Inspector	1
Electrical Inspector II	1
Electrical Inspector I	2
Plumbing Inspector II	1
Plumbing Inspector I	1
Building Inspector II	1
Building Inspector I	2
Plans Examiner II	2
Construction Inspector	5
Administrative Assistant	1
Total	21

Division of Plan Review and Permitting

Fund:	General Fund	Category:	Plan Review and Permitting
Program Code:	11610	Contact:	Tim Lung

Departmental Function:

To aid in providing public safety, protecting the environment and preserving public infrastructure functionality by ensuring compliance of private land development activities with County ordinances, policies and directives of the Board of County Commissioners. To administer and enforce codes and ordinances in order to promote and ensure public safety and the health and general welfare of the County residents. To serve as a clearinghouse for numerous agencies. Permit applications are accepted and processed for new construction, renovations, demolition, plumbing, mechanical, electrical work, intents to build, zoning certifications, grading, floodplain, driveway entrances, and utility installations. Charged with licensing plumbers, electrical contractors, and junkyards. Administers the County floodplain management program and implements the County Floodplain Ordinance. Subdivision, site plan, grading plan, storm water management, and forest conservation plan applications are accepted and processed for new residential, commercial and industrial development. Traffic Impact Study reviews are performed as well as initiation of Public Works Agreements.

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Goals for Fiscal Year 2019

- ✓ Continue to update and revise departmental policies and procedures to improve operating structure and increase efficiency.
- ✓ Continue year-over-year collaboration with the Department of Planning and Zoning to revise and update, as necessary, the Zoning Ordinance for Washington County, MD.
- ✓ Continue to revise and update the Standards and Specifications for Land Development and Roadway Improvements and receive approval of same by the Board of County Commissioners.
- ✓ Facilitate the County's implementation of the updated Flood Insurance Study/Flood Insurance Rate Maps and compliant Floodplain Ordinance. Continue to provide support to residents and property owners in the interim and post-adoption periods.
- ✓ Continue post-implementation improvements and training of the Accela Automation software upgrade.
- ✓ Continue year-over-year coordination with the Engineering and Construction divisions.
- ✓ Provide the necessary tools, equipment and support required for all staff to successfully complete their responsibilities on a daily basis.
- ✓ Participate in the yearly Home Show at the Hagerstown Community College.
- ✓ Implement license renewal for all trade contractors online through Accela Citizen Access to increase efficiency while providing a greater convenience for our contractors.
- ✓ Continue customer satisfaction with all facets of the department.
- ✓ Expand public education for both internal and external customers by creating brochures and handouts on various permitting processes/policies.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	751,005	129,580	237,500	107,920	83.28%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	252,418	1,355,400	1,242,400	(113,000)	(8.34%)
Total	1,003,423	1,484,980	1,479,900	(5,080)	(0.34%)

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	974,442	1,421,200	1,423,960	2,760	0.19%
Operating	20,899	63,780	55,940	(7,840)	(12.29%)
Capital Outlay	8,082	0	0	0	0.00%
Total	1,003,423	1,484,980	1,479,900	(5,080)	(0.34%)

Positions	
Title	Full Time
Director of Plan Review & Permitting	1
Chief of Plan Review	1
Senior Plan Review/Floodplain Manager	1
Chief of Permitting	1
Plan Reviewer	2
Senior Planner	1
Zoning Coordinator	1
Zoning Inspector	1
Office Manager	1
Administrative Assistant	1
Permits Technician	4
Senior Office Associate	2
Total	17

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Planning and Zoning

Fund:	General Fund	Category:	Planning
Program Code:	10800	Contact:	Stephen Goodrich

Departmental Function:

The Planning & Zoning Department is responsible for all aspects of creation and shepherding to adoption the County’s long-term goals for land use planning in the form of the Comprehensive Plan. This also includes the update and maintenance of several subservient long range plans for solid waste, land preservation and recreation, water and sewage, transportation and annual reporting. The department is also responsible for the implementation of Comprehensive Plan recommendations through subdivision, zoning, forest conservation and Adequate Public Facilities Ordinance amendments and the creation of new or revision to current land use policies or programs. Planning and Zoning is deeply embedded in the County’s Geographic Information System (GIS), creating and maintaining mapping data and layers for map production to be used in planning documents and on an as needed project basis. All land preservation programs, forest conservation program inspections and enforcement, school adequacy evaluations, Historic District Commission activities, addressing and road name maintenance are also housed in this department.

Goals for Fiscal Year 2019

- ✓ Create Development Capacity Analysis model to inform Comprehensive Plan
- ✓ Secure Planning Commission approval of draft Comprehensive Plan
- ✓ Modify datasets for integration with NG911 software
- ✓ Implement address corrections for NG911
- ✓ Initiate Solid Waste Management & Recycling Plan update

Funding Sources						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
General Fund Support	687,821	717,930	755,760	37,830	5.27%	
Grants/Intergovernmental	0	0	0	0	0.00%	
Fees/Charges	12,875	7,900	7,900	0	0.00%	
Total	700,696	725,830	763,660	37,830	5.21%	

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	683,582	705,110	741,080	35,970	5.10%
Operating	17,114	20,720	22,580	1,860	8.98%
Capital Outlay	0	0	0	0	0.00%
Total	700,696	725,830	763,660	37,830	5.21%

Positions	
Title	Full Time
Planning and Zoning Director	1
Deputy Director	1
GIS Coordinator	1
Parks & Environmental Planner	1
GIS Analyst	1
Comprehensive Planner	1
Administrative Assistant	1
GIS Technician	1
Total	8

Zoning Appeals

Fund:	General Fund	Category:	Planning and Zoning
Program Code:	10810	Contact:	Tim Lung

Departmental Function:

The Board of Zoning Appeals is supported by the Plan Review & Permitting Department. A secretary is assigned to serve as an intermediary between the Board and the public. Zoning applications are accepted for variances, special exceptions, non-conforming uses and administrative error from the Director's decision on the Zoning Ordinance and from the Planning Commission's decision on the County Subdivision Ordinance and Public Facility Ordinance.

Goals for Fiscal Year 2019

- ✓ Continue to review and process applications for appeals to the Board of Zoning Appeals in an efficient manner.
- ✓ Submit, approve, and implement Zoning Ordinance text amendments in coordination with the Planning Commission and staff.
- ✓ Continue to support staff to implement department software to a web-based solution to increase efficiency and provide additional services regarding the appeal cases.

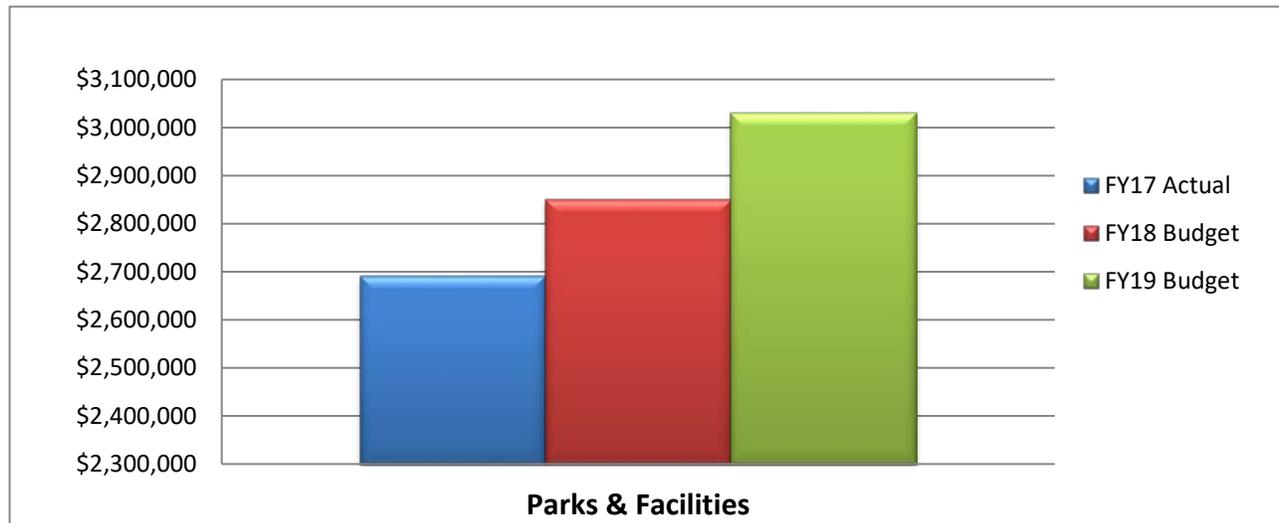
Funding Sources						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
General Fund Support	48,789	37,440	42,440	5,000	13.35%	
Grants/Intergovernmental	0	0	0	0	0.00%	
Fees/Charges	3,900	16,000	16,000	0	0.00%	
Total	52,869	53,440	58,440	5,000	9.36%	

Program Expenditures						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
Wages and Benefits	22,495	26,640	26,640	0	0.00%	
Operating	30,194	26,800	31,800	5,000	18.66%	
Capital Outlay	0	0	0	0	0.00%	
Total	52,689	53,440	58,440	5,000	9.36%	

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General Fund – Parks & Facilities Summary

Category	2017 Actual	2018 Budget	2019 Budget	\$ Change	% Change
Buildings, Grounds & Parks	1,686,118	1,808,600	1,910,610	102,010	5.64%
Martin L. Snook Pool	136,550	133,100	148,290	15,190	11.41%
Fitness & Recreation	868,311	907,950	971,250	63,300	6.97%
Total	2,690,979	2,849,650	3,030,150	180,500	6.71%



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Buildings, Grounds & Parks

Fund:	General Fund	Category:	Parks & Facilities
Program Code:	11900	Contact:	John Pennesi

Departmental Function:

This department is responsible for the operation and maintenance of 456 acres of land within Washington County's 17 park sites.

Goals for Fiscal Year 2019

- ✓ Replace the playground structure at Regional Park.
- ✓ Resurface parking lot at Chestnut Grove Park.
- ✓ Resurface Entrance Road at Doubs Woods Park.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	1,608,728	1,727,800	1,834,310	106,510	6.16%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	77,390	80,800	76,300	(4,500)	5.57%
Total	1,686,118	1,808,600	1,910,610	102,010	5.64%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	1,375,869	1,447,950	1,540,000	92,050	6.36%
Operating	305,011	360,650	370,610	9,960	2.76%
Capital Outlay	5,238	0	0	0	0.00%
Total	1,686,118	1,808,600	1,910,610	102,010	5.64%

Positions	
Title	Full Time
Parks Facility Supervisor	1
Operations Supervisor	1
Assistant Operations Supervisor	1
Equipment Operator/Mechanic	2
Maintenance Trades worker	2
Senior Office Associate	1
Park/Playground Inspector	1
Maintenance Leadworker	2
Maintenance Worker	9
Office Associate	1
Total	21

Martin L. Snook Pool

Fund:	General Fund	Category:	Parks & Facilities
Program Code:	12000	Contact:	John Pennesi

Departmental Function:

The function of Martin L. Snook Pool is to offer swimming opportunities at the lowest possible cost, in a safe environment to the citizens.

Goals for Fiscal Year 2019

- ✓ Install cameras in concession area.
- ✓ Upgrade lighting to LED.

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	62,236	61,100	76,290	15,190	24.86%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	74,314	72,000	72,000	0	0.00%
Total	136,550	133,100	148,290	15,190	11.41%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	96,925	93,700	106,080	12,380	13.21%
Operating	36,309	39,400	42,210	2,810	7.13%
Capital Outlay	3,316	0	0	0	0.00%
Total	136,550	133,100	148,290	15,190	11.41%

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Fitness and Recreation

Fund:	General Fund	Category:	Parks & Facilities
Program Code:	12200	Contact:	Jaime Dick

Departmental Function:

The Department of Fitness and Recreation administrates and coordinates a wide range of recreational programming to meet the needs of citizens of all ages and abilities in the community. This includes pursuing recreational facilities for organized activities in numerous locations throughout the County. The department is responsible for promoting the central coordination of leisure time services and programs to avoid duplication of services by other agencies and a more efficient use of available resources. The formulation of an economic strategy of “shared” or “host” agreements with other agencies both public and private has expanded the service delivery system for recreational opportunities. The department also works with special events, marketing, and scheduling of the Ag Center and Board of Education facilities for public and private community organizations.

Goals for Fiscal Year 2019

- ✓ Reorganize sports programs to offer new activities to the citizens of Washington County that will increase the revenue for the department.
- ✓ Reevaluate the Rec Trac On-Line Registration System to make the system for user friendly to the participants.
- ✓ Work with the County Wellness Committee in offering an Employee Wellness Fair to the employees and family members.
- ✓ Continue to work with Hagerstown Community College and Washington County Public Schools to evaluate joint use agreements to increase access of recreation facilities for citizens of Washington County.

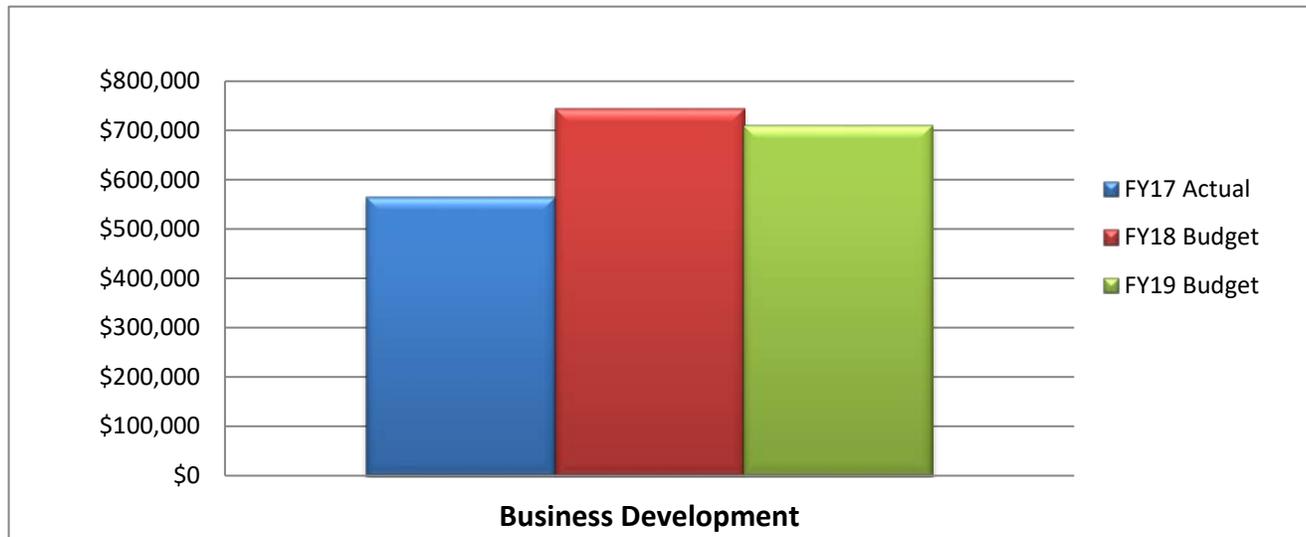
Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	571,996	571,200	651,250	80,050	14.01%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	296,315	336,750	320,000	(16,750)	(4.97%)
Total	868,311	907,950	971,250	63,300	6.97%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	756,603	777,900	847,190	69,290	8.91%
Operating	111,608	130,050	124,060	(5,990)	(4.61%)
Capital Outlay	100	0	0	0	0.00%
Total	868,311	907,950	971,250	63,300	6.97%

Positions	
Title	Full Time
Fitness and Recreation Director	1
Recreation Program Coordinator	3
Senior Office Associate	1
Total	5

General Fund – Business Development Summary

Category	2017 Actual	2018 Budget	2019 Budget	\$ Change	% Change
Department of Business Development	565,277	743,680	711,180	(32,500)	(4.37%)
Total	565,277	743,680	711,180	(32,500)	(4.37%)



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Department of Business Development

Fund:	General Fund	Category:	Business Development
Program Code:	12500	Contact:	Susan Small

Departmental Function:

The Department of Business Development (DBD) is a County agency that provides assistance to new and expanding businesses throughout Hagerstown and Washington County, Maryland. DBD interacts with a vast network of public, private, and non-profit organizations to address the business needs of the community, as well as attract new companies to the County.

Goals for Fiscal Year 2019

- ✓ Maintain a comprehensive list of available sites and buildings for Washington County.
- ✓ Continue to develop partnerships in economic development through inclusion in events, meetings, and celebrations.
- ✓ Expand our business retention and expansion program.
- ✓ Continue to develop marketing collaterals on the benefits of locating in Washington County.
- ✓ Consider a departmental name change, along with a change in domain names to coincide with standard industry recognition.
- ✓ Develop events that bring attention to Washington County.
- ✓ Increase business outreach visits by 50 percent over FY18.
- ✓ Redesign and implement a monthly departmental newsletter.
- ✓ Develop a business attraction program highlighting Washington County as a most desirable location to live, work, and play.

Funding Sources						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
General Fund Support	565,277	743,680	711,180	(32,500)	(4.37%)	
Grants/Intergovernmental	0	0	0	0	0.00%	
Fees/Charges	0	0	0	0	0.00%	
Total	565,277	743,680	711,180	(32,500)	(4.37%)	

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	394,481	548,880	539,880	(9,000)	(1.64%)
Operating	167,433	194,800	171,300	(23,500)	(12.06%)
Capital Outlay	3,363	0	0	0	0.00%
Total	565,277	743,680	711,180	(32,500)	(4.37%)

Positions	
Title	Full Time
Director of Business Development	1
Business Specialist	1
Business Leader	1
Ag Business Specialist	1
Business and Event Coordinator	1
Office Manager	1
Total	6

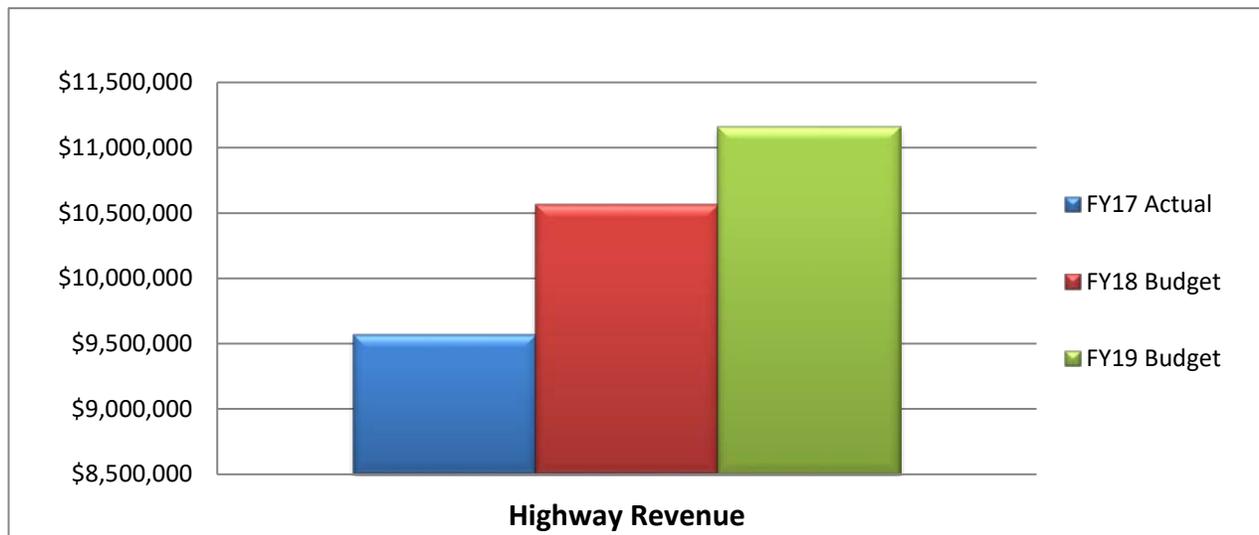
Highway Fund

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Highway Fund Summary

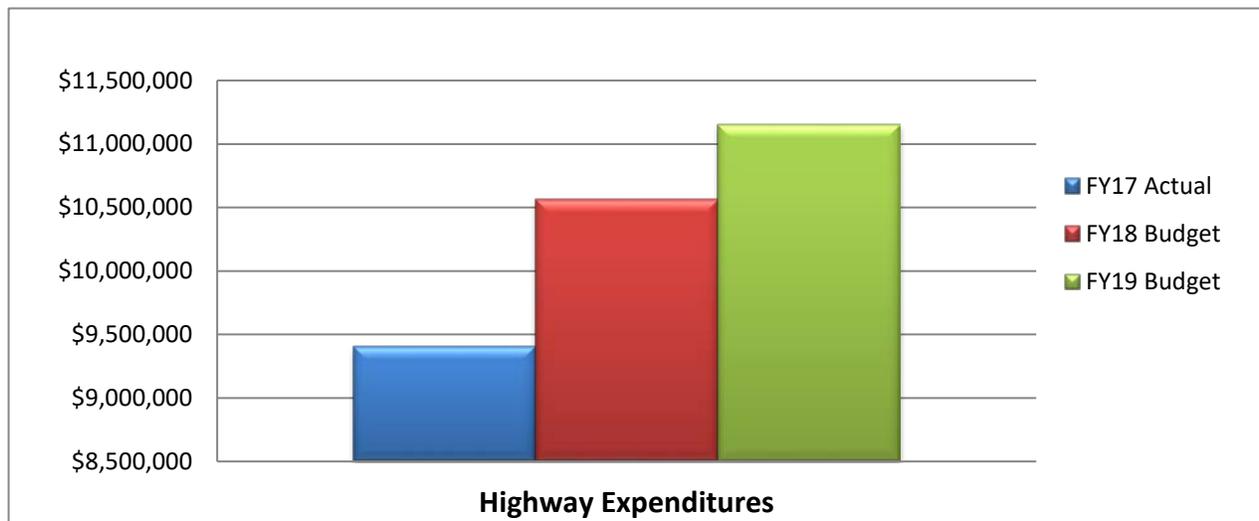
Highway Fund Revenue

Fund	2017 Actual	2018 Budget	2019 Budget	\$ Change	% Change
Highway Fund	9,568,314	10,567,610	11,156,680	589,070	5.57%
Total	9,568,314	10,567,610	11,156,680	589,070	5.57%



Highway Fund Expenditures

Fund	2017 Actual	2018 Budget	2019 Budget	\$ Change	% Change
Highway Fund	9,406,896	10,567,610	11,156,680	589,070	5.57%
Total	9,406,896	10,567,610	11,156,680	589,070	5.57%



Highway

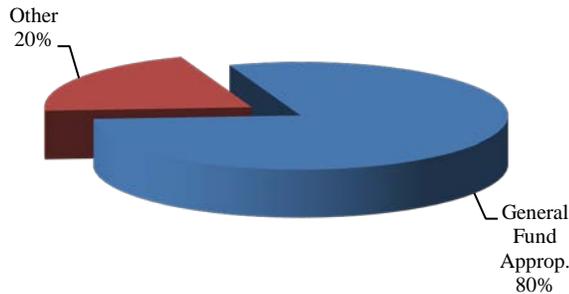
Fund:	Highway	Category:	Special Revenue
Program Code:	20	Contact:	Edwin Plank

Departmental Function:

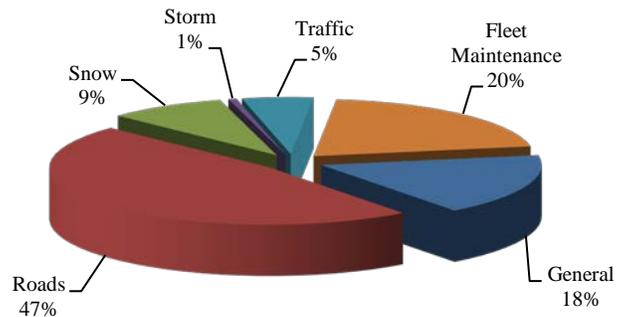
The Washington County Highway Department is responsible for the maintenance of the County's Road system; this includes but is not limited to patching, resurfacing, stabilization of dirt roads, keeping ditch lines clear of debris, mowing along County right of ways, mowing storm water management ponds, snow and ice removal, line striping, signal maintenance and signing of County Roads both regulatory and directional. Our fleet department also provides maintenance service for County owned vehicles.

Fund Summary

Highway Revenue



Highway Expense



The major source of revenue for the Highway operation is from the General fund due to the State reduction of the Highway User Revenue.

Department/Agency

Goals for Fiscal Year 2019

- ✓ CIP equipment budget funding – to enable the Highway Fund to meet the 10-year equipment replacement policy.
- ✓ Purchase a new paint truck.
- ✓ Comply with Total Max Daily Load, which includes Best Maintenance Practices, to eliminate storm water maintenance issues within the County.
- ✓ Continue to remove dead Ash trees. The Ash bore has killed thousands of trees in the past three years. The goal is to remove the most dangerous trees first.

Detail Summary

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	8,190,000	8,151,110	8,872,180	721,070	8.85%
Operating and Capital Grants	0	0	0	0	0.00%
Fees/Charges	1,378,314	2,416,500	2,284,500	(132,000)	(5.46%)
Total	9,568,314	10,567,610	11,156,680	589,070	5.57%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	6,614,409	7,435,250	7,368,550	(66,700)	(0.90%)
Operating	2,767,452	3,132,360	3,756,330	623,970	19.92%
Capital Related Costs	25,035	0	31,800	31,800	100.00%
Total	9,406,896	10,567,610	11,156,680	589,070	5.57%

Positions	
Title	Full Time
Highway Director	1
Office Manager	1
Senior Office Associate	1
Section Supervisor	5
Assistant Section Supervisor	3
Lead Construction Specialist	1
Equipment Operator III	14
Crew Coordinator/Equip Operator II	1
Equipment Operator II	41
Equipment Operator I	6
Traffic Control/Safety Supervisor	1
Sign Mechanic	3
Fleet Manager	1
Assistant Fleet Manager	1
Automotive Service Technician	5
Fleet Services Coordinator	1
Welder	1
Auto Services Assistant	1
Automotive Body/Paint Technician	1
Office Associate	1
Total	91

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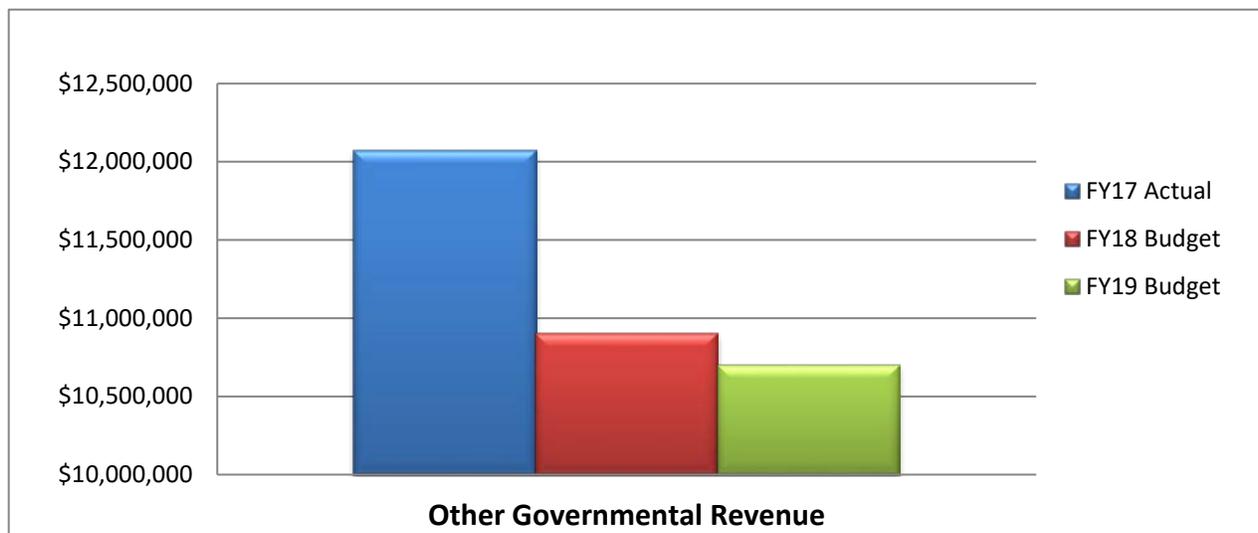
Other Governmental Funds

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Other Governmental Funds Summary

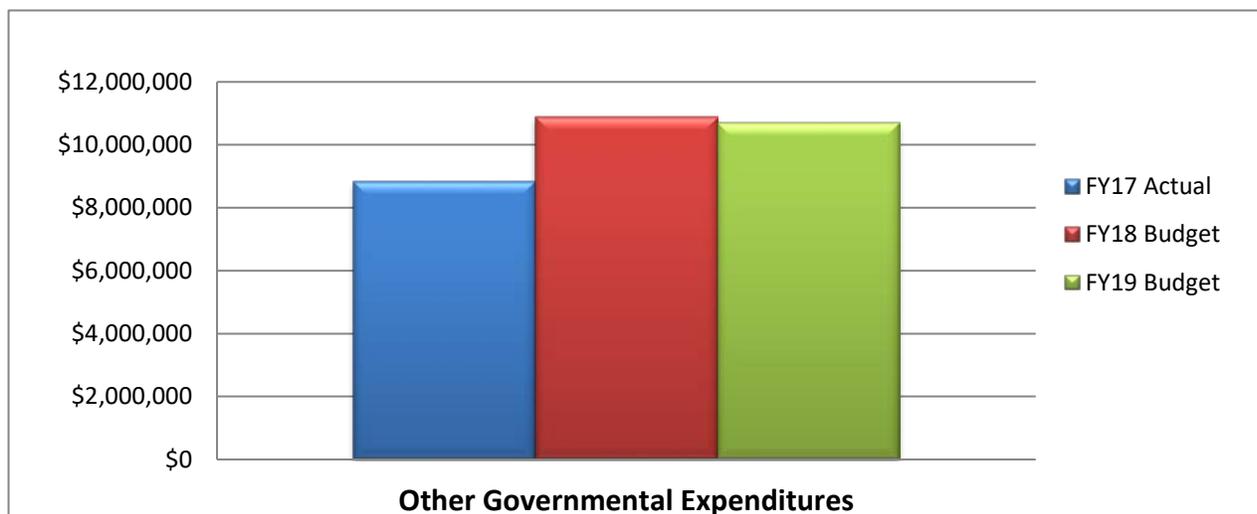
Other Governmental Funds Revenue

Fund	2017 Actual	2018 Budget	2019 Budget	\$ Change	% Change
Cascade Town Centre	3,795,469	1,097,050	1,036,950	(60,100)	(5.48%)
Agricultural Education Center	212,763	225,140	238,920	13,780	6.12%
Community Grant Management	389,083	435,210	387,780	(47,430)	(10.90%)
Inmate Welfare	482,215	429,130	454,000	24,870	5.80%
Gaming	2,132,132	2,137,880	2,166,150	28,270	1.32%
Hotel Rental Tax	2,353,302	2,100,000	2,100,000	0	0.00%
Land Preservation	2,430,607	3,925,510	3,761,390	(164,120)	(4.18%)
Contraband	62,237	8,930	4,650	(4,280)	(47.93%)
HEPMPO	539,978	543,820	550,080	6,260	1.15%
Total	12,397,786	10,902,670	10,699,920	(202,750)	(1.86%)



Other Governmental Funds Expenditures

Fund	2017 Actual	2018 Budget	2019 Budget	\$ Change	% Change
Cascade Town Centre	1,031,938	1,097,050	1,036,950	(60,100)	(5.48%)
Agricultural Education Center	209,733	225,140	238,920	13,780	6.12%
Community Grant Management	386,046	435,210	387,780	(47,430)	(10.90%)
Inmate Welfare	456,335	429,130	454,000	24,870	5.80%
Gaming	2,126,141	2,137,880	2,166,150	28,270	1.32%
Hotel Rental Tax	2,010,480	2,100,000	2,100,000	0	0.00%
Land Preservation	2,335,733	3,925,510	3,761,390	(164,120)	(4.18%)
Contraband	75,353	8,930	4,650	(4,280)	(47.93%)
HEPMPO	535,079	543,820	550,080	6,260	1.15%
Total	9,166,838	10,902,670	10,699,920	(202,750)	(1.86%)



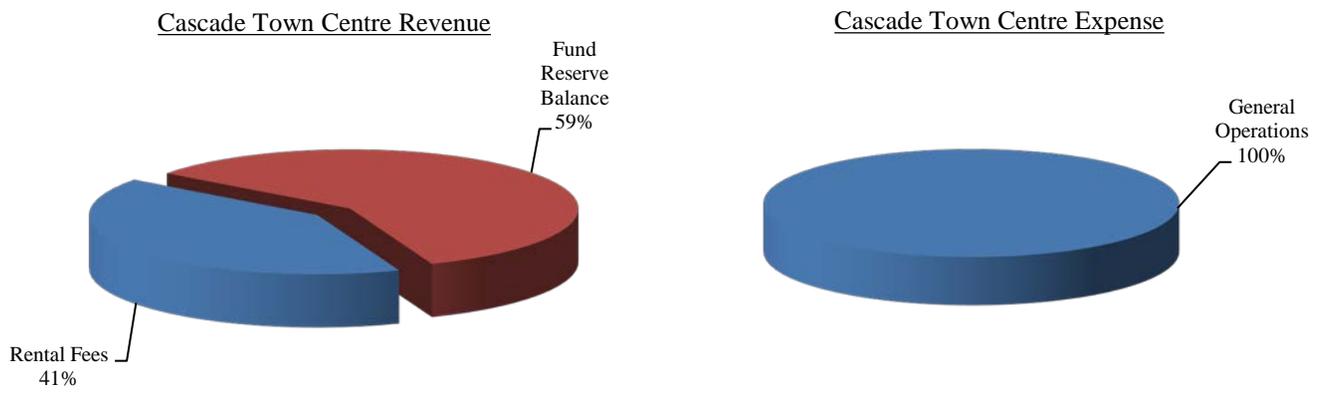
Cascade Town Centre

Fund:	Cascade Town Centre	Category:	Governmental Fund
Program Code:	22	Contact:	James Sterling

Departmental Function:

Cascade Town Centre fund was created to foster redevelopment at the closed Fort Ritchie site. The Cascade Town Centre will be centered around six areas: Academic, Retail, Residential, Commercial, Culture & Entertainment, and Health and Wellness. The County will act as the general contractor and have oversight with the developer.

Fund Summary



Startup money transferred from the dissolution of Penmar Development Corp is the main revenue source until tax increment revenues escalate. Tax Increment Financing area has been approved and will generate additional revenue sources. Residential rentals account for the other 41% of total revenues.

Department/Agency

Goals for Fiscal Year 2019

- ✓ Finalize use agreement, start permit process, and construction of Commissary Building.
- ✓ Demolition of warehouse space for new construction.
- ✓ Demolition or sell housing units to promote new development and new construction.
- ✓ Coordinate with the Army to continue Unexploded Ordinance Removal in a timely manner.

Detail Summary

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges/Fund Balance Reserve	3,795,469	1,097,050	1,036,950	(60,100)	(5.48%)
Total	3,795,469	1,097,050	1,036,950	(60,100)	(5.48%)

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	261,934	423,380	365,140	(58,240)	(13.76%)
Operating	767,505	673,670	671,810	(1,860)	(.28%)
Capital Outlay	2,499	0	0	0	0.00%
Total	1,031,938	1,097,050	1,036,950	(60,100)	(5.48%)

Positions	
Title	Full Time
Section Supervisor	1
Senior Electrician	1
Senior HVAC Technician	1
Total	3

Agricultural Education Center

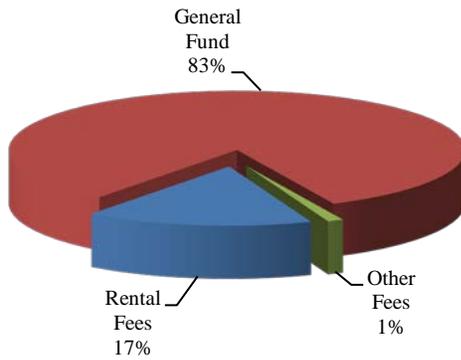
Fund:	Agricultural Education Center	Category:	Governmental Fund
Program Code:	23	Contact:	James Sterling

Departmental Function:

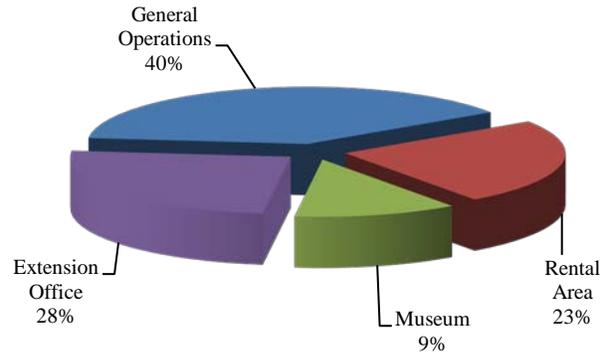
The Agricultural Education Center function is to promote agricultural and youth interest in Washington County and to educate the public about Washington County's agricultural heritage. The site includes a multi-purpose building, four pole barns, horse show arena, tractor pull track, milking parlor, kennel club building, two pavilions, playground equipment, Washington County Extension Service's offices, the Rural Heritage Museum, and a Heritage Village. The Buildings, Grounds, and Parks Department maintains the facility.

Fund Summary

Agricultural Ed Center Revenue



Agricultural Ed Center Expense



The General Fund appropriation accounts for 83% or \$197,720 of the Agricultural Education Fund's revenues. This amount is based on the projected shortfall of revenues generated by the operations over the operating expenses. The remainder of the revenue is generated from rental of the facilities.

Department/Agency

Goals for Fiscal Year 2019

- ✓ Install slot drains south side of Multi-Purpose Building.
- ✓ Resurface parking area of Multi-Purpose Building.

Detail Summary

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	173,740	183,940	197,720	13,780	7.49%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	39,023	41,200	41,200	0	0.00%
Total	212,763	225,140	238,920	13,780	6.12%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	69,524	75,000	74,700	(300)	(0.40%)
Operating	139,584	150,140	153,220	3,080	2.05%
Capital Outlay	625	0	11,000	11,000	100.00%
Total	209,733	225,140	238,920	13,780	6.12%

Positions	
Title	Full Time
Administrative Assistant	1
Total	1

Grant Management

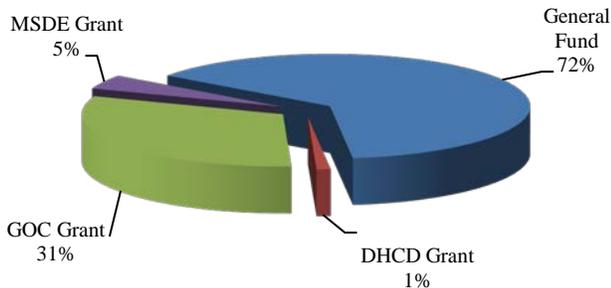
Fund:	Grant Management	Category:	Governmental Fund
Program Code:	24	Contact:	Susan Buchanan

Departmental Function:

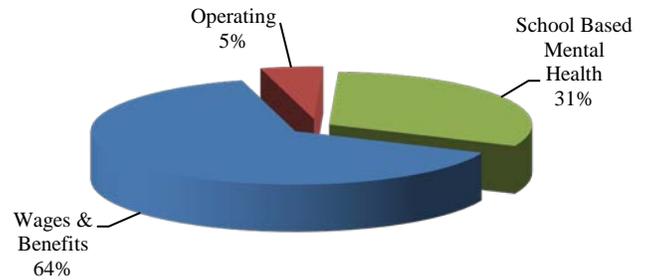
The Office of Grant Management is charged with the administration and management of the Local Management Board Initiative, Community Development Block Grant (CDBG) Funding, Neighborhood Conservation Initiative, Board of County Commissioner’s Community Organization Funding, and Appalachian Regional Commission Funding Programs. In addition, the Office administers a portion of the Hotel Rental Tax and General Fund Contingency funding programs. The Office of Grant Management is also responsible for the oversight and management of all grant funds received by Washington County from State, Federal, or private sources. Our Mission is to provide funding opportunities to local organizations for services and projects that improve the lives of Washington County citizens in a manner that ensures accountability and measured results.

Fund Summary

Grant Management Revenue



Grant Management Expense



Only the administrative costs of managing the programs and grants for the Governor’s Office of Children (GOC), the Department of Housing and Community Development (DHCD), Maryland State Department of Education (MSDE), and the Board of County Commissioners are included in this budget, as well as the appropriation for the School Based Mental Health Program. The portion of the grant funds for the programs, as well as the program costs, are not presented.

Department/Agency

Goals for Fiscal Year 2019

- ✓ Secure grant funding from the Children’s Cabinet Interagency Fund to continue programs that impact Governor Hogan’s four strategic goals.
- ✓ Update the Grant Management website to provide more current information regarding Local Management Board programs and to provide resources to organizations seeking grant funding.
- ✓ Create and utilize a customer contact tracking database to allow us to track all outside organizations and individuals receiving assistance from office staff.
- ✓ Continue to effectively manage County grant funding with a goal of 100% compliance.
- ✓ Create and implement risk analysis procedures for grant sub-recipients.

Detail Summary

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	266,160	316,220	245,060	(71,160)	(22.50%)
Grants/Intergovernmental	122,923	118,990	142,720	23,730	19.94%
Fees/Charges	0	0	0	0	0.00%
Total	389,083	435,210	387,780	(47,430)	(10.90%)

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	255,030	305,060	248,630	(56,430)	(18.50%)
Operating	11,016	10,150	19,150	9,000	88.67%
Appropriations	120,000	120,000	120,000	0	0.00%
Total	386,046	435,210	387,780	(47,430)	(10.90%)

Services Provided		
	2017 Actual	2018 Actual
Total Grant Oversight Management	88	105
Total Value of Grant Oversight Management	\$23,136,402	\$57,043,808

Positions	
Title	Full Time
Director of Grant Management	1
Senior Grant Manager	1
Grant Manager	1
Grant Analyst	1
Total	4

Inmate Welfare

Fund:	Inmate Welfare	Category:	Governmental Fund
Program Code:	25	Contact:	Major Craig Rowe

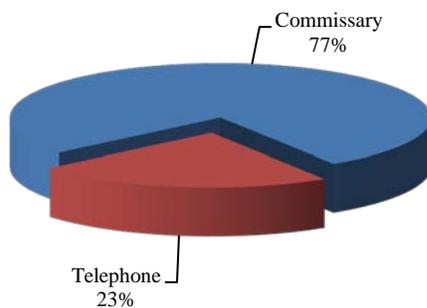
Departmental Function:

The Washington County Inmate Welfare Fund was created by Article – Correctional Services Chapter 27 and 2 11-902. Each local correctional facility may establish an inmate welfare fund that is beneficial to the housed inmates. This fund may be used only for goods and services that benefit the general inmate population as defined by regulations that the managing official of the local correctional facility adopts.

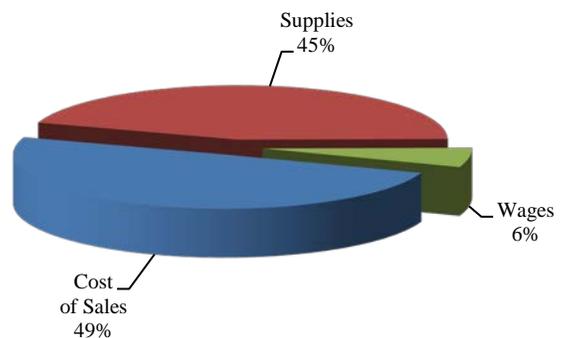
11-903 Each fund is a special continuing, non-lapsing fund. (2) (I) Each fund consists of I 1-profits derived from the sale of good through the commissary operation, telephone and vending machine commissions. See Chapter 27 11-902-11-904 for more details.

Fund Summary

Inmate Welfare Revenue



Inmate Welfare Expense



Commissary sales account for 77% or \$350,000 of the Inmate Welfare fund revenues. This revenue is generated from the sale of products to the general inmate population and is budgeted based on history. The remainder of the revenue is commission from the pay phones used.

Department/Agency

Goals for Fiscal Year 2019

- ✓ Review the commissary offerings for safety and security purposes.
- ✓ Collaborate with Purchasing in obtaining a new inmate phone services contract.
- ✓ Research the effective use of and potential revenues of inmate tablets that have been introduced to correctional facilities elsewhere.

Detail Summary

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	482,215	429,130	454,000	24,870	5.80%
Total	482,215	429,130	454,000	24,870	5.80%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	23,742	26,220	26,170	(50)	(0.19%)
Operating	425,931	402,910	427,830	24,920	6.19%
Capital Outlay	6,663	0	0	0	0.00%
Total	456,336	429,130	454,000	24,870	5.80%

Gaming Fund

Fund:	Gaming Fund	Category:	Special Revenue
Program Code:	26	Contact:	Susan Buchanan

Departmental Function:

The Office of Community Grant Management interprets, implements, and enforces State law, County rules and regulations as well as all policies governing tip jar and bingo gaming activity within Washington County. The Office has sole authority to approve or deny license requests. Also, compliance of gaming laws and regulations of non-profit clubs and for-profit taverns and restaurants is monitored. Responsibilities include the accurate collection and management of monies deposited to the Gaming Fund for distributions which are then allocated by an appointed seven-member panel to fire and rescue companies and local charities. This office also issues licenses and regulates coin-operated amusement devices throughout the County.

Fund Summary



The Gaming Fund generates 100% of its revenue from fees charged to operate gaming activities. The revenue budget is based on the prior year actual revenues.

Department/Agency

Goals for Fiscal Year 2019

- ✓ Increase the number of licensed tip jar operators by conducting personal business outreach to qualified potential tip jar operators.
- ✓ Maintain 100% gaming regulation compliance through regular inspections and operator education.
- ✓ Review Gaming Fund Grant application process and forms, making any necessary modifications to ensure it is user-friendly to funding applicants.
- ✓ Initiate a Customer Appreciation program for local gaming operators and wholesalers.

Detail Summary

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Fund Balance Reserve	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	2,132,132	2,137,880	2,166,150	28,270	1.32%
Total	2,132,132	2,137,880	2,166,150	28,270	1.32%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	176,039	190,710	172,430	(18,280)	(9.59%)
Operating	11,844	17,050	16,760	(290)	(1.70%)
Capital Outlay	0	0	0	0	0.00%
Gaming Distributions	1,938,258	1,930,120	1,976,960	49,840	2.43%
Total	2,126,141	2,137,880	2,166,150	28,270	1.32%

Services Provided		
	2017 Actual	2018 Actual
Total Gaming Applications Processed and or Monitored	99	100
Total Gaming Awards	\$1,938,257	\$1,976,374

Positions	
Title	Full Time
Charitable Gaming Manager	1
Senior Office Associate	1
Total	2

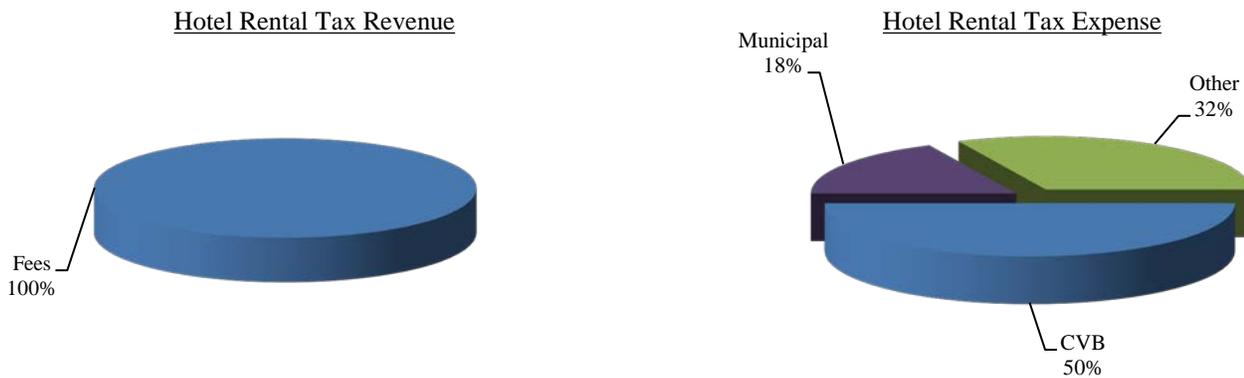
Hotel Rental Tax Fund

Fund:	Hotel Rental Tax	Category:	Governmental Fund
Program Code:	27	Contact:	Sara Greaves

Departmental Function:

The Hotel Rental Tax fund is used to account for revenue generated by a 6% local Hotel Rental Tax approved under Md. Code Article 24, Title 9, and Subtitle 3 by local resolution. The expenditure of the Hotel Rental Tax revenue is restricted by State statute. The Convention and Visitors Bureau receives 50% of collected fees to promote tourism. Municipalities receive a portion of the tax revenue based on population with each one receiving a minimum of \$15,000; the remaining amount is distributed as approved by the County Commissioners to promote tourism, to encourage economic development, or to promote cultural and/or recreational activities in Washington County.

Fund Summary



The Hotel Rental Tax Fund generates revenue from the tax charged to hotels and motels based on occupancy. The estimated revenue is based on history.

Department/Agency

Goals for Fiscal Year 2019

✓ Not applicable.

Detail Summary

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental (Fund Balance Reserve)	0	0	0	0	0.00%
Fees/Charges	2,353,302	2,100,000	2,100,000	0	0.00%
Total	2,353,302	2,100,000	2,100,000	0	0.00%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	2,010,480	2,100,000	2,100,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	2,010,480	2,100,000	2,100,000	0	0.00%

Land Preservation Fund

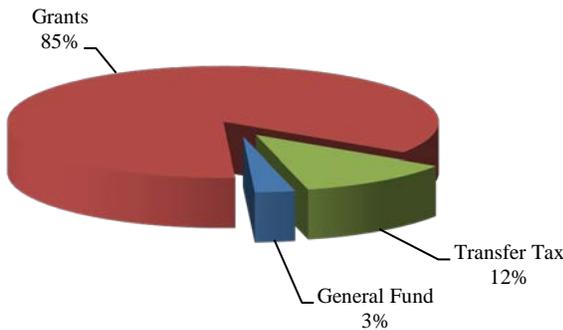
Fund:	Land Preservation Fund	Category:	Governmental Fund
Program Code:	28	Contact:	Eric Seifarth

Departmental Function:

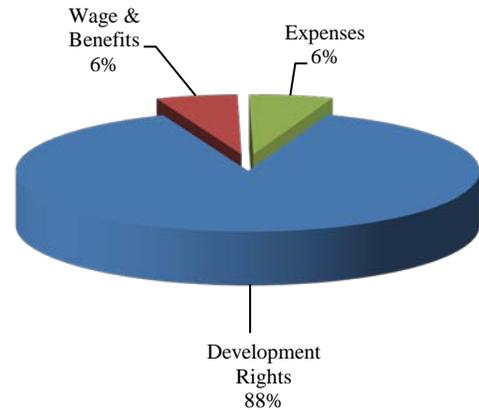
This Fund is used to account for programs related to agricultural land preservation. At least \$400,000 of the revenues from the County Real Estate Transfer Tax is used to purchase permanent easements. Roughly half of this will be used for County Installment Payment Program easements; and the other half is to be put toward the 60/40 Match mechanism for the acquisition of Maryland Agricultural Land Preservation Program easements. Also, a portion of the Agricultural Transfer Tax that is collected by the County is remitted to the State for the purchase of easements. These programs enhance the viability of agriculture in the County. Administrative and Compliance funds from easement settlements are deposited into this account and have been used to pay for easement-related services when they are due prior to settlement. The Fund is used by several programs, including the Maryland Agricultural Land Preservation Program (MALPP), Rural Legacy Program (RLP), Conservation Reserve Enhancement Program (CREP), Farm and Ranchland Protection Program (FRPP), and Agricultural Conservation Easement Program (ACEP).

Fund Summary

Land Preservation Revenue



Land Preservation Expense



Department/Agency

Goals for Fiscal Year 2019

- ✓ Continue to work towards achieving the goal of 50,000 permanently preserved acres.
- ✓ Complete the updates of the Agricultural Land Preservation District Ordinance and Agricultural Transfer Tax Ordinance by November 2018.
- ✓ Complete the Agriculture chapter of the Comprehensive Plan update by August 2018.
- ✓ Settle two ACEP easements.
- ✓ Settle additional Next Generation Farmland Acquisition Program (NGFAP) transfers.
- ✓ Settle three MALPF easements (from FY 17) and submit FY 19 applications.

Goals for Fiscal Year 2019 (cont'd.)

- ✓ Use the FY2018 RLP grant in its entirety.
- ✓ Work with Maryland Environmental Trust and the County Commissioners for a possible Regional Conservation Plan.
- ✓ Work with landowners and other County departments to determine acceptable alternative permitted uses on preserved land.

Detail Summary

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	121,765	136,550	113,180	(23,370)	(17.11%)
Grants/Intergovernmental	1,805,690	3,358,960	3,203,210	(155,750)	(4.64%)
Fees/Charges/Fund Balance	503,152	430,000	445,000	15,000	3.49%
Total	2,430,607	3,925,510	3,761,390	(164,120)	(4.18%)

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	202,844	221,470	213,860	(7,610)	(3.44%)
Operating	2,132,889	3,704,040	3,547,530	(156,510)	(4.23%)
Capital Outlay	0	0	0	0	0.00%
Total	2,335,733	3,925,510	3,761,390	(164,120)	(4.18%)

Positions	
Title	Full Time
Rural Preservation Administrator	1
Land Preservation Planner	1
Total	2

Contraband

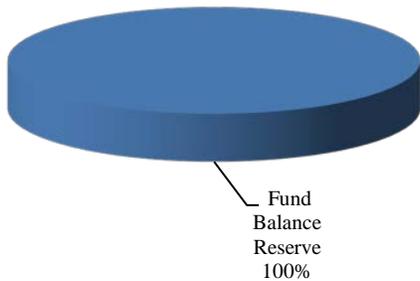
Fund:	Contraband	Category:	Governmental Fund
Program Code:	51	Contact:	Sheriff Douglas Mullendore

Departmental Function:

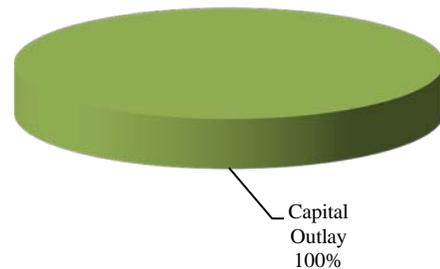
Seized proceeds from controlled dangerous substance related activities. These funds are utilized to enhance operations of the Washington County Sheriff's Office, Washington County State's Attorney Office, and the Hagerstown Police Department.

Fund Summary

Contraband Fund Revenue



Contraband Fund Expense



Department/Agency

Goals for Fiscal Year 2019

- ✓ Purchase parts and equipment to upgrade covert cameras used by Narcotics Task Force.
- ✓ Purchase faraday box or bags for Narcotics Task Force.

Detail Summary

Funding Sources						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
Fund Balance Reserve	0	8,930	4,650	(4,280)	(47.93%)	
Grants/Intergovernmental	0	0	0	0	0.00%	
Fees/Charges	62,237	0	0	0	0.00%	
Total	62,237	8,930	4,650	(4,280)	(47.93%)	

Program Expenditures						
Category	2017 Actual	2018 Budget	2019 Budget	Change		
				\$	%	
Wages and Benefits	0	0	0	0	0.00%	
Operating	72,308	0	0	0	0.00%	
Capital Outlay	3,045	8,930	4,650	(4,280)	(47.93%)	
Total	75,353	8,930	4,650	(4,280)	(47.93%)	

Hagerstown/Eastern Panhandle Metropolitan Planning Organization (HEPMPO)

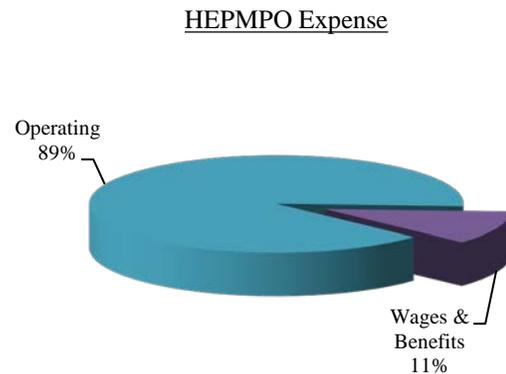
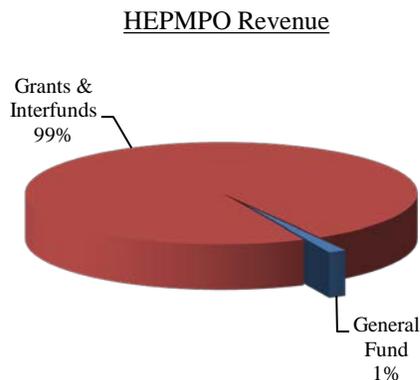
Fund:	HEPMPO	Category:	Governmental Fund
Program Code:	29	Contact:	Jill Baker

Departmental Function:

The Hagerstown/Eastern Panhandle Metropolitan Planning Organization (HEPMPO) is the Federal and State designated regional transportation planning body for the urbanized areas in Berkeley and Jefferson counties in West Virginia; Washington County, Maryland; and a small portion of Franklin County, Pennsylvania. The HEPMPPO coordinates the federally mandated transportation planning process in the Hagerstown-Martinsburg Urbanized Area, a designation resulting from the 1990 and 2000 Census.

An important part of this planning process is the public's participation in developing short and long-term goals for the regional transportation system. The public is invited to search the website, review the information, and provide HEPMPPO with any feedback regarding transportation issues facing the region today and in the future.

Fund Summary



Department/Agency

Goals for Fiscal Year 2019

- ✓ Continue to incorporate planning factors and performance measures into regional planning efforts in accordance with the FAST Act transportation legislation.
- ✓ Continue to support local governmental bodies in the application and implementation of grant applications.
- ✓ Implement recommendations of the newly adopted Long Range Transportation Plan.

Detail Summary

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	7,290	7,950	8,060	110	1.38%
Grants/Intergovernmental	532,688	535,870	542,020	6,150	1.15%
Fees/Charges	0	0	0	0	0.00%
Total	539,978	543,820	550,080	6,260	1.15%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	53,460	57,790	60,940	3,150	5.45%
Operating	481,619	486,030	489,140	3,110	0.64%
Capital Outlay	0	0	0	0	0.00%
Total	535,079	543,820	550,080	6,260	1.15%

Wages and Benefits are charged by a full-time employee in the Planning Department and a full-time employee in the Transit Department who work part time on this program.

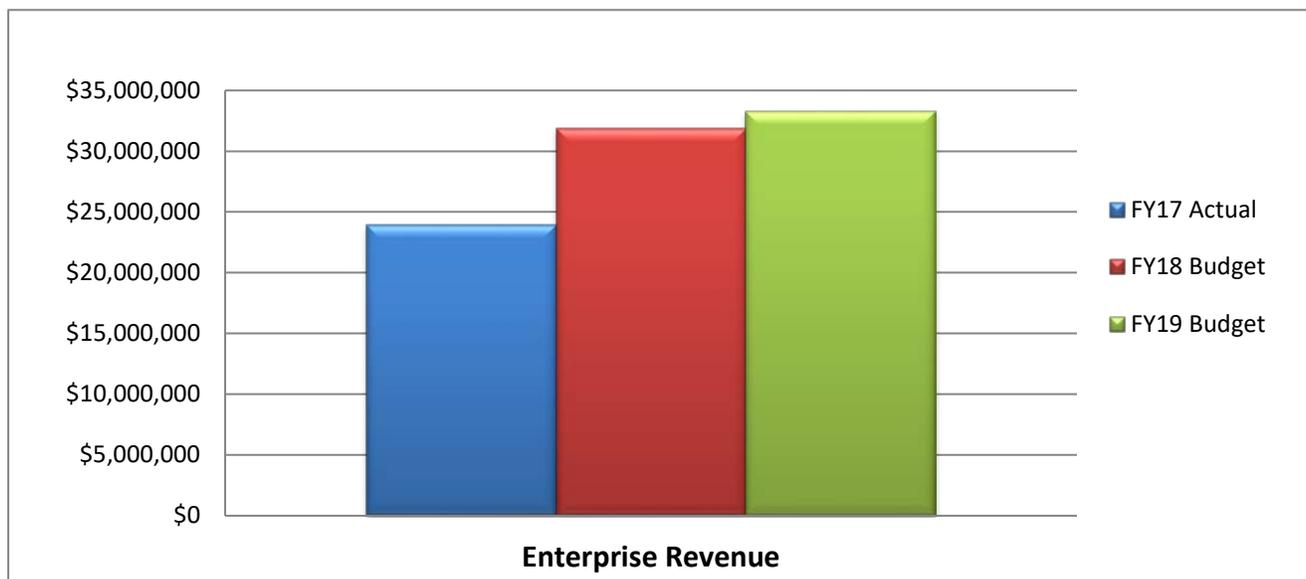
Enterprise Funds

Enterprise Funds Summary	277
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Water Quality	281
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Enterprise Funds Summary

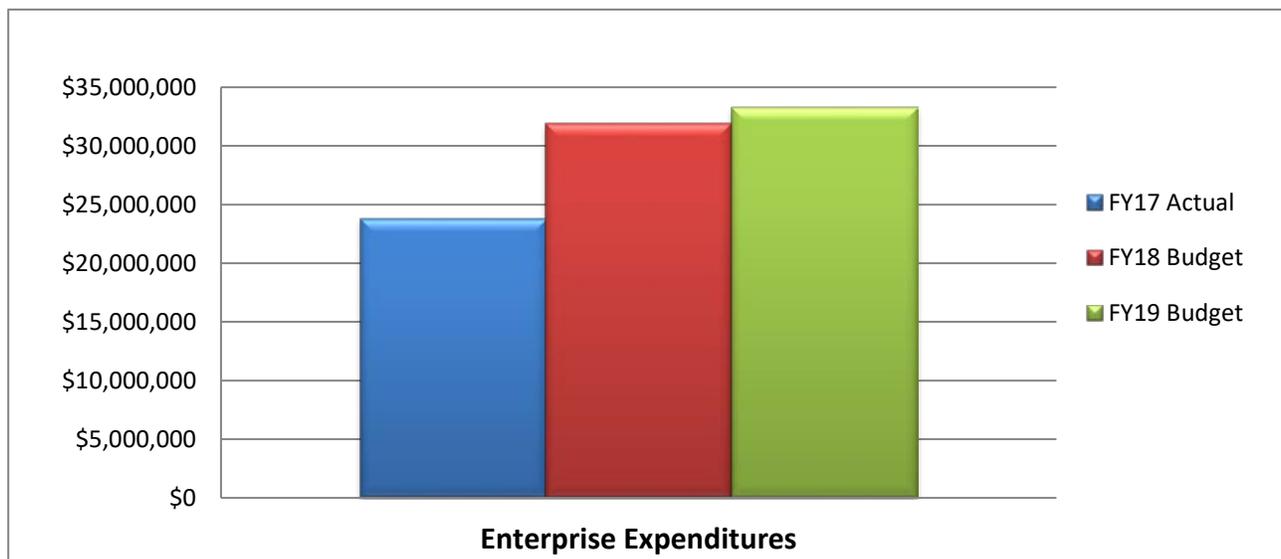
Enterprise Funds Revenue

Fund	2017 Actual	2018 Budget	2019 Budget	\$ Change	% Change
Solid Waste	6,284,307	6,974,830	8,121,710	1,146,880	16.44%
Water Quality	11,441,901	19,058,100	19,422,180	364,080	1.91%
Transit	2,412,850	2,559,970	2,563,400	3,430	0.13%
Airport	2,651,806	2,076,840	1,987,720	(89,120)	(4.29%)
Golf Course	1,127,478	1,234,470	1,203,350	(31,120)	(2.52%)
Total	23,918,342	31,904,210	33,298,360	1,394,150	4.37%



Enterprise Funds Expenditures

Fund	2017 Actual	2018 Budget	2019 Budget	\$ Change	% Change
Solid Waste	4,996,517	6,974,830	8,121,710	1,146,880	16.44%
Water Quality	13,037,887	19,058,100	19,422,180	364,080	1.91%
Transit	2,721,143	2,559,970	2,563,400	3,430	0.13%
Airport	1,942,153	2,076,840	1,987,720	(89,120)	(4.29%)
Golf Course	1,121,711	1,234,470	1,203,350	(31,120)	(2.52%)
Total	23,819,411	31,904,210	33,298,360	1,394,150	4.37%



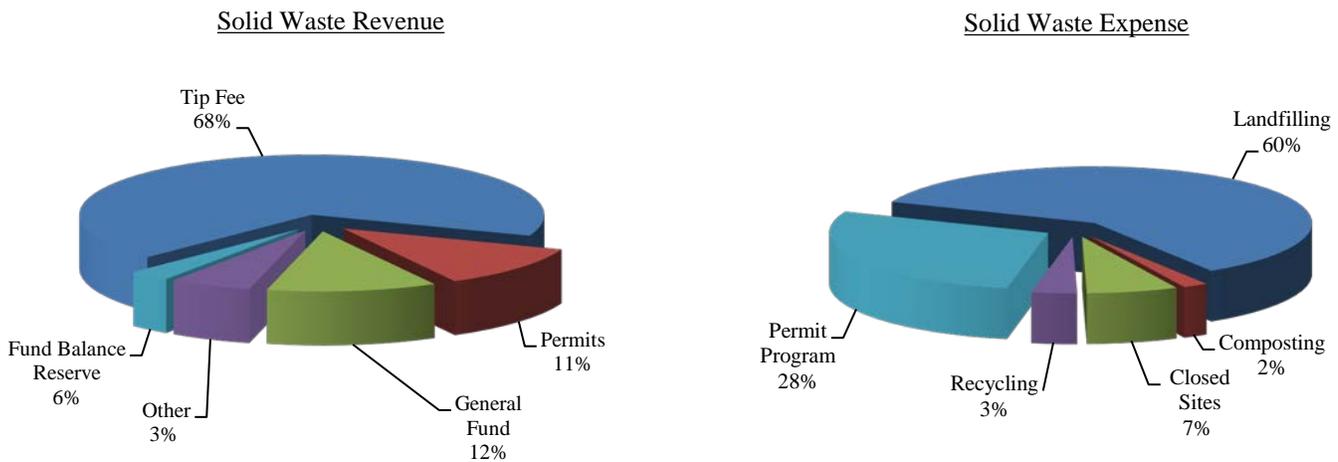
Solid Waste

Fund:	Solid Waste	Category:	Enterprise Fund
Program Code:	21	Contact:	Dave Mason

Departmental Function:

To protect the environment and public health by providing safe, reliable, efficient and cost effective solid waste disposal and recycling services for our customers.

Fund Summary



The Solid Waste operation generates 68% of total revenue or \$5,537,080 from tip fees and 11% or \$921,400 from permit fees. The General Fund appropriation covers costs associated with closed landfill sites that no longer accept waste or generate a revenue stream. These sites never collected fees due to pre-regulatory operation or the sites only collected fees for a portion of their useful capacity once new regulatory guidelines were enacted. The General Fund appropriation is required due to closure and post-closure costs on these sites in which insufficient revenues and or reserves exist to support the future costs of these sites. The current landfilling and composting programs and activities are self-supporting from fees. The program/activity costs on these are determined based on a full cost accounting analysis. The analysis determines the total cost of service for each activity or program from which rates can then be set.

Department/Agency

Goals for Fiscal Year 2019

- ✓ Continue the Solar Projects at 40 West and Resh Road landfills.
- ✓ Continue the Waste to Energy Project.
- ✓ Complete the upgrades to the Kaetzel Transfer Station.

Detail Summary

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	491,400	473,630	961,700	488,070	103.05%
Fund Balance Reserve	0	183,540	463,890	280,350	152.75%
Grants	12,750	0	0	0	0.00%
Fees and Charges	5,780,157	6,317,660	6,696,120	378,460	5.99%
Total	6,284,307	6,974,830	8,121,710	1,146,880	16.44%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	2,035,431	2,230,330	2,289,030	58,700	2.63%
Operating	2,261,321	2,286,370	2,813,870	527,500	23.07%
Capital Related Costs	699,765	2,458,130	3,018,810	560,680	22.81%
Total	4,996,517	6,974,830	8,121,710	1,146,880	16.44%

Positions	
Title	Full Time
Deputy Director Solid Waste & Watershed	1
Assistant Solid Waste Director	1
Weigh Clerk	3
Administrative Assistant	1
Senior Office Associate	1
Auto Service Specialist	2
Solid Waste Equipment Operator	7
Landfill Attendant	4
Recycling/Operations Coordinator	1
Total	21

Water Quality

Fund:	Water Quality	Category:	Enterprise Fund
Program Code:	40 – 43	Contact:	Dan DiVito

Departmental Function:

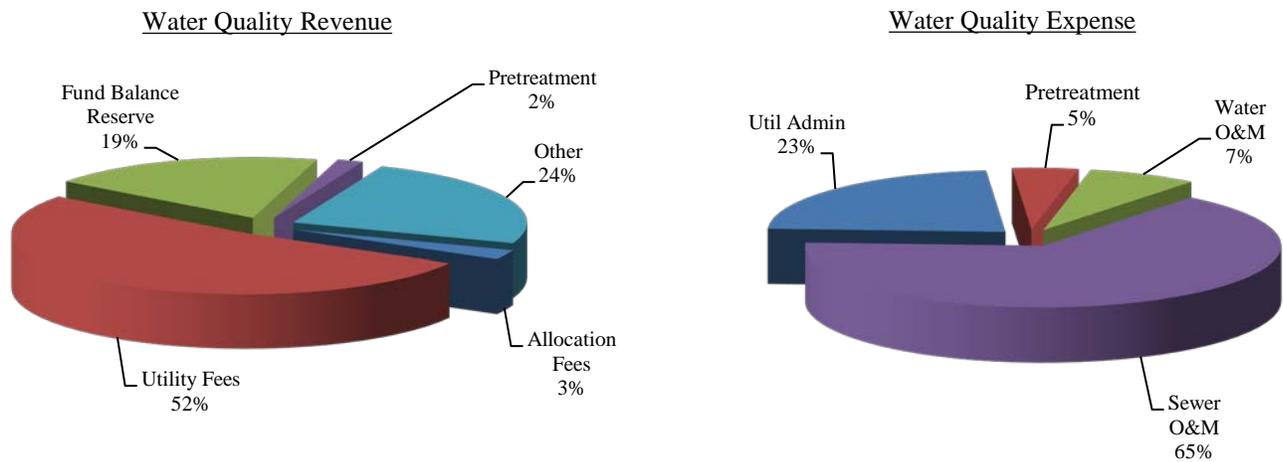
The Water Quality Department performs various functions:

Utility Administration provides supportive services to the Water and Sewer Operations of the Water Quality Department. Services provided include administration, laboratory testing, and maintenance for vehicles and utility facilities. It also renders “contract services” for operating and maintaining other municipal treatment plants.

Water and Sewer Operations provide safe, reliable, and cost effective water and sewer services to the customers of the Water Quality Department with respect to construction, operations, maintenance, and management of systems in compliance with local, state, and federal regulations. These services provide support to the County’s goal of protecting the environment and public health.

Pretreatment Operations was privatized in 2006 through a long-term lease to a private corporation. As a result, the Pretreatment operational functions are no longer the responsibility of the Water Quality Department. Privatization was accomplished through a long-term process and was supported by the Washington County Board of County Commissioners. This privatization has allowed Washington County to maintain compliance with EPA regulations at a substantial savings.

Fund Summary



The Water Quality Fund bills utility customers quarterly and \$10,124,000 has been budgeted for FY19 or 52% of its annual budget. Utility rates are set each year and are determined using a cost based financial model. The Pretreatment Plant revenue from the lease agreement, along with funds from the County, will cover debt service at a substantial savings to the County due to privatization of the facility. The revenue projections are calculated using history of customer base and any known factors of growth. Allocation fees are budgeted at \$502,830 or 3% of budget. The allocation fees are projected based on average growth factors in addition to any new service areas.

Departmental/Agency

Goals for Fiscal Year 2019

- ✓ Review the Capacity Management Program.
- ✓ Identify and prioritize I & I Project.
- ✓ Update Water and Sewer Service policies.
- ✓ Obtain Department of Labor, Licensing, and Regulation approval Waste Water Apprenticeship Program and hire apprentice.
- ✓ Complete facilities inspection and evaluations.
- ✓ Implement regional training partnerships.
- ✓ Implement succession planning.
- ✓ 75% completion of Sandy Hook Grinder Pump conversion project.
- ✓ Complete Supervisory Control and Data Acquisition system.

Detail Summary

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Fund Balance Reserve	0	3,575,560	3,717,710	142,150	3.98%
General Fund Support	182,770	203,720	201,950	(1,770)	(0.87%)
Grants	0	0	0	0	0.00%
Fees and Charges	11,259,131	15,278,820	15,502,520	223,700	1.46%
Total	11,441,901	19,058,100	19,422,180	364,080	1.91%

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	6,439,877	7,213,130	7,115,460	(97,670)	(1.35%)
Operating	3,031,251	6,989,470	7,307,690	318,220	4.55%
Capital Related Costs	3,566,759	4,855,500	4,999,030	143,530	2.96%
Total	13,037,887	19,058,100	19,422,180	364,080	1.91%

Positions	
Title	Full Time
Director Division of Environmental Management	1
Deputy Director of Operations - Water Quality	1
Deputy Director of Engineering Services	1
Operations Superintendent	1
Collection Superintendent	1
Environmental Engineer	1
Assistant Collection Superintendent	1
Assistant Operation Superintendent	1
Maintenance Superintendent	1
Assistant Maintenance Superintendent	1
Pretreatment Manager	1
Watershed Specialist	1
Stormwater Management Coordinator	1
Capacity Management/Engineer Technician II	1
Administrative Assistant**	1
Allocation/Permits Specialist	1
Senior Office Associate	2
Chief of Lab Testing**	1
Chemist**	1
Lab Technician III**	2
Lab Technician II**	1
Senior Electrician	1
Electrician	2
Distribution System Manager	1
Project Manager	1
Senior Skilled Tradesworker	1
Skilled Tradesworker	2
Systems Mechanic III	1
Systems Mechanic II	2
Systems Mechanic I	1
Utilities Construction Inspector	2
Automotive Services Technician	1
Inventory Clerk/Equipment Operator	1
Equipment Operator III	3
Utility Worker II	3

Positions	
Title	Full Time
Utility Worker I	1
Senior Chief Plant Operator	1
Chief Plant Operator	6
Senior Plant Operator	11
Plant Operator	1
Plant Operator Trainee	4
Senior Collection Operator	8
Collection Operator Trainee	5
Electronics Technician	1
Total	82

**Assigned to Director of Environmental Management

Transit

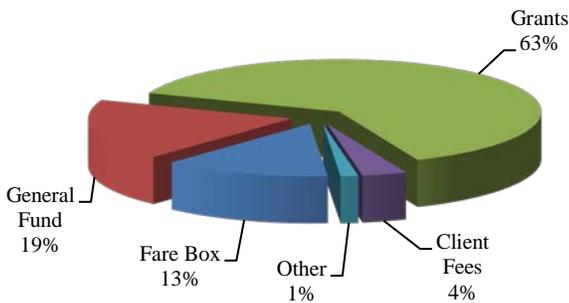
Fund:	Transit	Category:	Enterprise Fund
Program Code:	44	Contact:	Kevin Cerrone

Departmental Function:

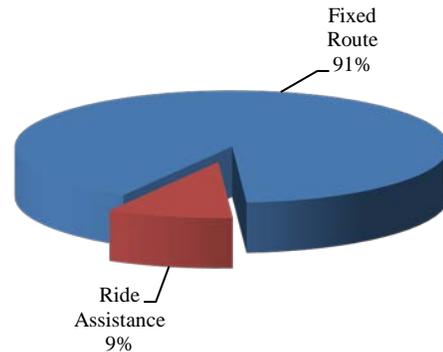
The Public Transit Department provides safe, affordable, dependable, and accessible public transportation that enhances the mobility of our customers. Established in 1972, service is provided to Valley Mall, Long Meadow, Williamsport, Maugansville, Robinwood, Smithsburg, Funkstown, and throughout the City of Hagerstown. Along with Fixed Route mass transit service the Public Transit Department also provides the following services to the community: American Disability Act (ADA) Para Transit service, Statewide Special Transportation Assistance Program (SSTAP) Ride Assistance, and employment based services known as Job Opportunity Bus Shuttle (JOBS), partially funded by the Department of Social Services (DSS).

Fund Summary

Transit Revenue



Transit Expense



The Transit Fund's main support is from Federal, State, and Local grants, which account for 63% or \$1,612,680 of the total budget. Client Fees are collections from the participants of the ADA, SSTAP, and DSS programs. These fees supplement the grants that support these programs. Fare Box revenue from the Fixed Route service represents 13% of the budget or \$340,000. The Transit Fund by nature is heavily dependent on grants and will continue to require that support to maintain the same level of service.

Department/Agency

Goals for Fiscal Year 2019

- ✓ Procurement/implementation of RouteMatch Fixed-route Planning software (add-on to current Demand Response Scheduling Program).
- ✓ Replacement of four fixed-route ADA accessible buses whose FTA useful life has been exhausted (300-day process from formal bid process to manufacturing; to delivery; driver & public operational awareness; and placed in-use.)
- ✓ Analyze recommendations contained within 5-year Transportation Development Plan (TDP) to determine feasibility of implementations to expand transit service. Application for appropriate Federal grant funds would occur with FY '20/21 Annual Transportation Plan (ATP) submission to State (January 2020).

Detail Summary

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Fund Balance Reserve	0	26,510	0	(26,510)	(100.00%)
General Fund Support	467,030	484,470	484,470	0	0.00%
Grants	1,498,149	1,582,740	1,612,680	29,940	1.89%
Fees and Charges	447,671	466,250	466,250	0	0.00%
Total	2,412,850	2,559,970	2,563,400	3,430	0.13%

Program Expenditures					
Category	2017 Actual	2018 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	1,834,693	1,903,300	1,886,110	(17,190)	(0.90%)
Operating	880,376	656,670	677,290	20,620	3.14%
Capital Related Costs	6,074	0	0	0	0.00%
Total	2,721,143	2,559,970	2,563,400	3,430	0.13%

Positions	
Title	Full Time
Transit Director	1
Deputy Director Transit	1
Transit – Fiscal Technician	1
Office Associate	2
Bus Operator	8
Transit Fleet and Facility Manager	1
Transit Fleet Technician	2
Transit Maintenance Worker	1
Driver Supervisor	1
Total	18

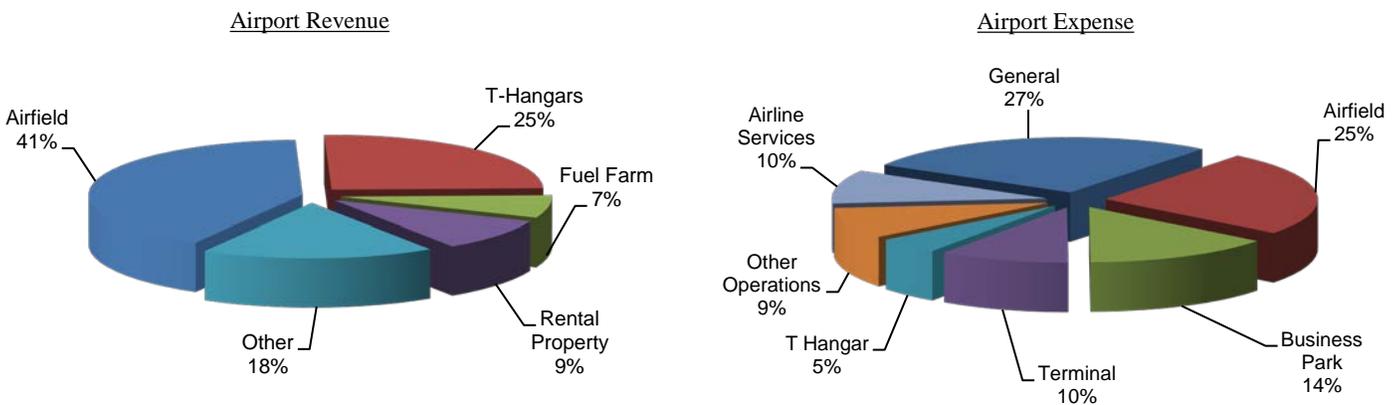
Airport

Fund:	Airport	Category:	Enterprise Fund
Program Code:	45	Contact:	Phil Ridenour

Departmental Function:

Hagerstown Regional Airport (HGR) contributes to the economic base of Washington County by providing and supporting the air transportation needs of the Quad-State area in accordance with Federal Aviation Administration (FAA) regulations, State, and County laws.

Fund Summary



T-Hangar revenue accounts for 25% or \$99,420 of Airport revenue. It is generated from individual and corporate accounts and supports many of the operational costs of the Airport. Fuel Farm revenue is 7% or \$132,740 of total revenue, consisting of fees for the use of fuel and maintenance of the Fuel Farm. Revenue from the Airfield is 41% or \$817,390 of total revenue, which is mainly from rental of Corporate Hangars. The Other revenue is grants, terminal rent, and concession fees. The Other Operations expense includes the Fuel Farm, Firefighting, and Rental departments.

Department/Agency

Goals for Fiscal Year 2019

- ✓ Work with existing businesses to establish an avionics dealership and repair facility.
- ✓ Work with existing businesses to establish an aircraft interior services shop.
- ✓ Establish airline services to at least one additional destination from HGR utilizing an ultra-low-cost carrier or regional jet service provider.
- ✓ Work with Department of Business Development to market the airport utilizing resources outlined in the HGR Comprehensive Strategic Marketing Plan.
- ✓ Complete comprehensive update to the airport's Primary Management and Compliance Documents.

Detail Summary

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	64,500	64,500	64,500	0	0.00%
Grants	53,796	90,910	33,030	(57,880)	(63.67%)
Fees and Charges	2,553,510	1,921,430	1,890,190	(31,240)	(1.63%)
Total	2,651,806	2,076,840	1,987,720	(89,120)	(4.29%)

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	924,942	989,260	1,089,580	100,320	10.14%
Operating	702,371	671,510	668,270	(3,240)	(0.48%)
Capital Related Costs	314,840	416,070	229,870	(186,200)	(44.75%)
Total	1,942,153	2,076,840	1,987,720	(89,120)	(4.29%)

Positions	
Title	Full Time
Airport Director	1
Operations Manager	1
Maintenance Supervisor	1
Administrative Assistant	1
Office Associate	1
Airline Station Leader	1
Equipment Operator	1
Equipment Operator/Firefighter	2
Facilities Manager	1
Total	10

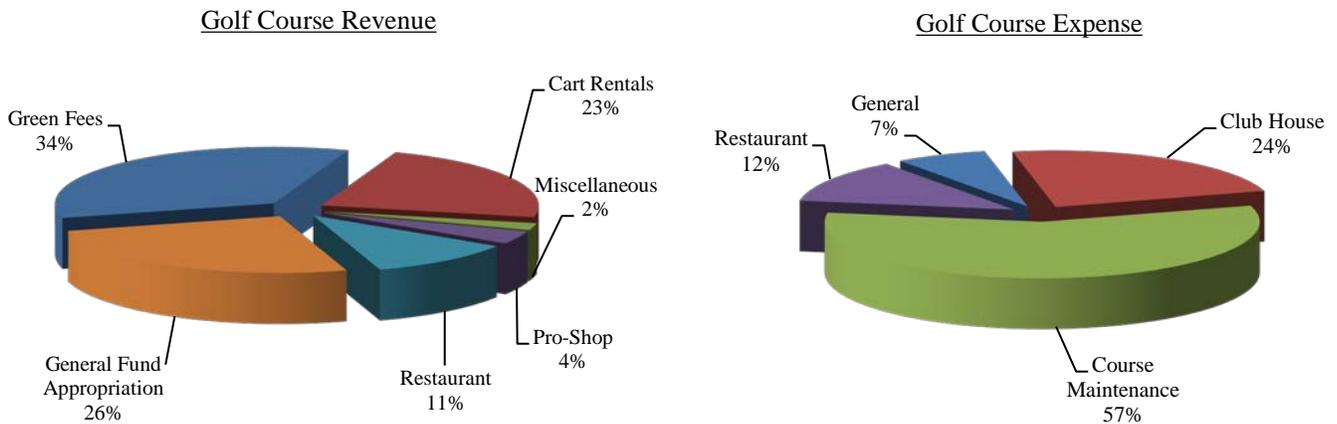
Golf Course

Fund:	Golf Course	Category:	Enterprise Fund
Program Code:	46	Contact:	Darrell Whittington

Departmental Function:

Black Rock Golf Course provides 18 holes of quality golf for the residents of Washington County and surrounding areas. There are three departments within the Black Rock organization being overseen by a Board of Directors consisting of seven members. Policies and procedures are set by this committee and implemented by the Director and the Golf Course Superintendent.

Fund Summary



A majority of the Golf Course operation funds is derived from Green Fees, generating \$417,480 or 34% of the revenue. Green Fees average \$21 per round, which includes 18 holes weekday and weekend play. Cart rental accounts for \$274,100 or 23%. Together, green fees and cart rental account for \$692,180 or 57% of revenue. The largest expense for the operational side of the golf course is maintenance of the golf course which accounts for \$688,010 or 57% of the budget and includes salaries, chemicals, irrigation, and capital outlay costs.

Departmental/Agency

Goals for Fiscal Year 2019

- ✓ Replace roof on maintenance building.
- ✓ Increase league and tournament play.
- ✓ Remove pine trees affecting cart paths.
- ✓ Remove and rebuild sand traps on hole 13.

Detail Summary

Funding Sources					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
General Fund Support	346,950	319,020	309,970	(9,050)	(2.84%)
Operating and Capital Grants	0	0	0	0	0.00%
Fees and Charges	780,528	915,450	893,380	(22,070)	(2.41%)
	1,127,478	1,234,470	1,203,350	(31,120)	(2.52%)

Program Expenditures					
Category	2017 Actual	2018 Budget	2019 Budget	Change	
				\$	%
Wages and Benefits	681,211	783,730	741,800	(41,930)	(5.35%)
Operating	440,500	450,740	461,550	10,810	2.40%
Capital Related Costs	0	0	0	0	0.00%
Total	1,121,711	1,234,470	1,203,350	(31,120)	(2.52%)

Positions	
Title	Full Time
Golf Director	1
Golf Course Superintendent	1
Assistant Golf Course Superintendent	1
Golf Course Mechanic	1
Golf Maintenance Worker	2
Grill Cook I	1
Total	7

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Frequently Asked Questions

Q. Why does the County require cash reserves?

A. Cash reserves are set aside to use in case of emergencies, cash flow, or for unexpected opportunities. These reserves can only be used according to the policy specifications. The County is a multi-million dollar corporation and like household finance, should have a savings account.

Q. What are the County’s tax rates?

Major Tax Rates					
Type	Rate	Basis	Date of Tax last increase	If rates were increased by	It would generate additional revenue of
Real Estate:	\$.948	\$100 assessed value	2001	\$.01	\$1,216,154
Income Tax:	2.80%	Taxable Income	2001	.01%	\$253,845
Recordation Tax:	\$3.80	\$500 value	-	-	-

Q. I do not have any children, how do I benefit from tax dollars that go to education?

A. The role of our primary and secondary schools is to provide our young citizens the essential knowledge, skills, and attitudes to be contributing citizens and productive workers in Washington County. They will be our future doctors, engineers, teachers, accountants, electricians, bankers, and taxpayers. Their ability to join the workforce is key to the health and future of our economy, and their ability to be good citizens affects the livability of our community.

Q. How much tax dollars are spent on education?

- A.* General Fund monies of \$111.8 million are used to support various activities related to educational funding. These include operating funds and debt service costs. In addition to operational funding, the County also provides funding for the Capital Improvement Plan of those various organizations. During the recent budget session the County approved the allocation of excise tax, bonds and pay-go funds to fund educational projects. In fiscal year 2019 the Capital Improvement budget reflects \$21.9 million for education related projects, of which \$14.5 million is grant funded. Total educational funding in the fiscal year 2019 budget is \$133.7 million.

Q. What is the Current Yield Tax Rate and how does it differ from the actual tax rate of the County?

- A.* The Constant Yield Tax Rate is the rate the County could set if it wanted to collect the same amount in property tax revenue as it had the previous year, after changes in property values are taken into account. State law requires the County to calculate and publicize the Constant Yield Rate if it is less than the actual current rate, in order to make clear the amount of a budget increase that is attributable to rising property values. In years when the assessed values of properties go up, the Constant Yield Rate is lower than the rate the Commissioners set. The current property tax rate is \$.948 and the Constant Yield Rate is \$.941.

Q. Why does the County issue Debt?

- A.* Paying for needed infrastructure on a “cash” basis avoids interest costs associated with financing over a number of years. However, many large Capital Improvement budgets are too expensive to be paid from a single year’s budget, making financing necessary. Additionally, a principle called “intergenerational equity” suggests having the costs of capital improvements benefiting the public over 15 or more years to be borne by future generations, and not entirely by the current taxpayer. This will be even more so with increasing growth pressure from development as it continues to increase.

Q. How can I contact someone and where do I get information?

Name	Number
County Commissioners:	
Terry Baker	240-313-2205
John Barr	240-313-2207
Jeff Cline	240-313-2208
LeRoy Myers	240-313-2206
Wayne Keefer	240-313-2209
County Administrator Office	
Robert Slocum, County Administrator	240-313-2202
Budget and Finance	
Sara Greaves, Chief Financial Officer	240-313-2300

Documents	Website
2019 Budget Document	Available on-line @ http://www2.washco-md.net/budget_finance/finance_docs.shtm
10 Year Capital Improvement Program	Available on-line @ http://www2.washco-md.net/budget_finance/finance_docs.shtm
Audited Financial Statements	Available on-line @ http://www2.washco-md.net/budget_finance/finance_docs.shtm
Official Statement for Bond Issue	Available on-line @ http://www2.washco-md.net/budget_finance/finance_docs.shtm

All the above documents are available in hard copy upon request by calling 240-313-2300 or by mail:

County Commissioners of Washington County
 Department of Budget and Finance
 100 West Washington Street
 Room 3100
 Hagerstown, MD 21740

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GLOSSARY OF TERMS

ACCRUAL BASIS OF ACCOUNTING	Method of accounting that recognizes the financial effect of transaction when they occur regardless of the timing of related cash flows.
APPROPRIATION	An authorization granted by the County Commissioners to make expenditures and to incur obligations for purposes specified in the appropriation resolution.
ASSESSABLE BASE	The total value of real and personal property in the County for the purposes of taxation. The State Department of Assessments and Taxation determines assessable base.
ASSESSED VALUE	The valuation established for individual real estate or other property by the State for purposes of taxation. The assessment for real property is currently established at 100% of market value.
ASSESSMENT	The process of making the official valuation of property for purposes of taxation.
ASSIGNED FUND BALANCE	A classification of fund balance in governmental-type funds to indicate net resources of the fund that the government intends for a specific purpose. Assigned resources differ from committed in that constraints imposed on assigned resources are more easily modified or removed. For governmental funds other than the General Fund, this is the category for all (positive) residual fund balances.
BALANCED BUDGET	A budget in which all expenditures are equaled by all revenues. By State Law, the County's budget must be balanced.
BOND	A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date or dates in the future (called the maturity date), together with periodic interest at a specific rate.
BOND RATING	An evaluation by investor advisory services indicating the probability of timely repayment of principal and interest on bonded indebtedness. These ratings significantly influence the interest rate that a borrowing government must pay on its bond issues. Washington County bonds are rated by three major advisory services: Moody's Investors Service, Standard and Poor's Corporation, and Fitch Investor Service.

GLOSSARY OF TERMS

BUDGET	A complete plan of financial operations for a given period embodying an estimate of proposed expenditures and the proposed means of financing them. It is a means of allocating scarce resources.
BUDGETARY BASIS OF ACCOUNTING	The method used to determine when revenues and expenditures are recognized for budgetary purposes.
CAPITAL BUDGET	The current fiscal year proposed budget for capital expenditures and the means of financing them.
CAPITAL IMPROVEMENT PLAN (CIP)	A 10 year plan for the provision of the County's long-term facility and infrastructure needs (buildings, roads, parks, and other elements). The plan, which is updated annually, schedules by fiscal year the proposed capital construction phases and related expenditure and financing needs expected to occur during the 10 year period. It is integral to the County's financial plan and is the basis for bond issuance. The funding of projects in the five years beyond the Capital Budget Year is not appropriated and therefore is subject to change with each new budget year.
CAPITAL IMPROVEMENT PROGRAM	A comprehensive program that provides a means for coordinating all departmental and agency project requests into one document. The program is used to forecast the future needs and priorities of the community and plans for the appropriate funding required. Multiple departments are involved in the program to assure all areas of interest and concern are reviewed.
CAPITAL OUTLAY	An appropriation and expenditure category for government assets with a value of \$10,000 or more and a useful life of five or more years.
CAPITAL PROJECT	Governmental effort involving expenditures and funding for the creation, expansion, renovation, or replacement of permanent facilities and other public assets having relatively long life. Expenditures within capital projects may include costs of planning, design, and construction management; land; site improvements; utilities; construction; and initial furnishings and equipment required to make a facility operational.
CASH BASIS OF ACCOUNTING	A basis of accounting in which transactions are recognized only when cash is increased or decreased.

GLOSSARY OF TERMS

COMMITTED FUND BALANCE	A classification of fund balance reported in governmental-type funds to indicate net resources of the fund that the governing body has specified for particular use. To be classified as committed, the resources should have been designated through ordinance or resolution by the government's highest level of authority.
COMPONENT UNITS	Legally separate organizations for which the elected officials of the primary government are financially accountable. In addition, the nature and significance of their relationship with the primary government are such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete. The Board of Education of Washington County is a component unit of Washington County Government.
CONSTANT YIELD TAX RATE	A rate which, when applied to the coming year's assessable base, exclusive of the estimated assessed value of property appearing on the tax rolls for the first time (new construction), will produce tax revenue equal to that produced in the current tax year. State law prohibits local taxing authorities from levying a tax rate in excess of the Constant Yield Tax Rate unless they advertise and hold public hearings on their intent to levy a higher rate.
CONTINGENCY RESERVES	Monies budgeted for unanticipated expenses or emergencies, which arise during a fiscal year.
DEBT SERVICE	The annual requirement to finance the County's outstanding indebtedness. It includes both the periodic payment of interest and the redemption of principal.
DEPARTMENT	A primary organizational unit within the County government.
DEPRECIATION	The expiration of the useful life of a fixed asset over a determined period of time attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence. Also, the portion of the cost of a fixed asset charged as an expense during a particular period.
DIVISION	A primary organizational unit within a government department or agency. Divisions are usually responsible for administering basic functions or major programs of a department.

GLOSSARY OF TERMS

ENCUMBRANCES	Obligations in the form of purchase orders, contracts, or other commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise extinguished.
ENTERPRISE FUND	A fund used to record the fiscal transactions of government activities financed and operated in a manner similar to private enterprise, with the intent that the costs of providing goods and services, including financing, are wholly recovered through charges to consumers or users.
EXPENDITURE	A decrease in the net financial resources of the County generally due to the purchase of goods and services, the payment of salaries and benefits, and the payment of debt service.
FISCAL POLICY	The County Government's policies with respect to taxes, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides for an agreed-upon set of principles for the planning and programming of government budgets and their funding.
FISCAL YEAR	The 12-month period to which the annual operating and capital budgets and their appropriations apply. The Washington County fiscal year starts on July 1 and ends on June 30.
FIXED ASSETS	Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.
FRINGE BENEFITS	Personnel cost (Social Security Taxes, life/disability insurance premiums, medical/dental insurance premiums, workers compensation, etc) supplemental to employees' salary and wages which are paid wholly or in part by the County.
FUND	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
FUND BALANCE	The difference between assets and liabilities reported in a governmental fund. The balance in this account is the cumulative result of actual revenues exceeding expenditures over time.

GLOSSARY OF TERMS

FULL-TIME EQUIVALENT	A method to measure or estimate the number of full-time employees. Employees working less than 2,080 hours a year are counted as .5.
GAAP	Generally Accepted Accounting Principle. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.
GENERAL FUND	The principal operating fund for the County Government. It is used to account for all financial resources except those required to be accounted for in another fund.
GENERAL OBLIGATION BONDS	Bonds that are secured by the full faith and credit of the issuing body and generally are considered to be payable from taxes and other general revenues.
GOVERNMENTAL FUNDS	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service fund, capital projects fund, and permanent funds.
GRANT	A payment from one level of government to another or from a private organization to a government. Grants are made for specified purposes and must be spent only for that purpose.
HOMESTEAD TAX CREDIT	A State property tax credit program that limits the increase in residential taxable assessments each year to a fixed percentage. Each County is required to limit taxable assessment increases to 10% or less.
INFRASTRUCTURE	Road, bridges, curbs and gutters, buildings, streets, sidewalks, drainage systems, and lighting systems installed for the common good.
INTERFUND TRANSFER	A transfer of resources from one fund to another as required by law or appropriation.
INVESTMENTS	Securities and real estate held for income in the form of interest, dividends, rentals or lease payments.
MANDATED PROGRAM	A program required by State or Federal statutes.

GLOSSARY OF TERMS

MAJOR FUND	Governmental fund or enterprise fund reported as a separated column in the basic fund financial statements and subject to a separate opinion in the independent auditor's report.
MODIFIED ACCRUAL	The basis of accounting under which revenues are recognized when they become susceptible to accrual, that is, when they become both measurable and available to finance expenditures of the fiscal period. Expenditures are generally recorded at the time liabilities are incurred.
OPERATING BUDGET	The annual budget that supports day-to-day operations of the County agencies for a single fiscal year. It includes all services and programs planned, their expenditure requirements and revenue estimates to support the stated level of activity.
OPERATING EXPENSE	Those costs, other than expenditures for wages and benefits and capital outlay, that are necessary to support the operation of the department, such as charges for contractual services, telephones, printing, and office supplies.
PAY-AS-YOU-GO-BASIS	A term used to describe a financial policy by which capital projects are financed from current revenue in the operating budget rather than through borrowing.
POSITIONS	Identified jobs into which persons may be hired either on a full-time or part-time basis.
PUBLIC HEARINGS	Opportunities for citizens and constituent groups to voice opinions and concerns to public officials. Public hearings are advertised in the local papers. Speakers register to testify. If it is not possible to testify in person at the hearings, written testimony is acceptable and encouraged.
RESERVE	An account used either to set aside budgeted resources that are not required for expenditure in the current budget year or to earmark resources for a specific future purpose.
RESOURCES	Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.
RESTRICTED FUND BALANCE	A classification of fund balance reported in governmental-type funds to indicate net resources of the fund that are subject to constraints imposed by external parties or law.
REVENUE	All funds the County receives, including tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

GLOSSARY OF TERMS

SPECIAL REVENUE FUND	A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.
TAX RATE	The amount of tax levied for each one hundred dollars of assessed value.
TIPPING FEE	A fee charged for each ton of solid waste disposed of, or “tipped” at the Solid Waste Transfer Station or Landfill. Each year the County Administrator recommends, and the County Commissioners approves, a tipping fee based on the full cost accounting analysis and market conditions.
UNASSIGNED FUND BALANCE	A classification of fund balance reported in governmental-type funds. This is the residual fund balance category for the General Fund and is used to report negative fund balances in other governmental funds.

ACRONYMS

Acronyms are groups of initials used to avoid repetitive writing or speaking of frequently used titles or phrases. Some of the more common acronyms used in the budget document are as follows:

APFO	Adequate Public Facilities Ordinance
ARC	Appalachian Regional Commission
BOCC	Board of County Commissioners
BOE	Board of Education
CAFR	Comprehensive Annual Financial Report
CIP	Capital Improvement Program
COMAR	Code of Maryland Annotated Regulations
EMS	Emergency Medical Services
ENR	Enhanced Nutrient Removal
FAQ	Frequently Asked Questions
FEMA	Federal Emergency Management Agency
FMV	Fair Market Value
FTE	Full-Time Equivalent
FTZ	Foreign Trade Zone
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board

ACRONYMS

GFOA	Government Finance Officers Association
GIS	Geographic Information System
GO	General Obligation (Bonds)
HCC	Hagerstown Community College
HR	Human Resources
HVAC	Heating, Ventilation, and Air Conditioning Systems
IT	Information Technology
MaCo	Maryland Association of Counties
MCE	Maryland Cooperative Extension
MDA	Maryland Department of Agriculture
MDE	Maryland Department of the Environment
MOE	Maintenance of Effort
NIMS	National Incident Management System
PAYGO	“Pay As You Go” Financing
STEM	Science, Technology, Engineering and Math
WCHD	Washington County Health Department
WCPS	Washington County Public Schools