

Washington County, Maryland



2012 Annual Budget

Fiscal Year 2012
Operating and Capital Budgets

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

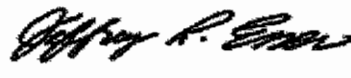
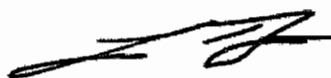
*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Washington County Commissioners
Maryland**

For the Fiscal Year Beginning

July 1, 2010



President

Executive Director

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Budget Message

July 1, 2011

To the Citizens of Washington County:

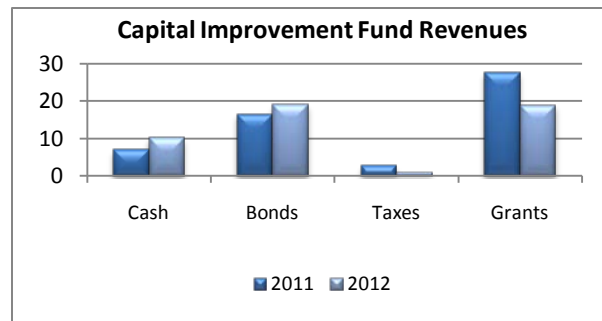
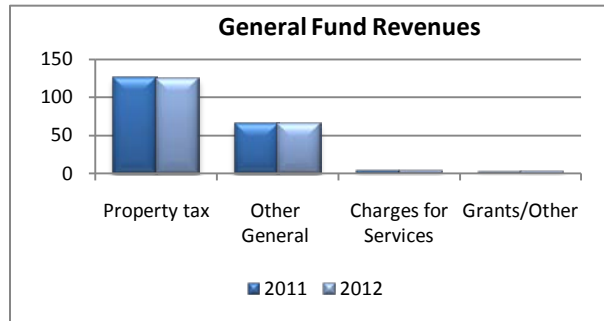
We are pleased to present to you the fiscal year 2012 Operating and Capital budget for Washington County, Maryland. These budgets set forth the plans for implementing the initiatives and goals of the County Commissioners to provide appropriate services and direction for Washington County and its citizens.

Summary of Approved Budgets for Fiscal Year 2012					
Page Reference	Fund Description	Current Year Budget 2011	Approved Budget 2012	Increase (Decrease)	% Change
Operating Funds:					
81	General	\$ 197,148,580	\$ 196,253,350	\$ (895,230)	(0.45%)
303	Solid Waste	7,303,380	7,311,370	7,990	0.11%
305	Water Quality	16,183,580	16,322,250	138,670	0.85%
273	Highway	8,489,090	8,614,960	125,870	1.48%
311	Airport	3,002,610	2,960,750	(41,860)	(1.41%)
309	Transit	2,182,700	2,104,710	(77,990)	(3.57%)
313	Golf Course	1,204,760	1,194,830	(9,930)	(0.82%)
		\$ 235,514,700	\$ 234,762,220	\$ (752,480)	(0.32%)
Restricted Funds:					
293	Hotel Rental Tax	1,500,000	1,500,000	\$ 0	0.00%
283	Agricultural Education	187,430	186,030	(1,400)	(0.75%)
285	Community Partnership	295,760	307,560	11,800	3.99%
289	Inmate Welfare	744,310	449,570	(294,740)	(39.60%)
291	Gaming Fund	2,150,980	2,083,480	(67,500)	(3.14%)
295	Land Preservation	640,330	1,556,920	916,590	143.14%
299	Metropolitan Planning Org.	0	410,210	410,210	100.00%
297	Contraband	40,000	36,120	(3,880)	(9.70%)
		\$ 5,558,810	\$ 6,529,890	\$ 971,080	17.47%
61	Capital Funds	\$ 54,252,500	\$ 49,461,200	\$ (4,791,300)	(8.83%)
Total Approved Budgets		\$ 295,326,010	\$ 290,753,310	\$ (4,572,700)	(1.55%)

The 2012 budgets were prepared with an emphasis on long-term financial planning and meeting 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 environmental initiatives, planning and improving governmental efficiency, and promoting economic opportunities.

The total adopted budget for all funds in fiscal year 2012 decreased by \$4.5 million or (1.55%). Operating funds decreased \$752,480 or (.32%). Public safety and educational expenditures provided within Washington County received overall increases of 2.41% and .23% respectively, while all other programs and services resulted in a net funding decrease of (3.56%). Restricted funds showed an increase of 17.47% due to the addition of two new programs one within the Land Preservation fund and the creation of a new Metropolitan Planning Organization fund. Capital funds decreased by \$4.8 million or (8.83%), mainly related to decrease funding sources. A comparison of the County's current budget year to the approved budget is as follows.

The overall approved budget reflects a decrease of \$4.5 million or (1.55%), in total operations. Downward trends in the housing market and high unemployment are the major cause of the reduction within the General fund. The Capital Improvement fund addresses major road development, school construction, water & sewer, and other major infrastructure projects. Due to projected economic trends the Capital Improvement fund was also restructured and now shows a \$4.8 million decrease or (8.83%). Changes in the two major funds are reflected in the table below:



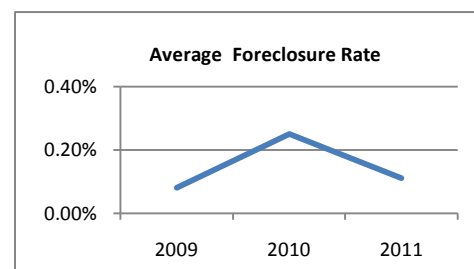
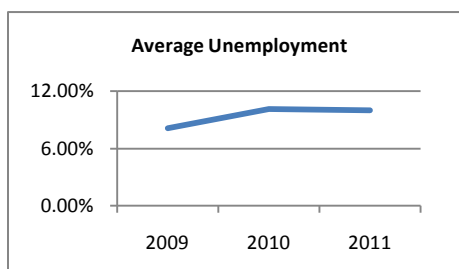
Major highlights of the 2012 budgets are:

- Reduced operating costs by an average of (5.31%) over the last three years.
- Total General Fund budget has a three-year average reduction of (1.71%).
- Provides maintenance of effort funding for the Board of Education.
- Provides capital funding for roads, education, and environmental projects.
- No step or cola adjustments were provided to employees and health insurance increases were passed on to the employee and employer.
- Maintains manageable debt program.
- Lowest cost per capita in State of Maryland at County level.
- Eliminated nineteen vacant and grant positions in FY 2012 and restructured the Departments of Permits, Engineering, and Planning.

The following discussion reflects a more in-depth analysis of the fiscal year 2012 budgets, addresses issues facing Washington County now and in the future, and discusses issues that other funds will be facing outside of General Fund operations. All budgets were prepared based on best management practices, financial management policies, and debt affordability guidelines.

Local Economy

The County's revenue outlook is expected to remain sluggish over the next several years due to challenges we face in the real estate market and personal income tax, two major revenue sources. These challenges stem from projections of very modest growth in taxable values and the continued labor market strain. The expansion of taxable values has slowed as the average sales price declined 12% from May 2010. However this is somewhat tempered by the decrease in foreclosure rates of 35% since May of 2010. The County expects trends to improve near the end of calendar year 2012 and has positioned itself to manage through any related fiscal impacts with excess capital reserves saved to help manage County programs and services. The County's unemployment rate for May 2011 was 9.6% compared to the State unemployment rate of 6.9%. Unemployment is projected to remain high for the next several years.



Financial Stability

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. A good budget process moves beyond the traditional concept of line item expenditure control, it also provides incentives and flexibility to the County that can lead to improved program efficiency and effectiveness.

The County has outlined budget practices to provide long-term financial management and be proactive, not reactive in our business approach to County operations. As a result the County has upheld recent upgrades and recalibrations given by Standard & Poor's of AA, Fitch Ratings of AA, and Moody's Investors Service of Aa2. These ratings reflect a diverse property tax base, solid financial position with historically strong reserves, sound financial management, and strong debt policies with overall low debt levels.

Highlights of the General Fund Budget:

The General Fund decreased by \$895,230 or (.45%) in fiscal year 2012. This change is summarized as follows:

Revenues:

- Property Tax revenue decreased by \$1.5 million or (1.2%). This decrease was due to 1) re-assessments changes within the City of Hagerstown area and 2) State of Maryland passed down to local counties 90% of the local assessment office allocated cost.
- Other general revenues decreased by \$596,000 or (.8%) due to Income tax decrease of \$200,000 and \$381,000 decrease in interest income due to dropping rates and use of excess reserves.
- Excess fund balance reserves were used, still maintaining the required reserve of 17% for FY 2012. This funding source will be replaced with the elimination of the water and sewer subsidies in FY 2013.

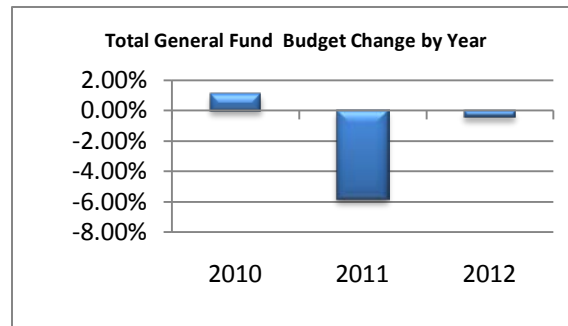
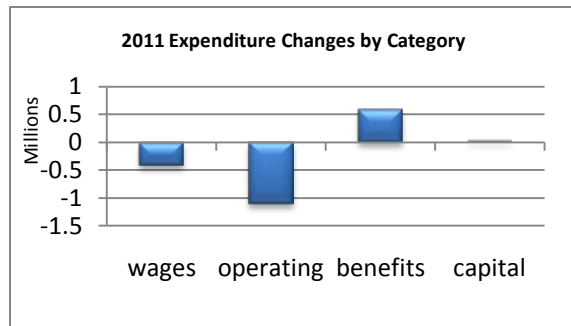
Expenditures:

- No cola or step increases were provided to employees. There are no current plans to furlough or cut any active employees within general County government operations.
- Overall operating costs decreased by (.71%) over prior year. The three year average operating change reflects a (5.31%) decrease.
- Washington County has the lowest expenditure per capita by County in the State of Maryland reflecting its conservative approach to increased costs and services over the past several years.
- Total expenditures were reduced by (.45%) or a three-year average decrease of (1.71%).
- Provides full maintenance of effort funding for the Board of Education, but eliminates funding for Crossing Guards and Judith Center programs.
- Due to revenue constraints from most funding sources the County's 10-year capital improvement plan was restructured in addition to reducing pay-go funding from the general fund.

Business development and residential growth in Washington County is slowing as inventories have grown and businesses await economic recovery, which mirrors the national economy. The county expects the current economic conditions to improve starting in late 2012. Due to the county's conservative fiscal management no detrimental financial effects are expected barring any unmanageable State cuts.

During the past five years the County has kept operating base line costs at an average of 1.71% negative growth. Excess revenues of the past several years were saved for anticipated downturns. These funds will be utilized in future years for unanticipated cost increases, economic downturns and/or budget issues anticipated with the State of Maryland's structural deficit. Approximately \$1.9 million is being utilized for the 2012 Capital Improvement budget.

The charts below represent expenditure changes in the 2012 General fund budget by category and total expenditure changes over the last three fiscal years.



The General fund cash reserve is anticipated to be funded for fiscal year 2011. This reserve of 17% or a 60-day reserve represents, but is not limited to, reserves for catastrophic events, economic downturns, cash flow requirements, and unanticipated opportunities. This percentage makes the General fund in compliance with written county policy.

As it relates to GASB 45 – Other Post Employment Benefits – the County has proactively responded by funding the annual required contribution (ARC) in the amount of \$1.8 million. Enterprise activities funded the ARC for the fifth year in a five-year plan in the amount of \$293,000 so that current rates could absorb increased expenditures to the activities without causing a substantial burden on the users of those services. The Actuarial Accrued Liability is \$18.9 million and the Annual Required Contribution is \$1.6 million as of June 2010.

Capital Improvement Budget

The Capital Improvement budget includes funding for major infrastructure projects such as schools, roads, water and sewer, and solid waste projects. The County uses detailed project analysis, cash management, priority ranking system, and operating disclosure to help prioritize, fund, and develop its capital improvement plan. The plan uses conservative financial and economic forecasts in 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 making the capital improvement plan a more realistic tool, the County is better able to forecast future needs and/or to foresee future issues.

The Capital Improvement budget for fiscal year 2012 is \$49.5 million, representing an 8.8% decrease. Major capital projects for fiscal year 2012 include new schools and educational facility renovations of \$18 million for the Board of Education, Hagerstown Community College, and the public library, \$14 million for road improvements, \$11.2 million of water and sewer improvements and upgrades, and \$1.5 million for landfill projects.

The County's capital improvement plan has been restructured in 2012 to account for decreasing trends in major support revenues. Debt issuance is still projected to remain within acceptable levels, as fees, tax revenues, and pay-go funds are expected to support the requirement for the capital investment program. Cash related revenue accounts for over \$30.2 million in funding revenue or 61% of the funds needed to support the capital budget for fiscal year 2012.

The County's total tax supported debt issuance for the capital plan is affordable based on the annual analysis, which was calculated at \$14 million annually. The 2012 Capital Improvement Plan reflects debt issuance at amounts below the projected affordable levels, reflecting the conservative nature of Washington County. The County's debt capacity is measured against other Maryland counties and national standards, in which benchmarks are updated on an annual basis to keep them current. This ensures that the County consistently maintains affordable debt levels now and in the future.

Highway Fund

The Highway Fund accounts for road maintenance, snow removal, storm damage, and other road related costs. Its main funding source was Highway User Revenues distributed by the State of Maryland. Highway User Revenue was

eliminated due to State budget reductions. This reduction in Highway User revenue was anticipated and has been fully supplanted by the General Fund.

Water Quality Fund

The Water Quality Fund includes a revenue increase of 4% for fiscal year 2012. The Water Quality capital plan includes Enhanced Nutrient Removal projects mandated by the State of Maryland. This project will be funded by a combination of State grants, bonds, and cash. The remaining capital plan is related to line improvements, system upgrades, and new pumping stations. The fiscal year 2012-2017 capital plan is projected at \$37 million. Funding for this program includes grants, debt and cash. Average revenue increases for the next 10 years are projected at 3% to 4%.

The 10-year financial plan follows current management practices and policy objectives by providing operational funding, maintaining capital equipment, allowing for known mandates, and providing affordable rate increases. The plan also includes a 90-day operating reserve and a capital reserve.

The Water Quality fund currently receives a subsidy from the General fund. Rating agencies consider the Water Quality fund self-supporting due to the financial plan in effect and the current financial strength of the fund. After eight years of the plan implementation design, cash reserve funding, budgetary forecasts, and long-term revenue planning, the County's goal of removing the subsidy is on track and ahead of initial projections. It is programmed in the financial plan to remove the General Fund subsidy in fiscal year 2013.

Solid Waste

Solid Waste revenues reflect an increase of .11% for fiscal year 2012 as a result of the increased fees for programs not covering the current cost of service. In addition over the next fiscal year the County will evaluate a solution to the County's recycling program which currently operates at a significant cost to the County which affects various funding areas within the Solid Waste operations.

Although recent downturns in the waste stream have extended the landfill life, a balance must be maintained with the fixed operational costs. 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 operating and capital reserves. The County evaluates trends in market price and tonnage activity on an on-going basis. The County has a financial plan in place to have operating, closure, post-closure, and future construction reserves funded within its cost of service model, which is used for rate setting.

Conclusion:

As the County prepared the fiscal year 2012 budgets, several priorities and issues were addressed. In addition to local development and sluggish revenue issues, the County also developed its long and short-term goals. During the Capital and Operating budget process the goals are articulated down to departmental goals. The highlights of the priorities, issues, and annual goals are summarized as follows:

Fiscal Year 2012 Budget Highlights:

- Provides maintenance of effort funding for the Board of Education.
- Provides capital funding for roads, education, and public utility projects even with reduced pay-go funding.
- Maintains manageable debt levels and ratios.
- No step increases or cola increases provided to County employees.
- Nineteen vacant and grant positions eliminated and restructured the Departments of Permits, Planning, and Engineering.
- Significant funding increase provided for public safety radio system and volunteer worker compensation package.
- Operational costs were reduced by .71%, with a five year average decrease of (1.71%).
- Lowest per capita expenditures by County in State of Maryland while still maintaining base line services.

Critical Challenges Faced in Preparing the Fiscal Year 2012 Budget:

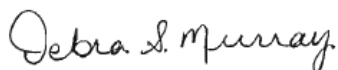
- Providing adequate emergency services for Washington County citizens has been and will continue to be an issue facing Washington County. The correct mix of paid personnel and volunteers along with adequate services in all areas of the County will affect the long-range management plans and operational budgets.
- Decreases in both State and local revenues have created challenges with the County's budget programs. Adjustments have been made to the County's operating and capital plans to account for decreases in revenue, decreased development, and level population growth projections.
- For the second year in a row the County experienced significant changes related to real estate. This change was the result of 1) the State of Maryland charged local counties for 90% of the local assessment office allocated cost and 2) market decreases in the 2011 re-assessment mainly within the corporate boundaries of the City of Hagerstown.
- 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. Washington County has been proactive in anticipating State reductions instead of reactive. As we continuously watch State budget issues we are concerned with any future cuts related to the State's structural deficits. While we are prepared for small to moderate reductions any significant cost shifting is a major concern.

Washington County Goals (Highlights):

- Evaluate opportunities by emergency service station and /or service area to determine what changes are necessary to capture maximum efficiencies for emergency response operations including needed funding levels.
- Construct Community Senior Center and construct new downtown library.
- Review and adopt Water Resources Element of the Comprehensive Plan.
- Approve program and revenue stream for County recycling plan.
- Approve Urban Rezoning Plan.
- Continue to provide support for reorganization for fiscal and operational efficiencies.
- Convene a local implementation team to develop strategies that allow compliance with tributary strategy initiatives.

As the County continues into 2012 and beyond, it will face challenges in both its short and long term plan development as the economy slowly emerges from the current recession. This recession has placed stress on governmental services, revenues, employment, education, and infrastructure improvements. This will continue to challenge Washington County in relation to providing baseline services, related programs and their delivery, as well as issues related to the State of Maryland structural budget deficit issues and the related fall out. This all must be kept in balance with revenue rates, debt issuance, and cost of 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,



Debra S. Murray, CPA
Director of Budget and Finance
Washington County, Maryland

Organization and Community Profile

- County Commissioners of Washington County
- Vision and Mission Statement
- Goals & Objectives
- Key Goals for Fiscal Year 2012
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- Community Profile



County Commissioners of Washington County



TERRY L. BAKER, a second-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 Junior College; and a 1978 graduate of Auburn University, with a Bachelor of Science degree in Education. Mr. Baker is employed as a Trades Instructor (carpentry) at the Washington County Technical High School. He was elected to serve on the municipality of Clear Spring as a Council Member (2002-2004), and then as Assistant Mayor (2004-2006). Mr. Baker and his wife, Katrina, reside in Clear Spring, MD, and are the proud parents of twin daughters Jessica and Jennifer.



JOHN F. BARR, a second-term County Commissioner, was first elected in 2006, and serves as Vice-President of the Board of County Commissioners. 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 purchased the company from his father, changed the name to Ellsworth Electric. He has built the company from 75 to 150 employees. Mr. Barr is active in various service organizations and community projects. He married Teresa L. Myers in 1975 and together they have four children and six grandchildren.



RUTH ANNE CALLAHAM, a first-term Commissioner and has lived in Washington County since 1977. Retiring in 2003 from the federal government after 23 years of service, she joined Food Resources, a local non-profit, as Executive Director. She was elected to serve on the Washington County Board of Education (2006-2010). Ms. Callaham was appointed to the Housing Authority of Washington County Board of Commissioners (1999-2004) and the Washington County Commission for Women (2007-2010). She holds a Bachelor of Science degree from Texas State University and a Master of Business Administration from Mount St. Mary's University. Ms. Callaham and her husband, Art, have two children, Fr. Art Callaham and Ms. Samantha Wade, and three grandchildren, Ethan, Dominic and Hannah.



JEFFREY A. "JEFF" CLINE, a first-term County Commissioner, is a resident of Williamsport, MD. He is a graduate of Williamsport High School and Hagerstown Community College, and is currently seeking a Bachelor of Science degree in Organizational Leadership from Mountain State University. Mr. Cline has been a Realtor since 2003 and is employed by Roger Fairbourn Real Estate. He graduated from the Maryland Association of Realtor's 2008 Leadership Academy and received the Graduate of Realtor Institute (GRI) designation. Mr. Cline served on the Williamsport Town Council (2005-2009), is an affiliate member of the Williamsport Lions Club and attends the Boonsboro First Christian Church. His parents are Harry (Buck) and Elaine Cline and he has one daughter, Jessica.



WILLIAM B. "BILL" MCKINLEY is a first-term County Commissioner. He was an educator in Washington County Public Schools for 36 years, retiring in 2002 as Executive Director of Support Service. He has served as President of Saint Maria Goretti High School and Chairman of the Washington County Gaming Commission. He is a member of the Williamsport Lions Club and President of the Hagerstown Community College Hawk Booster Club. Mr. McKinley and his wife, Kathy, reside in Williamsport, MD, and are the proud grandparents of McKinley, Michael and Will.



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 based on its assessment of the community it serves and its operating environment, which are stated under the County's Mission Statement. Broad goals define the priorities and preferred future state of the County. They 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 broad goals are prioritized annually. Care is taken so the County has a clear understanding of the direction in which it 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 Commissioner initiatives and annual goals are articulated down to departmental goals. Annual goals are mainly integrated throughout major departments such as Planning, Engineering, Water and Sewer, Education and Emergency Services. Smaller programs and or services tend to be narrower in focus for program related functions 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.

Objective: Ensure public health, safety and welfare of residents and visitors.

Education:

Goal: Provide the financial resources and facilities to promote a quality education.

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.

Quality of Life:

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

Objective: Provide and encourage diverse recreational, educational and cultural opportunities.

Environmental Stewardship:

Goal: Protect, preserve and enhance the County's natural resources.

Objective: Protect the environment through the acquisition and maintenance of environmentally sensitive lands and through the treatment of waste, stormwater management, and integrated waste management program. Appropriately use and promote the use of the County's natural resources in a manner that maximizes their natural functions and values.

Governmental Efficiency:

Goal: Provide effective planning and implementation of services, policies, laws and regulations.

Objective: Provide planning and delivery of services through orderly growth management, setting levels of service standards and promoting and pursuing a positive economic development environment. Provide for the efficient use of facilities and personnel in implementing services, policies, laws and regulations.

Economic Opportunity:

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

Objective: Foster an environment within government that encourages financial opportunity and supports private sector ventures that diversify Washington County's economic base in new and existing businesses.

Key Goals for Fiscal Year 2012

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

- Review of countywide “Fire Plan” for County Commissioners’ consideration and strategic planning.

Quality of Life: Preserve and enhance the County’s quality of life for residents and visitors.

- Complete construction of Senior Center.
- Construct new downtown library.

Environmental Stewardship: Protect, preserve and enhance the County’s natural resources.

- Approve specific programs and revenue sources for county recycling plan.
- Approve Urban Growth Area rezoning.
- Approve green energy alternatives.
- Support environmental programs required for compliance with Chesapeake Bay initiatives.

Governmental Efficiency: Provide effective planning and implementation of services, policies, laws and regulations.

- Provide continued support for reorganization for fiscal and operational efficiencies.
- Approve specific funding criteria for budgetary requests.
- Enhance County communications with citizens and media outlets.
- Evaluate opportunities for revenue enhancement and further cost reduction.

Economic Opportunity: Promote economic development to grow and sustain the County’s prosperity.

- Support enhanced economic development initiatives and further enhance employment opportunities in the County.

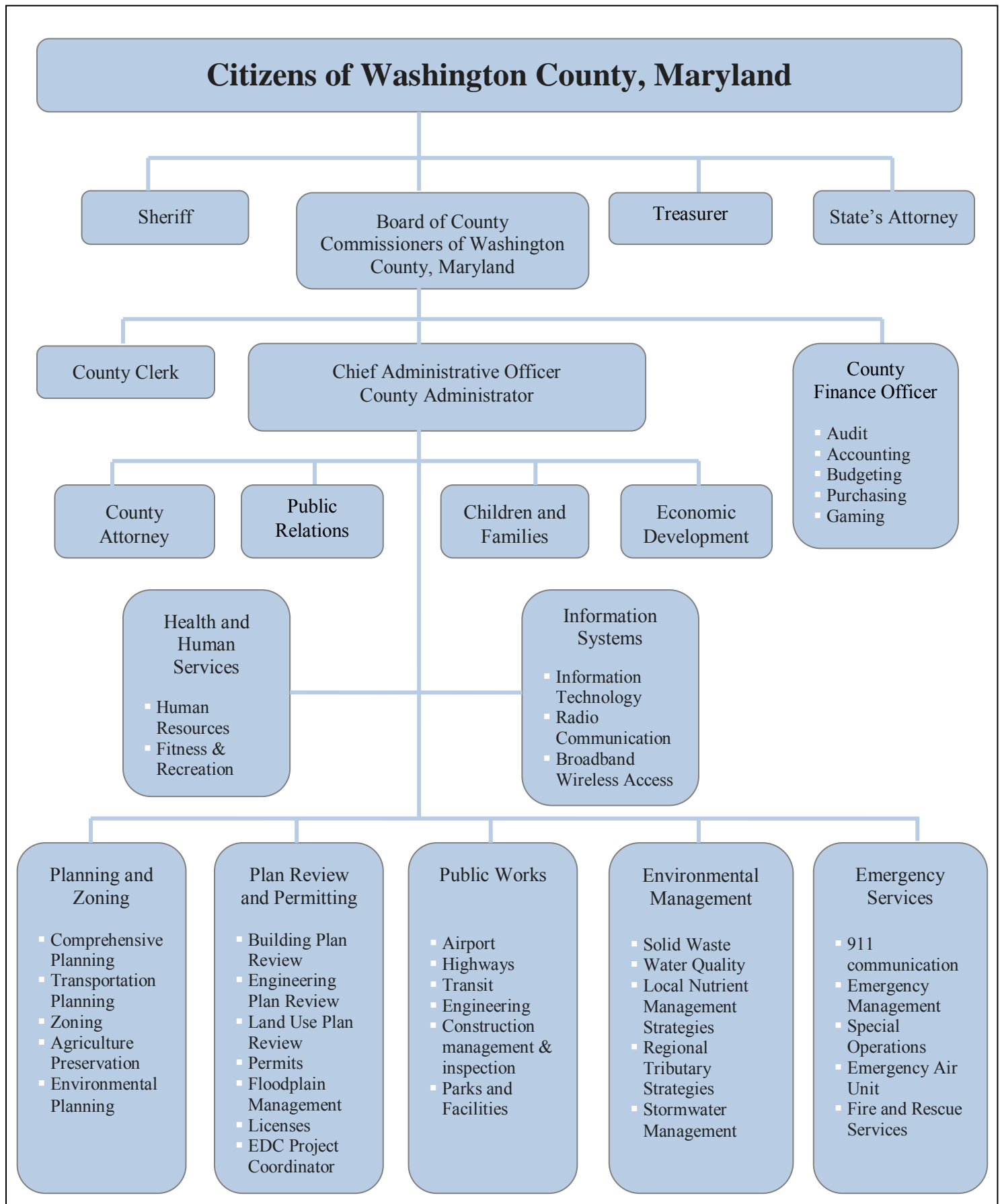
Matrix of Primary County Goals by Department

The table below indicates which departments are responsible for the implementation of FY 2012 key goals. Refer to the Budget Details section of this document for each department's specific activities planned for FY 2012 in support of these goals.

Department/Division	Public Safety	Education	Quality of Life	Environmental Stewardship	Governmental Efficiency	Economic Opportunity
General Fund						
Education						
Board of Education						
Maintenance of Effort		✓				
School Health Nurses	✓	✓	✓			
Hagerstown Community College		✓				
Washington County Free Library		✓	✓			
Library Maintenance			✓			
Public Safety						
Sheriff- Judicial	✓					
Process Servers	✓					
Sheriff - Patrol	✓					
Sheriff - Central Booking	✓					
Sheriff - Detention Center	✓					
Narcotics Task Force	✓					
Civil Air Patrol	✓					
Fire & Rescue Volunteer Services	✓					
Fire & Rescue Operations	✓					
Air Unit	✓					
Special Operations	✓					
911 - Communications	✓					
Emergency Management	✓					
Communications Maintenance	✓					
Humane Society of Washington County	✓					
Court System						
Circuit Court	✓					
States Attorney	✓					
State Functions						
Health Department	✓		✓			
Social Services	✓		✓			
Agricultural Extension Service				✓		
Election Board					✓	
Soil Conservation				✓		
Weed Control				✓		
Non-Profits						
Tri-County Council of Western Maryland						✓
Historical Society			✓			

Department/Division	Public Safety	Education	Quality of Life	Environmental Stewardship	Governmental Efficiency	Economic Opportunity
Non-Profits (cont'd)						
Children's Village of Washington County	✓	✓				
Citizens Assisting and Sheltering the Abused	✓		✓			
Community Action Council			✓			
Commission on Aging			✓			
Senior Living Alternative			✓			
Museum of Fine Arts			✓			
Arts Council			✓			
Memorial Recreation			✓			
Maryland Symphony Orchestra			✓			
Leadership of Washington County		✓				
Discovery Station at Hagerstown		✓	✓			
C Safe Initiative			✓			
General Operations						
County Commissioners	✓	✓	✓	✓	✓	✓
County Administrator	✓	✓	✓	✓	✓	✓
Public Relations & Community Affairs					✓	
Budget and Finance					✓	
Purchasing					✓	
Treasurer					✓	
County Attorney					✓	
Human Resources					✓	
Central Services					✓	
Information Technology					✓	
Buildings						
Other						
Women's Commission			✓			
Historic District Commission			✓			
Public Works, Permitting & Planning						
Public Works Administration					✓	
Public Works Engineering & Construction					✓	
Plan Review & Permitting				✓	✓	
Planning & Zoning				✓	✓	
Zoning Appeals				✓	✓	
Parks & Facilities						
Buildings, Grounds & Parks			✓			
Martin L. Snook Pool			✓			
Fitness & Recreation			✓			
Economic Development		✓	✓	✓		✓
Highway Fund					✓	
Other Governmental Funds						
Agricultural Education Center		✓				
Community Partnership			✓			
Inmate Welfare	✓					
Gaming					✓	

Department/Division	Public Safety	Education	Quality of Life	Environmental Stewardship	Governmental Efficiency	Economic Opportunity
<i>Other Governmental Funds</i> (cont'd)						
Land Preservation				✓		
Contraband	✓					
HEPMPO	✓				✓	✓
<i>Enterprise Funds</i>						
Solid Waste				✓		
Water Quality				✓		
Transit			✓			
Airport			✓			✓
Golf Course			✓			



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Personnel Summary by Department

Summary of Budgeted Positions	2010	2011	2012	Change from 2011 to 2012	% of Employees
General Fund:					
County Commissioners	2.5	2.5	2.5		.25%
County Clerk	1	1	1		.10%
Circuit Court	22	23	23		2.34%
Orphans Court	1.5	1.5	1.5		.15%
States Attorney	35	35	35		3.55%
County Administrator	4	2	2		.20%
Public Relations & Community Affairs	1	1	2	1	.20%
Election Board	5	5.5	5.5		.56%
Budget & Finance	16.5	16	16		1.62%
Purchasing	6	6	6		.61%
Treasurer	7.5	7.5	7.5		.76%
County Attorney	5	5	5		.51%
Human Resources	7	7	7		.71%
Planning & Zoning	19.5	19.5	11.5	(8)	1.17%
Zoning Appeals	3	3	3		.30%
Buildings	5	5	5		.51%
Central Services	1	1	1		.10%
Information Technology	14	15	15		1.52%
Sheriff – Judicial	28	28	28		2.84%
Sheriff – Process Servers	2	2	2		.20%
Sheriff – Patrol	90.5	90.5	90.5		9.19%
Sheriff – Central Booking	10	10	10		1.02%
Sheriff – Detention	121	121	121		12.28%
Narcotics Task Force	5	6	6		.61%
Special Operations	5	5	5		.51%
911 – Communications	53	53	53		5.38%
Fire & Rescue Operations	28	9	9		.91%
Emergency Management	2	2.5	2	(.5)	.20%
Communications Maintenance	4	4	5	1	.51%
Permits	35	31	0	(31)	0.00%
Public Works	4	4	5	1	.51%
Public Works-Engineering & Construction	18	18	34	16	3.45%
Plan Review & Permitting	10	10	26	16	2.64%
Building, Grounds & Parks	31.5	31.5	29.5	(2)	2.99%
ML Snook Pool	11.5	13	13		1.32%
Fitness & Recreation	99.5	99.5	99.5		10.10%
Weed Control	4.5	5	5		.51%
Economic Development	6	6	7	1	.71%
Agricultural Marketing	1	1	0	(1)	0.00%

Personnel Summary by Department - Continued

Summary of Budgeted Positions	2010	2011	2012	Change from 2011 to 2012	% of Employees
Highway Fund	99.5	98.5	97.5	(1)	9.90%
Solid Waste Fund	28	28	27	(1)	2.74%
Foreign Trade Zone Fund	0	0	0		0.00%
Agricultural Education Center Fund	1	1	1		.10%
Community Partnership Fund	7	6	3	(3)	.30%
Inmate Welfare Fund	.5	.5	.5		.05%
Gaming Fund	3.5	3.5	3.5		.36%
Hotel Rental Tax Fund	0	0	0		0.00%
Land Preservation Fund	0	0	2	2	0.20%
Contraband Fund	0	0	0		0.00%
HEPMPO Fund	0	0	0		0.00%
Water Quality Fund	81	81	79	(2)	8.02%
Transit Fund	40	40	39	(1)	3.96%
Airport Fund	16.5	16.5	14.5	(2)	1.47%
Golf Course Fund	18	18	18		1.83%
Total	1,021	999.5	985	(14.5)	100.00%

Represents Change

Table above represents budgeted full-time equivalents per year.

Fiscal Year 2012 Summary of Changes in Positions

Function	Explanation of Change	Change
Public Relations & Community Affairs	The Director of Public Relations and Community Affairs was approved as part of the County's restructuring plan.	1
Emergency Management	The intern position was eliminated.	(.5)
Communication Maintenance	An additional Communications Electronic Technician position was approved due to Communication Maintenance taking over full system management and technical maintenance of new radio system.	1
Planning & Zoning	As part of the County's restructuring plan, a vacant Planner position was eliminated; 2 positions were transferred to Land Preservation; 4 positions transferred to Plan Review and Permitting; and 1 position moved to Engineering and Construction.	(8)
Permits	As part of the County's restructuring plan, positions Director and Building Inspector were eliminated. Eighteen positions transferred to Plan Review and Permitting and 11 positions transferred to Engineering & Construction.	(31)
Public Works	As part of the County's restructuring plan, the Transportation Engineer in Plan Review and Permitting transferred to Public Works as a Public Works Engineer.	1
Public Works – Engineering & Construction	As part of the County's restructuring plan, 11 positions transferred from Permits; 4 positions transferred from Plan Review & Permitting; and 1 transferred from Planning & Zoning.	16
Plan Review & Permitting	As part of the County's restructuring plan, 1 Engineering Inspector position was eliminated; 4 positions transferred to Engineering & Construction; 1 position transferred to Public Works; 4 positions transferred from Planning & Zoning; 18 positions transferred from Permits.	16
Buildings, Grounds & Parks	Two vacant Maintenance Workers positions were eliminated.	(2)

Fiscal Year 2012 Summary of Changes in Positions - Continued

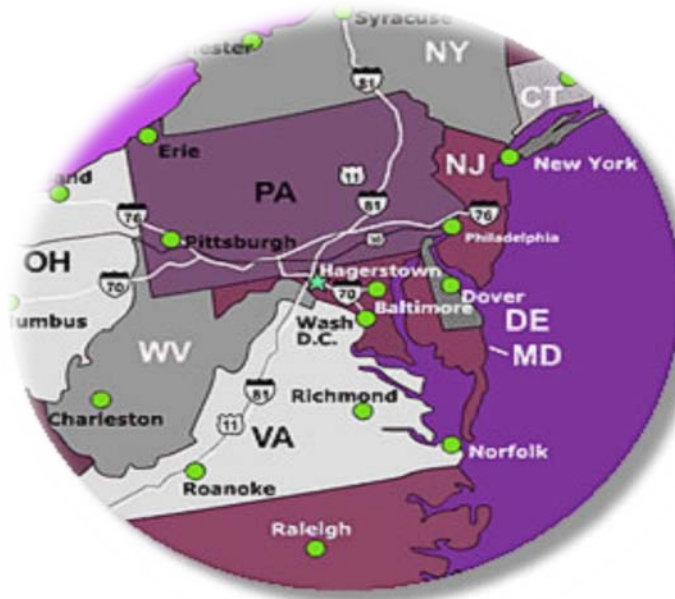
Function	Explanation of Change	Change
Economic Development	As part of the County's restructuring plan, the Marketing Specialist position was eliminated. The Agricultural Marketing Specialist from Ag Marketing and the Business Development Specialist from the Airport were consolidated into Economic Development.	1
Agricultural Marketing	As part of the County's restructuring plan, the Ag Marketing Specialist position was consolidated with Economic Development.	(1)
Highway	The vacant position of Equipment Operator II was eliminated.	(1)
Solid Waste	The vacant position Solid Waste Equipment Operator was eliminated.	(1)
Community Partnership	Due to the loss of grant funding, two project coordinators and one senior office associate were eliminated.	(3)
Land Preservation	New funds were created and the positions of Rural Preservation Planner and Land Preservation Planner were transferred from Planning & Zoning.	2
Water Quality Fund	The vacant positions System Construction Crew Leader, Office Associate, and Utilities Construction Inspector were eliminated. The new position Watershed Engineer was approved by the BOCC.	(2)
Transit Fund	The vacant position Office Associate was eliminated.	(1)
Airport Fund	The vacant position of Maintenance Worker was eliminated and the Business Development Specialist has been consolidated with Economic Development.	(2)
	Total Change in Positions	(14.5)

The Summary of 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.

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 DC offer access to metropolitan culture and lifestyle. It's the best of both worlds.

Founded in 1776, the very year our country declared its independence, Washington County is laced with parks, monuments and museums that tell America's story spanning three centuries.

Its thriving hub city, Hagerstown, founded in 1762, reaches into the

future, offering residents the latest services, shopping and entertainment, from the acclaimed Maryland Symphony Orchestra to nightlife and festivals.



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.

Under the Code of the Public Local Laws of Washington County (1991 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.

Transportation

A variety of transportation avenues are available in Washington County. Hagerstown Regional Airport is a Part 139 Facility which provides scheduled commercial service on Cape Air and Direct Air. The airfield also offers fixed base operation services to general aviation, corporate and military aircraft. Over 20 businesses offer clients a variety of aviation services for all types of aircraft. The airport is part of the Washington County Foreign Trade Zone and is located in a County Enterprise Zone. More than 1,100 people are employed at the airport in various aviation-related businesses. 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, intermodal container transfer, taxi, freight common carriers, and limousine service. The main lines of CSX and Norfolk Southern provide economical shipment to anywhere on the Atlantic Seaboard and are both located within Washington County.

Health Care Services

Meritus Medical Center is a new 278-bed acute care hospital that opened in 2010. Services include a special care nursery, a level III trauma program, a primary stroke center, a wound center, a center for bariatric surgery, as well as a cardiac diagnostic laboratory. State-of-the-art medical technologies at Meritus Medical Center include advanced 3T magnetic resonance imaging (MRI), single-photo-emission computed tomography (SPECT) scanners, and cardiac interventions. Hospital services that address outpatient needs include the John R. Marsh Cancer Center, Total Rehab Care, and the Center for Clinical Research. The hospital is conveniently located adjacent to Robinwood Professional Center, a medical mall operated by Meritus Enterprises. Robinwood, houses a pharmacy, medical laboratory, an urgent care clinic, surgery center, and diagnostic imaging services. In addition, there are numerous physician practices, offering a wide variety of medical specialties.

Meritus Enterprises is a leading provider in ambulatory healthcare services in the tri-state region and includes a number of businesses and medical practices. It maintains three urgent care clinics. Meritus Enterprises also manages Robinwood Professional Center and provides durable medical equipment, ambulance transport, retail pharmacy, and child care services. It continually evaluates the healthcare needs of the community and plans ways to best meet these needs. Additionally, Meritus Enterprises operates Health@Work, a comprehensive occupational health service for employers and employees.

There are nine privately owned licensed nursing homes with more than 1,124 beds and one State-owned licensed nursing home with 63 beds in Washington County. In addition there are 26 privately owned senior-assisted living facilities with a total of 705 beds. Other medical facilities include the Western Maryland Center, a 123 bed State-owned, chronic care facility, and the Brook Lane Psychiatric Center, a privately-owned psychiatric facility. None of these facilities receives funds from the County.

*Demographic Information***Population (Census 2010)**

<u>Year</u>	<u>County Total</u>
1980	113,086
1990	121,393
2000	131,923
2010	147,430
2015 projected	160,500
2020 projected	170,950

Population Statistics (Census 2010)

Age:	19 & under	25.5%
	20-64 (workforce age)	60.3%
	65 & older	14.2%
	Median Age	39.1
Gender:	Male	51.2%
	Female	48.8%
Race:	White	85.9%
	Black	9.7%
	Other	4.4%

Top 15 Employers in Washington County

<u>Rank</u>	<u>Employer</u>	<u>Employment</u>
1	Washington County Public Schools	2,958
2	Meritus Health, Inc.	2,860
3	State of Maryland	2,304
4	First Data	2,170
5	Citi	2,067
6	Volvo Powertrain North America	1,165
7	Washington County Government	1,149
8	FedEx Ground	734
9	Hagerstown Community College	695
10	The Bowman Group, LLP	689
11	Federal Government	642
12	Staples Distribution Center	567
13	Merkle Response Services, Inc	541
14	City of Hagerstown	519
15	Unilever Ice Cream	442

Education Facilities in Washington County**Higher Education:**

Kaplan University - Hagerstown
Hagerstown Community College
University System of MD at Hagerstown
Pittsburgh Institute of Aeronautics
Barr Construction Institute

Primary Education:

26 Elementary Schools
7 Middle Schools
7 Senior High Schools
1 Middle/Senior High School
1 Technical High School
1 Evening High School
1 Outdoor Education
1 Special Education
24 Private Schools
Pupil/Teacher Ratio: 23.1
Enrollment: Public 21,899
Private 2,288

County Income	
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Per Capita Income	\$ 35,130
Median Household Income	\$ 53,600
Average Household Income	\$ 67,800
Median Family Income	\$ 57,452

County Employment Statistics	
------------------------------	--

Civilian Labor Force	66,715
Employed	59,864
Unemployed	6,851
Unemployment Rate	10.3%
State Average	7.4%

County Water Quality Systems	
------------------------------	--

	<u>Total # of Services</u>
Full Service Water	1,347
Full Service Sewer	6,737
Collection Service Sewer	3,485
Wholesale Sewer	5
Total	11,574

County Business Patterns	
--------------------------	--

<u>Industry</u>	<u>Total # Establishments</u>
Services	1,222
Retail Trade	648
Construction	448
Other	418
Finance, Insurance, Real Estate	327
Wholesale Trade	161
Transportation/Warehousing	158
Manufacturing	147
Information	52
Utilities	5
Agricultural	5
Mining	3
Total	3,594

County Building Permits (000's)		
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	<u>Number</u>	<u>Value</u>
Residential New	161	\$ 33,372
Other Permits	1,766	\$ 71,463
Total	1,927	\$ 104,835

Operational Overview

- Comprehensive Fiscal Policies
- Budget Practices and Process
- Fund Summaries
- Total Sources and Uses of County Funds
- Combined Statement of Revenue, Expenditures, and Changes in Undesignated Fund Balance

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 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.

**RESERVE
POLICIES**

1. It is the intention of the County to maintain a General Fund minimum reserve level at the peer group median. It is the goal of the County to maintain a 17 percent reserve. The benchmark median is included in the annual debt affordability analysis.
2. A reserve of 25 percent of the current year's operations and maintenance budget is required for Enterprise Funds.
3. The General Fund budget will provide for contingency reserves in order to provide for unforeseen expenditures or new opportunities throughout the year.
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 (2) avoid issuance of debt (3) provide for pay-go funding.
8. The County shall use reserves only for emergencies, non-recurring expenditures, unexpected opportunities, system failures, temporary funding shortfalls, or major one-time capital purchases.
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. The County's General Obligation Debt for Water Quality can not 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 bonds 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 Director of Budget and Finance 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 under-taken 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 insure 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 Six-year Capital Improvement Plan, appropriating the first year of the six-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. An annual contingency reserve will be funded in an amount of \$200,000. In the event that the contingency account has excess funds, annual appropriations may be reduced for that year. All project savings and funding excess shall remain within the specific fund to be used at a later time.
13. The Director of Budget and Finance is authorized to initiate interim and long-term borrowing measures, as identified in the capital improvement plan.
14. The annual capital budget shall include only those projects, which can reasonably be accomplished in the time frame indicated.
15. Capital projects will not be budgeted unless there are reasonable expectations that revenues will be available to pay for them.
16. Capital projects, which are not completed during the fiscal year, will be carried over to the next fiscal year.
17. A comprehensive inventory of all capital assets shall be maintained to include estimated values, depreciation and useful life. See Capital Asset Policy.
18. The Director of Budget and Finance 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.
19. 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.
20. 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.

***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 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	Update Economic and Financial Trend Analysis and Debt Affordability	October – January
Budget Development Start	Distribute Budget Package	October - November
Budget Development Phase	Program/Service Goals are Reviewed and Identified	December - January
Review/Modification Phase	Management Team and Commissioners Review	January - April
Adoption Phase	Operational Budgets	May
Start Up Phase	Monthly Reporting and Monitoring	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
- 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 annually 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 winter after 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 Director of Budget and Finance, the Planning Director, and the Director of Public Works comprise the Capital Improvements 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 six-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 five-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 Director of Finance 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. A 10-day waiting period is held for public comment. Local Law requires a balance 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, up-dates on major events and/or issues.

Basis of Accounting and Budgeting

Budgeting Methods:

Washington County's budget is prepared on a cash basis of modified accrual basis for all fund types, which means certain transactions are recognized in the budget on a basis other than Generally Accepted Accounting Principles (GAAP), which is the basis used to prepare the County's financial report. The major differences between the budgetary and GAAP basis are:

Certain revenues, expenditures, and transfers are not included on the budget basis, but are accrued and reported on the GAAP basis. For example, increases or decreases in compensated absences are not reported for budget basis purposes, but are presented as revenues and expenditures on the GAAP basis.

Capital outlays in the Enterprise Funds are presented as expenses for budget basis, but are recorded as assets along with associated depreciation expenses on the GAAP basis.

Debt service principal payments in the Enterprise Funds are accounted for as expenses for budget purposes, but are reported as reductions of long-term debt liability on the GAAP basis.

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.

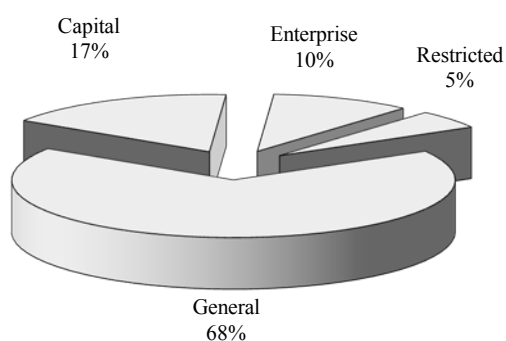
The Director of Budget and Finance reviews the project status and revenues before any issuance of debt. Any modifications to a project and or the total debt to be issued based upon this review is required to be approved by the County Commissioners either for an increase or decrease in total borrowing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

FY 2012 Funds



<i>General Fund:</i>	<i>Unrestricted</i>	<i>\$196,253,350</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. (Major Fund)

<i>Capital Improvement Fund:</i>	<i>Restricted</i>	<i>\$49,461,200</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. (Major Fund)

Enterprise Funds: *Restricted* *\$29,893,910*

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. (\$16,322,250 – 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. (\$7,311,370 – 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. (\$2,104,710 – 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. (\$2,960,750 – 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. (\$1,194,830 – Non-Major Fund)

Other Governmental Funds *Restricted* *\$15,144,850*

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 five 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. (\$8,614,960 – Non-Major Fund)
- Other Funds – The County maintains four other small funds that account for the activities associated with each of the funds mentioned and are immaterial in nature and total \$6,529,890 (Non-major). They are:

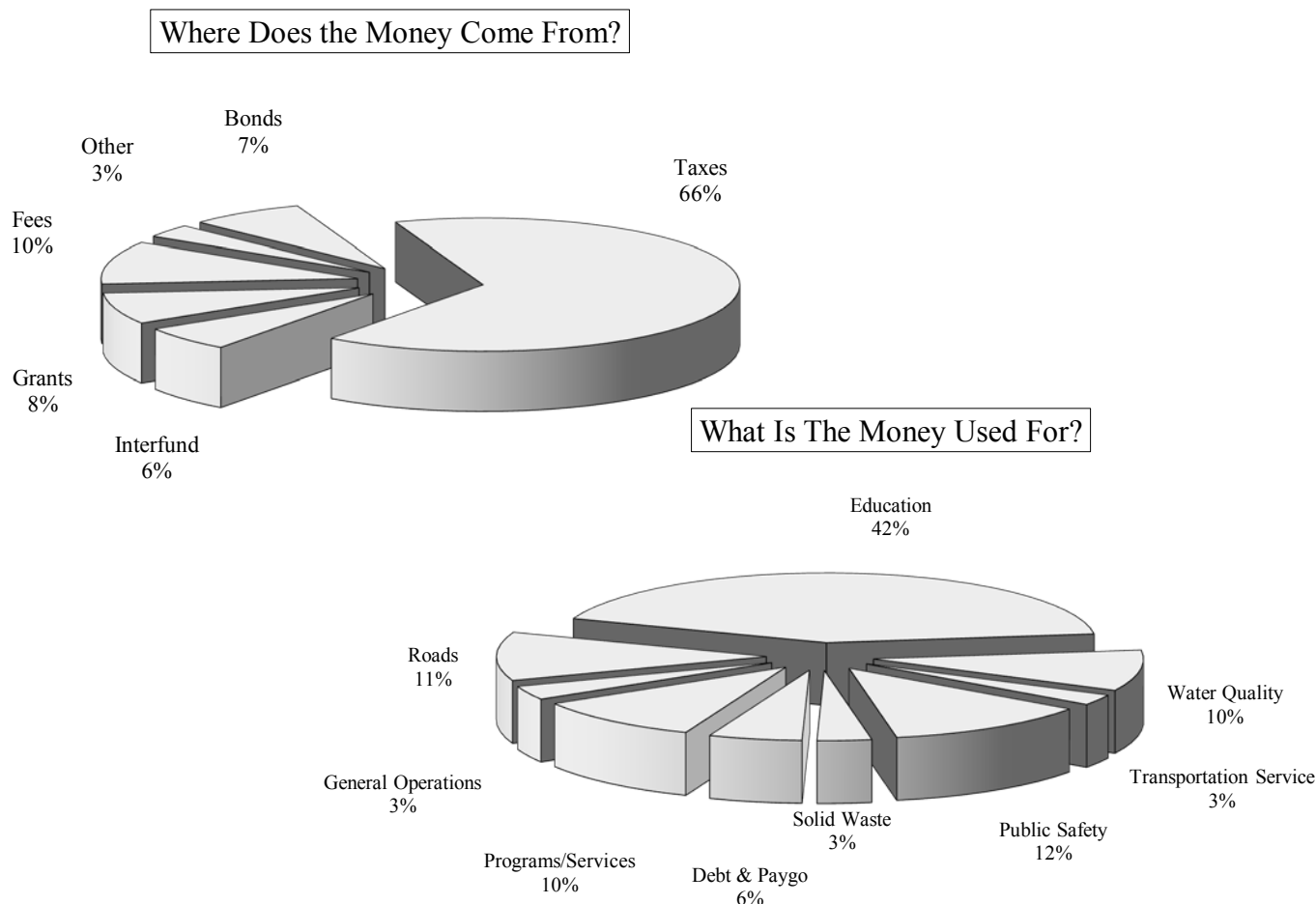
Foreign Trade Zone	\$ 0
Agricultural Educational Center	\$ 186,030
Community Partnership	\$ 307,560
Inmate Welfare	\$ 449,570
Land Preservation Fund	\$ 1,556,920

Gaming Fund	\$ 2,083,480
Hotel Rental Tax Fund	\$ 1,500,000
Contraband Fund	\$ 36,120
HEPMPO	\$ 410,210

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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 2012.



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 2012. 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, 2011. 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 AA Counties with 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		
	2010	2011	2012
Revenue (By Major Type):			
Property Tax	129,253,647	125,823,260	124,284,530
Income Tax	57,025,046	60,000,00	59,800,000
Other Local Taxes	6,301,574	4,945,000	4,930,000
Interest	529,693	813,170	432,130
Fees	30,583,200	29,887,020	28,156,430
Grants	18,834,496	26,867,680	23,975,160
Other	398,065	10,097,160	9,317,240
Bonds	18,898,841	16,654,300	19,246,600
Subtotal	262,179,021	275,087,590	270,142,090
Transfers	19,606,021	18,170,650	16,919,250
Reserves	0	2,067,770	3,691,970
Total Revenue	281,785,083	295,326,010	290,753,310
Expenditures (By Function):			
Education	116,153,504	132,660,810	122,235,930
Public Safety	40,544,940	35,445,110	35,989,860
State/Non-profit	7,161,487	6,007,920	5,797,430
Court System	3,582,634	3,749,530	3,824,400
General Government	23,194,431	24,364,840	24,595,900
Parks and Recreation	2,875,519	2,529,650	2,808,470
Water Quality	15,406,022	17,921,680	27,558,650
Roads/Infrastructure	17,930,302	22,510,990	22,521,060
Solid Waste	12,155,483	12,649,680	8,842,770
Transit System	3,183,469	2,600,700	2,256,210
Airport	5,670,620	3,410,610	4,407,550
Golf Course	1,264,563	1,239,760	1,194,830
Subtotal	249,122,974	265,091,010	260,033,060
Transfers	33,108,198	30,235,000	28,720,250
Total Expenditures	282,231,172	295,326,010	290,753,310
Excess (Deficiency) of Revenues over Expenditures	(446,089)		
Other Financing Sources (Uses):			
Principal amount of new debt for advance refunding	10,831,145		
Deposit of escrow fund for advance refunding and repayment of loans	(10,800,891)		
Transfers to set up new funds			
Increase (Decrease) in Fund Balance	(416,472)		
GAAP Basis Adjustments	(3,146,666)		
Beginning Fund Balance/Net Equity	349,827,401	346,264,263	346,264,263
Ending Fund Balance/Net Equity	346,264,263	346,264,263	346,264,263

**Combined Statement of Revenues, Expenditures, and Changes in Undesignated Fund Balance
Fiscal Year 2012 Budgets – All Funds**

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
Revenue (By Major Type):					
Property Tax	124,284,530				124,284,530
Income Tax	59,800,000				59,800,000
Other Local Taxes	4,930,000				4,930,000
Interest	432,130				432,130
Fees	3,810,690	988,400	20,405,380	2,951,960	28,156,430
Grants	1,796,000	18,482,600	2,422,100	1,274,460	23,975,160
Other		4,158,100	2,860,880	2,298,260	9,317,240
Bonds		19,246,600			19,246,600
Subtotal	195,053,350	42,875,700	25,688,360	6,524,680	270,142,090
Transfers		4,380,000	4,205,550	8,333,700	16,919,250
Reserves	1,200,000	2,205,500		286,470	3,691,970
Total Revenue	196,253,350	49,461,200	29,893,910	15,144,850	290,753,310
Expenditures (By Function):					
Education	104,279,230	17,956,700			122,235,930
Public Safety	35,303,690	236,600		449,570	35,989,860
State/Non-profit	5,797,430				5,797,430
Court System	3,824,400				3,824,400
General Government	15,869,880	2,645,700		6,080,320	24,595,900
Parks and Recreation	2,458,470	350,000			2,808,470
Water Quality		11,236,400	16,322,250		27,558,650
Roads/Infrastructure		13,906,100		8,614,960	22,521,060
Solid Waste		1,531,400	7,311,370		8,842,770
Transit System		151,500	2,104,710		2,256,210
Airport		1,446,800	2,960,750		4,407,550
Golf Course			1,194,830		1,194,830
Subtotal	167,533,100	49,461,200	29,893,910	15,144,850	262,033,060
Transfers	28,720,250				28,720,250
Total Expenditures	196,253,350	49,461,200	29,893,910	15,144,850	290,753,310
Beginning Fund Balance/Net Equity	36,798,797	85,579,828	222,693,838	1,191,800	346,264,263
Estimated Increase (Decrease)					
Ending Fund Balance/Net Equity (forecast)	36,798,797	85,579,828	222,693,838	1,191,800	346,264,263

**Combined Statement of Revenues, Expenditures, and Changes in Undesignated Fund Balance
Fiscal Year 2011 Budgets – All Funds**

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
Revenue (By Major Type):					
Property Tax	125,823,260				125,823,260
Income Tax	60,000,00				60,000,000
Other Local Taxes	4,945,000				4,945,000
Interest	813,170				813,170
Fees	3,683,760	2,885,300	20,194,880	3,123,080	29,887,020
Grants	1,883,390	22,540,500	2,443,790		26,867,680
Other		5,219,700	2,916,190	1,961,270	10,097,160
Bonds		16,654,300			16,654,300
Subtotal	197,148,580	47,299,800	25,554,860	5,084,350	275,087,590
Transfers		5,381,700	4,322,170	8,466,780	18,170,650
Reserves		1,571,000		496,770	2,067,770
Total Revenue	197,148,580	54,252,500	29,877,030	14,047,900	295,326,010
Expenditures (By Function):					
Education	104,037,710	28,623,100			132,660,810
Public Safety	34,471,300	229,500		744,310	35,445,110
State/Non-profit	6,007,920				6,007,920
Court System	3,749,530				3,749,530
General Government	16,117,740	3,432,600		4,814,500	24,364,840
Parks and Recreation	2,529,650				2,529,650
Water Quality		1,738,100	16,183,580		17,921,680
Roads/Infrastructure		14,021,900		8,489,090	22,510,990
Solid Waste		5,346,300	7,303,380		12,649,680
Transit System		418,000	2,182,700		2,600,700
Airport		408,000	3,002,610		3,410,610
Golf Course		35,000	1,204,760		1,239,760
Subtotal	166,913,580	54,252,500	29,877,030	14,047,900	265,091,010
Transfers	30,235,000				30,235,000
Total Expenditures	197,148,580	54,252,500	29,877,030	14,047,900	295,326,010
Beginning Fund Balance/Net Equity (forecast)	36,798,797	85,579,828	222,693,838	1,191,800	346,264,263
Ending Fund Balance/Net Equity (forecast)	36,798,797	85,579,828	222,693,838	1,191,800	346,264,263

Combined Statement of Revenues, Expenditures, and Changes in Undesignated Fund Balance Fiscal Year 2010 Actuals – All Funds

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
Revenue (By Major Type):					
Property Tax	129,253,647				129,253,647
Income Tax	57,025,046				57,025,046
Other Local Taxes	4,749,635			1,551,939	6,301,574
Highway User				418,693	418,693
Interest	465,500				465,500
Fees	3,861,685	3,740,269	19,852,868	3,128,378	30,583,200
Grants	6,550,815	8,426,506	2,470,722	1,386,453	18,834,496
Other		206,351		191,714	398,065
Bonds		18,898,841			18,898,841
Subtotal	201,906,328	31,271,967	22,323,590	6,677,177	262,179,062
Transfers		12,402,488	4,386,390	2,817,143	19,606,021
Total Revenue	201,906,328	43,674,455	26,709,980	9,494,320	281,785,083
Expenditures (By Function):					
Education	104,783,690	11,369,814			116,153,504
Public Safety	33,454,995	6,045,676		1,044,269	40,544,940
State/Non-profit	7,161,487				7,161,487
Court System	3,524,823	57,811			3,582,634
General Government	17,319,259	477,820		646,474	18,443,553
Parks and Recreation	2,502,788	201,277		171,454	2,875,519
Community Promotion				4,040,985	4,040,985
Water Quality		1,444,624	13,961,398		15,406,022
Roads/Infrastructure		9,189,377		8,740,925	17,930,302
Land Preservation				709,893	709,893
Solid Waste		2,417,057	9,738,426		12,155,483
Transit System		951,919	2,231,550		3,183,469
Airport		2,907,148	2,763,472		5,670,620
Golf Course		63,377	1,201,186		1,264,563
Subtotal	168,747,042	35,125,900	29,896,032	15,354,000	249,122,974
Transfers	33,108,198				33,108,198
Total Expenditures	201,855,240	35,125,900	29,896,032	15,354,000	282,231,172
Excess(Deficiency) of Revenues over Expenditures	51,088	8,548,555	(3,186,052)	(5,859,680)	(446,089)
Other Financing Sources (Uses):					
Principal amount of new debt for advance refunding	10,831,145				10,831,145
Deposit to escrow fund for advance refunding and repayment of loans	(10,800,891)				(10,800,891)
Transfers of additional funds to Gaming	(637)				(637)
Increase (Decrease) in Fund Balance	80,705	8,548,555	(3,186,052)	(5,859,680)	(416,472)
GAAP Basis Adjustments		(6,768,908)	3,622,242		(3,146,666)
Beginning Fund Balance/Net Equity	36,718,092	83,800,181	222,257,648	7,051,480	349,827,401
Ending Fund Balance/Net Equity	36,798,797	85,579,828	222,693,838	1,191,800	346,264,263

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Capital Program and Debt Management

- Capital Budgeting and Outstanding Debt
- Debt Affordability Analysis
- Six-year Capital Improvement Plan

Capital Budgeting and Outstanding Debt

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 Six-year Capital Improvement Plan ("CIP") 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 itself covers six 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.

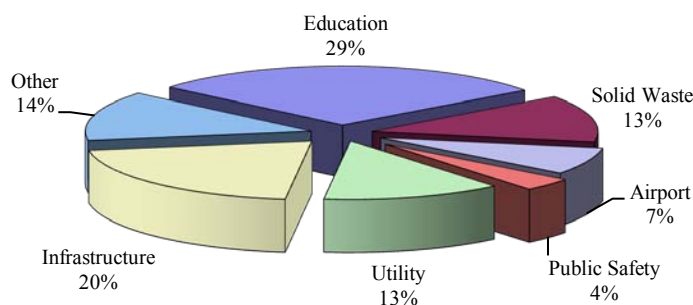
The Capital Improvement Plan accounts for the acquisition, expansion, and rehabilitation of infrastructure and other capital assets, and incorporates the following basic underlying principles of the County:

- 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.

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 affect on the tax burden of the citizens. Therefore, along with the development of the Capital Improvement Plan, an annual debt affordability analysis is performed to evaluate the affect of debt service costs on operating budgets and to utilize long-term financial planning.

The following graph illustrates the percentage of total debt outstanding at June 30, 2011 by project category:

Percentage of Debt Outstanding by Project Category



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 pay-go financing of capital projects. The following table shows the estimated impact of debt service on the Operating Budget for FY 2012 and the current outstanding balance at June 30, 2011.

Current Debt Balance and FY 2012 Principal and Interest Costs				
	Current Balance	FY 2012 Principal	FY 2012 Interest	FY 2012 Total Debt Service

General Fund:

2002 Public Improvement Bonds	\$ 972,833	\$ 476,489	\$ 48,642	\$ 525,131
2002 Public Improvement & Refunding Bonds	4,034,945	1,265,506	182,485	1,447,991
2003 Public Improvement Bonds	4,104,614	330,938	169,614	500,552
2003A Public Improvement & Refunding Bonds	7,049,268	1,612,987	203,521	1,816,508
2005 Public Improvement & Refunding Bonds	21,636,147	2,452,032	853,186	3,305,218
2006 Public Facilities Bonds	8,540,000	420,000	355,781	775,781
2007 Public Improvement Bonds	11,941,324	490,113	497,091	987,205
2008 Public Improvement Bonds	13,712,954	564,720	545,050	1,109,770
2009 Public Improvement & Refunding Bonds	13,186,291	803,676	455,411	1,259,087
2010 Ser A Public Improvement Bonds	5,009,887	442,986	119,131	562,117
2010 Ser B Build America Bonds	6,957,113	0	226,879	226,879
2010 Refunding Bonds	10,480,555	76,681	299,029	375,710
2011 Public Improvement Bonds	10,949,900	87,202		87,202
MD Water Quality Solid Waste Refinancing	1,755,596	33,360	17,560	50,920
MD Water Quality Resh Capping Ph 1	4,271,137	247,490	42,710	290,200
Total General Fund Existing Debt	\$ 124,602,564	\$ 9,304,180	\$ 4,016,090	\$ 13,320,270
2012 Planned Debt:				
2012 Public Improvement Bonds	14,182,100	0	0	0
Total General Fund Debt	\$ 138,784,664	\$ 9,304,180	\$ 4,016,090	\$ 13,320,270

Highway:

2008 Public Improvement Bonds	\$ 2,647,368	\$ 109,020	\$ 105,230	\$ 214,250
Total Highway Existing Debt	\$ 2,647,368	\$ 109,020	\$ 105,230	\$ 214,250

Solid Waste:

2002 Public Improvement Bonds	\$ 7,167	\$ 3,511	\$ 358	\$ 3,869
2002 Public Improvement & Refunding Bonds	365,055	114,494	16,510	131,004
2003 Public Improvement Bonds	50,386	4,062	2,082	6,144
2003A Public Improvement & Refunding Bonds	355,732	137,013	12,552	149,565
2005 Public Improvement & Refunding Bonds	643,853	72,968	25,389	98,357
2007 Public Improvement Bonds	2,433,676	99,887	101,309	201,196
2009 Public Improvement & Refunding Bonds	2,926,606	248,932	99,079	348,011
2010 Ser A Public Improvement Bonds	1,983,106	175,351	47,157	222,508
2010 Ser B Build America Bonds	2,753,894	0	89,807	89,807
2010 Refunding Bonds	3,309,445	53,319	92,271	145,590

Current Debt Balance and FY 2011 Principal and Interest Costs				
	Current Balance	FY 2012 Principal	FY 2012 Interest	FY 2012 Total Debt Service
2011 Public Improvement Bonds	\$ 3,220,100	\$ 113,863	\$ 67,406	\$ 181,269
MD Water Quality Solid Waste Refinancing	4,823,165	91,645	48,232	139,877
MD Water Quality 40 West Cell 3	1,877,136	128,185	20,648	148,833
Total Solid Waste Existing Debt	\$ 24,749,321	\$ 1,243,230	\$ 622,800	\$ 1,866,030
2012 Planned Debt:				
2012 Public Improvement Bonds	1,480,900	0	0	0
Total Solid Waste Debt	\$ 26,230,221	\$ 1,243,230	\$ 622,800	\$ 1,866,030

Airport:

2003A Public Improvement & Refunding Bonds	\$ 615,000	\$ 35,000	\$ 25,930	\$ 60,930
MD Industrial Commercial Redevelopment	790,811	138,620	47,625	186,245
MD Industrial Land Act	616,773	37,240	33,165	70,405
2006 Runway Extension Project Bonds	12,225,000	595,000	520,910	1,115,910
Total Airport Existing Debt	\$ 14,247,584	\$ 805,860	\$ 627,630	\$ 1,433,490

Water Quality:

1996 Series A Project & Refunding Bonds	\$ 5,274,828	\$ 540,639	\$ 745,133	\$ 1,285,772
2008 Public Improvement Bonds	1,244,678	51,258	49,472	100,730
2009 Public Improvement & Refunding Bonds	3,432,102	142,392	120,423	262,815
2010 Ser A Public Improvement Bonds	867,007	76,663	20,617	97,280
2010 Ser B Build America Bonds	1,203,993	0	39,264	39,264
MD Water Quality Series 93A	225,976	72,899	7,439	80,338
MD Water Quality Series BNR	1,941,804	179,784	33,011	212,795
MD Water Quality Cono. Refunding 2004	4,715,000	1,290,000	18,860	1,308,860
MD Water Quality Pretreatment Refunding 2004	5,146,063	420,000	20,584	440,584
MD Water Quality Halfway I & I	456,734	26,465	4,567	31,032
Total Water Quality Existing Debt	\$ 24,508,185	\$ 2,800,100	\$ 1,059,370	\$ 3,859,470
2012 Planned Debt:				
2012 Public Improvement Bonds	5,696,900	0	0	0
Total Water Quality Debt	\$ 30,205,085	\$ 2,800,100	\$ 1,059,370	\$ 3,859,470
Total Existing and 2012 Planned Debt	\$ 212,114,922	\$ 14,262,390	\$ 6,431,120	\$ 20,693,510

Bonded Limit Summary as of June 30, 2011

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, 2011 the unused authorization available for issuance of general obligation bonds was \$ 39,906,122.

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, 2011	
Assessed Value of Property in Washington County	\$ 14,198,081,000
Debt Limit: % of Assessed Value	10%
Water Quality Borrowing Limitation	1,419,808,100
Water Quality Debt	24,508,185
Debt Margin	1,395,299,915
Ratio of Water Quality Debt to Assessed Value	.17%

Debt Affordability Analysis

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. Our Peer Group consists of the following Maryland counties: Washington, Howard, Frederick, Harford, Carroll, Charles, St. Mary's, Cecil, Wicomico, and Calvert. These counties share similar characteristics as Washington County in various areas, including but not limited to, population, region, bond rating, and budget thresholds. Our sample of counties was based on size and income indicators, such as per capita income, property values, population, access to interstate highways, and revenue generation.

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 the 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 County's 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. Below is a four-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 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
2007	772	1,181	1.13%	1.51%	6.03%	7.55%	.24%	.33%
2008	842	1,302	1.13%	1.45%	5.93%	7.37%	.24%	.34%
2009	888	1,483	1.08%	1.39%	6.90%	8.07%	.26%	.36%
2010	855	1,650	.98%	1.46%	6.60%	8.16%	.27%	.37%
2011 projected	867	1,650	1.02%	1.46%	6.67%	8.16%	.25%	.37%

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 budget and potentially the tax burden carried by our citizens.

Projections are based on net tax-supported debt currently outstanding plus average debt that is anticipated to be issued over the next twenty years. The projections are intended only to provide a method for assessing the impact of issuing 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, 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	Target	Projected	Target	Projected	Target	Projected	Target
2012	893	1,650	1.04%	1.46%	7.03%	8.16%	.27%	.37%
2013	916	1,650	1.04%	1.46%	7.32%	8.16%	.28%	.37%
2014	936	1,650	1.05%	1.46%	7.37%	8.16%	.28%	.37%
2015	955	1,650	1.05%	1.46%	7.39%	8.16%	.29%	.37%
2016	973	1,650	1.06%	1.46%	7.29%	8.16%	.28%	.37%
2017	990	1,650	1.06%	1.46%	7.32%	8.16%	.29%	.37%
2018	1,007	1,650	1.06%	1.46%	7.14%	8.16%	.28%	.37%
2019	1,025	1,650	1.06%	1.46%	7.01%	8.16%	.28%	.37%
2020	1,038	1,650	1.05%	1.46%	7.21%	8.16%	.28%	.37%
2021	1,047	1,650	1.04%	1.46%	7.36%	8.16%	.29%	.37%
2022	1,058	1,650	1.04%	1.46%	7.13%	8.16%	.28%	.37%
2023	1,065	1,650	1.03%	1.46%	7.24%	8.16%	.29%	.37%
2024	1,068	1,650	1.01%	1.46%	7.38%	8.16%	.30%	.37%
2025	1,067	1,650	.99%	1.46%	7.46%	8.16%	.30%	.37%
2026	1,065	1,650	.98%	1.46%	7.39%	8.16%	.30%	.37%
2027	1,061	1,650	.96%	1.46%	7.32%	8.16%	.30%	.37%
2028	1,053	1,650	.93%	1.46%	7.43%	8.16%	.30%	.37%
2029	1,053	1,650	.92%	1.46%	6.80%	8.16%	.28%	.37%
2030	1,052	1,650	.90%	1.46%	6.73%	8.16%	.28%	.37%
2031	1,045	1,650	.88%	1.46%	6.93%	8.16%	.29%	.37%

Credit Ratings

Credit ratings are the rating agencies' assessment of the County's ability and willingness to repay debt on a timely basis. Credit ratings are an important indicator in the bond market and can influence the County's long-term interest rates that it must pay. Rating agencies believe that debt management is an important factor in evaluating the County and assigning credit ratings.

The County's credit ratings are AA by Standard & Poor's, AA by Fitch and an Aa2 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 were 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 twenty-year projection.

The base case projects the most affordable program. It achieves the goal of meeting the Peer Group medians. The best and worst case scenarios assume major changes in economic conditions for the twenty-year period that is projected 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 have been considered and tested in the model used, so that the known effects of worst and best-case results could be examined, as explained earlier. It is important for the County to monitor its financial condition, the 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. 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.

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Six-Year Capital Improvement Plan

The Six-year Capital Improvement Plan (CIP) is developed and updated on an annual basis for both project costs and funding sources. The plan is flexible and covers six years with the first year being the Capital Improvement Budget. Along with the development of the Capital Improvement Plan, an annual debt affordability analysis is performed to evaluate the affect 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 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 10 years and an estimated cost of \$25,000 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;
- 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 and that have initial useful lives extending beyond a two-year reporting period. Assets not meeting the criteria above are budgeted as capital outlay in the Operating Budget.

Development of the Capital Improvement Plan

Capital Improvement Plan development begins in the winter after the development 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 Finance Director, the Planning Director, and the Director of Public Works comprise the Capital Improvement Plan Committee, ("CIP Committee"). From the time the CIP'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 CIP 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;
- Projects are reviewed to determine the adequacy of the budget and appropriate funding source;
- Projects are prioritized based on County goals, department priorities, and anticipated funding sources.

The CIP is reviewed in conjunction with the annual 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 six-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 five-year forecast.

The Board of County Commissioners reviews the Six-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 Six-year Capital Improvement Plan for the established projects.

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 fourteen scored and weighted criteria, which is the basis for assigning projects into one of the five priority-ranking categories.

The fourteen 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 like increases in traffic accidents, injuries, and deaths.
3. Environmental Impact – This criterion includes health related impacts like sickness due to poor water quality, health hazards due to sewer problems, or contamination from landfill sites.
4. Conformity to County Commissioners Goals and Plans - If a capital project directly addresses the County Commissioner's goals and plans, the relative attractiveness of that project increases. It should tie into the Comprehensive plans or other written plans and goals of the County.
5. Conformity to Agency, Department and Jurisdictional Plans – If a capital project directly addresses the written plans of the agency, department or jurisdiction, the value of the project increases.
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 is for the total cost of constructing or installing the proposed project. 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 CIP 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, or 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, personnel, and debt service, 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 costs if not replaced, or added cost for new facility.
11. Project Life – This criterion measures the type of “bricks and mortar” spending that is proposed in the long-term capital plan. It places higher value 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 includes 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 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 important to the general welfare of the community, operating or maintaining of a physical facility, and/or not critical relative to other projects. |
| Priority 3 | Projects that provide a public operational improvement and/or projects not critical or important in relation to the County financial capabilities, needs, or other program requirements. |
| Priority 4 | Projects that conflict with the master plan and/or projects for which there are concerns related to serious need, cost, justification, or timing. |
| Priority 5 | Projects that will not be started until the completion of a study or submission of additional data, and/or projects on hold indefinitely. |

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 CIP 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 Six-year Capital Improvement Plan to the Board of County Commissioners. The County Commissioners review the recommended Six-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 CIP and Capital Budget.

Operating Impact of Capital Improvement Projects

The operating impact of capital projects are reviewed and considered during the CIP 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. Departmental staff plans, 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 represents personnel, equipment maintenance, building maintenance, debt service, 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 year 2012 is approximately \$20.7 million.

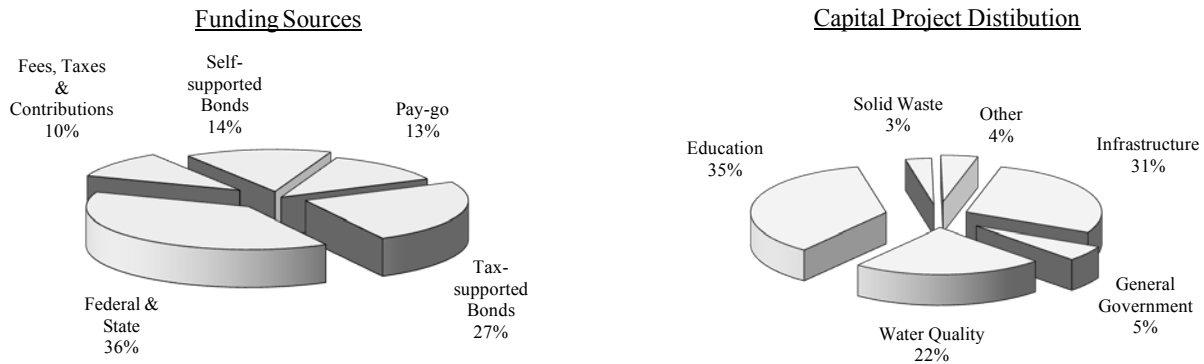
The six-year operating budget impact forecasts for individual projects approved in the fiscal year 2012 Capital Budget are presented in the project detail schedule located in the next section. Operating cost include personnel, supplies, maintenance, debt service, and other major operational costs.

The summarized table below presents a six-year summary forecast of capital project impact on the operating budget, by category, for fiscal years 2012 to 2017.

Six-year Capital Improvement Plan Estimated Operating Impact						
Project Category	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Airport	\$ 400	\$ 400	\$ 15,400	\$ 15,400	\$ 15,400	\$ 15,400
Bridges	57,838	125,018	125,018	125,018	125,018	201,398
Drainage	0	0	0	0	59,009	59,009
Education	736,597	1,727,192	2,401,861	2,846,729	3,613,241	3,820,521
General Government/Parks	440,389	440,389	478,239	486,089	493,989	501,839
Public Safety	0	0	0	0	99,075	218,387
Railroad Crossings	0	22,820	93,015	93,015	93,015	93,015
Road Improvement	1,337,550	1,987,531	2,626,050	3,490,837	4,378,500	5,271,029
Solid Waste	122,813	158,023	160,143	306,364	282,291	299,087
Transit	0	1,000	0	1,000	0	1,000
Water Quality	561,924	1,074,684	1,619,389	1,867,627	1,967,396	1,888,227
Total	\$ 3,257,511	\$ 5,537,057	\$ 7,519,115	\$ 9,232,079	\$ 11,126,934	\$ 12,368,912

Capital Improvement Budget Overview

A graphic illustration of planned capital project distribution and funding sources for fiscal year 2012 is shown below. The fiscal year 2012 Capital Improvement Budget is funded mainly from: tax supported and self-supported bonds, pay-go funds, federal and state funds, and developer based fees.



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. The fiscal year 2012 amount is based on available cash resources and was determined by maximizing the contribution level to best match funding strategies, useful lives, benefit of assets, and the cost.
- *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 \$3 per sq foot (SF), and \$1.5 SF for additions to residential properties. Excise tax for nonresidential non-retail is assessed at \$1 SF and nonresidential retail at \$3 SF. 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 for fiscal year 2012 is based on projected home sales and recordation activity. In addition, the County has an Adequate Public Facilities Ordinance Fee. It 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.

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Six-year Capital Improvement Plan Summary

Project Category	Prior Approp.	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Airport	0	1,446,800	3,315,400	123,600	2,315,300	5,563,500	191,100
Bridges	2,649,900	3,653,900	5,728,600	1,521,600	2,757,700	367,900	1,583,500
Drainage	40,800	681,400	420,200	337,000	533,400	1,197,200	891,700
Education	71,505,000	17,956,700	15,716,000	11,857,600	14,291,800	16,583,100	14,307,300
General Government	3,994,300	2,645,700	884,800	1,205,200	724,300	730,700	683,900
Parks & Recreation	0	350,000	0	0	0	0	0
Public Safety	0	236,600	316,000	126,800	0	1,366,300	1,593,300
Railroad Crossing	50,100	0	346,800	1,167,200	0	0	0
Road Improvement	28,742,183	9,570,800	10,168,200	9,818,900	13,353,900	13,928,700	15,199,500
Solid Waste	793,400	1,531,400	193,800	51,500	1,885,100	52,600	265,400
Transit	813,823	151,500	690,200	80,400	86,200	199,300	105,000
Water Quality	2,172,370	11,236,400	10,051,360	10,887,100	2,526,700	1,266,500	962,000
Total	110,761,876	49,461,200	47,831,360	47,831,360	37,176,900	41,255,800	35,782,700

Project Funding Source	Prior Approp.	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
General Fund	22,224,974	2,715,000	4,798,000	4,798,000	4,939,800	5,037,200	5,134,600
Water Quality Funding	786,600	1,102,900	155,000	157,600	108,300	110,400	112,700
Solid Waste Fund	646,800	50,500	51,000	51,500	52,000	52,600	53,100
Airport Fund	0	75,000	0	0	0	0	0
Tax Supported Bonds	15,460,151	12,068,800	14,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Self Supported Bonds	425,470	7,177,800	6,674,760	6,384,400	2,977,800	1,156,100	1,061,600
Federal Grants	3,460,108	3,954,500	7,272,500	178,300	3,922,800	5,122,400	255,000
State Grants	38,649,207	15,067,200	10,719,600	9,188,100	7,642,600	10,930,100	9,878,100
Transfer Tax	6,211,373	800,000	0	0	1,200,000	1,300,000	1,300,000
Excise Tax – Non Residential	1,415,000	0	85,000	185,000	285,000	385,000	485,000
Excise Tax - Schools	3,348,200	0	1,150,000	708,300	841,600	1,108,300	1,296,100
Excise Tax - Roads	1,019,400	141,300	141,300	174,100	206,800	272,300	337,800
Excise Tax - Other	47,300	30,700	30,700	37,000	0	104,200	73,400
Excise Tax - Library	383,154	16,400	16,400	20,200	24,000	31,700	39,300
Capital Reserve	11,080,340	1,903,000	1,471,400	250,000	0	0	0
APFO Fees - Roads	0	200,000	0	0	0	0	0
Contributions	5,519,700	4,158,100	1,265,700	0	1,273,700	645,500	756,000
Total	110,761,876	49,461,200	47,831,360	37,176,900	38,474,400	41,255,800	35,782,700

Fiscal Year 2012 Capital Improvement Budget - Project Detail

Project Name	Project Description	Project Budget	Operating Impact
Capital Equipment - Airport	Replace 1985; 1,500 ton per hour Snow Blower that has reached the end of its useful life. Addition of new equipment; Boom Bank Flail Mower for maintenance of Storm Water Management ponds and steep grades around the airport.	\$ 569,300	\$ 400
Terminal Modification	Hold room and baggage claim expansion; additional restrooms in hold room; relocation of existing administrative offices. Approximately 5,000 square foot addition to the east end of the Terminal.	252,500	-
Northwest Quadrant Site Preparation	Site work grading and drainage in the northwest quadrant of the airfield to develop "Pad-Ready" sites for future development.	400,000	-
Fuel Tank and Pumping System Upgrades	Upgrade existing Aviation gasoline storage tank to Jet A storage and combine pumping systems.	75,000	-
Airport Layout Plan Update	Airport Layout Plan will be updated to include future development recommendations.	150,000	-
Marble Quarry Road Bridge W6083	Bridge is located in the 19900 block of Marble quarry Road (ADC Map 32, Grid A-13). Replace deteriorated single land concrete bridge. Structure is considered eligible for the National Register of Historic Places. Rating is 36.2 out of a maximum possible score of 100.	80,000	-
Coffman Farms Road Bridge W6371	Bridge is located in Keedysville, near Main Street (ADC Map 31, Grid G-7). Rehabilitate stone arch structure. Structure is considered eligible for the National Register of Historic Places. Rehabilitation will include concrete fill, traffic barrier upgrades, scour repair, and repointing. Bridge sufficiency rating is 36.2 out of a maximum possible score of 100.	765,600	-
Bridge Inspection & Inventory	Ongoing bridge inspection program for both major (bridges greater than 20 feet in length) and minor (bridges greater than 6 but less than 20 feet in length) structures. Federal regulations govern the Major Structures inspection program.	171,700	13,478
Old Forge Road Bridge W2382	Bridge is located in the 20800 block of Old Forge Road (ADC Map 22, Grid D-1). Rehabilitate stone arch structure. Structure is considered eligible for the National Register of Historic Places. Rehabilitation will include concrete fill, traffic barrier upgrades, scour repair, and repointing. Bridge Sufficiency Rating is 37.4 out of a maximum possible score of 100.	1,298,900	-

Project Name	Project Description	Project Budget	Operating Impact
Burnside Bridge Road Culvert 01/02	This project is located in the 18500 block of Burnside Bridge Road (ADC Map 34, Grid D-2). Replace single lane steel stringer bridge with two lane precast box culvert and make traffic barrier approach road improvements.	\$ 50,500	\$ -
Garis Shop Road Bridge W4021	Bridge is located in the 10000 Block of Garis Shop Road (ADC Map 26, Grid F-2). Rehabilitate stone arch structure. Structure is considered eligible for the National Register of Historic Places. Rehabilitation will include concrete fill, traffic barrier upgrades, scour repair, and repointing. Bridge Sufficiency Rating is 40.1 out of a maximum possible score of 100.	70,800	-
Leiters Mill Road Bridge W2292	This project is in the 21300 block of Leiters Mill Road (ADC Map 11, Grid H-8). Repair existing stone arch bridge. Structure is eligible for the National Register of Historic Places. Although undetermined at this time, repair will most likely consist of concrete fill, traffic barrier upgrades, scour repair, riprap placement, and repointing the stone masonry. Bridge Sufficiency Rating is 30.7 out of a maximum possible score of 100.	70,800	-
Poffenberger Road Bridge W4011	This project is located in the 19000 block of Poffenberger Road (ADC Map 26, Grid F-1). Rehabilitate single span stone arch structure. Structure is considered eligible for the National Register of Historic Places. Rehabilitation will include concrete fill, traffic barrier upgrades, scour repair, and repointing. Bridge Sufficiency Rating is 41.0 out of a maximum possible score of 100.	156,600	-
Locust Grove Road Culvert 08/03	This project is located in the 22200 block of Locust Grove Road (ADC Map 35, Grid C-4). Replace deteriorated single lane steel stringer structure with new two lane precast concrete box culvert. Project also includes the widening of Locust Grove Road to two lanes from the structure out to MD 67, a distance of approximately 250 feet.	285,800	24,437
Beaver Creek Road Culvert 16/01	This project is located in the 19000 block of Beaver Creek Road (ADC Map 21, Grid H-11). Replace existing single lane concrete structure with a two lane precast box culvert. Upgraded traffic barrier will be added to improve safety.	228,300	19,923
Poffenberger Road Bridge W4012	This project is located in the 19000 block of Poffenberger Road (ADC Map 26, Grid F-1). Rehabilitate three span stone arch structure. Structure is considered eligible for the National Register of Historic Places. Rehabilitation will include concrete fill, traffic barrier upgrades, scour repair, and repointing. Bridge Sufficiency Rating is 41.0 out of a maximum possible score of 100.	207,100	-

Project Name	Project Description	Project Budget	Operating Impact
Mt. Lena Road Culvert 16/05	This project is located in the 21300 block of Mt. Lena Road (ADC Map 27, Grid H-7). Replace deteriorated two lane concrete slab bridge with a precast box culvert. Upgraded traffic barrier will be added as well to improve safety.	\$ 15,200	\$ -
Trego Road Culvert 08/06	This project is located in the 4100 block of Trego Road (ADC Map 35, Grid A-4). Replace existing concrete slab bridge with precast concrete box culvert. Upgraded traffic barrier will be added as well to improve safety.	37,400	-
Benevola Newcomer Road Culvert 06/04	This project is located in the 19600 block of Benevola Newcomer Road (ADC Map 26, Grid J-10). Eliminate existing deteriorated concrete slab culvert used as a cattle crossing. Replace with an at grade road section.	215,200	-
Charles Mill Road Culvert	This project is located in the 11300 block of Charles Mill Road (ADC Map 18, Grid B-8). Replace small concrete structure with concrete pipe and new headwalls. Upgraded traffic barrier will be added as well to improve safety. This structure is adjacent to culvert 04/05.	131,300	-
Trego Road Culvert, 4000 Block	This project is located in the 4000 block of Trego Road (ADC Map 35, Grid B-5). Replace the existing concrete slab bridge with a reinforced concrete pipe and headwalls.	11,200	-
Stream Restoration at Various Locations	Restore stream banks at various locations on the Antietam Creek and Conococheague Creek to improve water quality.	404,000	-
Kilarney Drive Culvert	This project is located at the intersection of Kilarney Drive and Heather Drive (ADC Map 20, Grid A-5). Slip line existing culvert with HDPE pipe and grout void space.	40,000	-
Capital Maintenance – Board of Education	Projects vary depending on the conditions, safety, security, and utility requirements. The Comprehensive Maintenance Plan outlines specific projects over the next five years. Projects include improved lighting, sidewalk replacements, paving repairs, flooring repairs, door replacement, large painting projects, locker replacement, interior renovations, and security system installations. Projects are targeted to reduce deferred maintenance.	958,000	-
Renovation and Expansion of the Central Library	Acquire land, demolish buildings, relocate public utilities and construct surface parking lot. Renovate existing library and construct an expansion for a total building square footage of 84,357 square feet.	8,232,800	186,861

Project Name	Project Description	Project Budget	Operating Impact
Ruth Ann Monroe Primary (New School)	New school construction of an 81,000 square foot primary school building to house pre-kindergarten through second grade. The school will be sistered with Eastern Elementary which will house third through fifth grade. Provisions have been made in this budget request to include an expanded gymnasium in partnership with the Buildings, Grounds, and Parks Department.	\$4,886,700	\$ -
Bester Elementary (Replacement School)	Construct a new school to replace the existing Bester Elementary on the existing site. The new school is planned as a four-round school, increasing the student capacity of this school from 511 students to 608 students. Portions of the existing school building will be demolished to make room for appropriate drives and play fields. Provisions have been made within this budget request to include an expanded gymnasium for community use in partnership with the Buildings, Grounds, and Parks Department.	693,200	47,563
Arts and Sciences Complex	The Arts and Science Complex (ASC) is a two-phased project consisting of three buildings. Phase I is the construction of a new 63,000 square foot GSF Science, Technology, Engineering, and Mathematics (STEM) Building. Phase II of the ASC will renovate the current Science Building into the Leaning Center. This phase will also include the renovation of the current Classroom Building that will remain an academic building with classrooms, foreign language lab, and faculty offices.	1,781,000	397,988
Student Center and Campus Store	The College/Student Center currently houses student service functions such as the Bookstore, Food Service, meeting space, student activities, and student government. With the anticipated enrollment growth over the next several years, these spaces will need to be expanded to continue to provide these basic services.	482,200	6,853
Performing & Visual Arts Education Center	The purpose of this project is to renovate the Kepler Theater and add a Performing & Visual Arts Education Center. The project will be the last phase of the Arts & Sciences Complex. The project will expand the lobby to include a gallery and create an educational space for the performing and visual arts.	922,800	97,332
Bond Issuance Costs	Costs associated with the sale of bonds. The costs include fees for printing, financial advisor, bond counsel, discounts, and rating agency fees.	100,000	19,861
Financial System Management & Upgrades	Integrated financial system (general ledger, human resources, payroll, financials, purchasing, utility, and budget) is used for County-wide operations to process all financial, human resources, payroll, and purchasing functions for the County.	151,500	-

Project Name	Project Description	Project Budget	Operating Impact
Chiller Replacement, 100 W. Washington Street	Replace 40-ton chiller at 100 W. Washington Street that provides air conditioning to the first floor and basement offices. Project includes engineering, demolition, and removal of the existing unit, installation, and re-plumbing. Replace 2 - 40-ton chillers that provide air conditioning to the second and third floors. Project includes engineering, demolition, and removal of existing units, installation, and re-plumbing.	\$ 40,000	\$ -
Air Conditioning System – County Office Building	First year of a two year phase that will replace 120-ton chiller located in the basement that provides air conditioning to the first, second, and third floors. Project includes engineering, demolition, and removal of existing unit, installation, and re-plumbing.	40,600	-
Information Systems Replacement Program	Funding set aside for software and hardware development to improve the efficiencies and streamline government operations.	50,500	-
Senior Community Center	Construction of Senior Community Center to provide focal point for services for senior adults in Washington County in order to maintain independence and quality of life. Centers offer information and assistance, health education, wellness/fitness opportunities, resource counseling, meals, socialization, recreation, and civic engagement.	2,233,100	419,828
Demolition of Structures on Various County Properties	Washington County has acquired properties at various locations in the County for future capital improvements. These properties have associated buildings/structures that are expected to be demolished for upcoming County projects.	30,000	-
Rural Heritage Transportation Museum	The project consists of construction of a 60 foot x 120 foot building to house the Rural Heritage Transportation Museum.	350,000	700
Communications System Narrowbanding	Software and hardware upgrades and possible construction of a new public safety communications site. The extent of this project has not been fully determined at this point.	50,000	-
Public Safety Fleet Replacement Program	Replacement of public safety fleet inventory. Replacement would focus on such factors as age, mileage, repair history, etc. Review and recommendation of existing replacement policy would be done on vehicles considering funding levels that exist. Recommend review by committee and compare with other government operations, policies, and practice.	186,600	-

Project Name	Project Description	Project Budget	Operating Impact
Equipment Replacement Program	Replacement of heavy and specialized equipment for maintenance and construction activity. Replacement would focus on such factors as age, mileage, hours, repair history, etc. Review and recommendation of existing replacement of policy would be done on both vehicles and heavy equipment considering funding levels that exist. Recommend review by committee and compare with other government operations, policy, and practice.	\$ 410,900	\$ -
Pavement Maintenance and Rehabilitation	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.	3,000,000	449,805
Robinwood Corridor II	Widen Robinwood Drive to four lanes between Medical Campus Drive and Hagerstown Community College (approximately 5,800 feet). New road section will consist of two 12 foot wide lanes in each direction with a raised grassed median and closed storm drain system. This proposed section will terminate at the intersection of HCC campus. To accommodate the proposed section at this intersection, a new traffic signal will be required.	436,300	15,700
Shawley Drive	Project involves the relocation of the northern most end of Shawley Drive between Label Lane and Maugans Avenue, so that it aligns with Oliver Drive and is removed from close proximity to the ramps from and onto I-81. The road will be a two lane open section roadway.	1,093,200	85,816
Eastern Boulevard Widening Phase I	Widen Eastern Boulevard from MD Rt. 64 (Jefferson Boulevard) to Security Road from the existing 2 lane roadway to a 4 lane divided roadway. Including drainage improvements, and traffic signal modifications.	2,686,600	379,571
Garis Shop/Poffenberger Roundabout	Realign the intersection of Garis Shop Road/Poffenberger Road and Alternate 40. Project involves the construction of a traffic roundabout at the intersection of Garis Shop Road and Poffenberger Road.	909,600	78,861

Project Name	Project Description	Project Budget	Operating Impact
Transportation ADA	Upgrades to existing street crossings and facilities to comply with Americans with Disabilities (ADA) requirements. This includes providing pavement markings, signs, sidewalks, ramps, and accessible pedestrian signals as necessary to bring the existing conditions into compliance.	\$ 92,200	\$ -
Eastern Boulevard at Antietam Drive Intersection Improvement	Intersection improvements at Antietam Drive. This project will connect the Eastern Boulevard Widening Phase II project with the Eastern Boulevard Extended project. Two intersection configurations are being evaluated at this location, a traditional four-legged signalized intersection and a roundabout intersection.	202,000	18,024
Yale Drive – Phase II	Project involves the expansion of Yale Drive Extended – Phase I (Project RDI053) from a 2 lane road to a 4 lane roadway with a grassy median. Road length is approximately 4,600 linear feet.	600,000	-
Crayton Boulevard Signal	Install a traffic signal at the intersection of Crayton Boulevard and Maugans Avenue. New poles for traffic signals will utilize concrete foundations already in place.	140,000	-
Contingency – Solid Waste	A budgetary reserve to provide for emergency of unanticipated expenditures.	50,500	-
Leachate Pump Station and Force Main	Design and construct a landfill leachate pump station and approximately 2,100 foot of force main to discharge leachate into the domestic wastewater transmission lines from the Forty West Landfill and possibly the former City/County Landfill. This project is contingent upon completion of the wastewater transmission system to be constructed by private developers (Powers Estates) and the Cedar Springs Pump Station. Other expenses are for construction, management, and inspection services.	697,300	54,738
Hancock Landfill – Gas Flares	Replace gas vents with gas flares at the Hancock Landfill.	195,800	21,933
City/County Leachate Upgrades	Upgrade the existing leachate pump stations and storage tanks at the City/County Landfill. Inspection of the existing leachate conveyance and storage system by County Division of Environmental Management staff concluded the system has exceeded its useful operational life, and requires upgrade and replacement.	587,800	46,142
Vehicle Preventative Maintenance	Funding source to use for preventative maintenance and repairs of transit vehicles and facilities.	151,500	-
Contingency – Utility Administration	A budgetary reserve to provide for emergency of unanticipated expenditures.	25,500	-

Project Name	Project Description	Project Budget	Operating Impact
Contingency - Sewer	A budgetary reserve to provide for emergency of unanticipated expenditures.	\$ 51,000	\$ -
Winebrenner Wastewater Treatment Plant Upgrade	Upgrade facility to comply with Maryland Department of the Environment's (MDE) Enhanced Nutrient Removal (ENR) strategy and improve operational efficiency.	10,757,100	516,750
Wright Road Sewer Force Main Rehabilitation Project	The existing force main has become exposed to the surface due to erosion caused by storm flow in the stream. The Department is proposing to encase the exposed section in concrete which will prevent further erosion and potential damage to the pipe and the environment. This method of correction has been discussed with MDE staff.	150,000	11,775
Contingency – Water	A budgetary reserve to provide for emergency of unanticipated expenditures.	25,500	-
Highfield Water System	Rehabilitation of the existing water treatment plants to meet future MDE permit requirements and extend life of the facility.	176,800	-
General Water Treatment Plant Improvements	General upgrades to Water Treatment Plants including electrical systems and equipment.	50,500	-
Brookfield Avenue Drainage	This project is located at the end of Brookfield Avenue (ADC Map 20, Grid B-4). Provide channel and culvert improvements to correct road and property flooding.	94,900	-
		\$49,461,200	\$2,913,939

Summary of Major Capital Improvement Plan for FY 2013-2017

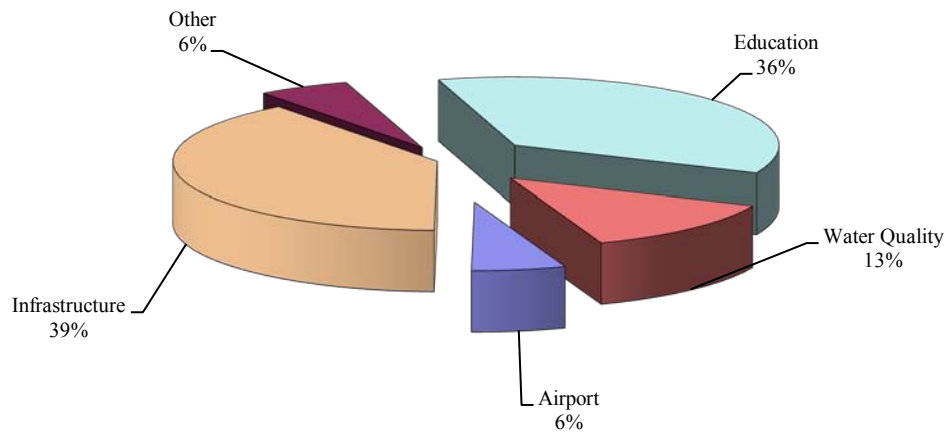
Discussed below are several of the major projects scheduled in the Capital Improvement Plan for FY 2013 –2017.

Project Name	Project Description	Total Project Budget
Ruth Ann Monroe Primary (New School) Began in FY 2009	New school construction of an 81,000 square foot primary school building to house pre-kindergarten through second grade. The school will be sistered with Eastern Elementary which will house third through fifth grade. Provisions have been made in this budget request to include an expanded gymnasium in partnership with the Buildings, Grounds, and Parks Department.	\$ 24,963,800
East City High (New School) Beginning in FY 2016	Provides a new 155,280 square foot high school with a capacity of 848 students, and core space(s) to support future enrollment up to 1,200 students. This project will cover the projected seating deficit of five other high schools.	49,899,080
Bester Elementary (Replacement School) Beginning in FY 2012	Construct a new school to replace the existing Bester Elementary on the existing site. The new school is planned as a four-round school, increasing the student capacity of this school from 511 students to 608 students. Portions of the existing school building will be demolished to make room for appropriate drives and play fields. Provisions have been made within this budget request to include an expanded gymnasium for community use in partnership with the Buildings, Grounds and Parks Department.	22,446,000
South County Elementary School – Phase I Beginning in FY 2014	3-round, pre-kindergarten through 5 th grade school. School will be 56,818 square foot and house 471 students with a core space sized for a 5-round school to accommodate future expansion. Provisions have been made within this budget request to include an expanded gymnasium for community use in partnership with the Buildings, Grounds, and Parks Department.	18,791,300
Smithsburg Wastewater treatment Plant – Facility Improvements Beginning in FY 2010	Upgrade of facility to address Maryland Department of the Environment strategy for Enhanced Nutrient Removal and expand capacity to address growth needs of the area.	15,110,130
Winebrenner Wastewater Treatment Plant Upgrade Began in FY 2005	Upgrade facility to comply with Maryland Department of the Environment Enhanced Nutrient Removal strategy and improve efficiency.	15,738,200

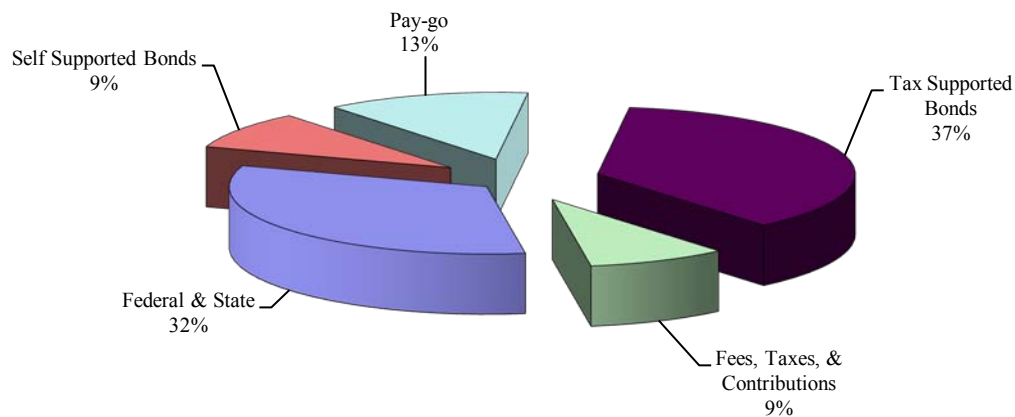
Project Name	Project Description	Total Project Budget
Phase 2 – Detention Center Expansion Begin in 2016	Phase 2 of the Detention Center expansion involves the building of a secure corridor between the existing Detention Center and the old Phoenix Color building. It also includes the moving of Administration, Food, Commissary, and laundry services to the old Phoenix Color building along with the building of two male 48 bed housing units. These housing units will house the kitchen trustees, work release inmates, and other trustees in the Detention Center.	\$ 21,941,100

The following charts illustrate the projects by category and the funding sources that are currently scheduled for FY 2013 thru FY 2017. The 'Other' category includes projects for: Parks & Recreation, Solid Waste, Transit, General Government, and Public Safety. The 'Education' category includes projects for the Board of Education, the Hagerstown Community College and Public Libraries, including the Renovation and Expansion of the Central Library. The total for all projects represented in the chart is \$200,521,160.

Capital Improvement Plan for FY2013 thru FY2017



Funding Sources for FY2013 thru FY2017



General Fund

- General Fund Revenue Summary
- General Fund Revenue Detail
- General Fund Expenditure Summary
- General Fund Expenditure Detail by Department and Agency that includes:
 - Functions
 - Accomplishments for Fiscal Year 2011
 - Goals for Fiscal Year 2012
 - Funding Sources and Program Expenditures
 - Staffing Summaries or Services Provided

General Fund – Revenue Summary

Category	2010 Actual	2011 Budget	2012 Budget	\$ Change	% Change
Property Tax	129,253,647	125,823,260	124,284,530	(1,538,730)	(1.22%)
Local Taxes	61,774,681	64,945,000	64,730,000	(215,000)	(0.33%)
Interest Earnings	465,500	813,170	432,130	(381,040)	(46.86%)
Charges for Services:					
Permitting	933,894	1,066,950	1,038,360	(28,590)	(2.68%)
Planning	86,019	97,000	67,000	(30,000)	(30.93%)
Parks and Recreation	413,744	418,000	424,500	6,500	15.55%
Public Safety	1,475,137	1,284,090	1,425,160	141,070	10.99%
Other	952,891	817,720	855,670	37,950	4.64%
Grants for Operations	6,581,069	1,883,390	1,796,000	(87,390)	(4.64%)
Excess Fund Balance Reserve	0	0	1,200,000	1,200,000	100.00%
Total	201,936,582	197,148,580	196,253,350	(895,230)	(0.45%)

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 Income Tax represent the two major revenue sources in the General Fund, as they comprise 96% or \$189 million of total General Fund revenues. Detail of the revenue sources and the underlying assumptions can be read on pages 75-80:

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General Fund – Revenue Detail

Property Tax					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Real Estate Tax	115,539,880	112,529,230	111,560,210	(969,020)	(0.86%)
Corporate Personal Property Tax	13,919,735	13,597,880	13,580,270	(17,610)	(0.13%)
State Administrative Fees	0	0	(600,000)	(600,000)	(100.00%)
Interest on Property Taxes	575,686	510,000	580,000	70,000	13.73%
Payment in Lieu of Taxes	126,349	136,150	131,920	(4,230)	(3.11%)
Enterprise Tax Reimbursement	381,782	331,600	352,930	21,330	6.43%
Service Charge – Semi-Annual	122,979	120,000	120,000	0	0.00%
Tax Sale Penalty and Other Fees	75,236	45,000	45,000	0	0.00%
Enterprise Zone Tax Credit	(845,882)	(698,100)	(705,870)	(7,770)	1.11%
Agricultural Tax Credit	(341,612)	(340,000)	(350,000)	(10,000)	2.94%
New Jobs Tax Credit	0	(10,000)	(37,220)	(27,220)	272.20%
Historical Tax Credit	(2,950)	(6,000)	(6,000)	0	0.00%
County Homeowners Tax	0	(100,000)	(100,000)	0	0.00%
Other Credits	(2,165)	(2,500)	(2,500)	0	0.00%
Discount Allowed- Property Tax	(316,186)	(305,000)	(305,000)	0	0.00%
Federal Payment in Lieu of Taxes	20,795	15,000	20,790	5,790	38.60%
Total	129,253,647	125,823,260	124,284,530	(1,538,730)	(1.22%)

Property Tax is estimated at \$124.3 million for FY 2012 and is mainly generated from Real Estate and Corporate Personal Property Tax. Real Estate tax is assessed at \$.948 per \$100 of assessed value. Property Tax revenue decreased by \$1.5 million or 1.22%. The majority of the decrease is due to a 12% reduction in the City of Hagerstown's tax base which is the result of reassessments.

Local Taxes					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Income Tax	57,025,046	60,000,000	59,800,000	(200,000)	(0.33%)
Income Tax Reserve	0	(420,000)	(420,000)	0	0.00%
Admissions and Amusement Tax	369,953	390,000	360,000	(30,000)	(7.69%)
Recordation Tax	3,933,626	4,550,000	4,550,000	0	0.00%
Trailer Tax	446,056	425,000	440,000	15,000	3.53%
Total	61,774,681	64,945,000	64,730,000	(215,000)	(0.33%)

Local Taxes are projected to decrease by \$215 thousand or .33% in FY 2012. The Local Income Tax rate is set at 2.8% of taxable income. Income and Recordation Tax account for 98% of this category. Income Tax was based on several factors including projected personal income trends, unemployment history, unemployment projections, job growth, state budgetary actions, and trend analysis. In the evaluation, income tax projections are being reduced for 2012.

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 \$4.6 million and is based on current trends and projected economic outlooks, excluding one-time revenues.

Interest Earnings					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Interest Income - Investments	230,574	600,000	300,000	(300,000)	(50.00%)
Interest Income – Municipal Investment	214,931	200,000	120,000	(80,000)	(40.00%)
Interest Income - Other	19,995	13,170	12,130	(1,040)	(7.90%)
Total	465,500	813,170	432,130	(381,040)	(46.86%)

Budgeted interest earnings are based on the current year's investment amount with the expected interest rates, which are expected to remain relatively stable. 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 – Permitting					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Miscellaneous Licenses	900	1,000	1,000	0	0.00%
Building Permits - Residential	146,001	200,000	170,910	(29,090)	(14.55%)
Building Permits - Commercial	97,866	120,500	120,500	0	0.00%
Municipal Fees	16,341	20,000	18,000	(2,000)	(10.00%)
Electrical Licenses Fees	12,000	12,000	78,500	66,500	554.17%
Electrical Permit - Residential	167,482	200,290	175,290	(25,000)	(12.48%)
Electrical Permit - Commercial	138,726	100,160	100,160	0	0.00%
HVAC Registration Fees	14,060	2,000	2,000	0	0.00%
HVAC - Residential	80,424	106,750	96,750	(10,000)	(9.37%)
HVAC - Commercial	44,103	29,500	35,500	6,000	20.34%
Other Permit Fees	50,013	70,000	60,000	(10,000)	(14.29%)
Plumbing Licenses Fees	28,090	25,000	15,000	(10,000)	(40.00%)
Plumbing Permits – Residential	90,749	116,750	106,750	(10,000)	(8.57%)
Plumbing Permits – Commercial	30,504	40,500	35,500	(5,000)	(12.4%)
Zoning Appeals	16,625	22,500	22,500	0	0.00%
Total	933,894	1,066,950	1,038,360	(28,590)	(2.68%)

Permitting revenue is projected to decrease by \$28,590 for FY 2012. Residential permit revenue assumes a continued slow down in home building within the area, while commercial fees are expected to remain stable. Electrical licenses are renewed bi-annually with FY 2012 being a renewal year.

Charges for Services – Plan Review					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Reimbursed Expenses	4,578	0	0	0	0.00%
Rezoning	2,800	4,000	4,000	0	0.00%
Development Fees	75,739	90,000	60,000	(30,000)	(33.33%)
Other Planning Fees	2,902	3,000	3,000	0	0.00%
Total	86,019	97,000	67,000	(30,000)	(30.93%)

Plan review fees are projected to total \$67,000. The major revenue source in this category is development fees, which generates \$90,000. 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. Development fees are expected to remain at the same level as FY2011 actuals.

Charges for Services – Parks and Recreation					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Parks:					
Sale of Wood	17,310	10,000	13,000	3,000	30.00%
Rental Fees	34,505	35,000	35,000	0	0.00%
Ball Field Fees	9,075	5,000	7,500	2,500	50.00%
Ball Field Lighting Fees	2,198	3,500	3,500	0	0.00%
Concession Stands	6,956	5,500	6,500	1,000	18.18%
Contributions	501	1,000	1,000	0	0.00%
Program Fees	9,083	8,000	8,000	0	0.00%
Martin L. Snook Pool:					
Pool Fees	54,073	55,000	55,000	0	0.00%
Concession Fees	20,058	20,000	20,000	0	0.00%
Recreation:					
Program Fees	259,985	275,000	275,000	0	0.00%
Total	413,744	418,000	424,500	6,500	15.55%

Parks and Recreation revenue are projected to produce \$424,500 for FY 2012. 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 \$275,000 and are based on the cost of the program. Rental fees are estimated at \$35,000 and are generated from pavilion usage. Pool fees are estimated at \$55,000 and are generated from the County owned pool, which is operated during summer months. All three revenue estimates were based on current revenue, normal weather patterns, and projected trends.

Charges for Services – Public Safety					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Sheriff – Judicial:					
Sheriff Fees	40,558	40,000	40,000	0	0.00%
Peace Order Service	4,480	4,000	4,000	0	0.00%
Sheriff - Process Servers:					
Peace Order Service	209,880	200,000	205,000	5,000	2.50%
Sheriff – Patrol:					
Parking Violations	551	1,000	400	(600)	(60.00%)
Reimbursed Expenses	192,248	177,000	117,000	(60,000)	(33.90%)
Sheriff – Central Booking:					
Rental Income	0	23,870	15,720	(8,150)	(34.14%)
Sheriff – Detention:					
Housing State Prisoners	208,575	0	200,000	200,000	100.00%
Home Detention Fees	49,639	59,800	46,580	(13,220)	(22.11%)
Prisoners Release Program Fees	44,431	43,040	53,900	10,860	25.23%
Alien Inmate Reimbursement	24,098	25,000	25,000	0	0.00%
Social Security Income	10,722	18,000	18,000	0	0.00%
Reimbursed Expenses	11,052	10,730	9,430	(1,300)	(12.12%)
Narcotics Task Force:					
Reimbursed Expenses	250,962	259,920	258,900	(1,020)	(0.39%)
Emergency Services:					
EMCS Salary Reimbursement	15,600	15,600	15,600	0	0.00%
False Alarm Fines	0	500	10,000	9500	1900.00%
Reimbursed Expenses	412,341	405,630	405,630	0	0.00%
Total	1,475,137	1,284,090	1,425,160	141,070	10.99%

Public Safety is projected to generate fees of \$1.4 million for FY 2012. The reimbursed expense for Emergency Services is the 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	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Circuit Court:					
Reimbursed Jurors	97,755	85,000	85,000	0	0.00%
Reimbursed Expense	8,497	58,380	8,500	(49,880)	(85.44%)
States Attorney					
Reimbursed Expense	66,984	66,990	66,990	0	0.00%
Animal Control:					
Animal Licenses	25,683	25,000	0	(25,000)	(100.00%)
Purchasing:					
Sale of Publications	7,860	7,000	9,000	2,000	28.57%
Public Works – Engineering & Construction:					
Reimbursed Expense	7,860	5,000	5,000	0	0.00%
Review Fees	109,213	90,000	168,200	78,200	86.89%
Drawings/Blue Line Prints	4,645	1,000	1,000	0	0.00%
Information Technology:					
Digital Data Fees	3,670	5,000	5,000	0	0.00%
Economic Development Commission:					
Marketing Promotions	3,029	3,000	3,000	0	0.00%
Weed Control:					
Weed Control Fees	186,656	118,630	118,630	0	0.00%
General:					
Gain/Loss- Sale of Asset	39,184	25,000	25,000	0	0.00%
Rental - Building	215,079	189,320	190,080	760	0.40%
Rental – Utilities	2,670	600	300	(300)	(50.00%)
Rental – Other	0	0	11,970	11,970	100.00%
Reimburse Administrative	39,326	20,000	20,000	0	0.00%
Election Filing Fees	480	600	500	(100)	(16.67%)
Miscellaneous	90,325	75,000	95,000	20,000	26.67%
Sheriff Auxiliary	34,711	40,000	40,000	0	0.00%
Fuel	1,269	1,000	1,300	300	30.00%
Bad Check Fee	1,073	1,200	1,200	0	0.00%
Cash Drawer Over (Under)	(47)	0	0	0	0.00%
Total	952,891	817,720	855,670	37,950	4.64%

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 and Reimbursed Expenses for the courts. 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 and (2) reimbursement for the use of the facility and (3) reimbursement for salaries of court personnel.

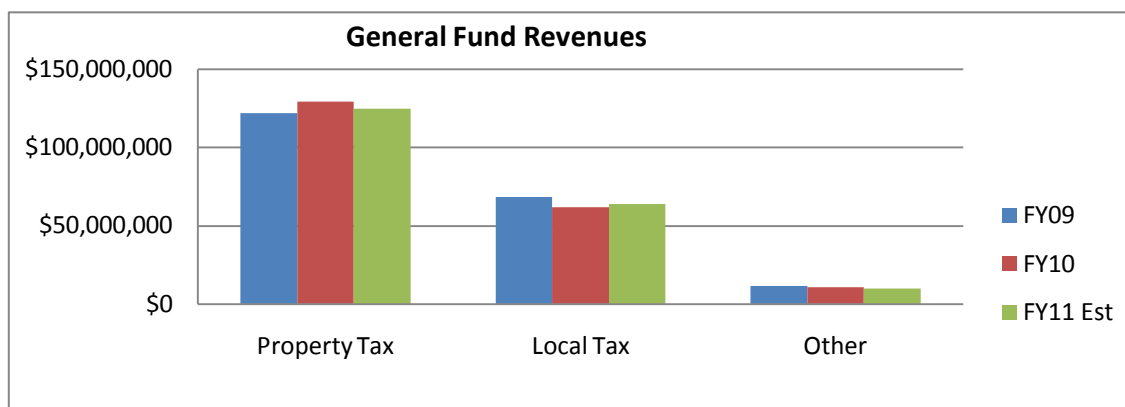
Grants for Operations					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Judicial - Nonsupport	154,944	155,000	150,000	(5,000)	(3.23%)
Patrol:					
State Aid for Police	388,156	393,100	388,000	(5,100)	(1.30%)
State:					
Alcoholic Beverage Licenses	9,200	8,000	9,000	1,000	12.50%
Trader's Licenses	216,807	250,000	225,000	(25,000)	(10.00%)
Court Costs and Fines	165,235	35,000	35,000	0	0.00%
Marriage Ceremony Fees	3,780	4,000	4,000	0	0.00%
911 Fees	977,799	950,000	930,000	(20,000)	(2.11%)
Marriage Licenses	52,525	55,000	55,000	0	0.00%
Operating Grant- 911 Communications	0	33,290	0	(33,290)	(100.00%)
Other	4,612,623	0	0	0	0.00%
Total	6,581,069	1,883,390	1,796,000	(87,390)	(4.64%)

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.

Other					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Excess Fund Balance Reserve	0	0	1,200,000	1,200,000	100.00%
Total	0	0	1,200,000	1,200,000	100.00%

GRAND TOTAL	201,936,582	197,148,580	196,253,350	(895,230)	(0.45%)
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General Fund – Expenditure Summary

Category	2010 Actual	2011 Budget	2012 Budget	\$ Change	% Change
Education	104,783,690	104,037,710	104,279,230	241,520	0.23%
Public Safety	33,454,995	34,471,300	35,303,690	832,390	2.41%
Transfers	33,108,198	30,235,000	28,720,250	(1,514,750)	(5.01%)
Court System	3,524,823	3,749,530	3,824,400	74,870	2.00%
State Functions	3,636,664	4,238,880	4,029,390	(209,490)	(4.94%)
Non-Profits	1,803,790	1,769,040	1,768,040	(1,000)	(0.06%)
General Operations	8,425,896	8,284,270	8,274,420	(9,850)	(0.12%)
Buildings	1,355,874	1,453,350	1,438,210	(15,140)	(1.04%)
Other	2,825,680	2,950	2,450	(500)	(16.95%)
Medical	18,690	19,400	19,400	0	0.00%
Public Works	1,748,328	1,654,780	2,940,190	1,285,410	77.68%
Permitting	2,568,966	2,678,060	1,218,460	(1,459,600)	(54.50%)
Planning	1,344,520	1,301,820	1,149,340	(152,480)	(11.71%)
Parks & Facilities	2,502,788	2,529,650	2,458,470	(71,180)	(2.81%)
Economic Development	752,338	722,840	827,410	104,570	14.47%
Total	201,855,240	197,148,580	196,253,350	(895,230)	(0.45%)

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 category being education, public safety, and operating and capital transfers. You will see that total appropriations decreased by .45% or \$895,230 million from FY11. 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.

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General Fund – Education Summary

Category	2010 Actual	2011 Budget	2012 Budget	\$ Change	% Change
Board of Education:					
Maintenance of Effort	87,829,920	88,433,730	89,518,310	1,084,580	1.23%
Other Funding	1,748,620	396,060	0	(396,060)	(100.00%)
School Health Nurses	3,485,580	3,485,580	3,310,580	(175,000)	(5.02%)
Hagerstown Community College	9,045,010	9,045,010	8,865,010	(180,000)	(1.99%)
Free Library	2,641,830	2,641,830	2,549,830	(92,000)	(3.48%)
Library Branch Maintenance	32,730	35,500	35,500	0	0.00%
Total	104,783,690	104,037,710	104,279,230	241,520	0.23%

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Board of Education – Maintenance of Effort

Fund:	General Fund	Category:	Education
Program Code:	90000	Contact:	Dr. Clayton Wilcox

Agency Function:

Washington County Public Schools is a countywide system serving just over 21,000 students in twenty-six elementary schools, seven middle schools, one middle-senior high school, seven senior high schools, one outdoor education center, one special education center, one technical high school, one early childhood center, one alternative learning academy, and one 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.

Accomplishments in Fiscal Year 2011

- ✓ Developed a K-12 college and career readiness initiative.
- ✓ Met the four Federal Race-to-the-Top Assurances by adopting high quality standards and assessments.
- ✓ Recruited, developed, and retained effective teachers and leaders.
- ✓ Continued the momentum that the school system has developed in academic performance across all subgroups, using data to inform instruction and implementing interventions to prevent low-achieving schools.
- ✓ Provided the taxpayers of Washington County the best educational value while maintaining a high quality workforce.

Goals for Fiscal Year 2012

- ✓ Continue to implement the K-12 college-going and career readiness initiatives.
- ✓ Pilot the new teacher and principal evaluation program at selected schools under the Teacher Incentive Fund grant.
- ✓ Continue to implement the system's Scope of Work Plans under the Race to the Top grant.
- ✓ Work collaboratively with the Maryland State Department of Education in designing the Maryland Common Core State Curriculum and provide professional development locally to ensure a smooth transition to the new curriculum and aligned assessments.
- ✓ Continue to offer the best educational value while maintaining a high quality workforce and world-class educational opportunities for all students.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	87,829,920	88,433,730	89,518,310	1,084,580	1.23%
Grants/Intergovernmental					
Fees/Charges					
Total	87,829,920	88,433,730	89,518,310	1,084,580	1.23%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	87,829,920	88,433,730	89,518,310	1,084,580	1.23%
Capital Outlay					
Total	87,829,920	88,433,730	89,518,310	1,084,580	1.23%

Summary of Maintenance of Effort Appropriations			
Fiscal Year	Maintenance of Effort Requirement	Local Funding	Excess of MOE Requirement
2010	86,229,916	87,829,920	1,600,004
2011	88,433,725	88,433,730	5
2012	89,505,898	89,518,310	12,412

Composite Cost Per Pupil			
Fiscal Year	Budgeted Cost	Enrollment	Cost Per Pupil
2010	280,916,293	21,407	13,123
2011	273,612,319	21,664	12,630
2012	278,338,358 (est.)	21,922	12,697

Board of Education – Other Funding

Fund:	General Fund	Category:	Education
Program Code:	90010, 90030, 90035	Contact:	Dr. Clayton Wilcox

Agency Function:

In addition to the Maintenance of Effort funding, the County also funds several other programs directly related to the Board of Education. They include One-time costs, Disparity Grant, Crossing Guards and the Judith Center.

One time cost funding is used to purchase capital items that are allowable according to the State Department of Education. The County and the Board agree upon what qualifies as one-time cost expenditure and then a letter is sent to the State for approval.

The Crossing Guard program plays an important role in the traffic safety program in Washington County. The primary duty of the guards is to supervise the safe crossing of school children at designated crossing areas.

The Judith Center funding provides funding of the salary of the manager of the Judith P. Hoyer Early Childhood Center at Bester Elementary School.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	1,748,560	396,060	0	(396,060)	(100.00%)
Grants/Intergovernmental					
Fees/Charges					
Total	1,748,560	396,060	0	(396,060)	(100.00%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	1,748,560	396,060	0	(396,060)	(100.00%)
Capital Outlay					
Total	1,748,560	396,060	0	(396,060)	(100.00%)

Category Funding Breakdown					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
One-Time Cost	1,352,500	0	0	0	0.00%
Crossing Guards	324,650	324,650	0	(324,650)	(100.00%)
Judith Center	71,410	71,410	0	(71,410)	(100.00%)
Total	1,748,560	396,060	0	(396,060)	(100.00%)

Board of Education – School Health Nurses

Fund:	General Fund	Category:	Education
Program Code:	90020	Contact:	Earl Stoner

Agency Function:

The Washington County Health Department manages the School Health Program. The School Health staff works in cooperation with Washington County Public School personnel as part of a multi-disciplinary team. The program promotes optimal learning opportunities for the students by supporting, maintaining and improving their physical, emotional, and mental health. Working from a cluster model, all 45 schools in the county have a Health Assistant or a LPN staffing the health room. A cluster RN provides delegation supervision of the Health Assistants and LPN's. All staff is certified in CPR and first aid and is required to participate in continuous staff development. The Washington County School Health Program staff is committed to promoting wellness and providing the highest quality of student health services.

Accomplishments in Fiscal Year 2011

- ✓ Continued to ensure the health and safety of the students by providing medication administration, nursing treatments, etc. in compliance with COMAR 13A.05.05.08E&F.
- ✓ Provided needed vaccinations to students enrolled in school-based wellness services.
- ✓ Provided flu vaccine to elementary students.
- ✓ Provided 45 day nursing assessments to all students on routine medications in compliance with COMAR 10.27.11.
- ✓ Identified students with mental health, substance use, and social and/or emotional issues and refer to appropriate services.
- ✓ Continued to ensure compliance with immunization requirements, lead testing documentation, and hearing and vision screenings per COMAR.

Goals for Fiscal Year 2012

- ✓ Continue providing 45 day nursing assessments to all students on routine medications in compliance with COMAR 10.27.11.
- ✓ To continue to ensure the health and safety of the students by providing medication administration, health education, and health promotion.
- ✓ Participate in emergency preparedness drills.
- ✓ Continue to ensure compliance with immunization requirements, lead testing documentation, and hearing and vision screenings per COMAR regulations.
- ✓ Provide Flu Mist Vaccines to elementary school students.
- ✓ Implement an Asthma-Friendly Schools Initiative by starting with the schools with the highest percentage of students with asthma.
- ✓ Implement a modified nit policy to improve attendance in some schools.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	3,485,580	3,485,580	3,310,580	(175,000)	(5.02%)
Grants/Intergovernmental					
Fees/Charges					
Total	3,485,580	3,485,580	3,310,580	(175,000)	(5.02%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	3,485,580	3,485,580	3,310,580	(175,000)	(5.02%)
Capital Outlay					
Total	3,485,580	3,485,580	3,310,580	(175,000)	(5.02%)

Services Provided or Clients Served		
Programs	FY 2010	FY 2011* (03/31/11)
Students receiving Health Office Care	17,559	16,399
Health Office Visits	100,530	75,708
# Returned to Class	85,999	64,163
# Sent Home	13,773	10,906
# Transported by Emergency Vehicle	71	79
Students taking medication	1,507	1,420
Doses of medication administered	61,184	35,398
First aid administered	73,531	56,604
Home visits	41	13
Hearing Screenings Preschool - Grade 12	4,858	5,041
Vision Screenings Preschool - Grade 12	8,487	9,434

* FY 2011 includes first 3 quarters only.

Hagerstown Community College

Fund:	General Fund	Category:	Education
Program Code:	90040	Contact:	Dr. Guy Altieri

Agency Function:

Hagerstown Community College strives to be a learner-centered, accessible, life-long learning institution dedicated to student and community success. The College will maintain 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.

Accomplishments in Fiscal Year 2011

- ✓ Completed work with community members serving on the Commission of the Future of HCC.
- ✓ Successfully secured state and federal grants to assist with costs associated with STEM programs.
- ✓ As a result of the new Cybersecurity program, HCC was invited by the National Security Agency to become a National Center of Academic Excellence.
- ✓ Developed an AAS Degree in Digital Instrumentation and Process Control.
- ✓ Improved completion rates by graduating a record number of students with certificates or degrees.
- ✓ Updated the Facilities Master Plan and completed the Campus Development Plan.
- ✓ Worked with local emergency services agencies to complete a concept paper to explore a Combined Public Safety Training Center in Washington County.

Goals for Fiscal Year 2012

- ✓ Increase program completion rates and improve student success.
- ✓ Continue the curriculum excellence project with an emphasis on outcomes assessment and student perception of academic rigor in courses.
- ✓ Pursue strategically valuable grants and continue the development of an institutional system to successfully manage individual grant budgets and related outcomes.
- ✓ Based on the recommendations of the Commission of the Future of HCC, update, revise, and extend the Strategic Plan to 2016.
- ✓ Complete the existing facilities projects currently under construction and further shape those projects currently in the planning phase and / or funding solicitation phase.
- ✓ Review and make improvements to the annual planning and performance review system.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	9,045,010	9,045,010	8,865,010	(180,000)	(1.99%)
Grants/Intergovernmental					
Fees/Charges					
Total	9,045,010	9,045,010	8,865,010	(180,000)	(1.99%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	9,045,010	9,045,010	8,865,010	(180,000)	(1.99%)
Capital Outlay					
Total	9,045,010	9,045,010	8,865,010	(180,000)	(1.99%)

Services Provided or Clients Served			
Programs	2010	2011*	Projected 2012
Students served:			
Credit	6,523	6,907	7,183
Non-Credit	9,888	10,184	10,490
Total	16,411	17,091	17,673

Unduplicated

*Unofficial

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.

Accomplishments in Fiscal Year 2011

- ✓ Began construction on the Renovation and Expansion of a new Central Library.
- ✓ Continued to work with the County, State, and City on the construction of the new central branch.
- ✓ Continued to work on raising funds for the new central branch including state, county, city, grants, and capital campaign.
- ✓ Continued to provide public library service through temporary branches during construction of Central Library.

Goals for Fiscal Year 2012

- ✓ Continue working with County, State, and City on construction of new central branch.
- ✓ Continue fundraising for new branch through Capital Campaign.
- ✓ Continue to provide public service through temporary branches during construction of Central Library.
- ✓ Develop new Strategic Plan in FY 2012.
- ✓ Evaluate/upgrade software systems prior to occupying new Central Library.

Funding Sources

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	2,641,830	2,641,830	2,549,830	(92,000)	(3.48%)
Grants/Intergovernmental					
Fees/Charges					
Total	2,641,830	2,641,830	2,549,830	(92,000)	(3.48%)

Program Expenditures

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	2,641,830	2,641,830	2,549,830	(92,000)	(3.48%)
Capital Outlay					
Total	2,641,830	2,641,830	2,549,830	(92,000)	(3.48%)

Services Provided or Clients Served		
Programs	2011	2012
Circulation of library materials	1,189,453	828,518
Children's Story Hours and	1,474	1046
Informational Programs for Adults	423	328
Registration of new borrowers	15,920	14,209
Reference questions answered	146,180	91,460
Number of computer center users	35,007	32,147

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

Accomplishments in Fiscal Year 2011

- ✓ Continued to work with library staff to improve maintenance procedures and efficiencies.

Goals for Fiscal Year 2012

- ✓ Provide continued support to 3 satellite locations and their temporary location at Phoenix Color.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	32,730	35,500	35,500	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	32,730	35,500	35,500	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	32,730	35,500	35,500	0	0.00%
Capital Outlay					
Total	32,730	35,500	35,500	0	0.00%

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General Fund – Public Safety Summary

Category	2010 Actual	2011 Budget	2012 Budget	\$ Change	% Change
Sheriff - Judicial	1,966,163	2,048,850	2,061,190	12,340	0.60%
Process Servers	107,483	115,370	115,230	(140)	(0.12%)
Sheriff - Patrol	7,870,081	7,855,300	7,853,520	(1,780)	(0.02%)
Sheriff- Central Booking	363,489	736,900	730,110	(6,790)	(0.92%)
Sheriff - Detention Center	11,112,912	11,321,660	11,409,500	87,840	0.78%
Narcotics Task Force	570,394	584,760	569,270	(15,490)	(2.65%)
Civil Air Patrol	3,600	3,600	3,600	0	0.00%
Fire & Rescue Volunteer Services	3,383,599	5,176,030	5,502,230	326,200	6.3%
Fire & Rescue Operations	652,328	936,430	958,950	22,520	2.40%
Air Unit	21,767	20,650	21,340	690	3.34%
Special Operations	340,416	321,920	340,770	18,850	5.86%
911 – Communications	5,384,642	3,505,800	3,513,930	8,130	.23%
Emergency Management	94,833	126,500	115,230	(11,270)	(8.91%)
Communications Maintenance	393,941	557,280	955,230	397,950	71.41%
Humane Society of Washington County	1,160,692	1,160,250	1,153,590	(6,660)	(0.57%)
Sheriff Auxiliary	28,655	0	0	0	0.00%
Total	33,454,995	34,471,300	35,303,690	832,390	2.41%

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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.

Accomplishments in Fiscal Year 2011

- ✓ Improved the working relationship with all agencies working in the court house.
- ✓ Continued to train and implement new policies in the court house.
- ✓ Continued to have a low Non-Est rate compared to other Sheriff's Offices across the State.

Goals for Fiscal Year 2012

- ✓ Improve Court House and Courtroom Security.
- ✓ Work on developing Court House Security Standards.
- ✓ Select a Supervisory Employee to attend the National Center for Judicial Security Fellowship Program.
- ✓ Improve service of process, warrants and domestic violence orders.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	1,766,181	1,849,850	1,867,190	17,340	0.94%
Grants/Intergovernmental	154,944	155,000	150,000	(5,000)	(3.23%)
Fees/Charges	45,038	44,000	44,000	0	0.00%
Total	1,966,163	2,048,850	2,061,190	12,340	0.60%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	1,846,099	1,903,540	1,915,140	11,600	0.61%
Operating	100,522	145,310	146,050	740	0.51%
Capital Outlay	19,542	0	0	0	0.00%
Total	1,966,163	2,048,850	2,061,190	12,340	0.60%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Major	1	1	1
Sergeant	2	2	2
Deputy First Class	12	13	13
Deputy Sheriff	2	1	1
Court Security Deputy	4	4	4
Administrative Assistant	1	1	1
Senior Office Associate	3	3	3
Guards	3	3	3
Total	28	28	28

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.

Accomplishments in Fiscal Year 2011

- ✓ Continued to be an efficient and profitable operation.

Goals for Fiscal Year 2012

- ✓ Improve upon the timeliness of service of process of evictions.
- ✓ Review the service of process and how we can continue to improve and become more efficient.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	(102,397)	(84,630)	(89,770)	(5,140)	(6.07%)
Grants/Intergovernmental					
Fees/Charges	209,880	200,000	205,000	5,000	2.50%
Total	107,483	115,370	115,230	(140)	(0.12%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	102,594	108,180	109,640	1,460	1.35%
Operating	4,889	7,190	5,590	(1,600)	(22.25%)
Capital Outlay					
Total	107,483	115,370	115,230	(140)	(0.12%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Senior Office Associate	1	1	1
Process Server	1	1	1
Total	2	2	2

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 a number of 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.

Accomplishments in Fiscal Year 2011

- ✓ Implemented Mobile Data and Field Reporting.
- ✓ Renovation of Old Communications Center.
- ✓ Assessment of calls for service based on MOU and Maryland State Police.

Goals for Fiscal Year 2012

- ✓ Work on the reduction of crimes and traffic crashes through the implementation of the DDACTS program and other methods.
- ✓ Improve upon the RMS, Field Reporting and xMobile systems.
- ✓ Prepare a plan for the renovation and recovery of the space used by the old communications area.
- ✓ Review and update the Agency's Disaster Preparedness Plan.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	7,289,126	7,284,200	7,348,120	63,920	0.88%
Grants/Intergovernmental	388,156	393,100	388,000	(5,100)	(1.30%)
Fees/Charges	192,799	178,000	117,400	(60,600)	(0.34%)
Total	7,870,081	7,855,300	7,853,520	(1,780)	(0.02%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	6,656,238	6,948,640	6,912,140	(36,500)	(0.53%)
Operating	819,359	906,660	941,380	34,720	3.83%
Capital Outlay	394,484	0	0	0	0.00%
Total	7,870,081	7,855,300	7,853,520	(1,780)	(0.02%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Sheriff	1	1	1
Colonel	1	1	1
Major	2	2	2
Captain	1	1	1
Lieutenant	5	5	5
Sergeant	10	10	10
Tech. Corporal	3	3	3
Deputy First Class	31	31	31
Deputy	24	24	24
Office Manager	1	1	1
Administrative Assistant	1	1	1
Senior Office Associate	3	3	3
Auto Services Technician	1	1	1
Public Safety Systems Manager	1	1	1
Property/Planning/Fleet Management/Grants Coordinator	1	1	1
Training and Accreditation Coordinator	1	1	1
Sex Offender Compliance Officer	1	1	1
Sex Offender Registrar	1	1	1
GIS/Crime Analyst	1	1	1
Investigator/Property Clerk	.5	.5	.5
Total	90.5	90.5	90.5

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.

Accomplishments in Fiscal Year 2011

- ✓ Finalized the Operational Manual for Central Booking.
- ✓ Established a workable budget for Central Booking Operations.
- ✓ Collected statistics on the utilization of Central Booking.

Goals for Fiscal Year 2012

- ✓ Review and analyze information on the number of individuals booked through Central Booking.
- ✓ Look for ways to streamline the Central Booking process.
- ✓ Work with the District Court Commissioners to identify and resolve any issues involving their portion of the Central Booking process.

Funding Sources

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	363,489	713,030	714,390	1,360	0.19%
Grants/Intergovernmental					
Fees/Charges	0	23,870	15,720	(8,150)	(34.14%)
Total	363,489	736,900	730,110	(6,790)	(0.92%)

Program Expenditures

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	336,293	693,880	705,450	11,570	1.67%
Operating	25,966	38,020	23,160	(14,860)	(39.08%)
Capital Outlay	1,230	5,000	1,500	(3,500)	(70.00%)
Total	363,489	736,900	730,110	(6,790)	(0.92%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Lieutenant	1	1	1
Deputy First Class	5	5	4
Deputy	4	4	5
Total	10	10	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.

Accomplishments in Fiscal Year 2011

- ✓ Started the design and construction of the Emergency Housing Unit.
- ✓ Started to place cameras in housing units.
- ✓ Began to install a video visitation system in the new housing unit and start instillation in the main jail.
- ✓ Initiated the new inmate phone system.

Goals for Fiscal Year 2012

- ✓ Continue to work on the development of a Day Reporting Center.
- ✓ Achieve ACA re-accreditation.
- ✓ Work on the expansion of the capabilities of the Commissary System.
- ✓ Upgrade Program Unit Inmate Tracking System.
- ✓ Assess facility security and implement priority upgrades to improve security of all facilities.

Funding Sources

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	10,764,365	11,165,090	11,056,590	(108,500)	(0.97%)
Grants/Intergovernmental		0	0	0	0.00%
Fees/Charges	348,547	156,570	352,910	196,340	125.40%
Total	11,112,912	11,321,660	11,409,500	87,840	0.78%

Program Expenditures

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	8,273,759	8,577,960	8,618,730	40,770	0.48%
Operating	2,803,878	2,743,700	2,790,770	47,070	1.72%
Capital Outlay	35,275	0	0	0	0.00%
Total	11,112,912	11,321,660	11,409,500	87,840	0.78%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Major	1	1	1
Captain	1	1	1
Lieutenant	3	3	4
Sergeant	14	14	13
Corporal	2	2	2
Detention Officer First Class	52	52	51
Detention Officer	37	37	38
Classification Counselor	3	3	3
Senior Building Maintenance Mechanic	1	1	1
Building Maintenance Mechanic	2	2	2
Senior Office Associate	3	3	3
Administrative Assistant	1	1	1
Inmate Account Administrator	1	1	1
Total	121	121	121

Narcotics Task Force

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

Departmental Function:

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

Accomplishments in Fiscal Year 2011

- ✓ Standardized archived and current cases to Laserfiche format.
- ✓ Upgraded GPS tracking capabilities.

Goals for Fiscal Year 2012

- ✓ Obtain additional surveillance equipment to improve upon services and quality.
- ✓ Work to reduce the number of cases involving the abuse of prescription drugs.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	319,432	324,840	310,370	(14,470)	(4.45%)
Grants/Intergovernmental					
Fees/Charges	250,962	259,920	258,900	(1,020)	(0.39%)
Total	570,394	584,760	569,270	(15,490)	(2.65%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	293,212	336,600	338,470	1,870	0.56%
Operating	238,315	248,160	230,800	(17,360)	(7.00%)
Capital Outlay	38,867	0	0	0	0.00%
Total	570,394	584,760	569,270	(15,490)	(2.65%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Assistant States Attorney III	1	1	1
Assistant States Attorney II	1	1	1
Intelligence Analyst	1	1	1
Senior Office Associate	2	1	1
Legal Secretary	0	1	1
Gang Analyst	0	1	1
Total	5	6	6

Civil Air Patrol

Fund:	General Fund	Category:	Public Safety
Program Code:	93110	Contact:	Barry McNew

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.

Accomplishments in Fiscal Year 2011

- ✓ Started an aerospace library to store all books for the cadets and senior members.
- ✓ Increased the cadet program with 11 new members.
- ✓ Trained 1 senior for mission pilot.

Goals for Fiscal Year 2012

- ✓ Increase membership for both cadets and seniors to 100.
- ✓ Train two seniors for mission pilot.
- ✓ Increase our retention rate to 60 percent.
- ✓ Finish upgrading all purpose building.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	3,600	3,600	3,600	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	3,600	3,600	3,600	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	3,600	3,600	3,600	0	0.00%
Capital Outlay					
Total	3,600	3,600	3,600	0	0.00%

Services Provided Clients Served			
Programs	2010	2011	2012
Aerospace Education and Leadership	X	X	X
Development Cadet Program			
Each cadet is provided 5 hours of flying in our	X	X	X
Cessna 172 and 5 glider flights			
Our plane stands ready to serve Washington	X	X	X
County Department of Emergency			
Services 24 hours/7 days for missing persons			

Fire and Rescue Volunteer Services

Fund:	General Fund	Category:	Public Safety
Program Code:	93130	Contact:	Glen Fishack, President

Agency Function:

The Association will strive to enhance the protection of life and properties by disseminating information regarding fire suppression, prevention, Emergency Medical Services (EMS), rescue and related subjects. Also, to cultivate fraternal fellowship among its members and to promote the best interest of the volunteer fire, EMS and rescue personnel of Washington County by coordinating and cooperating with the Department of Emergency Services and the Board of County Commissioners. The Association will represent the interest of volunteer fire, EMS and rescue personnel to the County, State and Federal Governments. Association members will serve in an advisory capacity to the Board of County Commissioners relating to Fire and Rescue Communications and emergency services in Washington County. The Association will provide financial assistance to authorized fire and rescue companies who provide fire and emergency services to the citizens of Washington County.

Accomplishments in Fiscal Year 2011

- ✓ Supported the establishment of EMS staffing agreements.
- ✓ Supported and assisted with development of consolidated training center initiative.
- ✓ Developed, designed and purchased replacement Rehab Unit for support of fire, EMS and Law Enforcement incidents.
- ✓ Initiated strategies for reduction of volunteer injuries and increased costs associated with premiums.

Goals for Fiscal Year 2012

- ✓ Develop additional funding alternatives for emergency services delivery enhancement within various fire companies.
- ✓ Investigate and develop Length of Service Awards Program enhancements for recruitment and retention.
- ✓ Implement increased standards and accountability in volunteer member physical compliance.
- ✓ Implement programs specific to incident safety on emergency response situations.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	3,383,599	5,176,030	5,502,230	326,200	6.30%
Grants/Intergovernmental					
Fees/Charges					
Total	3,383,599	5,176,030	5,502,230	326,200	6.30%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	847,692	910,510	1,221,970	311,460	34.21%
Operating	2,535,907	4,265,520	4,280,260	14,740	0.35%
Capital Outlay	0	0	0	0	0.00%
Total	3,383,599	5,176,030	5,502,230	326,020	6.30%

Services Provided or Clients Served			
Programs	2010	2011	2012
Not Provided			
Total			

Fire and Rescue Operations

Fund:	General Fund	Category:	Public Safety
Program Code:	11520	Contact:	Kevin Lewis

Departmental Function:

This department handles oversight of all fire, rescue and 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.

Goals Accomplished in Fiscal Year 2011

- ✓ Implemented Fire and EMS portion of new communications system.
- ✓ Placed into service Paramedic 1820 for Southern portion of Washington County.
- ✓ Implemented additional EMS programs to include: “AutoPulse”, Continuous Positive Airway Pressure (CPAP).

Goals for Fiscal Year 2012

- ✓ Review of countywide “Fire Plan” for Commissioner’s consideration and strategic planning.
- ✓ Institute new Patient Care Reporting System.
- ✓ Complete countywide capabilities for cardiac rhythm transmission to Meritus Medical Center.
- ✓ Develop / Implement Fire Mobile.
- ✓ Develop additional EMS program for provision of Rapid Sequence Intubation.

Funding Sources

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	652,328	936,430	958,950	22,520	2.40%
Grants/Intergovernmental					
Fees/Charges					
Total	652,328	936,430	958,950	22,520	2.40%

Program Expenditures

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	297,202	711,820	707,520	(4,300)	(0.60%)
Operating	274,852	224,610	251,430	26,820	11.94%
Capital Outlay	80,274	0	0	0	0.00%
Total	652,328	936,430	958,950	22,520	2.40%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Emergency Medical Services Specialist	1	1	1
Advanced Life Support Technician I	16	0	0
Assistant Chief	1	0	0
Advanced Life Support Technician II	1	8	8
Basic Life Support Technician	9	0	0
Total	28	9	9

Air Unit

Fund:	General Fund	Category:	Public Safety
Program Code:	11420	Contact:	Kevin Lewis

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.

Accomplishments in Fiscal Year 2011

- ✓ Increased volunteer recruitment and retention and investigate various staffing options.
- ✓ Developed / Revised Standard Operating Procedures within the Department.
- ✓ Performed building modifications and upgrades.

Goals for Fiscal Year 2012

- ✓ Continue with process for unit replacement and investigate possible funding options.
- ✓ Continue volunteer recruitment and retention.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	21,767	20,650	21,340	690	3.34%
Grants/Intergovernmental					
Fees/Charges					
Total	21,767	20,650	21,340	690	3.34%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	21,767	20,650	21,340	690	3.34%
Capital Outlay					
Total	21,767	20,650	21,340	690	3.34%

Services Provided or Clients Served			
Programs	2010	2011	2012
Not Provided			

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Special Operations

Fund:	General Fund	Category:	Public Safety
Program Code:	11430	Contact:	Kevin Lewis

Departmental Function:

This department provides specialized emergency support services to the fire and rescue companies in Washington County and serves as the field operations unit for community civil defense and emergency preparedness. This department also provides five primary emergency service functions. They are: structural and trench collapse rescue, confined space rescue and recovery, technical (high-angle rope rescue and rigging, swift water rescue, and response to hazardous material, biological, chemical and nuclear incidents).

Accomplishments in Fiscal Year 2011

- ✓ Completed Special Operations Training for Technical Rescue and HazMat disciplines.
- ✓ Provided training for support agencies in specialized topics.
- ✓ Instituted a countywide air monitoring program and maintenance program for fire and rescue and Department of Environmental Management.

Goals for Fiscal Year 2012

- ✓ Continue to provide training for support agencies in specialized topics.
- ✓ Maintain the resources necessary for rapid response in emergency situations
- ✓ Develop and maintain a skilled fire-rescue workforce
- ✓ Maximize tax dollars by using alternative funding resources for personnel, training and equipment, including grants and donations.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	340,416	321,920	340,770	18,850	5.86%
Grants/Intergovernmental					
Fees/Charges					
Total	340,416	321,920	340,770	18,850	5.86%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	197,421	198,830	198,830	0	0.00%
Operating	116,644	123,090	129,940	6,850	5.57%
Capital Outlay	26,351	0	12,000	12,000	100.00%
Total	340,416	321,920	340,770	18,850	5.86%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Part-Time Firefighter/Technician	5	5	5
Total	5	5	5

911 – Communications

Fund:	General Fund	Category:	Public Safety
Program Code:	11440	Contact:	Kevin Lewis

Departmental Function:

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

Accomplishments in Fiscal Year 2011

- ✓ The installation of "BARB" – Box Area Run Card Builder software for Field Operations Responses.
- ✓ Completed acquisition of Emergency Notification System.
- ✓ Continued with the implementation of new communications system including system training for Fire/EMS.

Goals for Fiscal Year 2012

- ✓ Complete 911 Back Up Center renovations.
- ✓ Complete installation of Fire Station Alerting System.
- ✓ Complete installation of Motorola Paging System.
- ✓ Complete installation of Mobile Data Terminal System.
- ✓ Install Emergency Notification System.

Funding Sources

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	3,978,902	2,134,070	2,152,700	18,630	0.87%
Grants/Intergovernmental	977,799	950,000	930,000	(20,000)	(2.11%)
Fees/Charges	427,941	421,730	431,230	9,500	2.25%
Total	5,384,642	3,505,800	3,513,930	8,130	0.23%

Program Expenditures

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	2,939,517	3,032,110	3,023,090	(9,020)	(0.30%)
Operating	475,166	473,690	477,240	3,550	0.75%
Capital Outlay	1,969,959	0	13,600	13,600	100.00%
Total	5,384,642	3,505,800	3,513,930	8,130	0.23%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Director Division of Emergency Services	1	1	1
Deputy Director of Emergency Services	1	1	1
Director of Emergency Communications	1	1	1
Deputy Director-Communications (Operations)	1	1	1
Deputy Director-Communications (Administrative)	1	1	1
Information Technology Administrator	1	1	1
Professional Services Administrator	1	1	1
Emergency Communications Supervisors	6	6	6
Emergency Communications Specialists	33	33	33
(PT) Emergency Communications Specialists	6	6	6
Administrative Assistant	1	1	1
Total	53	53	53

Emergency Management

Fund:	General Fund	Category:	Public Safety
Program Code:	11530	Contact:	Kevin Lewis

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.

Accomplishments in Fiscal Year 2011

- ✓ Provided NIMS 300/400 Training.
- ✓ Acquired contract to rewrite the County Mitigation Plan.
- ✓ Implemented new Severe Weather Awareness Program for elementary school students.
- ✓ Revised the Home Chemical Safety Program.
- ✓ Completed two Hazardous Materials Commodity Flow Studies along Interstate 70 and 81.
- ✓ Continuity of Operations Plan Phase IV – Sheriff's Office and Environmental Management.

Goals for Fiscal Year 2012

- ✓ Review/Development of Various Emergency Support Functions.
- ✓ Provide NIMS 300/400 Training.
- ✓ Complete comprehensive review and develop updated County's Mutli-Hazard Mitigation Plan.
- ✓ Expand Amateur Emergency Radio Services within the Emergency Operations Center.
- ✓ Develop Emergency Notification System for citizens of Washington County.
- ✓ Expand Incident Management Training within the Division.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	94,833	126,500	115,230	(11,270)	(8.91%)
Grants/Intergovernmental					
Fees/Charges					
Total	94,833	126,500	115,230	(11,270)	(8.91%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	44,941	74,600	67,720	(6,880)	(9.22%)
Operating	48,076	51,900	47,510	(4,390)	(8.46%)
Capital Outlay	1,816	0	0	0	0.00%
Total	94,833	126,500	115,230	(11,270)	(8.91%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Emergency Management Coordinator	1	1	1
Emergency Planner I	1	1	1
Intern	0	.5	0
Total	2	2.5	2

Communications Maintenance

Fund:	General Fund	Category:	Public Safety
Program Code:	11540	Contact:	Pete Loewenheim

Departmental Function:

The Communications Maintenance 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 Board of Education, Washington County Health Department, and all municipalities located in Washington County.

Accomplishments in Fiscal Year 2011

- ✓ Started to implement mobile data for law enforcement vehicles.
- ✓ Completed the new Communications System equipment in Fire/EMS, and DPW vehicles.
- ✓ Initiated the new Fire Station Alerting system and new paging system for Emergency Services personnel.

Goals for Fiscal Year 2012

- ✓ Implement Alpha Numeric Paging System.
- ✓ Upgrade communication system to latest technology.
- ✓ Add final tower site to system.
- ✓ Build redesigned back-up 911 Center.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	393,941	557,280	955,230	397,950	71.41%
Grants/Intergovernmental					
Fees/Charges					
Total	393,941	557,280	955,230	397,950	71.41%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	309,308	311,080	351,330	40,250	12.94%
Operating	80,193	246,200	603,900	357,700	145.29%
Capital Outlay	4,440	0	0	0	0.00%
Total	393,941	557,280	955,230	397,950	71.41%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Communications Maintenance Manager	1	1	1
Communications Electronic Technician	2	2	3
Installer	1	1	1
Total	4	4	5

Humane Society of Washington County

Fund:	General Fund	Category:	Public Safety
Program Code:	93100	Contact:	Paul Miller

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 also part of the W. C. Emergency Operation Plan that is in place in the event a disaster or local emergency occurs and animals are at risk, and also manages the county spay/neuter program – SNAP.

Accomplishments in Fiscal Year 2011

- ✓ Assisted with the revision of Washington County Animal Control Ordinance.
- ✓ Started the process of SOPs for WCAC related operations.

Goals for Fiscal Year 2012

- ✓ Increase dog license sales.
- ✓ Maintain adequate staffing levels.
- ✓ Increase recovery of non-payments for services provided.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	1,135,009	1,135,250	1,153,590	18,340	1.61%
Grants/Intergovernmental					
Fees/Charges	25,683	25,000	0	(25,000)	(100.00%)
Total	1,160,692	1,160,250	1,153,590	(6,660)	(0.57%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	1,160,692	1,160,250	1,153,590	(6,660)	(0.57%)
Capital Outlay					
Total	1,160,692	1,160,250	1,153,590	(6,660)	(0.57%)

Category Funding Breakdown					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Humane Society	1,135,692	1,135,250	1,153,590	18,340	1.62%
Spay/Neuter	25,000	25,000	0	(25,000)	(100.00%)
Total	1,160,692	1,160,250	1,153,590	(6,660)	(0.57%)

Services Provided or Clients Served			
Programs	2010	Estimated FY 2011	Projected FY 2012
SNAP animals altered	319	320	300
Animal Control – total field calls for service	3,267	3,200	3,250
Total Animals Sheltered	5,341	5,600	5,700
Shelter Visitors	23,930	25,000	26,000

General Fund – Transfers Summary

Category	2010 Actual	2011 Budget	2012 Budget	\$ Change	% Change
Operating Transfers	6,900,474	12,612,500	12,647,630	35,130	0.28%
Capital Transfers	26,207,724	17,622,500	16,072,620	(1,549,880)	(8.79%)
Total	33,108,198	30,235,000	28,720,250	(1,514,750)	(5.01%)

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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, 92000, 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.
 - Water, Sewer, and Pretreatment relates to mandated laws that support debt and operational costs.
 - Transit is in support of operational costs and grant matches.
 - Airport is in support of fire and marketing operations.
 - Agricultural Education Center, Community Partnership, and Golf Course are in support of general operational costs.
 - Tax set-off enables the County to compensate municipalities for governmental services that the municipalities provide in lieu of similar County programs.
 - 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	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	6,900,474	12,612,500	12,647,630	35,130	0.28%
Grants/Intergovernmental					
Fees/Charges					
Total	6,900,474	12,612,500	12,647,630	35,130	0.28%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	6,900,474	12,612,500	12,647,630	35,130	0.28%
Capital Outlay					
Total	6,900,474	12,612,500	12,647,630	35,130	0.28%

Category Funding Breakdown					
Program	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Highway	0	7,856,020	7,856,020	0	0.00%
Solid Waste	683,390	548,390	542,500	(5,890)	(1.07%)
Agricultural Education Center	100,000	100,000	100,000	0	0.00%
Community Partnership	316,506	295,760	307,560	11,800	3.99%
Land Preservation	0	0	47,480	47,480	100.00%
HEPMPO	0	0	5,970	5,970	100.00%
Utility Administration	0	0	86,500	86,500	100.00%
Water	800,000	800,000	0	(800,000)	(100.00%)
Sewer	1,970,000	1,970,000	2,770,000	800,000	40.61%
Pretreatment	350,000	350,000	350,000	0	0.00%
Transit	483,010	483,010	472,270	(10,740)	(2.22%)
Airport	99,990	99,990	0	(99,990)	(100.00%)
Golf Course	70,780	70,780	70,780	0	0.00%
Tax Set-Off	1,988,255	0	0	0	0.00%
Municipalities in Lieu	38,543	38,550	38,550	0	0.00%
Total	6,900,474	12,612,500	12,647,630	35,130	0.28%

Capital Transfers

Fund:	General Fund	Category:	Transfers
Program Code:	12700 and 91230	Contact:	Dawn Barnes

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	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	26,207,724	17,622,500	16,072,620	(1,549,880)	(8.79%)
Grants/Intergovernmental					
Fees/Charges					
Total	26,207,724	17,622,500	16,072,620	(1,549,880)	(8.79%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	26,207,724	17,622,500	16,072,620	(1,549,880)	(8.79%)
Capital Outlay					
Total	26,207,724	17,622,500	16,072,620	(1,549,880)	(8.79%)

Category Funding Breakdown					
Program	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Capital Improvement Projects	13,300,000	4,500,000	2,715,000	(1,785,000)	(39.67%)
Debt Service	12,907,724	13,122,500	13,357,620	235,120	1.79%
Total	26,207,724	17,622,500	16,072,620	(1,549,880)	(8.79%)

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General Fund – Court System Summary

Category	2010 Actual	2011 Budget	2012 Budget	\$ Change	% Change
Circuit Court	1,172,092	1,282,460	1,295,680	13,220	1.03%
Orphans Court	27,750	29,500	29,500	0	0.00%
States Attorney	2,324,981	2,437,570	2,499,220	61,650	2.53%
Total	3,524,823	3,749,530	3,824,400	74,870	2.00%

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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.

Accomplishments in Fiscal Year 2011

- ✓ Security upgrades were completed.
- ✓ Added two criminal assignment staff as mandated by Chief Judge Bell.
- ✓ Circuit Court started scheduling all criminal cases under the direction of the Administrative Judge. This responsibility has been transferred from the State's Attorney's office to the court by Chief Judge Bell.

Goals for Fiscal Year 2012

- ✓ Implement a new jury management system that will replace the current antiquated system. The new program will more efficiently select and manage Grand and Petit jury pools. The Implementation Team in Annapolis will be working closely with our court to effect a smooth transition.
- ✓ Install flat screen monitors throughout the courthouse which will display court dockets each day including jury service and other pertinent information for the public.
- ✓ Improve access to justice by increasing the hours of the self-help family law clinic.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	1,065,840	1,139,080	1,202,180	63,100	5.54%
Grants/Intergovernmental	106,252	143,380	93,500	(49,880)	(34.79%)
Fees/Charges					
Total	1,172,092	1,282,460	1,295,680	13,220	1.03%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	918,953	1,017,460	1,041,180	23,720	2.33%
Operating	253,139	265,000	254,500	(10,500)	(3.96%)
Capital Outlay					
Total	1,172,092	1,282,460	1,295,680	13,220	1.03%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Standing Master	1	0	0
Assignment Clerk/Jury Coordinator	1	1	1
Assignment Clerk	1	3	3
Court Reporter	7	7	7
Legal Secretary	6	6	6
Family Support Services Coordinator	1	1	1
Bailiff	3	3	3
Permanency Planning Liaison	1	1	1
Drug Court Coordinator	1	1	1
Total	22	23	23

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 in the course of the administration of an estate of a decedent. The court has the same legal and equitable powers to effectuate its jurisdiction, punish contempts, and carry out its orders, judgments, and decrees as a court of record.

Accomplishments in Fiscal Year 2011

Not Provided

Goals for Fiscal Year 2012

Not Provided

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	27,750	29,500	29,500	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	27,750	29,500	29,500	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	26,414	26,500	26,500	0	0.00%
Operating	1,336	3,000	3,000	0	0.00%
Capital Outlay					
Total	27,750	29,500	29,500	0	0.00%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Judge	1.5	1.5	1.5
Total	1.5	1.5	1.5

Services Provided		
	2010	2011
Total New Proceedings Established	955	921
Number of Hearings Established	161	165
Number of Accounts	616	640

States 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 States Attorney's office frequently advise police officers in the course of criminal investigations.

Accomplishments in Fiscal Year 2011

- ✓ Expanded our outreach to the community with greater services through our expanded web site.

Goals for Fiscal Year 2012

- ✓ Provide greater services to the citizens in a time of diminishing resources.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	2,257,997	2,370,580	2,432,230	61,650	2.60%
Grants/Intergovernmental					
Fees/Charges	66,984	66,990	66,990	0	0.00%
Total	2,324,981	2,437,570	2,499,220	61,650	2.53%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	2,187,903	2,255,400	2,322,050	66,650	2.96%
Operating	137,078	182,170	177,170	(5,000)	(2.74%)
Capital Outlay	0	0	0	0	0
Total	2,324,981	2,437,570	2,499,220	61,650	2.53%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
States Attorney	1	1	1
Deputy States Attorney	2	2	2
Assistant States Attorney III	2	2	2
Assistant States Attorney II	6	6	6
Victim/Witness Unit Director	1	1	1
Victim/Witness Coordinator	3	3	3
Diversion Alternative Director	1	1	1
Senior Investigator	1	1	1
Investigator	2	2	2
Caseworker	2	2	2
Office Manager	1	1	1
Legal Secretary	1	1	1
Team Leader-State Attorney	0	2	2
Senior Office Associate	10	8	8
Work Crew Supervisor	1	1	1
(PT) Assistant States Attorney II	1	1	1
Total	35	35	35

General Fund – State Functions Summary

Category	2010 Actual	2011 Budget	2012 Budget	\$ Change	% Change
Health Department	2,389,270	2,389,270	2,339,270	(50,000)	(2.09%)
Social Services	326,800	324,050	324,050	0	0.00%
Agricultural Extension Service	203,379	249,720	249,720	0	0.00%
Election Board	523,584	1,007,170	847,680	(159,490)	(15.84%)
Soil Conservation	75,040	75,040	75,040	0	0.00%
Weed Control	109,541	118,630	118,630	0	0.00%
Gypsy Moth Program	9,050	75,000	75,000	0	0.00%
Total	3,636,664	4,238,880	4,029,390	(209,490)	(4.94%)

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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.

Accomplishments in Fiscal Year 2011

- ✓ Secured funding to explore the possibility of implementing a home visiting/prenatal services program to high-risk pregnant women.
- ✓ Enhanced oral health services by establishing limited adult restorative care to individuals with limited/no dental insurance coverage.
- ✓ Finalized the agency's strategic plan to enhance customer service and agency efficiency.
- ✓ Assisted Boonsboro High School with planning for school-based wellness services (Medical and Mental Health).
- ✓ Completed county-wide emergency response plans for Medical/Surge, Mass Fatality, Strategic National Stockpile (SNS), and Emergency Communications.

Goals for Fiscal Year 2012

- ✓ Establish framework for implementation of the Nurse-Family Partnership home visiting program.
- ✓ Establish oral health denture program for adults of limited/no dental insurance coverage.
- ✓ Collaborate with Walnut Street Community Health Center to provide mobile dental services at school-based wellness sites.
- ✓ Continued Bay restoration Fund program to assist with new/repaired septic systems for eligible county residents.
- ✓ Continue refining emergency response activities and plans (SNS, Mass Prophylaxis, Pandemic influenza, and develop a plan for Special Needs Populations.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	2,389,270	2,389,270	2,339,270	(50,000)	(2.09%)
Grants/Intergovernmental					
Fees/Charges					
Total	2,389,270	2,389,270	2,339,270	(50,000)	(2.09%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	2,389,270	2,389,270	2,339,270	(50,000)	(2.09%)
Capital Outlay					
Total	2,389,270	2,389,270	2,339,270	(50,000)	(2.09%)

Clients / Contacts				
Programs	FY 2010 Actual		FY 2011 (03/31/11)	
	Clients	Contacts	Clients	Contacts
Addictions / Substance Abuse:				
Cameo	25	4,356	24	3,636
Catoctin Summit Adolescent Program (CSAP)	77	12,145	60	8,130
Drug-Free Workplace Services (572)	156	192	125	187
Drug Court Treatment	9	153	16	285
Jail Substance Abuse (JSAP)	272	5,111	196	3,022
Trauma/Addictions/Mental Health/Recovery-TAMAR	157	1,420	111	904
Mental Health Adult Services	254	1,960	224	2,044
Mental Health Adolescent Services	72	1,335	50	604
Dual Diagnosis Treatment	28	482	23	177
Outpatient Services	2,964	27,638	2,269	18,514
Family Investment Screenings	730	843	921	1,095
Adult (Geriatric) Evaluation	244	307	216	247
AIDS Case Management	161	12,689	163	7,308
Audiology	310	345	231	244
Communicable Disease Control	617	957	534	788
Influenza Vaccine	2,839	2,839	1,608	1,608
Seasonal Flu Mist Vaccines	2,476	2,476	4,298	4,298
H1N1 Vaccine	5,702	5,702	N/A	N/A
H1N1 Flu Mist Vaccine	5,528	5,528	N/A	N/A
Pneumonia Vaccine	N/A	N/A	N/A	N/A
HIV Testing and Counseling	681	N/A	440	N/A
Dental	1,097	1,612	692	1,020
Family Planning/Reproductive Health	1,182	2,280	908	1,565
High Risk Children	179	301	31	61

Clients / Contacts				
Programs	FY 2010 Actual		FY 2011 (03/31/11)	
	Clients	Contacts	Clients	Contacts
High Risk Prenatal/Postpartum	242	433	102	160
Personal Care Case Management	65	663	73	525
Sexually Transmitted Disease Control	568	717	421	526
Tuberculosis Control	249	875	178	645
School-Based Wellness Centers: Enrollees	1,483	n/a	1,629	n/a
Environmental Health:				
Septic Permits	160	320	62	192
New Permits	56	96	11	74
Repair Permits	104	224	51	118
Septic Installers	96	0	83	0
Lots Tested	30	31	10	12
Well Permits	147	294	96	192
Grouts	66	71	53	59
Building Permits	244	244	193	193
Subdivisions	163	20	113	14
Plan Reviews	0	0	0	0
Records Retrievals	90	0	79	0
Campground Permits	15	15	15	15
Mobile Home Permits	18	26	18	24
Spa Permits	10	25	9	23
Bathing Beach Permits	2	82	2	36
Sampled	2	136	2	52
Pool Permits	80	280	72	216
Burn Permits	10	3	3	1
Denied Permits	2	2	2	2
Revoked Permits	1	1	0	0
NOVs	6	12	1	2
Exotic Bird Permits	5	5	2	2
Food Permits	814	1745	806	1163
Environmental Inspections	814	814	537	537
Monitoring Inspections	878	878	597	597
Opening Inspections	34	53	32	40
Pre-Opening Inspections	53	62	24	37
Re-Inspections	52	52	16	16
Temporary Food Permits	807	319	533	210
Remodeled Food Facility Plan Review	20	30	11	16

Clients / Contacts				
Programs	FY 2010 Actual		FY 2011 (03/31/11)	
	Clients	Contacts	Clients	Contacts
New Food Facility Plan Review	19	0	5	0
Orders of Abatement	3	6	0	0
Daycares	203	171	126	104
Complaints	390	468	248	298
Non-Communities	75	157	75	124
Samples Tested At E.H. Lab	22	0	20	0
COPs Issued	47	53	49	62
Health Department Tested	20	53	25	62
Private Lab	27	0	24	0
Animal Bites	524	417	427	324
Number of Positives	8	6	7	5
Number of Quarantines	505	417	413	324
Rabies Clinics	1618	0	1034	0
Number Immunized	1618	0	1034	0
Community Outreach - materials distribution	1618	0	1034	0

Social Services

Fund:	General Fund	Category:	State Functions
Program Code:	94010	Contact:	David Engle

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.

Accomplishments in Fiscal Year 2011

- ✓ Reduced the number of aged or disabled adults being forced prematurely into institutional or nursing home placements.
- ✓ Reduced repeat abuse and/or neglect of vulnerable adults through protective foster home placements.
- ✓ Increased elementary school children's opportunity for success by working collaboratively with school support services and providing intervention to complex, high needs families.
- ✓ Provided Liaison services to students and their families referred by school personnel.
- ✓ Conducted groups with students targeting specific behaviors identified by school and liaison staff.
- ✓ Empowered families to become self-sufficient through personal achievement, education and positive parenting experiences.
- ✓ Supported parents of young children to complete requirements for high school graduation.
- ✓ Targeted three inter-city elementary schools focusing on increased attendance.

Goals for Fiscal Year 2012

- ✓ Continue to reduce the number of aged or disabled adults being forced prematurely into institutional or nursing home placements.
- ✓ Reduce repeat abuse and/or neglect of vulnerable adults through protective foster home placements.
- ✓ Increase elementary school children's opportunity for success by working collaboratively with school support services and providing intervention to complex, high needs families.
- ✓ Continue to provide Liaison services to students and their families referred by school personnel.
- ✓ Conduct groups with students targeting specific behaviors identified by school and liaison staff.
- ✓ Empower families to become self-sufficient through personal achievement, education and positive parenting experiences.
- ✓ Continue to support parents of young children to attain their high school diploma or equivalent.
- ✓ Target three inter-city elementary schools focusing on increased attendance.
- ✓ Identify Bester Elementary as the community hub and implement specific outreach efforts to improve attendance and parental involvement.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	326,800	324,050	324,050	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	326,800	324,050	324,050	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	326,800	324,050	324,050	0	0.00%
Capital Outlay					
Total	326,800	324,050	324,050	0	0.00%

Services Provided or Clients Served			
Programs	2010 Actual	2011 Budget	2012 Budget
Adult Foster Care	34	35	35
School Family Liaison			
Families	177	185	200
Children	423	425	450
Family Support Center			
Adults	128	100	100
Children	106	95	95
Total	868	840	880

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.

Accomplishments in Fiscal Year 2011

- ✓ Provided trusted research-based information to nearly 10,000 Washington County youth & adults.
- ✓ Assisted local agricultural producers in enhancing their practices as well as their profitability leading to a safer and more affordable food supply.
- ✓ Continued to increase the number of youth and adults educated to conserve our natural resources.
- ✓ Completed nearly 600 nutrient management plans on 45,000 acres of land in Washington County.
- ✓ Provided solutions to nearly 5,000 residents with gardening issues which resulted in more effective pesticide practices, safer fruit and vegetable production, and cost-cutting strategies.
- ✓ Empowered families to enhance their financial management and to improve their eating habits.
- ✓ Targeted at-risk youth in Title 1 schools and day camps with ongoing nutrition and health education
- ✓ Increased opportunities for youth to succeed through the 4-H club programs, 4-H afterschool enrichment, and the 4-H camping program.
- ✓ Directed over 200 volunteers who donated nearly 25,000 hours throughout Washington County.

Goals for Fiscal Year 2012

- ✓ Provide innovative, educational programs in order to deliver measurable results impacting the economy, environment, and community.
- ✓ Assist local agricultural producers with establishing more sustainable and profitable practices resulting in a safe, affordable, and accessible food supply.
- ✓ Provide nonformal education to youth and adults so that they may make more informed decisions about their health, housing, finances, and overall well-being.
- ✓ Build human capacity to achieve desired community outcomes and to be prepared to respond to uncertainties of economics, health, climate, and security.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	203,379	249,720	249,720	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	203,379	249,720	249,720	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	203,379	249,720	249,720	0	0.00%
Capital Outlay					
Total	203,379	249,720	249,720	0	0.00%

Category Funding Breakdown					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
UME Service	164,649	210,990	210,990	0	0.00%
County Cooperative Extension	38,730	38,730	38,730	0	0.00%
Total	203,379	249,720	249,720	0	0.00%

Services Provided or Clients Served		
Programs	2010	2011
Agriculture & Natural Resources Profitability	1,010 clientele	1,429 clientele
Natural Resource Conservation	3,966 clientele	6,103 clientele
Nutrient Management Plans written and updated	618 Nutrient management plans written and/or updated for 47,913.5 acres.	585 Nutrient management plans written and/or updated for 44,923 acres.
Home Horticulture	1,314 horticulture questions answered, 65 Master Gardener Volunteers trained and giving 4,000 hours of volunteer service to Washington County.	4,747 clients improved their skills through the Master Gardener Program, 81 Master Gardeners volunteered 4,500 hours throughout Washington County, 969 horticulture consultations conducted.
Resilient Communities including Leadership, Civic Engagement, Economic Development	189 clientele	672 clientele
Healthy Living including Nutrition and Financial Management	5,425 clientele	2,653 clientele

Services Provided or Clients Served		
Programs	2010	2011
Expanded Food and Nutrition Education Program for Families	187 enrolled families	158 enrolled families with 78% completing program within the past 12 months.
Expanded Food and Nutrition Education Program for Youth	787 3 rd grade Title I Elementary school students participated in Nutrition and Health Education; 141 youth ages 8-12 participated in Washington County Youth EFNEP summer day camp programs.	509 3 rd grade Title I Elementary school students participated in Nutrition and Health Education; 140 youth, ages 8-12, participated in Washington County Youth EFNEP nutrition lessons through the Washington County Recreation summer youth day camps.
4-H Youth Development Programs	2,277 youth, ages 8-18 participated in an organized 4-H club program, 4-H Afterschool programs, and/or school enrichment programs.	1,993 youth, ages 8-18 participated in an organized 4-H club program, 4-H Afterschool programs, and/or school enrichment programs.

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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.

Accomplishments in Fiscal Year 2011

- ✓ Successfully implemented early voting.
- ✓ Updated and Printed Citizens Guide.

Goals for Fiscal Year 2012

- ✓ Perform post election maintenance and replace batteries on 488 voting units.
- ✓ Perform post election maintenance on 150 electronic poll books.
- ✓ Locate permanent Early Voting site.
- ✓ Prepare for redistricting process.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	523,104	1,006,570	847,080	(159,490)	(15.84%)
Grants/Intergovernmental					
Fees/Charges	480	600	600	0	0.00%
Total	523,584	1,007,170	847,680	(159,490)	(15.84%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	38,708	47,830	47,190	(640)	(1.34%)
Operating	475,261	959,340	800,490	(158,850)	(16.56%)
Capital Outlay	9,615	0	0	0	0.00%
Total	523,584	1,007,170	847,680	(159,490)	(15.84%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Election Clerk	2	2.5	2.5
Election Board Member	2.5	2.5	2.5
Contractual Attorney	.5	.5	.5
Total	5	5.5	5.5

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.

Accomplishments in Fiscal Year 2011

- ✓ Completed 99 Soil Conservation plans on 9,541 acres.
- ✓ Completed 134 Best Management Practices on County Farms.
- ✓ Completed construction of phase two of stream restoration project for county Landfill stream loss mitigation.
- ✓ Continued grant funding for Antietam Creek Watershed project. Hired Conservation technician.
- ✓ Continued work on Watershed Plan for Antietam Creek. Obtained grant extension through Dec 30, 2011.
- ✓ Completed farm assessments for 20 farms to determine opportunities for nutrient trading.
- ✓ Obtained funding and hired Conservation Planner with Chesapeake Bay Trust Fund grant.

Goals for Fiscal Year 2012

- ✓ Complete construction of phase III of stream restoration project for County Landfill stream loss mitigation.
- ✓ Complete 150 BMP's on county farms.
- ✓ Complete 100 Soil Conservation Plans on 10,000 acres.
- ✓ Continue grant funding for Conservation Planner with Chesapeake Bay Trust Fund grant.
- ✓ Continue grant funding for Conservation Technician with Chesapeake Bay Implementation Grant.
- ✓ Complete Agricultural Strategy for inclusion in County wide Watershed Implementation Plan.
- ✓ Complete watershed plan for Antietam Creek and submit to EPA for approval.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	75,040	75,040	75,040	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	75,040	75,040	75,040	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	75,040	75,040	75,040	0	0.00%
Capital Outlay					
Total	75,040	75,040	75,040	0	0.00%

Services Provided or Clients Served			
Services	2010 Goal	2011 Goal	2012 Goal
Soil Conservation and Water Quality Plans (in acres)	9,000	9,000	9,000
Best Management Practices	150	150	150
Cost Share (in dollars)	600,000	600,000	800,000
Forest Conservation Act	1	1	1
Urban Reviews	800	800	800
Stream Projects	1	1	1
Cover Crop Acres	5,000	5,000	6,000
Information/Education Projects	6	6	7

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.

Accomplishments in Fiscal Year 2011

- ✓ Continued progress made in reducing distribution and spread of noxious weeds in Washington County.
- ✓ Supported the agricultural community in Washington County by reducing the spread of noxious weeds from neighboring properties.
- ✓ Partnered with other governmental agencies to control noxious and invasive weeds on public properties.
- ✓ Provided timely technical assistance and services to county landowners for control of noxious and invasive weeds.

Goals for Fiscal Year 2012

- ✓ Develop and initiate new noxious and invasive weed control awareness programs.
- ✓ Assist land owners and land managers with the control of noxious and invasive weeds.
- ✓ Increase the level of noxious weed inspections and contacts in the county.
- ✓ Partner with County Highways and State Highway Administration for the control of noxious weeds and invasive weed species on the county's right of ways.
- ✓ Provide timely technical assistance and services to county landowners for control of noxious and invasive weeds.

Funding Sources

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental					
Fees/Charges	109,541	118,630	118,630	0	0.00%
Total	109,541	118,630	118,630	0	0.00%

Program Expenditures

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	71,221	58,530	58,530	0	0.00%
Operating	38,320	60,100	60,100	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	109,541	118,630	118,630	0	0.00%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Weed Control Coordinator	.5	.5	.5
Weed Control Technician	4	4.5	4.5
Total	4.5	5	5

Gypsy Moth Program

Fund:	General Fund	Category:	State Functions
Program Code:	12410	Contact:	Kim Edlund

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	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	9,050	75,000	75,000	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	9,050	75,000	75,000	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	9,050	75,000	75,000	0	0.00%
Capital Outlay					
Total	9,050	75,000	75,000	0	0.00%

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General Fund – Non-Profits Summary

Category	2010 Actual	2011 Budget	2012 Budget	\$ Change	% Change
Tri-County Council of Western Maryland	25,000	25,000	40,000	15,000	60.00%
Historical Society	15,450	15,140	15,140	0	0.00%
Children's Village of Washington County	25,000	24,500	24,500	0	0.00%
Citizens Assisting and Sheltering the Abused	313,160	306,900	306,900	0	0.00%
Community Action Council	228,880	224,300	224,300	0	0.00%
Commission on Aging	863,720	846,450	846,450	0	0.00%
Senior Living Alternative	27,200	26,660	26,660	0	0.00%
Museum of Fine Arts	152,000	148,960	148,960	0	0.00%
Arts Council	15,600	15,290	15,290	0	0.00%
Memorial Recreation	28,080	27,520	27,520	0	0.00%
Maryland Symphony Orchestra	14,200	13,920	13,920	0	0.00%
Miss Maryland	15,500	16,000	0	(16,000)	(100.00%)
Leadership of Washington County	10,000	9,800	9,800	0	0.00%
Discovery Station at Hagerstown	25,000	24,500	24,500	0	0.00%
C Safe Initiative	45,000	44,100	44,100	0	0.00%
Total	1,803,790	1,769,040	1,768,040	(1,000)	(0.06%)

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Tri-County Council of Western Maryland

Fund:	General Fund	Category:	Non-Profits
Program Code:	93000	Contact:	Leanne Mazer

Agency Function:

The Tri-County Council serves as the regional planning and development agency for Allegany, Garrett, and Washington counties in Western Maryland. The Council was established in 1971 with a purpose of encouraging and facilitation of local government cooperation in addressing, on a regional basis, problems of greater than local significance.

Annually, the Council prepares regional economic development strategic plans under the direction of the Economic Development Administration and the Appalachian Regional Commission (ARC) that establishes the Council as a "development district" and qualifies the region for federal funding based on the degree of economic distress. The Council employs a staff of seven to develop and coordinate the work activities directed by the governing body of 27 members of the public and private sectors of the Western Maryland region.

Accomplishments in Fiscal Year 2011

- ✓ Expanded Revolving Loan Fund (RLF) programs and capitalization.
- ✓ Increased marketing RLF to banks and clients.
- ✓ Continued regional coordination for Maryland Transit Administration.
- ✓ Continued to work with Maryland Broadband Cooperative in American Recovery and Investment Act planning project for Maryland and to deploy broadband infrastructure across rural Maryland.

Goals for Fiscal Year 2012

- ✓ Begin hosting two regional summits per year to strengthen Certified Economic Developers process.
- ✓ Continue to work with Maryland Broadband Cooperative to deploy fiber in the three Western Maryland counties.
- ✓ Expand the RLF program using a 501C3 as a tool to recapitalize the fund.
- ✓ Provide technical assistance to ARC grant applicants

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	25,000	25,000	40,000	15,000	60.00%
Grants/Intergovernmental					
Fees/Charges					
Total	25,000	25,000	40,000	15,000	60.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	25,000	25,000	40,000	15,000	60.00%
Capital Outlay					
Total	25,000	25,000	40,000	15,000	60.00%

Services Provided or Clients Served		
Programs	2010/2011	2011/2012
Investment Projects:		
Local Funds	\$4,422,550	\$6,204,946
Federal Funds	\$2,547,150	\$2,800,000
Jobs Created	153	120
Jobs Retained		
Revolving Loan Fund:		
Tri-County Council Public Funds	\$415,000	\$951,600
Other Public Funds		
Private Funds	\$1,385,500	\$2,700,000
Jobs Created	39	60
Jobs Retained	2	120

Historical Society

Fund:	General Fund	Category:	Non-Profits
Program Code:	93010	Contact:	Linda Irvin-Craig

Agency Function:

The Washington County Historical Society promotes interest in the preservation of the history of Washington County. The Society maintains the Miller House and Beaver Creek School museums along with the Simms Jamieson Genealogical Library.

Accomplishments in Fiscal Year 2011

- ✓ Increased membership and opportunities for member participation. Solicited new members and offered free memberships to local historical associations
- ✓ Worked with the Washington County Association of Museums and Historic Sites (WCAM&HS) on programs that are mutually beneficial to all the member organizations.
- ✓ Increased the use of the Miller House, Miller House gardens and Beaver Creek School Museum
- ✓ Collaborated with the Discovery Station and increased visitation by school classes and home-study groups to Miller House.
- ✓ Major repair and upgrade projects at the Miller House and Beaver Creek School Museum have been completed.
- ✓ Completed a number of 2011 Centennial Anniversary events and started planning for a \$1 million endowment fundraising campaign.

Goals for Fiscal Year 2012

- ✓ Continue with efforts to increase membership and membership participation.
- ✓ Continue work with the WCAM&HS plus collaboration with Maryland Historical Trust and Maryland Historical Society on programs that are mutually beneficial to all the member organizations.
- ✓ Build upon and continue to grow programs and exhibits at the Miller House and Beaver Creek School Museum.
- ✓ Continue collaboration with Discovery Station, Board of Education and like groups as opportunities arise to increase visitation and awareness at WCHS sites.
- ✓ Increase the amount of grant funding to be used to upgrade the Miller House and Beaver Creek School Museum buildings and infrastructure and to increase funds available for operating expenses.
- ✓ Complete the planning and implementation of the \$1 million endowment fundraising campaign.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	15,450	15,140	15,140	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	15,450	15,140	15,140	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	15,450	15,140	15,140	0	0.00%
Capital Outlay					
Total	15,450	15,140	15,140	0	0.00%

Services Provided or Clients Served			
Programs	FY 2010	FY 2011	FY 2012 Est.
Miller House	1,746	2,250	2,250
Beaver Creek School Museum	106**	250	250

** The Beaver Creek School Museum figures are down as a result of major building rehabilitation projects which necessitated the closing of the building for extended periods of time.

Children's Village of Washington County

Fund:	General Fund	Category:	Non-Profits
Program Code:	93120	Contact:	Rochelle Morrell

Agency Function:

The primary function of Children's Village of Washington County is to provide elementary school children of Washington County with the knowledge, skills, and confidence to prevent injury, and empower them to make informed safety decisions. This is accomplished through providing a two-day comprehensive safety education program for all second grade students in public, private and home schools through the county.

Accomplishments in Fiscal Year 2011

- ✓ Secured funding to reinstate fire-safety education program for 600 students from Franklin County, PA.
- ✓ Partnered with Franklin County Emergency Management Services to provide instructor for PA students.
- ✓ Continued partnership with Department of Homeland Security/FEMA to provide tours of Children's Village to 14 classes of students attending National Fire Academy in Emmitsburg.

Goals for Fiscal Year 2012

- ✓ Seek funds to continue program for out-of-county students (program ultimately provides revenue to support program for Washington County students).
- ✓ Continue partnership with Franklin County EMS to provide instructors for PA students.
- ✓ Continue partnership with FEMA to showcase Children's Village program/campus to first responders from across the country.
- ✓ Continue fund-raising events, and seek new venues/grant opportunities to provide essential program dollars.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	25,000	24,500	24,500	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	25,000	24,500	24,500	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	25,000	24,500	24,500	0	0.00%
Capital Outlay					
Total	25,000	24,500	24,500	0	0.00%

Services Provided or Clients Served			
Programs	2010	2011	2012 Estimated
Education of County Students	2,000	2,000	2,000
Juvenile Fire setters Program	150	150	150
Out of County students	0	600	600
National Fire Academy Classes	500	500	500
Tours/Kids Alive Fest	400	400	400
Total	3,050	3,650	3,650

Citizens Assisting and Sheltering the Abused

Fund:	General Fund	Category:	Non-Profits
Program Code:	93200	Contact:	Vicki Sadehvandi

Agency Function:

To provide services that promote physical and emotional safety and foster growth for people involved in domestic violence or sexual assault.

Accomplishments in Fiscal Year 2011

- ✓ Secured additional funding for the Abuser Intervention Program.
- ✓ Enhanced delivery of services to victims through partnerships with law enforcement.
- ✓ Continuation of community education relating to domestic violence and sexual assault.
- ✓ Maintained level of direct services in spite of reduction of funding levels.

Goals for Fiscal Year 2012

- ✓ Explore all available funding sources for agency programs.
- ✓ Enhance services to victims of domestic.
- ✓ Continue community education relating to domestic violence and sexual assault.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	260,635	251,900	251,900	0	0.00%
Grants/Intergovernmental					
Fees/Charges	52,525	55,000	55,000	0	0.00%
Total	313,160	306,900	306,900	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	313,160	306,900	306,900	0	0.00%
Capital Outlay					
Total	313,160	306,900	306,900	0	0.00%

Services Provided or Clients Served			
Programs	Actual 2010	Estimated 2011**	Estimated 2012
Hotline Calls – support/information & referrals	24,654	24,800	24,800
Legal Services – Attorney/Victim Advocate	457	475	475
Counseling Clients	2,143	2,175	2,175
Comprehensive Services Clients	3,190	3,325	3,325
Emergency Shelter – Women & Children	867	875	875
Bed nights provided	11,544	10,275	10,275
Transitional Housing Clients	4	7	7
Sexual Assault Accompaniment	53	42	42
Employment/Educational Training	176	125	125
Job Placement	126	115	115
Ex-offender Program Assistance	17	35	35
Abuser Intervention Program	631	665	665
Children’s Program	162	260	260
Community Education/Outreach (groups)	144	180	180

** FY2011 statistical information will be tabulated and available in September 2011.

Community Action Council

Fund:	General Fund	Category:	Non-Profits
Program Code:	93220	Contact:	David Jordan

Agency Function:

Washington County Community Action Council, Inc. (CAC) is the designated community action agency for Washington County. The agency's mission is to assist Washington County residents in need to attain self sufficiency by providing holistic services ranging from emergency financial assistance, referrals, and information to pre-purchase counseling for the first-time homebuyer. CAC has been providing these services since 1965. The philosophy at CAC is "a hand up, not a hand out".

Accomplishments in Fiscal Year 2011

- ✓ Continued to develop and refine the Community Culinary School, seek and solicit stabilized funding for the program.
- ✓ Established a Board committee to seek resources and assist in finding new space for the agency that meets current and future needs.
- ✓ Began the process of refining policies and procedures related to personnel and fiscal policies.

Goals for Fiscal Year 2012

- ✓ Seek and secure stabilized funding to continue the Community Culinary School.
- ✓ Seek resources that will assist the building committee in locating a new office building that will meet the current and future needs of the agency.
- ✓ Finalize development of and implement a strategic marketing plan for the agency.
- ✓ Continue to refine policies and procedures related to personnel and fiscal policies.

Funding Sources

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	228,880	224,300	224,300	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	228,880	224,300	224,300	0	0.00%

Program Expenditures

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	228,880	224,300	224,300	0	0.00%
Capital Outlay					
Total	228,880	224,300	224,300	0	0.00%

Services Provided or Clients Served		
Programs	2010	2011
Crisis:	5,338	6,147
Has a source of income	4,377	5,811
No source of income	961	336
Case Management:	1,003	1,131
Has a source of income	702	1,059
No source of income	301	72
Food:	4,973	3,276
Amount of Assistance (in dollars)	\$13,371	\$18,966
Has a source of income	4,078	2,967
No source of income	895	309
Financial Assistance:	366	123
Amount of Assistance (in dollars)	\$9,657	\$8,172
Has a source of income	300	111
No source of income	66	12
Rental Assistance:	2,078	869
Amount of Assistance (in dollars)	\$204,408	\$113,239
Has a source of income	1,704	799
No source of income	374	70
Utility Assistance:	3,792	2,760
Amount of Assistance (in dollars)	\$79,858	\$17,886
Has a source of income	3,109	2,180
No source of income	683	580
MD Emergency Assistance Program/Electric Universal Program	3,994	4,312
Amount of Assistance (in dollars)	\$2,818,446	\$2,460,156
Has a source of income	3,865	4,208
No source of income	129	104

Commission on Aging

Fund:	General Fund	Category:	Non-Profits
Program Code:	93230	Contact:	Susan MacDonald

Agency Function:

The Commission on Aging assists Washington County residents age 60 and older to maintain an independent living status in their own homes for as long as appropriate.

Accomplishments in Fiscal Year 2011

- ✓ Completed 1,686 Medicare Part D enrollments; additional 1,200 persons served through seminars/events.
- ✓ Completed 2,386 benefits checkups and obtained 2.5 million in benefits for seniors.
- ✓ Completed 650 tax returns for low income seniors.
- ✓ Provided 61,000 hours of volunteer service to community through RSVP program: 475 volunteers.
- ✓ Handled 583 nursing home ombudsman program consults and 101 complaints.
- ✓ Served 801 senior center members at temporary site.
- ✓ Served 903 caregivers.
- ✓ Served 66,060 Meals on Wheels/Congregate Meals.
- ✓ Implemented centralized intake system.
- ✓ Added legal clinic (with designated federal funds).
- ✓ Revised website and enhanced information and outreach for caregivers.
- ✓ Continued to integrate Maryland Access Point services with new programs and external/internal initiatives, and obtained second year of NCOA funding for Benefits Enrollment Center.
- ✓ Expanded "living well" program to include diabetes self-management program and resource guide.

Goals for Fiscal Year 2012

- ✓ Multi-function aging services center/senior center near completion.
- ✓ Plan relocation of staff and programs to aging services center/senior center.
- ✓ Implement DHMH peer support grant within Maryland Access Point (MAP).
- ✓ Complete 650 tax returns for low income seniors.
- ✓ Provide 61,000 hours of volunteer service to community through RSVP program; 475 volunteers.
- ✓ Handle 625 nursing home ombudsman consults and 110 complaints.
- ✓ Serve 950 senior center members at temporary site.
- ✓ Obtain third year of funding for Benefits Enrollment Center.
- ✓ Serve 1,000 caregivers and serve 67,320 meals.
- ✓ Complete 2,000 Medicare Part D enrollments; serve 1,600 persons through seminars/events.
- ✓ Implement Hospital Discharge Program in partnership with Meritus.
- ✓ Complete 2,800 Benefits Checkups and obtain 3 million in benefits for seniors.
- ✓ Obtain fourth year of funding for diabetes program.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	863,720	846,450	846,450	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	863,720	846,450	846,450	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	863,720	846,450	846,450	0	0.00%
Capital Outlay					
Total	863,720	846,450	846,450	0	0.00%

Services Provided or Clients Served			
Positions	2010 Actual	2011	Projected 2012
Congregate meals	32,975	33,000	33,000
Home delivered meals	32,776	33,050	34,320
Maryland Access Point (MAP)	3,738	6,175	6,300
Medicaid Waiver Clients/Money Follows the Person	60/10	65/20	65/30
Ombudsman – Complaint Cases	77	101	110
Ombudsman – In-service, Consults	581	583	625
Transportation – Escort Units			
Senior Center	516	801	950
Information and Assistance Units	See MAP	See MAP	See MAP
Community Care Program	1,183	1,500	1,550
Health Promotion/Prevention Units	550	750	800
RSVP	678 (taxes) Generally 473 volunteers/ 60,339 hours	650 (taxes) 475 volunteers/ 61,000 hours	760 (taxes) 475 volunteers/ 61,000 hours
Other Programs		1,649	1,800

Senior Living Alternative

Fund:	General Fund	Category:	Non-Profits
Program Code:	93240	Contact:	Doug Wright, Jr.

Agency Function:

This agency provides safe and affordable housing with twenty-four hour awake supervision to low-income elderly residents who need assistance with activities of daily living.

Goals attained in Fiscal Year 2011

- ✓ Continued to seek funding for operating the center.

Goals for Fiscal Year 2012

- ✓ Start a matching funds campaign.
- ✓ Expand the number of Board of Directors.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	27,200	26,660	26,660	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	27,200	26,660	26,660	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	27,200	26,660	26,660	0	0.00%
Capital Outlay					
Total	27,200	26,660	26,660	0	0.00%

Services Provided or Clients Served			
Programs	2010	Projected 2011	Estimated 2012
Clients served with assistance in all			
Activities of daily living			
Total	21	22	22

Museum of Fine Arts

Fund:	General Fund	Category:	Non-Profits
Program Code:	93300	Contact:	Rebecca Massie Lane

Agency Function:

To collect, preserve, interpret and exhibit art of lasting quality for the citizens of Hagerstown, Washington County, and the surrounding region. This is implemented through exhibitions, lectures, concerts, films, art instruction, and other programs to ensure that our visitors gain a better appreciation and understanding of the fine arts.

Accomplishments in Fiscal Year 2011	Goals for Fiscal Year 2012
<ul style="list-style-type: none">✓ Completed further implementation of I-MAP program goals.✓ Completed Collections-Museum Assessment Program recommendation to write and approve a collections management policy.✓ The Courtyard Enclosure Project was fully funded, completed and will be dedicated in a public Ribbon Cutting on Sunday, June 12, 2011.✓ Completed \$2.5 million campaign for Courtyard Enclosure. Fundraising goals of \$323,000 in support of annual operations reached \$281,337 as of April 30, 2011. New and existing sources of funding have been developed to help stabilization of finances and Museum infrastructure.✓ Comprehensive Fundraising plan for operations, endowment, and future capital expenses and revenues is underway.✓ Annual operating calendar is in place. AAM schedule for WCMFA's reaccreditation will be monitored.✓ Continued to serve the citizens of Washington County with an art collection, exhibitions and educational programs befitting a nationally recognized Art Museum.✓ Completed Collections Management Plan and Collections Management Policy. Developed implementation plan for recommendations.✓ PD-MAP application has been written and will be submitted in Fall 2010, public dimension assessment with American Association of Museums.✓ Implemented Exhibitions and associated programming focused on architecture.✓ Implemented exhibitions and programs commemorating 80th anniversary of the WCMFA September 2011.✓ Plan commemoration for 150th anniversary of the Antietam Battle is in place and grant funds have been sought.	<ul style="list-style-type: none">✓ Continue implementation of I-MAP program goals.✓ Develop Collections Management-Museum Assessment Program recommendation to write collections management procedures and develop appropriate forms.✓ Develop series of programs for presentation in new Kaylor Atrium (Courtyard Enclosure).✓ Develop Planned Giving program.✓ Develop sources of in-kind support for museum facilities and security operations.✓ Complete re-roofing of 1930 and 1948 facilities.✓ Complete restoration and reinstallation and reinterpretation of the Singer Memorial Gallery.✓ Complete upgrade of museum fire and security systems.✓ Complete reinstallation of Rosen Fountain.✓ Complete Banner project along museum drive and in museum parking area.✓ Work with City of Hagerstown to complete the Digby parking lot and walkway to the museum.✓ Complete writing of comprehensive fundraising plan for operations; develop timetable for completion of endowment and capital fundraising plans.✓ Continue to provide Citizens of Washington County with excellence in art collections, exhibitions, educational programming and events in nationally recognized art museums.✓ Develop a comprehensive Marketing Plan.✓ Implement exhibitions, programs, events and other commemorations of the Museum's 80th anniversary year.✓ Implement exhibitions, programs, events and other commemorations Sesquicentennial of the Civil War.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	152,000	148,960	148,960	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	152,000	148,960	148,960	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	152,000	148,960	148,960	0	0.00%
Capital Outlay					
Total	152,000	148,960	148,960	0	0.00%

Services Provided or Clients Served			
Programs	2010	Estimated 2011	Estimated 2012
Attendance:	48,443	50,000	58,000
Museum exhibitions	48,443	50,000	58,000
Art education programs	8,553	11,000	11,000
Concerts and lectures	1,346	2,000	2,000
Website Visitors	15,400	16,000	18,000
Offsite Outreach	4,734	6,500	6,500
Total	68,577	85,500	95,500

Arts Council

Fund:	General Fund	Category:	Non-Profits
Program Code:	93310	Contact:	Mary Anne Burke

Agency Function:

The Washington County Arts Council (WCAC) strives to enhance the social, cultural, and economic life of the community through enriching and encouraging the arts.

Accomplishments in Fiscal Year 2011

- ✓ Provided exhibit opportunities for local artists.
- ✓ Promoted The Gallery Shop at the Washington County Arts Council as a retail destination for downtown Hagerstown and a venue for artists to show and sell their art.
- ✓ Distributed Community Arts Development Grants.
- ✓ Provided Arts in Education programming.
- ✓ Continued support of Western Maryland Blues Fest, Blues in the Schools, Augustoberfest, Music by the Lake, and Gospel Concerts in City Park.
- ✓ Completed WCAC Strategic Planning (Fall 2010).
- ✓ WCAC Board Development (on-going).
- ✓ Completed WCAC By-Laws review.
- ✓ Increased media presence.
- ✓ Established community “arts” calendar.
- ✓ Established artist Registry—web based—in conjunction with the City of Hagerstown.
- ✓ Continue working relationship with/and support for the Maryland Theatre, WCMFA, MSO, BISFA and others.
- ✓ Revitalized relationships within the A & E District; formed the Arts Education & Entertainment Task Force.
- ✓ Contracted with Sage Policy Inc. to conduct a community arts survey project.
- ✓ Hosted t arts related events with the Washington County Free Library.
- ✓ Expanded opportunities to partner with local arts organizations.
- ✓ Participated with SCIP; chaired Arts Cultural & Tourism Focus Group.
- ✓ Participated with the Commission for the Future of HCC.
- ✓ Hosted BISFA and Memorial Recreation students at exhibits—often meeting with featured artists.
- ✓ Hosted 2nd annual “The Art of Cooking” fundraiser.
- ✓ Coordinated Wash. Co. Poetry Out Loud in conjunction with state competition
- ✓ Hosted Synergy in the Arts II.

Goals for Fiscal Year 2012

- ✓ Provide and promote exhibit opportunities for local artists.
- ✓ Host opening receptions for exhibiting artists
- ✓ Promote The Gallery Shop at the Washington County Arts Council as a retail destination for downtown Hagerstown and a venue for artists to show and sell their art.
- ✓ Continue the Community Arts Development granting program.
- ✓ Continue the Arts in Education programming.
- ✓ Continue support of Western Maryland Blues Fest, Blues in the Schools, Augustoberfest, Music by the Lake, and Gospel Concerts in City Park.
- ✓ WCAC Board Development (on-going).
- ✓ Increase media presence.
- ✓ Establish electronic arts communication.
- ✓ Promote community “arts” calendar.
- ✓ Promote artist Registry.
- ✓ Continue working relationship with/and support for the Maryland Theatre, WCMFA, MSO, BISFA and others.
- ✓ Continue as lead with the Arts Education & Entertainment Task Force.
- ✓ Complete the Community Arts Survey Project.
- ✓ Conduct a marketing study with community artists through Frostburg MBA Marketing class.
- ✓ Continue seeking grant funding.
- ✓ Continue membership drive—year round.
- ✓ Host 3rd annual “The Art of Cooking” fundraiser.
- ✓ Promote WCAC venue for arts related events and activities.
- ✓ Expand student opportunities to meet exhibiting artists.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	15,600	15,290	15,290	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	15,600	15,290	15,290	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	15,600	15,290	15,290	0	0.00%
Capital Outlay					
Total	15,600	15,290	15,290	0	0.00%

Services Provided or Clients Served	
Programs	
Concert programming	Audience of approximately 2,825
Gallery programming	Patronage of approximately 3,645
Re-granting programs	Information not yet available
Children's programming	Enrollment/audience of 1,978
Festivals and Events	Approximately 31,000 expected

Memorial Recreation

Fund:	General Fund	Category:	Non-Profits
Program Code:	93320	Contact:	Loretta Wright

Agency Function:

It is this agency's goal to service children in the local community within Washington County's "hot spots" area. The majority of the children we serve are from single parent family households. Our facility is within walking distance and is easily accessible to our youth.

Accomplishments in Fiscal Year 2011

- ✓ Always encouraging the youth that there is a better way of life for them-college, trade school, completing high school.

Goals for Fiscal Year 2012

- ✓ New mentoring program for girls 8-11.
- ✓ Obtain our license from Health Dept for our kitchen.
- ✓ Continue adding improvements to our mentoring programs.
- ✓ Develop ways that adults can become mentors.
- ✓ Develop programs that include more middle school aged children.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	28,080	27,520	27,520	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	28,080	27,520	27,520	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	28,080	27,520	27,520	0	0.00%
Capital Outlay					
Total	28,080	27,520	27,520	0	0.00%

Services Provided or Clients Served		
Programs Provided	2010	Estimated 2011
Summer camp	60	60
Summer Basketball league	90	90
After school program	30	30
D.I.V.A.S. program	20	20
Swimming pool	50	50
Building use-(4) Churches, NA, Boy & Girl Scouts, C-SAFE, NAACP	350	350
Community garden	7	25
MAN UP	9	15
Dance Class	5	9
Abrakadoodle	12	19

Maryland Symphony Orchestra

Fund:	General Fund	Category:	Non-Profits
Program Code:	93330	Contact:	Vicki Willman

Agency Function:

The Maryland Symphony Orchestra (MSO) is a professional non-profit organization whose mission is to provide musical performances and programs that educate and entertain while enhancing the cultural environment of Western Maryland and the surrounding region.

Accomplishments in Fiscal Year 2011

- ✓ Maintained current concert programming and education initiatives during the continuing recession.
- ✓ Sustained subscriber base and increased single ticket buyers through added Pops! concert.
- ✓ Maintained contributed income levels in comparison to FY2010 levels.
- ✓ Launched a new website and more effectively used new media to attract younger audiences.
- ✓ Built upon the success of initial FY2010 collaboration with BISFA by including more guest artist master classes and classroom visits.
- ✓ Launched quiet phase of Endowment Campaign.
- ✓ Focused on Board engagement and effectiveness.

Goals for Fiscal Year 2012

- ✓ Hire new executive director.
- ✓ Maintain current concert programming and education initiatives as economy rebounds.
- ✓ Maintain subscriber base, single ticket sales and donated (contributed) income levels in comparison to FY2011 levels.
- ✓ Strengthen effective use of new social media
- ✓ Sustain successful collaboration with BISFA through guest artist master classes & classroom visits
- ✓ Continue quiet phase of Endowment Campaign
- ✓ Implement new Board Committee structure as adopted during FY2011 Season.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	14,200	13,920	13,920	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	14,200	13,920	13,920	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	14,200	13,920	13,920	0	0.00%
Capital Outlay					
Total	14,200	13,920	13,920	0	0.00%

Services Provided or Clients Served			
Programs	2010	2011	Targeted 2012
Classical MasterWorks Series	6,202	6,033	6,200
MSO Pops! (2 per season starting FY2011)	697	1,935	1,500
Holiday Concert (2010 Concerts Cancelled)	0	2,207	2,000
Family Concert (No offered 2011 or 2012)	782	0	0
Salute to Independence	35,000	38,000	38,000
Youth Concerts	3,144	3,100	3,100
Kinder Konzerts	2,829	2,930	3,000
StringSounds	4,937	4,937	4,500
Brass Works	5,024	5,024	4,500
Wind Works	2,145	2,145	2,000
Little Maestros	117	150	150
High School Masterclasses	200	200	200
Kinder Konzerts, Frederick, MD	600	600	600
Total	61,677	67,261	65,750

Miss Maryland

Fund:	General Fund	Category:	Non-Profits
Program Code:	93210	Contact:	Mayor Bruchey

Agency Function:

The Miss Maryland Scholarship Pageant and The Miss Outstanding Teen Maryland Pageant are traditionally held in Hagerstown, Washington County, Maryland at the Maryland Theatre. The City and the County desire to facilitate the continued presence of the pageants at the Maryland Theatre. Therefore, the County has entered into a contract to fund a portion of the rent.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	15,500	16,000	0	(16,000)	(100.00%)
Grants/Intergovernmental					
Fees/Charges					
Total	15,500	16,000	0	(16,000)	(100.00%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	15,500	16,000	0	(16,000)	(100.00%)
Capital Outlay					
Total	15,500	16,000	0	(16,000)	(100.00%)

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Leadership of Washington County

Fund:	General Fund	Category:	Non-Profits
Program Code:	93141	Contact:	Tara Horst

Goals attained in Fiscal Year 2011

- ✓ Continued to enhance and offer workshops and seminar for non-profits boards.
- ✓ Continued to develop excellent boardsmanship training with the core leadership program and encourage service on local boards, commission, committees and task forces.
- ✓ Increased the number of board positions recruited from the circle of LWC grads.
- ✓ Increased the number of LWC grads that hold positions on non-profit boards and governmental commissions.
- ✓ Continued improvement of core program to meet individual, organizational, and community objectives.
- ✓ Continued to encourage alumni involvement in community service projects.
- ✓ Increased awareness of local and state government issues by organizing two program days.

Goals for Fiscal Year 2012

- ✓ Continue to enhance and offer workshops and seminar for non-profits boards.
- ✓ Continue to develop excellent boardsmanship training with the core leadership program and encourage service on local boards, commission, committees and task forces.
- ✓ Increase the number of board positions recruited from the circle of LWC grads.
- ✓ Increase the number of LWC grads that hold positions on non-profit boards and governmental commissions.
- ✓ Continue improvement of core program to meet individual, organizational, and community objectives.
- ✓ Continue to encourage alumni involvement in community service projects.
- ✓ Increase awareness of local and state government, human service, education, arts & culture, business and economic development and other critical issues facing Washington County through engaging program days.

Funding Sources

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	10,000	9,800	9,800	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	10,000	9,800	9,800	0	0.00%

Program Expenditures

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	10,000	9,800	9,800	0	0.00%
Capital Outlay					
Total	10,000	9,800	9,800	0	0.00%

Services Provided or Organizations Served		
Programs	2011	Projected 2012
Non-profit seminars	✓	✓
Nonprofits to Recruit LWC participants	✓	✓
Boardsmanship Training for LWC participants	✓	✓
Continuous improvement of core program to meet individual, organizational, and community objectives.	✓	✓
Refer LWC participant to area non-profits with open board positions	✓	✓
Support activities of Student Leadership program through PR efforts	✓	✓
Refer LWC participants to www.WashingtonCountyNonprofits.org	✓	✓

Discovery Station at Hagerstown

Fund:	General Fund	Category:	Non-Profits
Program Code:	93335	Contact:	B. Marie Byers

Agency Function:

Discovery Station at Hagerstown creates exciting hands-on learning experiences that stimulate a curiosity for discovery, exploration and further investigation by children and adults to foster life-long learning. The programs and interactive exhibits on science, technology and history are unique educational resources available to all of its visitors.

Accomplishments in Fiscal Year 2011

- ✓ Started "Take Me Out to The Ballgame...more than a game".
- ✓ Began the Moller Historic Organ Exhibit.
- ✓ Initiated the Civil War Music Exhibit.
- ✓ Created the Japan Exhibit.
- ✓ Expanded Healthy Bodies Matter Exhibit.

Goals for Fiscal Year 2012

- ✓ Complete "Take Me Out To The Ballgame...more than a game".
- ✓ Complete the Moller Historic Organ Exhibit.
- ✓ Work to partner with the Barbara Ingram Arts School.
- ✓ Complete the Civil War Music Exhibit.
- ✓ Open the Civil War Train Exhibit.
- ✓ Continue the Japanese Cultural Exhibit.
- ✓ Invite third and fourth grade Washington County students to tour.
- ✓ Build a third class cabin for the Titanic Exhibit with students.
- ✓ Build a 15' working lock for the C&O Canal Exhibit.
- ✓ Continue to invite Big Brothers & Big Sisters, Boys & Girls Club, Girls Inc., and Salvation Army as guests.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	25,000	24,500	24,500	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	25,000	24,500	24,500	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	25,000	24,500	24,500	0	0.00%
Capital Outlay					
Total	25,000	24,500	24,500	0	0.00%

Services Provided or Clients Serviced		
Programs	2010	2011
W. C. 3 rd grade student visitation	820	820
ARC Clients	275	275
Headstart	178	178
Teen Mothers & Babies	45	45
Big Brothers & Big Sisters, Girls Inc., Boys & Girls Club, Salvation Army		200
Total	1,318	1,518

C Safe Initiative

Fund:	General Fund	Category:	Non-Profits
Program Code:	93340	Contact:	Carolyn Brooks

Agency Function:

The Washington County/Hagerstown C SAFE Youth Prevention After School programs provide grade 3, 4 and 5 participants, living in the “core” of the City of Hagerstown, with structured and supervised after school activities in a safe place that will foster their educational and social development. The programs sites are Bester, Fountaindale, Eastern and Winter Street elementary schools. Ages of participants range from approximately 8 to 12. The programs target students who are determined to be “at risk” of being successful because of : learning disabilities, single parent households, being left alone at home, family violence and disruption, substance abuse, gang activity and other negative community influences.

Accomplishments in Fiscal Year 2011

- ✓ Improved computer literacy and reading skills.
- ✓ Continued assistance with homework assignments and other school projects.
- ✓ Improved social skills and peer interaction.
- ✓ Provided enrichment opportunities including field trips and gardening experiences.

Goals for Fiscal Year 2012

- ✓ Continue to improve computer literacy and reading skills.
- ✓ Continue to assist with homework assignments and other school projects.
- ✓ Continue to improve social skills and peer interaction.
- ✓ Continue to provide enrichment activities.
- ✓ Promote healthy eating habits and life styles.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	45,000	44,100	44,100	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	45,000	44,100	44,100	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	45,000	44,100	44,100	0	0.00%
Capital Outlay					
Total	45,000	44,100	44,100	0	0.00%

Services Provided or Clients Served			
Programs	2010	2011	Targeted 2012
Bester Elementary	37	37	35
Eastern Elementary	45	45	40
Fountaindale Elementary	30	30	30
Winter Street Elementary	33	33	35
Total	145	145	140

General Fund – General Operations Summary

Category	2010 Actual	2011 Budget	2012 Budget	\$ Change	% Change
County Commissioners	222,473	229,210	196,030	(33,180)	(14.48%)
County Clerk	90,515	84,390	85,390	1,000	1.18%
County Administrator	367,626	330,120	240,200	(89,920)	(27.24%)
Public Relations & Community Affairs	79,385	83,150	147,270	64,120	77.11%
Budget and Finance	1,155,468	1,191,050	1,203,400	12,350	1.04%
Independent Accounting and Audit	60,025	70,000	70,000	0	0.00%
Purchasing	401,975	402,550	412,190	9,640	2.39%
Treasurer	393,367	420,660	429,360	8,700	2.07%
County Attorney	553,622	631,370	618,840	(12,530)	(1.98%)
Human Resources	654,199	643,460	643,170	(290)	(0.05%)
Central Services	177,479	204,910	205,460	550	0.27%
Information Technology	1,705,104	1,558,140	1,641,600	83,460	5.36%
General Operations	2,564,658	2,435,260	2,381,510	(53,750)	(2.21%)
Total	8,425,896	8,284,270	8,274,420	(9,850)	(0.12%)

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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.

Accomplishments in Fiscal Year 2011

- ✓ Completed full data analysis for Water Resources Element of the Comprehensive Plan and final document for review and adoption.
- ✓ Convened a local implementation team to develop strategies that allow compliance with tributary strategy initiatives.
- ✓ Evaluated opportunities by station and/or service area to determine what changes are necessary to capture maximum efficiencies for emergency response operations including needed funding levels.
- ✓ Provided final approvals for the new Senior Center.
- ✓ Construct was started on the new downtown library.
- ✓ Adopted Comprehensive Plan text amendments.
- ✓ Implemented approved tax incentives including senior credits and non-homeowner occupied homestead credit.
- ✓ Attracted and retained employment base through incentives and programs.

Goals for Fiscal Year 2012

- ✓ Provide continued support for reorganization for fiscal and operational efficiencies.
- ✓ Approve specific funding criteria for budgetary requests.
- ✓ Approve specific programs and revenue sources for county recycling plan.
- ✓ Approve Urban Growth Area rezoning.
- ✓ Enhance County communications with citizens and media outlets.
- ✓ Evaluate opportunities for revenue enhancement and further cost reduction.
- ✓ Approve green energy alternatives.
- ✓ Support enhanced economic development initiatives and further enhance employment opportunities in the County.
- ✓ Support environmental programs required for compliance with Chesapeake Bay initiatives.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	222,473	229,210	196,030	(33,180)	(14.48%)
Grants/Intergovernmental					
Fees/Charges					
Total	222,473	229,210	196,030	(33,180)	(14.48%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	215,721	215,940	182,760	(33,180)	(15.37%)
Operating	6,752	13,270	13,270	0	0.00%
Capital Outlay					
Total	222,473	229,210	196,030	(33,180)	(14.48%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Commissioner - President	.5	.5	.5
Commissioner	2	2	2
Total	2.5	2.5	2.5

County Clerk

Fund:	General Fund	Category:	General Operations
Program Code:	10110	Contact:	Vicki Lumm

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 insuring all records, papers, and documents of the County are kept in safe custody.

Accomplishments in Fiscal Year 2011

- ✓ Planned the transition and swearing-in activities of the newly elected Board of County Commissioners for the 2010-14 term.
- ✓ Organized and provided display of historic County Commissioner minute books.
- ✓ Streamlined the application process for Washington County Boards and Commissions.

Goals for Fiscal Year 2012

- ✓ To increase the public's knowledge of the various Washington County Boards and Commissions including their mission and work done on behalf of the citizens of the County.
- ✓ To attract additional applicants for those Boards and Commissions who may provide experience, knowledge, and varied backgrounds.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	90,515	84,390	85,390	1,000	1.18%
Grants/Intergovernmental					
Fees/Charges					
Total	90,515	84,390	85,390	1,000	1.18%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	69,325	59,050	60,050	1,000	1.69%
Operating	21,190	25,340	25,340	0	0.00%
Capital Outlay					
Total	90,515	84,390	85,390	1,000	1.18%

Staffing Summary - County Clerk (FTE's)			
Positions	2010	2011	2012
County Clerk	1	1	1
Total	1	1	1

County Administrator

Fund:	General Fund	Category:	General Operations
Program Code:	10300	Contact:	Gregory B. Murray

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 on February 27th, 2007 with the following stated general objective:

“To lead the County as Chief Administrative Officer in a manner that reflects our duty to the Citizens of Washington County with regard to operational efficiency, fiscal responsibility, and responsiveness to the needs of the community. To share a vision of the future of Washington County and to ably assist the Board of County Commissioners of Washington County in achieving goals for moving the County forward as we address present needs and plan for the future.”

Accomplishments in Fiscal Year 2011

- ✓ Insured continued efficiency of operations to hit budgetary targets and allow for conservative 2012 budgetary goals.
- ✓ Assisted with transition of new Board.
- ✓ Completed Water Resources Element for final adoption.
- ✓ Developed strategies that allow compliance with tributary strategy initiatives.
- ✓ Evaluated opportunities by station and/or service area to determine what changes are necessary to capture maximum efficiencies for emergency response operations including needed funding levels.
- ✓ Began construction of new downtown library and place in operation.
- ✓ Facilitated adoption of Comprehensive Plan text amendment for WRE.
- ✓ Facilitated adoption of Urban Rezoning Plan.
- ✓ Attracted and retained employment base through incentives and programs.
- ✓ Continued to improve programs and services for ease of use by constituency.

Goals for Fiscal Year 2012

- ✓ Provide continued support for reorganization for fiscal and operational efficiencies.
- ✓ Evaluate funding criteria for budgetary requests.
- ✓ Identify options for county recycling plan.
- ✓ Facilitate Urban Growth Area rezoning approvals.
- ✓ Enhance County communications with citizens and media outlets.
- ✓ Evaluate opportunities for revenue enhancement and further cost reduction.
- ✓ Evaluate green energy alternatives.
- ✓ Support enhanced economic development initiatives.
- ✓ Support environmental programs required for compliance with Chesapeake Bay initiatives.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	367,626	330,120	240,200	(89,920)	(27.24%)
Grants/Intergovernmental					
Fees/Charges					
Total	367,626	300,120	240,200	(89,920)	(27.24%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	327,946	294,250	209,330	(84,920)	(28.86%)
Operating	34,214	35,870	30,870	(5,000)	(13.94%)
Capital Outlay	5,466				
Total	367,626	330,120	240,200	(89,920)	(27.24%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
County Administrator	1	1	1
Executive Office Assistant	1	1	1
Information Systems Manager	1	0	0
Director of Special Projects	1	0	0
Total	4	2	2

Public Relations and Community Affairs

Fund:	General Fund	Category:	General Operations
Program Code:	10310	Contact:	Sarah J. Lankford

Departmental Function:

The Department of Public Relations and Community Affairs provides a variety of disparate services. All information for or about County Government is disseminated to the media and the public through this department. In addition, the Public Information Officer acts as the ADA and 504 coordinator for Washington County Government, serves as liaison with the County Disability Advisory Committee, and provides public assistance on matters concerning disabilities and local government.

Accomplishments in Fiscal Year 2011

- ✓ Worked with private sector (ACTV) to produce and upload Video of Commissioners' Meetings for Video on Demand on cable, beginning Sept 2010. Managed video streamed flow of Commissioners' meetings and web page screen daily updates.
- ✓ Continued refinement and improvement of radio broadcasts, dissemination of information via print and electronic means.
- ✓ Continued comprehensive ADA update of all County facilities pending authorization of final rulemaking by the USDOJ.
- ✓ Continued duties as ex-officio to Disability Advisory Committee.

Goals for Fiscal Year 2012

- ✓ Increase communication to the public through multiple media outlets.
- ✓ Increase community presence and improve County government accessibility through public education and special events.
- ✓ Continue to work with private sector (ACTV) to produce and upload Video of Commissioners' Meetings and special events for Video on Demand. Will manage video streamed flow of Commissioners' meetings and web page screen updates.
- ✓ Continue comprehensive ADA update of all County facilities pending authorization of final rulemaking by the USDOJ.
- ✓ Continue duties as ODI representative to Disability Advisory Committee.
- ✓ Continue to serve as adjunct member to School Review Advisory Committee on ADA issues.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	79,385	83,150	147,270	64,120	77.11%
Grants/Intergovernmental					
Fees/Charges					
Total	79,385	83,150	147,270	64,120	77.11%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	73,708	74,550	138,670	64,120	86.01%
Operating	5,677	8,600	8,600	0	0.00%
Capital Outlay					
Total	79,385	83,150	147,270	64,120	77.11%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Director	0	0	1
PIO/Disabilities Issues Coordinator	1	1	1
Total	1	1	2

Budget and Finance

Fund:	General Fund	Category:	General Operations
Program Code:	10500	Contact:	Debra Murray

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.

Accomplishments in Fiscal Year 2011

- ✓ Created and implemented new accounting procedure for a new fund for the HEPMPO activities.
- ✓ Evaluated long-term investment opportunities to maximize interest income.

Goals for Fiscal Year 2012

- ✓ Revise the Travel Expense Policy and Procedures.
- ✓ Work with auditors to start preparing schedules needed for producing a Comprehensive Annual Financial Report (CAFR).
- ✓ Explore implementation of Position Management Module within the PeopleSoft software system.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	1,155,468	1,191,050	1,203,400	12,350	1.04%
Grants/Intergovernmental					
Fees/Charges					
Total	1,155,468	1,191,050	1,203,400	12,350	1.04%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	1,102,895	1,135,390	1,152,740	17,350	1.53%
Operating	46,392	55,660	50,660	(5,000)	(8.98%)
Capital Outlay	6,181	0	0	0	0.00%
Total	1,155,468	1,191,050	1,203,400	12,350	1.04%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Director of Budget and Finance	1	1	1
Deputy Director of Budget and Finance	2	2	2
Accounting Supervisor	1	1	1
Budget Analyst	1	1	1
Fiscal Analyst	1	1	1
Grant Analyst	1	1	1
Payroll Technician	1	1	1
Accounts Payable Supervisor	1	1	1
Accounts Payable Technician	2	2	2
Account Receivable Supervisor	1	1	1
Accounts Receivable Technician	2	2	2
Senior Accountant	1	1	1
Accountant	1	1	1
Student Intern	.5	0	0
Total	16.5	16	16

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	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	60,025	70,000	70,000	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	60,025	70,000	70,000	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	60,025	70,000	70,000	0	0.00%
Capital Outlay					
Total	60,025	70,000	70,000	0	0.00%

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Purchasing

Fund:	General Fund	Category:	General Operations
Program Code:	10520	Contact:	Karen Luther

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 of these objectives are conducted without favoritism.

Accomplishments in Fiscal Year 2011

- ✓ Transitioned to electronic issuance of Request for Quotations (RFQs).
- ✓ Composed plan to electronically store Certificates of Insurance associated to contracts.

Goals for Fiscal Year 2012

- ✓ Approval of the Procurement Policy Manual by the County Administrator and County Attorney for subsequent submittal to the Board of County Commissioners for review/ approval in FY2012.
- ✓ Enhance Purchasing Department web site to educate users with additional user-friendly information.
- ✓ Compose procedures for the electronic submittal entry, and storage of new/revised vendors into the PeopleSoft vendor database
- ✓ Research/make determination on the capability of assuming Purchasing Department web site posting duties from the IT Department.

Funding Sources

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	394,115	395,550	403,190	7,640	1.93%
Grants/Intergovernmental					
Fees/Charges	7,860	7,000	9,000	2,000	28.57%
Total	401,975	402,550	412,190	9,640	2.39%

Program Expenditures

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	383,981	378,700	389,840	11,140	2.94%
Operating	17,994	23,850	22,350	(1,500)	(6.29%)
Capital Outlay					
Total	401,975	402,550	412,190	9,640	2.39%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Purchasing Agent	1	1	1
Buyer	1	1	1
Procurement Specialist	2	2	2
Procurement Technician	2	2	2
Total	6	6	6

Treasurer

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

Departmental Function:

The Treasurer is the 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 miscellaneous revenue due Washington County.

Accomplishments in Fiscal Year 2011

- ✓ Maintained the integrity of property tax billing & collection policies and processes.

Goals for Fiscal Year 2012

- ✓ Review various policies to improve billing and collection services.
- ✓ Review tax sale process.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	393,367	420,660	429,360	8,700	2.07%
Grants/Intergovernmental					
Fees/Charges					
Total	393,367	420,660	429,360	8,700	2.07%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	298,637	323,010	330,860	7,850	2.43%
Operating	94,730	97,650	98,500	850	0.087%
Capital Outlay					
Total	393,367	420,660	429,360	8,700	2.07%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Treasurer	1	1	1
Chief Deputy Treasurer	1	1	1
Deputy Treasurer	2	2	2
Accounts Receivable Technician	1	1	1
Cashier	2.5	2.5	2.5
Total	7.5	7.5	7.5

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.

Accomplishments in Fiscal Year 2011

- ✓ Assisted the Human Resources Dept. with the review and revision of County policies.
- ✓ Implemented 2010 legislation and drafted legislation for 2011.
- ✓ Assisted with the revision and adoption of the Maryland Building Performance Standards and Trade Codes.
- ✓ Assisted the Planning Department with the Urban Area Rezoning Process and the update of the County's Comprehensive Plan.

Goals for Fiscal Year 2012

- ✓ Review and revise the Ethics Ordinance as required by the State of Maryland
- ✓ Implement 2011 legislation and draft legislation for 2012.
- ✓ Continue to assist the Planning Department with the Urban Area Rezoning Process and the update of the County's Comprehensive Plan.
- ✓ Amend County codes, ordinances, and/or resolutions, as needed, relating to the recent reorganization of several County departments.
- ✓ Assist the Commissioners with their review and possible revision of the APFO mitigation process.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	553,622	631,370	618,840	(12,530)	(1.98%)
Grants/Intergovernmental					
Fees/Charges					
Total	553,622	631,370	618,840	(12,530)	(1.98%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	477,881	487,730	493,200	5,470	1.12%
Operating	75,741	143,640	125,640	(18,000)	(12.53%)
Capital Outlay	0	0	0	0	0.00%
Total	553,622	631,370	618,840	(12,530)	(1.98%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
County Attorney	1	1	1
Assistant County Attorney	2	2	2
Legal Assistant	1	1	1
Legal Secretary	1	1	1
Total	5	5	5

Human Resources

Fund:	General Fund	Category:	General Operations
Program Code:	10700	Contact:	Dee Hawbaker

Departmental Function:

The Human Resources Department, within Health & Human Resources, 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.

Accomplishments in Fiscal Year 2011

- ✓ Continuation of implementation of document storage system for risk management and for other HR records.
- ✓ Continued review and revision of HR policies and employee handbook.
- ✓ Continued to develop comprehensive building security plan for County Administration Building.
- ✓ Successful transition of new health benefits program providers.
- ✓ Successful continuation of insurance coverage and implementation of risk management strategies for Washington County volunteer fire and rescue companies.
- ✓ Retirement incentive offer successfully completed.

Goals for Fiscal Year 2012

- ✓ Continue implementation of document storage system for department records.
- ✓ Continue review and revision of HR policies and employee handbook.
- ✓ Continue development and implementation of comprehensive building security plan for County Administration Building.
- ✓ Plan and implement County-wide employee wellness programs.
- ✓ Complete upgrade of HR PeopleSoft Tools 9.1
- ✓ Develop and implement supervisor training program.
- ✓ Begin development of functional job requirements for County positions.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	654,199	643,460	643,170	(290)	(0.05%)
Grants/Intergovernmental					
Fees/Charges					
Total	654,199	643,460	643,170	(290)	(0.05%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	494,761	505,710	507,170	1,460	0.29%
Operating	157,061	137,750	136,000	(1,750)	(1.27%)
Capital Outlay	2,377				
Total	654,199	643,460	643,170	(290)	(0.05%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Director of Human Resources	1	1	1
Deputy Director - HR	1	1	1
Safety Compliance Administrator	1	1	1
Benefits Administrator	1	1	1
Risk Management Administrator	1	1	1
Human Resources Technician	1	1	1
Administrative Assistant	1	1	1
Total	7	7	7

Central Services

Fund:	General Fund	Category:	General Operations
Program Code:	10970	Contact:	James Sterling

Departmental Function:

The department's function is to provide support to all County agencies, citizens and non-profit organizations. The services include operation of the mailroom, document copying, postal services, and to provide information to the citizens.

Accomplishments in Fiscal Year 2011

- ✓ Evaluated operations to find cost savings and improve efficiencies.

Goals for Fiscal Year 2012

- ✓ Install security improvements to better protect the facility and employees.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	177,479	204,910	205,460	550	0.27%
Grants/Intergovernmental					
Fees/Charges					
Total	177,749	204,910	205,460	550	0.27%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	51,845	40,210	40,760	550	1.37%
Operating	125,634	164,700	164,700	0	0.00%
Capital Outlay					
Total	177,479	204,910	205,460	550	0.27%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Senior Office Associate	1	1	1
Total	1	1	1

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 of technology across the enterprise, which include hardware, software (in-house and third party), networks, databases, Internet, voice, and video. IT constructs and maintains an integrated information technology infrastructure (voice and data), provides data management services, supports the County's enterprise management system (PeopleSoft) and other departmental specific 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 standards for the use of information technology within the County infrastructure.

Accomplishments in Fiscal Year 2011

- ✓ Identified, consolidated, and migrated physical servers and workstations to a virtualized computing platform.
- ✓ Completed a systematic review and evaluation of the County's network infrastructure.
- ✓ Completed the County's land parcel vectorization project.
- ✓ Completed software upgrade projects for the Human Resources Department, the Division of Fire & Emergency Services, and the Division of Budget & Finance.

Goals for Fiscal Year 2012

- ✓ Complete appropriate traffic realignments based upon the completed network infrastructure review and evaluation.
- ✓ Integrate the County's vectorized parcel data into GIS web applications and digital maps.
- ✓ Begin County wide implementation of replacing workstations, network storage, and applications with redundant virtualized resources.
- ✓ Review the County's current telecommunications and security systems for possible migration to IP based industry standard platforms.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	1,705,104	1,558,140	1,641,600	83,460	5.36%
Grants/Intergovernmental					
Fees/Charges					
Total	1,705,104	1,558,140	1,641,600	83,460	5.36%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	1,037,420	1,044,510	1,138,470	93,960	9.00%
Operating	558,534	513,630	503,130	(10,500)	(2.04%)
Capital Outlay	109,150	0	0	0	0.00%
Total	1,705,104	1,558,140	1,641,600	83,460	5.36%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Director of Information Technology	1	1	1
Deputy Director of Information Technology	0	1	1
Database Administrator	1	1	1
Senior Technical Support Analyst	1	1	1
Systems Analyst	2	2	2
Technical Support Analyst II	1	1	1
IT Service Specialist III	1	1	1
IT Service Specialist II	1	1	1
IT Service Specialist I	2	2	2
Network Engineer	1	1	1
GIS Manager	1	1	1
GIS Specialist	1	1	1
GIS Database Administrator	1	1	1
Total	14	15	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	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	2,564,658	2,435,260	2,381,510	(53,750)	(2.21%)
Grants/Intergovernmental					
Fees/Charges					
Total	2,564,658	2,435,260	2,381,510	(53,750)	(2.21%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	2,145,861	2,018,310	1,922,480	(95,830)	(4.75%)
Operating	418,797	416,950	459,030	42,080	10.09%
Capital Outlay					
Total	2,564,658	2,435,260	2,381,510	(53,750)	(2.21%)

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General Fund – Buildings Summary

Category	2010 Actual	2011 Budget	2012 Budget	\$ Change	% Change
Martin Luther King Center	97,309	99,750	94,200	(5,550)	(5.56%)
Administration Building	252,940	278,900	279,900	1,000	0.36%
Administration Building II	47,237	117,000	110,850	(6,150)	(5.26%)
Court House	549,365	550,540	557,400	6,860	1.25%
County Office Building	247,793	240,260	233,460	(6,800)	(2.83%)
Administration Annex	51,524	68,900	61,400	(7,500)	(10.89%)
Dwyer Center	36,446	34,000	34,000	0	0.00%
Rental Properties	3,903	4,500	2,000	(2,500)	(55.56%)
Public Facilities Annex	69,357	59,500	65,000	5,500	9.24%
Total	1,355,874	1,453,350	1,438,210	(15,140)	(1.04%)

Intentionally left blank

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.

Accomplishments in Fiscal Year 2011

- ✓ Installed new chiller 4th floor County Office Building.
- ✓ Installed security measures in Administration Building.
- ✓ Painted hallways 1st, 2nd, 3rd, 4th floors County Office Building.
- ✓ Replaced counter in Treasurer's Office.
- ✓ Painted stair towers of Administration Building.

Goals for Fiscal Year 2012

- ✓ Remodel and occupy the Administration Building II.
- ✓ Complete energy audit and upgrades to Administration Building, 80 West Baltimore Street, County Office Building and Court House.
- ✓ Replace chair lift at Martin Luther King building.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	1,355,875	1,453,350	1,438,210	(15,140)	(1.04%)
Grants/Intergovernmental					
Fees/Charges					
Total	1,355,875	1,453,350	1,438,210	(15,140)	(1.04%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	281,181	286,040	290,400	4,360	1.52%
Operating	1,074,694	1,167,310	1,147,810	(19,500)	(1.67%)
Capital Outlay		0	0	0	0.00%
Total	1,355,875	1,453,350	1,438,210	(15,140)	(1.04%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Deputy Director Building, Grounds & Parks	1	1	1
Building Maintenance Supervisor	1	1	1
Maintenance Leadworker	1	1	1
Maintenance Worker	2	2	2
Total	5	5	5

General Fund – Other Summary

Category	2010 Actual	2011 Budget	2012 Budget	\$ Change	% Change
Women's Commission	1,780	2,000	2,000	0	0.00%
Historic District Commission	240	950	450	(500)	(52.63%)
Grants	2,823,660	0	0	0	0.00%
Total	2,825,680	2,950	2,450	(500)	(52.63%)

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Women's Commission

Fund:	General Fund	Category:	Other
Program Code:	11100	Contact:	Suzanne Menard

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.

Accomplishments in Fiscal Year 2011

- ✓ Continued to develop social networking for the women of Washington County.
- ✓ Circle of Sisters Networking Forum.
- ✓ Circle of Sisters Celebration.

Goals for Fiscal Year 2012

- ✓ Celebrate Women's History Month
- ✓ Support local girls and women's groups.
- ✓ Promote Women's Closet.
- ✓ Continue Awareness of Senate Bill 787.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	1,780	2,000	2,000	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	1,780	2,000	2,000	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	1,780	2,000	2,000	0	0.00%
Capital Outlay					
Total	1,780	2,000	2,000	0	0.00%

Services Provided or Clients Served			
Programs	2010	2011	2012
Not Provided			

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Historic District Commission

Fund:	General Fund	Category:	Other
Program Code:	11110	Contact:	Stephen Goodrich

Departmental Function:

The appointed Historic District Commission (HDC) administers design review to protect the integrity of historic structures in the HP, AO and RV zoning districts. The HDC also administers a local tax credit ordinance that provides incentives for structure preservation. The Commission's "Certified Local Government" status designates it as the coordinator of local review of National Register nominations and a participant in "106" review of federal and state funded projects. The HDC routinely applies for preservation planning grant funds. It serves in an advisory capacity to the County Commissioners and the Planning Commission making recommendations on specific preservation projects and general preservation policy.

Accomplishments in Fiscal Year 2011

- ✓ Completed inventories of Bakersville, Brownsville, Gapland and Weverton.
- ✓ Conducted review of development proposals for effects on historic sites.
- ✓ Approved various construction and tax credit applications.
- ✓ Completed local review of South Mountain Battlefield National Register nomination.
- ✓ Contributed to MOA for Brumbaugh House at Hagerstown Regional Airport.

Goals for Fiscal Year 2012

- ✓ Implement MOA for Brumbaugh House as Working Group member.
- ✓ Complete drafting of local design review guidelines.
- ✓ Accomplish training requirements to maintain CLG status.
- ✓ Continue building permit and tax credit application review as needed.

Funding Sources

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	240	950	450	(500)	(52.63%)
Grants/Intergovernmental					
Fees/Charges					
Total	240	950	450	(500)	(52.63%)

Program Expenditures

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	240	950	450	(500)	(52.63%)
Capital Outlay					
Total	240	950	450	(500)	(52.63%)

Services Provided or Clients Served			
Programs	2010	2011	2012
Plan review (building permit or tax credit)			9 (est.)
State or federal funded project review			5 (est.)
Advising opportunities			3 (est.)

General Fund – Medical Summary

Category	2010 Actual	2011 Budget	2012 Budget	\$ Change	% Change
Medical Examiner	18,690	15,000	15,000	0	0.00%
Contracted Ambulance	0	4,000	4,000	0	0.00%
Pauper Burial	0	400	400	0	0.00%
Total	18,690	19,400	19,400	0	0.00%

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Medical Examiner

Fund:	General Fund	Category:	Medical
Program Code:	11550	Contact:	Vicki Lumm

Departmental Function:

The appointed Medical Examiner 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	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	18,690	15,000	15,000	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	18,690	15,000	15,000	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	18,690	15,000	15,000	0	0.00%
Capital Outlay					
Total	18,690	15,000	15,000	0	0.00%

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Contracted Ambulance

Fund:	General Fund	Category:	Medical
Program Code:	11700	Contact:	Vicki Lumm

Departmental Function:

Under State law, the County is required to contract for services for the transport of indigent patients.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	0	4,000	4,000	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	0	4,000	4,000	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	0	4,000	4,000	0	0.00%
Capital Outlay					
Total	0	4,000	4,000	0	0.00%

Intentionally left blank

Pauper Burial

Fund:	General Fund	Category:	Medical
Program Code:	11800	Contact:	Katie Yoder

Departmental Function:

The County provides a proper burial for indigents.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	0	400	400	0	0.00%
Grants/Intergovernmental					
Fees/Charges					
Total	0	400	400	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	0	400	400	0	0.00%
Capital Outlay					
Total	0	400	400	0	0.00%

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General Fund – Public Works, Permitting & Planning Summary

Category	2010 Actual	2011 Budget	2012 Budget	\$ Change	% Change
Public Works:					
Administration	345,622	349,100	455,540	106,440	30.49%
Engineering and Construction	1,402,706	1,305,680	2,484,650	1,178,970	90.30%
	1,748,328	1,654,780	2,940,190	1,285,410	77.68%
Permitting:					
Building Inspections	1,844,176	1,879,490	0	(1,879,490)	(100.00%)
Plan Review and Permitting	724,790	798,570	1,218,460	419,890	52.58%
	2,568,966	2,678,060	1,218,460	(1,459,600)	(54.50%)
Planning:					
Planning and Zoning	1,298,869	1,245,880	1,095,900	(149,980)	(12.04%)
Zoning Appeals	45,651	55,940	53,440	(2,500)	(4.47%)
	1,344,520	1,301,820	1,149,340	(152,480)	(11.71%)
Total	5,661,814	5,634,660	5,307,990	(326,670)	(5.80%)

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Public Works Administration

Fund:	General Fund	Category:	Public Works
Program Code:	11600	Contact:	Joe Kroboth, III

Departmental Function:

To provide administration, coordination, support and leadership for public works services and ensure high-quality construction and maintenance of the County's public works infrastructure in an economic and environmentally responsible manner. Monitor/manage private sector land development construction of public improvements to ensure adequate construction quality and completion in accordance with terms and conditions agreed upon in Adequate Public Facilities Ordinance and Public Works Agreements. Administer the capital improvement program budget and ensure project implementation in accordance with the BOCC approved program. Provide policy guidance to the operating departments within Public Works. Acquire and dispose of real property on behalf of the Board of County Commissioners.

Accomplishments in Fiscal Year 2011

- ✓ Revised and submitted for BCC approval the S-3 Policy, Construction of Subdivision Infrastructure for Acceptance and Ownership by Washington County.
- ✓ Revised and submitted for BCC approval the S-4 Policy, Maintenance of Roadways and Drainage Facilities during Construction of Private or Public Developments.
- ✓ Developed and submitted for BCC approval a policy regarding Maintenance of Roadways during Private Sector Hauling Operations.
- ✓ Developed and submitted for BCC approval a policy regarding Property acquisition and disposal.
- ✓ Completed and implemented a tracking system for private development projects using the Accela Software System.
- ✓ Acquired property and submitted FCC licensing application for 10th Communications tower site.
- ✓ Obtained BCC approval and adoption of a new Stormwater Management, Grading, Sediment and Erosion Control Ordinance.
- ✓ Revised and submitted for BCC approval the snow and ice removal policy to become NIMS compliant.
- ✓ Advertised and awarded Real Property Administrator's new Property Acquisition and Property Appraisal consulting services contracts.
- ✓ Authored white paper on "Target Funding Level for Capital Budget Payment Maintenance Program."
- ✓ Secured a \$550,000 State Grant for Devil's Backbone Dam repairs.
- ✓ Evaluated, submitted and obtained BCC approval for an alternative surety program for private development.

Goals for Fiscal Year 2012

- ✓ Relocate Public Works Administration, Land Development Engineering and Capital Projects Engineering operations to 120-128 West Washington Street.
- ✓ Acquire properties for Robinwood Drive Widening, Longmeadow Road/Marsh Pike Intersection Improvements, future Southern Blvd. and various other Capital Projects.
- ✓ Review and update Division of Public Works Administration office and all Public Works operations department's websites.
- ✓ Revise Division of Public Works Construction Standards.
- ✓ Complete a study to determine a potential site for the Central Section Highway Department facility.
- ✓ Recommend a sidewalk maintenance policy.
- ✓ Develop an employee parking allocation policy for center city County facilities.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	345,622	349,100	455,540	106,440	30.49%
Grants/Intergovernmental					
Fees/Charges					
Total	345,622	349,100	455,540	106,440	30.49%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	323,618	327,440	430,010	102,570	31.32%
Operating	19,241	21,660	25,530	3,870	17.87%
Capital Outlay	2,763	0	0	0	0.00%
Total	345,622	349,100	455,540	106,440	30.49%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Director of Public Works	1	1	1
Real Property Administrator	1	1	1
Documents Coordinator	1	1	1
GIS Analyst	1	1	1
Public Works Engineer	0	0	1
Total	4	4	5

Public Works – Engineering & Construction

Fund:	General Fund	Category:	Public Works
Program Code:	11620	Contact:	Robert Slocum

Departmental Function:

Plan, budget, survey, engineer, manage, and inspect construction of infrastructure improvements in the Washington County Capital Improvement Plan. Manage public and privately owned stormwater management structures. Inspect residential and commercial building construction, renovation, and improvements. Manage inspection of private land development in the County.

Accomplishments in Fiscal Year 2011

- ✓ Completed the Transit Transfer Center, Transit Garage Improvements, Barnes Road Bridge, Harpers Ferry Bridge, Pangborn Sidewalk Extension, Southern Section Fueling Facility Phase IA Emergency Housing Units, and Smithsburg School Complex Signal.
- ✓ Began construction of the Central Library Renovation, Halfway and Massey Boulevard Intersection Improvements, Devils Backbone Dam.
- ✓ Coordinated with EDC to secure one Appalachian Regional Commission grant and apply for another grant.
- ✓ Secured a safe Routes to Schools Grant in the amount of \$592,000 to improve sidewalks at Lincolnshire Elementary School.
- ✓ Coordinated with the State Highway Administration to secure \$363,000 in funding and expansion of the Devils Backbone repair project.
- ✓ Conducted energy audit under Energy Efficiency Conservation Block Grant.
- ✓ Issued RFP for Design of Eastern Boulevard Extended under Federal Earmark for \$95,000.
- ✓ Paved and repaired fifteen road miles with asphalt and 41 road miles with chip seal.
- ✓ Combined Permits and Land Development inspections with Capital Projects to form the Department of Engineering and Construction.
- ✓ Completed 24,869 inspections, 268 service requests; largely within 24 hours or less.
- ✓ Initiated web based bridge reporting system.

Goals for Fiscal Year 2012

- ✓ Capitalize upon reorganization.
- ✓ Seek additional State and Federal aid for Washington County Capital Projects.
- ✓ Perform energy conservation retrofit under the Energy Efficiency Conservation Block Grant in the amount of \$438,000.
- ✓ Pave and repair seven road miles with asphalt and forty nine road miles with chip seal.
- ✓ Issue RFP for Design of Eastern Boulevard Phase II under Federal Earmark for \$380,000.
- ✓ Complete design and right of way phases of Southern Boulevard I, Eastern Boulevard Phase I, Robinwood Corridor II.
- ✓ Complete construction of the Marsh Pike/Longmeadow Road Intersection Improvement project.
- ✓ Advertise and begin construction of the new Senior Center.
- ✓ Cross train building inspectors to serve intermittent duties on capital projects and site development.
- ✓ Equip Land Development inspectors with the same mobility and efficiency of Building inspectors.
- ✓ Train staff to maintain department website.
- ✓ Coordinate stormwater management and NPDES with DEM Water Resource Engineer.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	1,398,061	1,304,680	2,483,650	1,178,970	90.36%
Grants/Intergovernmental					
Fees/Charges	4,645	1,000	1,000	0	0.00%
Total	1,402,706	1,305,680	2,484,650	1,178,970	90.30%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	1,325,820	1,248,340	2,352,990	1,104,650	88.49%
Operating	47,618	57,340	131,660	74,320	129.61%
Capital Outlay	29,268	0	0	0	0.00%
Total	1,402,706	1,305,680	2,484,650	1,178,970	90.30%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Deputy Director Engineering & Construction	1	1	1
Chief, Engineering Design	1	1	1
Structural Engineer	1	1	1
Civil Engineer	2	2	2
Chief of Surveys	1	1	1
Chief, Construction Inspection	0	0	1
Project Manager	4	4	4
Engineering Technician III	3	3	3
Survey Party Chief	1	1	1
Survey Technician	1	1	1
Construction Inspector	2	2	5
Stormwater Management Coordinator	0	0	1
Combination Inspector	0	0	1
Electrical Inspector I	0	0	2
Electrical Inspector II	0	0	1
Senior Building Inspector	0	0	1
Building Inspector I	0	0	2
Building Inspector II	0	0	1
Plumbing Inspector	0	0	2
Administrative Assistant	1	1	1
Office Associate	0	0	1
Total	18	18	34

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Building Inspections

Fund:	General Fund	Category:	Permitting
Program Code:	11500	Contact:	Jennifer Smith

Departmental Function:

The major function of the Building Inspections department is 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. The department serves 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. This department is also charged with licensing plumbers biennially and electrical contractors every three years. Junkyards and operators of amusement devices are issued on yearly basis.

Accomplishments in Fiscal Year 2011

This department was reorganized and is now in department 11610 – Plan Review and Permitting. Accomplishments have been included in department 11610.

Goals for Fiscal Year 2012

This department was reorganized and is now in department 11610 – Plan Review and Permitting.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	910,282	812,540	0	(812,540)	(100.00%)
Grants/Intergovernmental					
Fees/Charges	933,894	1,066,950	0	(1,066,950)	(100.00%)
Total	1,844,176	1,879,490	0	(1,879,490)	(100.00%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	1,721,491	1,746,630	0	(1,746,630)	(100.00%)
Operating	122,685	132,860	0	(132,860)	(100.00%)
Capital Outlay					
Total	1,844,176	1,879,490	0	(1,879,490)	(100.00%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Permits & Inspections Director	1	1	0
Permits & Inspections Deputy Director	1	1	0
Chief Plans Examiner	1	1	0
Plans Examiner II	1	1	0
Plans Examiner	1	1	0
Senior Plans Examiner	1	1	0
Zoning Coordinator	1	1	0
Building Inspector I	4	4	0
Chief Inspector	1	1	0
Electrical Inspector I	2	2	0
Electrical Inspector II	1	1	0
Combination Inspector	1	1	0
Office Manager	1	1	0
Permits Administrator	1	1	0
Permit Specialist	3	2	0
Permits Technician	3	1	0
Office Associate	1	0	0
Senior Building Inspector	1	1	0
Zoning Inspector	1	1	0
Plumbing Inspector I	2	2	0
Building Appeals Board Member	.5	.5	0
Electrical Board Member	2	2	0
Plumbing Board Member	3.5	3.5	0
Total	35	31	0

Plan Review and Permitting

Fund:	General Fund	Category:	Permitting
Program Code:	11610	Contact:	Jennifer Smith

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 biennially and electrical contractors every three years. Junkyards are issued on yearly basis. Manages the County floodplain management program and implement the County floodplain Ordinance.

Accomplishments in Fiscal Year 2011

- ✓ Continued to create an automated tracking system using Permits Plus, GIS, and Microsoft Access to track plan review and permitting submittals, comments and approvals of land development activity.
- ✓ Initiated an update of the Washington County Floodplain Ordinance.
- ✓ Assisted the Division of Planning and Community Development in the development of a Water Resources Element for Washington County.
- ✓ Completed an update of the plan review fee structure.
- ✓ Established standard operating procedure for residential and commercial land development engineering plan review process.
- ✓ Published public information booklet on trade licensing.
- ✓ Expanded on line services to include license renewal application.
- ✓ Expanded online service to include service requests.
- ✓ Published public information booklet on commercial permit application process.
- ✓ Developed standard operating procedures for residential and commercial building plan review process

Goals for Fiscal Year 2012

- ✓ Continue to enhance the automated tracking system using Permits Plus, GIS, and Microsoft Access to track plan review and permitting submittals, comments and approvals of land development activity.
- ✓ Develop procedures and policies to improving efficiency and remove duplication in engineering and land use plan review and tracking processes.
- ✓ Develop a draft of the updated Washington County Floodplain Ordinance.
- ✓ Assist the Division of Environmental Management in the development of a Chesapeake Bay Phase II WIP.
- ✓ Assist the Department of Planning and Zoning in implementation of the WRE.
- ✓ Develop recommendations for Subdivision Ordinance Text Amendments for Department of Planning and Zoning.
- ✓ Publish public information booklet on trade licensing.
- ✓ Initiate and publish information booklet on the commercial permit application process.
- ✓ Initiate one central filing system to be used by all Plan Review and Permitting personnel.
- ✓ Develop a standard operating procedure for processing revised land development plans.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	638,771	701,570	113,100	(588,470)	83.88%
Grants/Intergovernmental					
Fees/Charges	86,019	97,000	1,105,360	1,008,360	1039.55%
Total	724,790	798,570	1,218,460	419,890	52.58%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	634,213	742,540	1,123,370	380,830	51.29%
Operating	70,740	56,030	95,090	39,060	69.71%
Capital Outlay	19,837	0	0	0	0.00%
Total	724,790	798,570	1,218,460	419,890	52.58%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Director, Plan Reviewing and Permitting	0	0	1
Deputy Director Land Development Engineer	1	1	0
Deputy Director, Permitting	0	0	1
Deputy Director, Plan Review	0	0	1
Senior Planner	0	0	2
Plan Reviewer	2	2	2
Transportation Engineer	1	1	0
Stormwater Management/Utility Coordinator	1	1	0
Stormwater Management Technician	1	1	0
Engineering Inspector	3	3	0
Chief Plans Examiner	0	0	1
Plans Examiner II	0	0	1
Plans Examiner	0	0	1
Senior Plans Examiner	0	0	1
Zoning Coordinator	0	0	1
Zoning Inspector	0	0	1
Office Manager	0	0	1
Senior Office Associate	0	0	1
Office Associate	1	1	1
Permits Administrator	0	0	1
Permit Specialist	0	0	1
Permits Technician	0	0	2
Building Appeals Board Member	0	0	.5
Electrical Board Member	0	0	2
Plumbing Board Member	0	0	3.5
Total	10	10	26

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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 sewerage, transportation and annual reporting. The department is also responsible for the implementation of long term 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 the home of GIS that creates and maintains the mapping data and layers used by the Department and the Plan Review and Permitting Department, analysis of that data, map production for planning documents and on an as needed project basis. All land preservation programs, forest conservation program administration, school adequacy evaluations, Historic District Commission activities, addressing and road name maintenance are also housed in this department.

Accomplishments in Fiscal Year 2011

- ✓ Adoption of Solid Waste Plan.
- ✓ Adoption of Water and Sewerage Plan.
- ✓ Completed Planning Commission recommendations for UGA rezoning.
- ✓ Adoption of Comprehensive Plan amendment for Water Resources Element.
- ✓ Completed Forest Conservation Study Group recommendations.
- ✓ Adoption of Comprehensive Plan amendment for Priority Preservation Areas.
- ✓ Received parcel vectorization product from consultant.

Goals for Fiscal Year 2012

- ✓ Initiate update of Land Preservation and Recreation Plan.
- ✓ Initiate Comprehensive Plan update.
- ✓ Apply parcel vectorization to GIS layers and establish maintenance protocol.
- ✓ Initiate Water Resources Element implementation.
- ✓ Adoption of address ordinance.
- ✓ Zoning Ordinance amendment for solar and wind energy utilities.
- ✓ Implement new annual reporting requirements.
- ✓ Assist Plan Review and Permitting with Subdivision Ordinance amendments.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	1,212,850	1,148,880	1,028,900	(119,980)	(10.44%)
Grants/Intergovernmental					
Fees/Charges	86,019	97,000	67,000	(30,000)	(33.33%)
Total	1,298,869	1,245,880	1,095,900	(149,980)	(12.04%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	1,239,460	1,167,440	1,034,660	(132,780)	(11.37%)
Operating	54,386	78,440	61,240	(17,200)	(21.93%)
Capital Outlay	5,023				
Total	1,298,869	1,245,880	1,095,900	(149,980)	(12.04%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Planning Director	1	1	1
Chief Planner	2	2	1
Senior Planner	3	3	1
Planner	2	2	1
Rural Preservation Administrator	1	1	0
Land Preservation Planner	1	1	0
Parks & Environmental Planner	1	1	1
GIS Coordinator	1	1	1
GIS Analyst	1	1	1
GIS Technician	1	1	1
Permits Processor	1	1	0
Administrative Assistant	1	1	1
Office Associate	1	1	0
Planning Commission Members	2.5	2.5	2.5
Total	19.5	19.5	11.5

Zoning Appeals

Fund:	General Fund	Category:	Planning and Zoning
Program Code:	10810	Contact:	Jennifer Smith

Departmental Function:

The Board of Zoning Appeals is located within the Permits & Inspections department and is assigned a secretary, which serves 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.

Accomplishments in Fiscal Year 2011

- ✓ Completed Implementation of Administrative Variance.
- ✓ Established standard procedures for appeals.

Goals for Fiscal Year 2012

- ✓ Publish public information booklet for appeal process.
- ✓ Post Appeal information on Citizen Access for our customers to follow the Appeal process through the internet from the initial application through to the decision and opinion.

Funding Sources

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	29,026	33,440	30,940	(2,500)	(4.47%)
Grants/Intergovernmental					
Fees/Charges	16,625	22,500	22,500	0	0.00%
Total	45,651	55,940	53,440	(2,500)	(4.47%)

Program Expenditures

Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	21,775	26,640	26,640	0	0.00%
Operating	23,876	29,300	26,800	(2,500)	(8.53%)
Capital Outlay					
Total	45,651	55,940	53,440	(2,500)	(4.47%)

Staffing Summary (FTE's)

Positions	2010	2011	2012
Zoning Appeals Board Members	3	3	3

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General Fund – Parks & Facilities Summary

Category	2010 Actual	2011 Budget	2012 Budget	\$ Change	% Change
Buildings, Grounds & Parks	1,705,891	1,741,470	1,669,130	(72,340)	(4.15%)
Martin L. Snook Pool	119,889	127,400	126,400	(1,000)	(0.78%)
Fitness & Recreation	677,008	660,780	662,940	2,160	0.33%
Total	2,502,788	2,529,650	2,458,470	(71,180)	(2.81%)

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Buildings, Grounds & Parks

Fund:	General Fund	Category:	Parks & Facilities
Program Code:	11900	Contact:	James Sterling

Departmental Function:

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

Accomplishments in Fiscal Year 2011

- ✓ Re-graded softball fields MLS Park.
- ✓ Upgraded water system Chestnut Grove Park.
- ✓ Started repairs to Devils Backbone Dam.
- ✓ Implemented pet friendly areas to several parks.

Goals for Fiscal Year 2012

- ✓ Install walkway lights Doubs Woods Park.
- ✓ Repair concession stand Pinesburg Park.
- ✓ Start Tammany Park Development.
- ✓ Continue Hazardous Tree Mitigation Program.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	1,626,263	1,673,470	1,594,630	(78,840)	(4.71%)
Grants/Intergovernmental					
Fees/Charges	79,628	68,000	74,500	6,500	9.56%
Total	1,705,891	1,741,470	1,669,130	(72,340)	(4.15%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	1,309,548	1,401,100	1,336,050	(65,050)	(4.64%)
Operating	338,548	340,370	333,080	(7,290)	(2.14%)
Capital Outlay	57,795	0	0	0	0.00%
Total	1,705,891	1,741,470	1,669,130	(72,340)	(4.15%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Director of Building, Grounds & Parks	1	1	1
Field Operations Supervisor	1	1	1
Park/Playground Inspector	1	1	1
Senior Office Associate	2	2	2
Facilities Coordinator	1	1	1
Equipment Operator/Mechanic	2	2	2
Maintenance Trades worker	2	2	2
Maintenance Leadworker	2	2	2
Maintenance Worker	9	9	7
Assistant Field Operations Supervisor	1	1	1
Ballfield Attendant	.5	.5	.5
Park Attendant	9	9	9
Total	31.5	31.5	29.5

Martin L. Snook Pool

Fund:	General Fund	Category:	Parks & Facilities
Program Code:	12000	Contact:	James Sterling

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.

Accomplishments in Fiscal Year 2011

- ✓ Replaced gutter drain.
- ✓ White coated pool.
- ✓ Refurbished pump room, filters, pumps, and electric service/panel.

Goals for Fiscal Year 2012

- ✓ Replace/rebuild lifeguard platforms.
- ✓ Install security cameras.
- ✓ Install vinyl flooring in concession stand.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	45,758	52,400	51,400	(1,000)	(1.91%)
Grants/Intergovernmental					
Fees/Charges	74,131	75,000	75,000	0	0.00%
Total	119,889	127,400	126,400	(1,000)	(0.78%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	80,259	78,550	78,550	0	0.00%
Operating	39,630	48,850	47,850	(1,000)	(2.05%)
Capital Outlay					
Total	119,889	127,400	126,400	(1,000)	(0.78%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Pool Manager	.5	.5	.5
Assistant Pool Manager	.5	.5	.5
Head Lifeguard	.5	.5	.5
Lifeguard	6.5	8	8
Cashier	4	4	4
Total	11.5	13	13

Fitness and Recreation

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

Departmental Function:

The Department of Recreation administers 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.

Accomplishments in Fiscal Year 2011

- ✓ Developed Guidelines and Reference Manual for Recreation Operations.
- ✓ Established more partnerships with community organizations to offer expanded programs. We worked with the Town of Hancock annual Barge Bash.
- ✓ Developed a Golf Clinic for a Winter program with Black Rock Golf Course.

Goals for Fiscal Year 2012

- ✓ Work with Human Resources Department in developing a Wellness/Fitness program for all County Employees.
- ✓ Work with the City of Hagerstown in developing joint programming.
- ✓ Continue to establish credit card capabilities for the registration process.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	417,023	385,780	387,940	2,160	0.56%
Grants/Intergovernmental					
Fees/Charges	259,985	275,000	275,000	0	0.00%
Total	677,008	660,780	662,940	2,160	0.33%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	553,811	535,510	538,690	3,180	0.59%
Operating	108,146	125,270	124,250	(1,020)	(0.81%)
Capital Outlay	15,051	0	0	0	0.00%
Total	677,008	660,780	662,940	2,160	0.33%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Recreation Programs Director	1	1	1
Senior Office Associate	1	1	1
Recreation Program Coordinator	3	3	3
Recreation Program Worker	94.5	94.5	94.5
Total	99.5	99.5	99.5

General Fund – Economic Development Summary

Category	2010 Actual	2011 Budget	2012 Budget	\$ Change	% Change
Economic Development Commission	637,382	626,510	827,410	200,900	32.07%
Agricultural Marketing	114,956	96,330	0	(96,330)	(100.00%)
Total	752,338	722,840	827,410	104,570	14.47%

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Economic Development Commission

Fund:	General Fund	Category:	Economic Development
Program Code:	12500	Contact:	Tim Troxell

Departmental Function:

The Hagerstown-Washington County Economic Development Commission is a County agency that provides assistance to new and expanding businesses throughout Hagerstown and Washington County, Maryland. The Economic Development Commission 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.

Accomplishments in Fiscal Year 2011

- ✓ Through the EDC's efforts, Washington County was the first county in Maryland to close a RZFB project, used all of its RZFB funds, and landed multiple projects totaling \$19.25 million.
- ✓ Assisted in the expansion/relocation of several businesses that will result in over 700 new jobs for the community.
- ✓ Assisted in bringing \$42.3 million in new capital investment to Washington County.
- ✓ Established and began implementation of a social media marketing strategy to optimize the EDC's presence on the internet.

Goals for Fiscal Year 2012

- ✓ Support the current and future needs of existing businesses.
- ✓ Attract new businesses to Washington County emphasizing target industries.
- ✓ Create a strategic Economic Development Master Plan.
- ✓ Increase marketing initiatives at Hagerstown Regional Airport.
- ✓ Support the current and future needs of new and existing agricultural enterprises through economic strategies and marketing programs.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	637,382	626,510	827,410	200,900	32.07%
Grants/Intergovernmental					
Fees/Charges					
Total	637,382	626,510	827,410	200,900	32.07%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	455,927	458,980	610,090	151,110	32.92%
Operating	174,368	167,530	217,320	49,790	29.72%
Capital Outlay	7,087	0	0	0	0.00%
Total	637,382	626,510	827,410	200,900	32.07%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Economic Development Director	1	1	1
Deputy Director Economic Development	1	1	1
Marketing Specialist	1	1	0
Fiscal/Research Specialist	1	1	1
Administrative Assistant	1	1	1
Project Coordinator	1	1	1
Ag Marketing Specialist	0	0	1
Business Development Specialist	0	0	1
Total	6	6	7

Agricultural Marketing

Fund:	General Fund	Category:	State Functions
Program Code:	94031	Contact:	Lynn Little/Leslie Hendrickson

Departmental Function:

The Agricultural Marketing Office has the responsibility for developing, marketing, and managing economic development strategies and implements marketing programs to attract, retain, preserve, and grow the agricultural industry and related businesses in Washington County, Maryland. The Agricultural Marketing office will serve as a liaison between the County and the agriculture industry community.

Accomplishments in Fiscal Year 2011

- ✓ The process of creating a Farmers Market Brochure was started.
- ✓ Continued to utilize established "Brand" and provide more educational and collaborative opportunities for more advanced brand recognition.
- ✓ Provided more visitation, learning and outreach opportunities for Washington County students to raise awareness to the importance of agriculture in their daily lives and in our county.
- ✓ Continued to provide agricultural education opportunities exist for all people of Washington County. Strategize and implement classes with University of Maryland Extension to bring new technologies, advanced methods and practices, and funding to support green energy, and clean water.
- ✓ Expanded farm and agricultural relationships with community and media.
- ✓ Used media tool Facebook to provide more consumer reach potential.
- ✓ Partnered with Convention and Visitors Bureau and Chamber of Commerce to promote Washington County's agricultural heritage and diversity which will complement our rich history.

Goals for Fiscal Year 2012

This department was reorganized and is now in department 12500 – Economic Development Commission.

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	111,927	93,330	0	(93,330)	(100.00%)
Grants/Intergovernmental					
Fees/Charges	3,029	3,000	0	(3,000)	(100.00%)
Total	114,956	96,330	0	(96,330)	(100.00%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	62,107	62,660	0	(62,660)	(100.00%)
Operating	52,849	33,670	0	(33,670)	(100.00%)
Capital Outlay		0	0	0	0.00%
Total	114,956	96,330	0	(96,330)	(100.00%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Ag Marketing Specialist	1	1	0
Total	1	1	0

Highway Fund

- Highway Fund Summary
- Highway Fund Detail includes:
 - Functions
 - Accomplishments for Fiscal Year 2011
 - Goals for Fiscal Year 2012
 - Funding Sources and Program Expenditures
 - Staffing Summaries or Services Provided

Highway Fund Summary

Highway Fund Revenue

Fund	2010 Actual	2011 Budget	2012 Budget	\$ Change	% Change
Highway Fund	3,026,779	8,489,090	8,614,960	125,870	1.48%
Total	3,026,779	8,489,090	8,614,960	125,870	1.48%

Highway Fund Expenditures

Fund	2010 Actual	2011 Budget	2012 Budget	\$ Change	% Change
Highway Fund	8,740,923	8,489,090	8,614,960	125,870	1.48%
Total	8,740,923	8,489,090	8,614,960	125,870	1.48%

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Highway

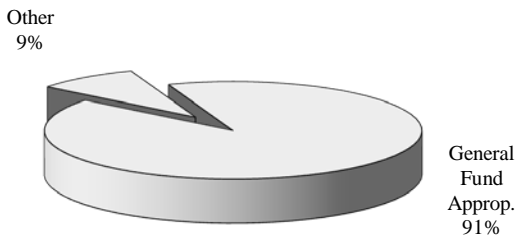
Fund:	Highway	Category:	Special Revenue
Program Code:	20	Contact:	Edwin Plank

Departmental Function:

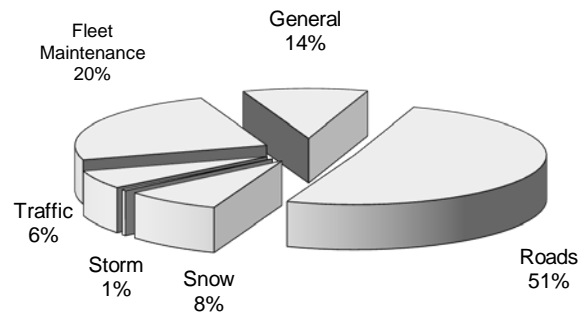
The Washington County Highway Department is responsible for the maintenance of the County's Road system; this includes but is not limited to patching, resurfacing, stabilization of dirt roads, keeping ditch lines clear of debris, mowing along County right of ways, mowing storm water management ponds, 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 Fund Revenue Summary



Highway Fund Expense Summary



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

Accomplishments in Fiscal Year 2011

- ✓ Continued maintenance programs to enhance safe travel for citizens of Washington County.
- ✓ Continued to work in conjunction with the Engineering Department to prep roads for chip seal and overlay.

Goals for Fiscal Year 2012

- ✓ Research numerous options that will allow our department to move forward with getting a new facility in FY2016.
- ✓ Work with Budget and Finance to develop new departments within our budget for Storm Water Management and a Vehicle Replacement Program.
- ✓ Working with Human Resources to install Fall Protection at each Highway Department location.

Detail Summary

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support		7,856,020	7,856,020	0	0.00%
Operating and Capital Grants					
Fees/Charges	3,026,779	633,070	758,940	125,870	19.88%
Total	3,026,779	8,489,090	8,614,960	125,870	1.48%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	5,634,137	5,563,500	5,537,660	(25,840)	(0.46%)
Operating	2,883,510	2,712,460	2,799,100	86,640	3.19%
Capital Related Costs	223,276	213,130	278,200	65,070	30.53%
Total	8,740,923	8,489,090	8,614,960	125,870	1.48%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Highway Director	1	1	1
Office Manager	1	1	1
Senior Office Associate	1	1	1
Section Supervisor	5	5	5
Assistant Section Supervisor	4	4	4
Road Crew Leader	1	0	0
Lead Construction Specialist	1	1	1
Equipment Operator III	14.5	14.5	13.5
Crew Coordinator/Equip Operator II	1	1	1
Equipment Operator II	24	24	24
Equipment Operator I	27.5	26.5	26.5
Traffic Control/Safety Supervisor	1	1	1
Sign Mechanic	3	3	3
Fleet Manager	1	1	1
Assistant Fleet Manager	1	1	1
Automotive Service Technician	5	5	5
Fleet Services Coordinator	1	1	1
Welder	1	1	1

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Maintenance Service Assistant	1	1	1
Guards	4	4	4
Automotive Body Mechanic	1	1	1
PT Office Associate	.5	.5	.5
Total	99.5	98.5	97.5

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Other Governmental Funds

- Foreign Trade Zone Fund
- Agricultural Education Center Fund
- Community Partnership Fund
- Inmate Welfare Fund
- Gaming Fund
- Hotel Rental Tax Fund
- Land Preservation Fund
- Contraband Fund
- HEPMPO Fund
- Fund Details include:
 - Functions
 - Accomplishments for Fiscal Year 2011
 - Goals for Fiscal Year 2012
 - Funding Sources and Program Expenditures
 - Staffing Summaries or Services Provided

Other Governmental Funds Summary

Other Governmental Funds Revenue

Fund	2010 Actual	2011 Budget	2012 Budget	\$ Change	% Change
Foreign Trade Zone	0	0	0	0	0.00%
Agricultural Education Center	131,226	187,430	186,030	(1,400)	(0.75%)
Community Partnership	316,506	295,760	307,560	11,800	3.98%
Inmate Welfare	496,630	744,310	449,570	(294,740)	(39.60%)
Gaming	2,158,180	2,150,980	2,083,480	(67,500)	(3.14%)
Hotel Rental Tax	1,551,939	1,500,000	1,500,000	0	0.00%
Land Preservation	433,158	640,330	1,556,920	916,590	143.14%
Contraband	29,853	40,000	36,120	(3,880)	(9.70%)
HEPMPO	0	0	410,210	410,210	100.00%
Total	5,117,492	5,558,810	6,529,890	971,080	17.47%

Other Governmental Funds Expenditures

Fund	2010 Actual	2011 Budget	2012 Budget	\$ Change	% Change
Foreign Trade Zone	0	0	0	0	0.00%
Agricultural Education Center	171,454	187,430	186,030	(1,400)	(0.75%)
Community Partnership	316,506	295,760	307,560	11,800	3.98%
Inmate Welfare	480,067	744,310	449,570	(294,740)	(39.60%)
Gaming	2,176,513	2,150,980	2,083,480	(67,500)	(3.14%)
Hotel Rental Tax	1,370,014	1,500,000	1,500,000	0	0.00%
Land Preservation	709,893	640,330	1,556,920	916,590	143.14%
Contraband	39,216	40,000	36,120	(3,880)	(9.70%)
HEPMPO	0	0	410,210	410,210	100.00%
Total	5,263,663	5,558,810	6,529,890	971,080	17.47%

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Foreign Trade Zone

Fund:	Foreign Trade Zone	Category:	Governmental Fund
Program Code:	22	Contact:	Greg Larsen

Departmental Function:

The Federal Government created the U. S. Foreign-Trade Zone (FTZ) Program in the 1930's to facilitate trade and to increase the global competitiveness of U.S. based companies. FTZs offer numerous economic benefits such as the ability to reduce, defer, or eliminate Customs duties on merchandise that enters these uniquely regarded areas, while providing importation efficiencies. FTZ 255 (Washington County) was designated by the U. S. Department of Commerce in July of 2002 by way of a "Grant of Authority" provided to the Board of County Commissioners. The Board established the FTZ Commission for Washington County, Maryland in January of 2002 to oversee the day-to-day operation and management of the Zone 255.

Detail Summary

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support					
Grants/Intergovernmental					
Fees/Charges	0	0	0	0.00	0.00%
Total	0	0	0	0.00	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	0	0	0	0.00	0.00%
Capital Outlay					
Total	0	0	0	0.00	0.00%

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Agricultural Education Center

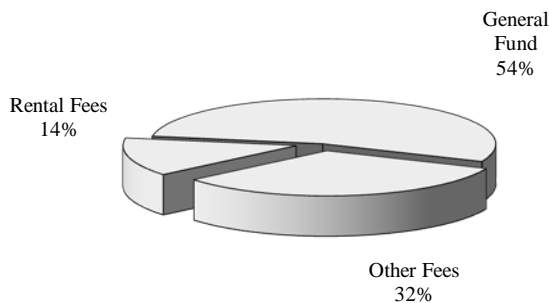
Fund:	Agricultural Education Center	Category:	Governmental Fund
Program Code:	23	Contact:	James Sterling

Departmental Function:

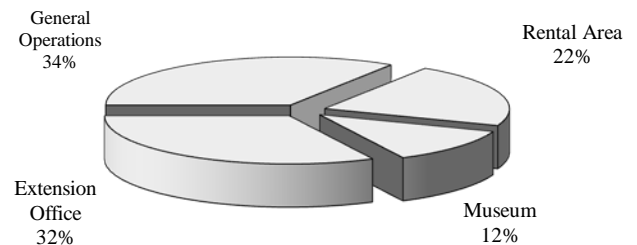
The Agricultural Education Center function is to promote agricultural and youth interest in Washington County and to educate the public about Washington County's agricultural heritage. The site includes a multi-purpose building, three pole barns, horse show arena, tractor pull track, milking parlor,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

Fund Summary

Agricultural Ed Center Revenue Summary



Agricultural Ed Center Expense Summary



The General Fund appropriation accounts for 54% or \$100,000 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

Accomplishments in Fiscal Year 2011

- ✓ Upgraded storm water plan and pond.
- ✓ Excavated for 2 new buildings in the Rural Heritage Village.
- ✓ Performed site grading for Transportation Museum.

Goals for Fiscal Year 2012

- ✓ Incorporate Rain Gardens in the Rural Heritage Village.
- ✓ Complete construction of the Transportation Museum Building.
- ✓ Make necessary water system upgrades to the facility.

Detail Summary

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	100,000	100,000	100,000	0	0.00%
Grants/Intergovernmental					
Fees/Charges	31,226	87,430	86,030	(1,400)	(1.60%)
Total	131,226	187,430	186,030	(1,400)	(0.75%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	42,560	42,150	48,320	6,170	14.64%
Operating	128,894	145,280	137,710	(7,570)	(5.21%)
Capital Outlay					
Total	171,454	187,430	186,030	(1,400)	(0.75%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Senior Office Associate	1	1	1
Total	1	1	1

Community Partnership

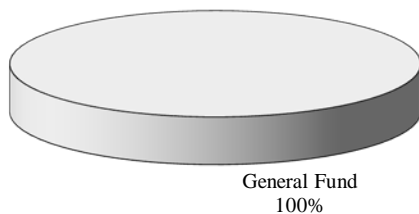
Fund:	Community Partnership	Category:	Governmental Fund
Program Code:	24	Contact:	Stephanie Stone

Departmental Function:

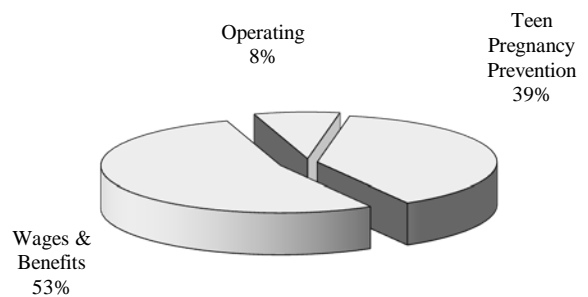
The mission of the Washington County Community Partnership (WCCP) for Children and Families is to work together to improve the lives of children and families in Washington County. The vision is that all Washington County children will be raised in a safe, healthy and nurturing environment to become healthy and responsible adults.

Fund Summary

Community Partnership Revenue Summary



Community Partnership Expense Summary



Only the administrative costs of the Community Partnership Fund and the Teen Pregnancy Program funded by an appropriation from the General Fund are reflected in this budget. The State and Federal funding and those programs supported by those grants are not presented in this budget.

Department/Agency

Accomplishments in Fiscal Year 2011

- ✓ Provided technical assistance, contracting and program monitoring per requirements of Governor's Office for Children (GOC) as specified in the GOC Policies and Procedures Manual.
- ✓ Encouraged community partnerships as part of the Local Management Board (LMB), collaborative partners, and community stakeholders through regular LMB board and committee meetings addressing needs and issues of the community as identified by the current LMB's Community Needs Assessment.
- ✓ Provided funding of programs through the 2011 Community Partnership Agreement with the Governor's Office for Children. (GOC) for Children's Cabinet Interagency Funding.

Goals for Fiscal Year 2012

- ✓ To provide technical assistance, contracting and program monitoring per requirements of Governor's Office for Children (GOC) as specified in the GOC Policies and Procedures Manual and CPA Contract.
- ✓ To encourage community partnerships as part of the Local Management Board (LMB), collaborative partners, and community stakeholders through regular LMB board and committee meetings addressing needs and issues of the community as identified by the current LMB's Community Needs Assessment.
- ✓ To provide program funding to the community through the 2012 Community Partnership Agreement with the Governor's Office for Children (GOC) for Children's Cabinet Interagency Funding.

Accomplishments in Fiscal Year 2011

- ✓ All staff participated in the Strategic Community Impact Planning (SCIP) which will provide information to be used in making decisions about the areas that need to be addressed in the community. This plan will serve as the LMB Needs Assessment Plan to be used for future planning.
- ✓ Continued to provide, monitor and contract for funding to the community for clinical and youth development/educational services to reduce County teen birth rates.
- ✓ Maximized the availability of services to children, youth and families through collaborations with the Regional Care Management Entity (CME).

Goals for Fiscal Year 2012

- ✓ To continue to participate in the Strategic Community Impact Planning (SCIP) which will provide information to be used in making decisions about the areas that need to be addressed in the community. This plan will serve as the LMB Needs Assessment Plan and used for future planning.
- ✓ To continue to provide, monitor and contract for funding to the community for clinical and youth development/educational services to reduce County teen birth rates.
- ✓ To maximize the availability of services to children, youth and families through collaborations with the Regional Care Management Entity (CME).

Detail Summary

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	316,506	295,760	307,560	11,800	3.98%
Grants/Intergovernmental					
Fees/Charges					
Total	316,506	295,760	307,560	11,800	3.98%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	183,427	152,810	164,610	11,800	7.72%
Operating	13,781	23,650	23,650	0	0.00%
Appropriations	119,298	119,300	119,300	0	0.00%
Total	316,506	295,760	307,560	11,800	3.98%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Director, Children and Youth Services	1	1	1
Senior Office Associate	1	1	0
Family Services Coordinator	1	0	0
Project Coordinator	3	3	1
Senior Project Manager	1	1	1
Total	7	6	3

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Inmate Welfare

Fund:	Inmate Welfare	Category:	Governmental Fund
Program Code:	25	Contact:	Major Van Evans

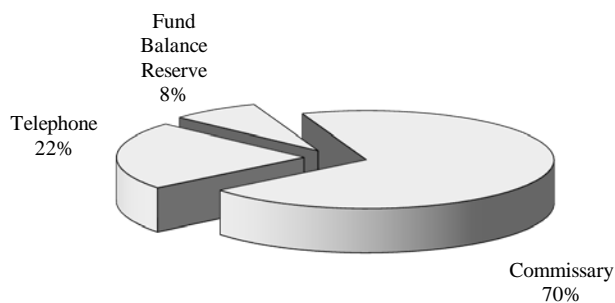
Departmental Function:

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.

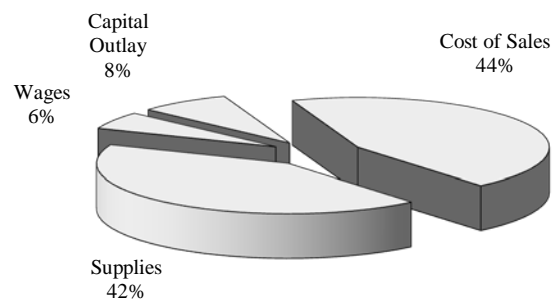
11-903 Each fund is a special continuing, non-lapsing fund. (2) (I) Each fund consists of I 1-profits derived from the sale of good through the commissary operation, telephone and vending machine commissions. See Chapter 27 11-902-11-904 for more details.

Fund Summary

Inmate Welfare Fund Revenue Summary



Inmate Welfare Fund Expense Summary



Commissary sales account for 70% or \$313,700 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

Accomplishments in Fiscal Year 2011

- ✓ Started to establish the inmate video visitation in new housing unit.
- ✓ Increased the usage of the inmate tracking system.
- ✓ Computerized inmate visitation scheduling.

Goals for Fiscal Year 2012

- ✓ Computerize inmate medical records.
- ✓ Update the inmate library.
- ✓ Increase the commissary choices available for inmates.
- ✓ Research the usage of a kiosk for inmate commissary purchases.
- ✓ Research and possibly initiate the usage of headsets for pod TVs.

Detail Summary

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support					
Grants/Intergovernmental		229,310	34,540	(196,170)	(85.54%)
Fees/Charges	496,630	515,000	415,030	(99,970)	(19.41%)
Total	496,630	744,310	449,570	(294,740)	(39.60%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	15,474	25,550	25,550	0	0.00%
Operating	442,997	458,760	389,480	(69,280)	(15.10%)
Capital Outlay	21,596	260,000	34,540	(225,460)	(86.72%)
Total	480,067	744,310	449,570	(294,740)	(39.60%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Inmate Teacher	.5	.5	.5
Total	.5	.5	.5

Gaming Fund

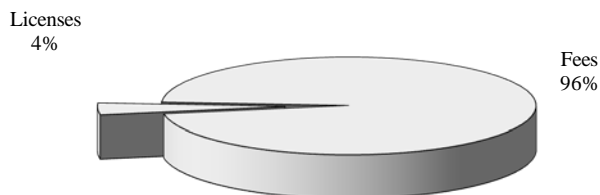
Fund:	Gaming Fund	Category:	Special Revenue
Program Code:	26	Contact:	Jim Hovis

Departmental Function:

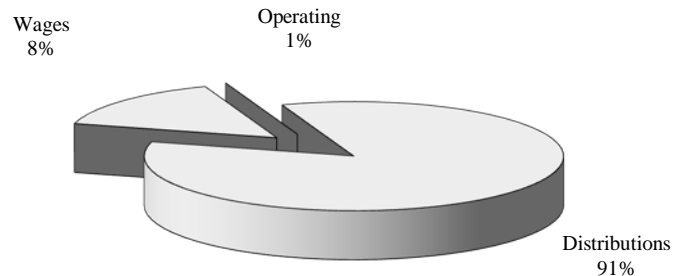
The Gaming Office interprets, implements, and enforces State law, County Rules and Regulations as well as all policies governing tip jar and Bingo gaming activity within Washington County. The Office has sole authority to approve or deny license requests, monitor compliance of non-profit clubs and for-profit taverns and restaurants with all gaming laws and regulations. Responsibilities include the accurate collection and management of monies deposited to the Gaming Fund for distributions allocated by an appointed seven-member panel to fire and rescue companies and local charities. The Gaming Office also issues licenses and regulates coin operated amusements devices throughout the county.

Fund Summary

Gaming Revenue Summary



Gaming Expense 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.

Accomplishments in Fiscal Year 2011

- ✓ Promoted responsible gaming through education.
- ✓ Prevented State control of charitable gaming.
- ✓ Improved upon the online licensing procedures.

Goals for Fiscal Year 2012

- ✓ Recruit new tip jar operators by implementation of incentive program.
- ✓ Re-establish regular communications with Washington County Restaurant Beverage Association and Washington County Club Association to address and discuss decline in tip jar revenues.
- ✓ Prevent the loss of additional tip jar operators.
- ✓ Continue to enforce tip jar regulations in order to preserve the integrity of the program.
- ✓ Promote the charitable gaming program by utilizing using the media.

Detail Summary

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Gaming Fee Reserve	0	0	0	0	0.00%
Grants/Intergovernmental					
Fees/Charges	2,158,180	2,150,980	2,083,480	(67,500)	(3.14%)
Total	2,158,180	2,150,980	2,083,480	(67,500)	(3.14%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	156,039	160,050	163,610	3,560	2.22%
Operating	10,367	20,080	19,870	(210)	(1.05%)
Capital Outlay					
Gaming Distributions	2,010,107	1,970,850	1,900,000	(70,850)	(3.59%)
Total	2,176,513	2,150,980	2,083,480	(67,500)	(3.14%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Gaming Commission Director	1	1	1
Senior Office Associate	2	2	2
Part Time Gaming Inspector	.5	.5	.5
Total	3.5	3.5	3.5

Hotel Rental Tax Fund

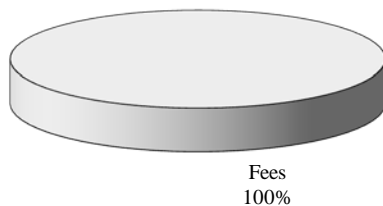
Fund:	Hotel Rental Tax	Category:	Governmental Fund
Program Code:	27	Contact:	Debra Murray

Departmental Function:

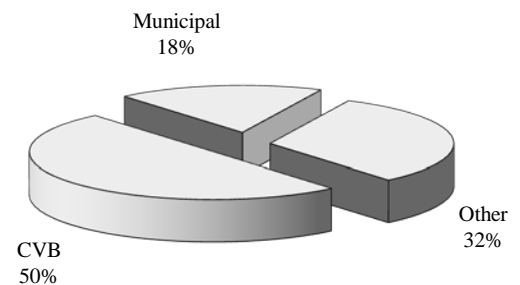
The Hotel Rental Tax fund is used to account for revenue generated by a 6% local Hotel Rental Tax approved under Md. Code Article 24, Title 9, and Subtitle 3 by local resolution. The expenditure of the Hotel Rental Tax revenue is restricted by State statute. The Convention and Visitors Bureau receives 50% 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

Hotel Rental Tax Revenue



Hotel Rental Tax Expenditures



The Hotel Rental Tax Fund generates 100% of its revenue from the tax charged to hotels and motels based on occupancy. The estimated revenue is based on history.

Department/Agency

Accomplishments in Fiscal Year 2011

- ✓ There were no specific goals for FY2011.

Goals for Fiscal Year 2012

- ✓ There are no specific goals for FY2012.

Detail Summary

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support					
Grants/Intergovernmental					
Fees/Charges	1,551,939	1,500,000	1,500,000	0	0.00%
Total	1,551,939	1,500,000	1,500,000	0	0.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	1,370,014	1,500,000	1,500,000	0	0.00%
Capital Outlay					
Total	1,370,014	1,500,000	1,500,000	0	0.00%

Land Preservation Fund

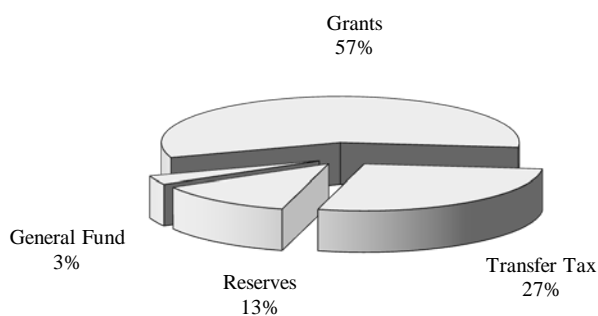
Fund:	Land Preservation Fund	Category:	Governmental Fund
Program Code:	28	Contact:	Eric Seifarth

Departmental Function:

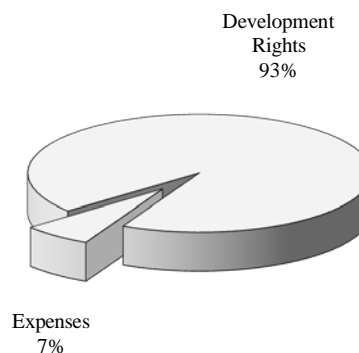
This fund is used to account for programs related to agricultural preservation. At least \$400,000 of the revenues from the County transfer tax is used to purchase permanent easements through an installment purchase program. Also, a portion of the Agricultural transfer tax that is collected by the County is remitted to the State for the purchase of easements and transferable development rights. These programs enhance the viability of agriculture in the County.

Fund Summary

Land Preservation Fund Revenue



Land Preservation Fund Expenditures



Department/Agency

Accomplishments in Fiscal Year 2011

- ✓ 100 acres of Conservation Reserve Enhancement Program easements.
- ✓ 234 acres of Rural Legacy easements.
- ✓ 598 acres of Maryland Agriculture Land Preservation Program easements.

Goals for Fiscal Year 2012

- ✓ Continue to seek donated easements.
- ✓ Apply for funds from all available State and Federal easement programs.

Detail Summary

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support			47,480	47,480	100.00%
Grants/Intergovernmental			886,890	886,890	100.00%
Fees/Charges	433,158	640,330	622,550	(17,780)	(2.77%)
Total	433,158	640,330	1,556,920	916,590	143.14%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	7,980	28,950	88,980	60,030	207.35%
Operating	701,913	611,380	1,467,940	856,560	140.10%
Capital Outlay					
Total	709,893	640,330	1,556,920	916,590	143.14%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Rural Preservation Administrator	0	0	1
Land Preservation Planner	0	0	1
Total	0	0	2

Contraband

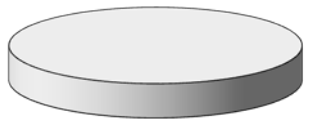
Fund:	Contraband	Category:	Governmental Fund
Program Code:	51	Contact:	Sheriff Douglas Mullendore

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's Office and the Hagerstown Police Department.

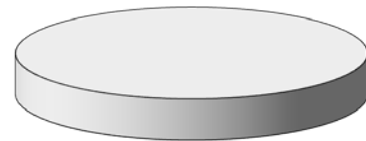
Fund Summary

Contraband Fund Revenue Summary



Fund
Balance
Reserve
100%

Contraband Fund Expense Summary



Capital
Outlay
100%

Department/Agency

Accomplishments in Fiscal Year 2011

- ✓ Completed improvements at the City/County Firearms Range.
- ✓ Interface X-mobile servers (City and County).

Goals for Fiscal Year 2012

- ✓ Obtain Air Cards for increased bandwidth for mobile data.
- ✓ Work to improve efficiency and redundancy of the CAD, RMS and State's Attorney systems.

Detail Summary

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Contraband Reserve	29,853	40,000	36,120	(3,880)	(9.70%)
Grants/Intergovernmental					
Fees/Charges					
Total	29,853	40,000	36,120	(3,880)	(9.70%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits					
Operating	2,056				
Capital Outlay	37,160	40,000	36,120	(3,880)	(9.70%)
Total	39,216	40,000	36,120	(3,880)	(9.70%)

Hagerstown/Eastern Panhandle Metropolitan Planning Organization (HEPMPO)

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

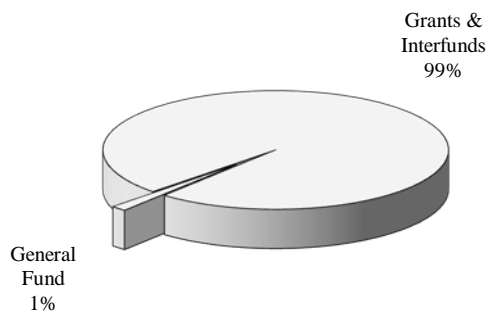
Departmental Function:

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.

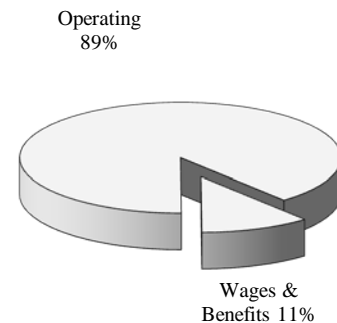
An important part of this planning process is the public's participation in developing short and long term goals for the regional transportation system. The public is invited to search the website, review the information, and provide HEPMPPO with any feedback regarding transportation issues facing the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

Fund Summary

HEPMPO Revenue



HEPMPO Expenditures



Department/Agency

Accomplishments in Fiscal Year 2011

- ✓ Completed the Charles Town-Ranson Transportation Fiscal Impact Study.
- ✓ Completed a bus shelter study for the Washington County Transit Department (County Commuter).
- ✓ Began to build a database of traffic data for future plans and studies.
- ✓ Implemented a new GIS program with the hiring of a GIS analyst.

Goals for Fiscal Year 2012

- ✓ Continue to grow the GIS program with additional data from regional sources.
- ✓ Complete US 340 corridor study.
- ✓ Assist local agencies in various grant applications such as Safe Routes to School, Transportation Enhancement, and Recreational Trails.

Detail Summary

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support			5,970	5,970	100.00%
Grants/Intergovernmental			404,240	404,240	100.00%
Fees/Charges					
Total	N/A	N/A	410,210	410,210	100.00%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits			45,200	45,200	100.00%
Operating			362,310	362,310	100.00%
Capital Outlay			2,700	2,700	100.00%
Total	N/A	N/A	410,210	410,210	100.00%

Prior to Fiscal Year 2012 this program was budgeted in the General Fund.

Enterprise Funds

- Enterprise Fund Summary
- Solid Waste Fund
- Water Quality Fund
- Transit Fund
- Airport Fund
- Golf Course Fund
- Fund Details include:
 - Functions
 - Accomplishments for Fiscal Year 2011
 - Goals for Fiscal Year 2012
 - Funding Sources and Program Expenditures
 - Staffing Summaries or Services Provided

Enterprise Funds Summary

Enterprise Funds Revenue

Fund	2010 Actual	2011 Budget	2012 Budget	\$ Change	% Change
Solid Waste	7,164,675	7,303,380	7,311,370	7,990	0.11%
Water Quality	12,862,534	16,183,580	16,322,250	138,670	0.86%
Transit	2,149,673	2,182,700	2,104,710	(77,990)	(3.57%)
Airport	3,359,598	3,002,610	2,960,750	(41,860)	(1.41%)
Golf Course	1,173,500	1,204,760	1,194,830	(9,930)	(0.82%)
Total	26,709,980	29,877,030	29,893,910	16,880	0.05%

Enterprise Funds Expenditures

Fund	2010 Actual	2011 Budget	2012 Budget	\$ Change	% Change
Solid Waste	9,738,426	7,303,380	7,311,370	7,990	0.11%
Water Quality	13,961,398	16,183,580	16,322,250	138,670	0.86%
Transit	2,231,550	2,182,700	2,104,710	(77,990)	(3.57%)
Airport	2,763,472	3,002,610	2,960,750	(41,860)	(1.41%)
Golf Course	1,201,186	1,204,760	1,194,830	(9,930)	(0.82%)
Total	29,896,032	29,877,030	29,893,910	16,880	0.05%

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Solid Waste

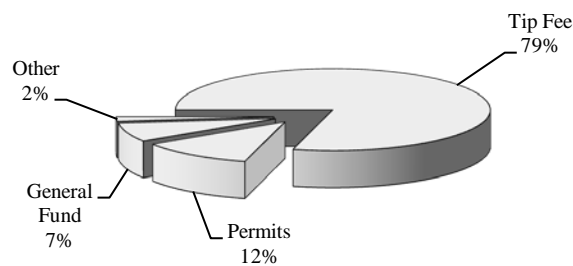
Fund:	Solid Waste	Category:	Enterprise Fund
Program Code:	21	Contact:	Clifford Engle

Departmental Function:

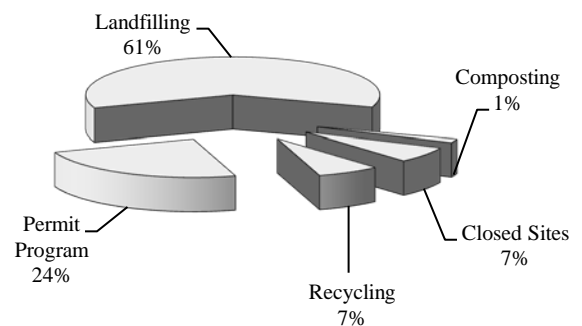
To protect the environment and public health by providing safe, reliable, efficient and cost effective solid waste disposal and recycling services for our customers.

Fund Summary

Solid Waste Fund Revenue Summary



Solid Waste Fund Expense Summary



The Solid Waste operation generates 79% of total revenue or \$5,781,410 from tip fees and 12% or \$855,080 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

Accomplishments in Fiscal Year 2011

- ✓ Continued to review of recycling program options including curbside program. Determine ability to franchise waste and/or recycling collection.
- ✓ Initiated methane recovery projects at 40-West and Resh Road landfills with Curtis Engine.
- ✓ Initiated construction of Cell 6/7 and scale house relocation at 40-West Landfill.

Goals for Fiscal Year 2012

- ✓ Continue development of a comprehensive approach toward recycling and solid waste reduction to ensure efficient removal and extended life of the solid waste disposal site.
- ✓ Continue review and evaluation of recycling program options including a curbside program, utilizing Solid Waste Management Plan as a general guide.
- ✓ Continue review and development of "Green Energy" options at solid waste facilities.
- ✓ Complete construction of Cell 6/7 and scale house relocation at 40 West Landfill.
- ✓ Perform feasibility and cost/benefit analysis of upgrades to unmanned transfer stations and citizen use area at 40 West Landfill.

Detail Summary

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	683,390	548,390	542,500	(5,890)	(1.07%)
Grants					
Fees and Charges	6,481,285	6,754,990	6,768,870	13,880	0.21%
Total	7,164,675	7,303,380	7,311,370	7,990	0.11%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	1,857,108	1,849,670	1,651,560	(198,110)	(10.71%)
Operating	3,374,790	3,430,880	3,760,950	330,070	9.62%
Capital Related Costs	4,506,528	2,022,830	1,898,860	(123,970)	(6.13%)
Total	9,738,426	7,303,380	7,311,370	7,990	0.11%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Deputy Director Solid Waste	1	1	1
Assistant Solid Waste Director	1	1	1
Operations Supervisor	1	1	1
Weigh Clerk	5.5	5.5	5.5
Administrative Assistant	1	1	1
Senior Office Associate	1	1	1
Weigh Clerk/Recycling Assistant	1	1	1
Auto Service Specialist	2	2	2
Solid Waste Equipment Operator	8	8	7
Landfill Attendant	4.5	4.5	4.5
Recycling Program Coordinator	1	1	1
Guard	1	1	1
Total	28	28	27

Water Quality

Fund:	Water Quality	Category:	Enterprise Fund
Program Code:	40 – 43	Contact:	Julie Pippel

Departmental Function:

The Water Quality Department performs various functions:

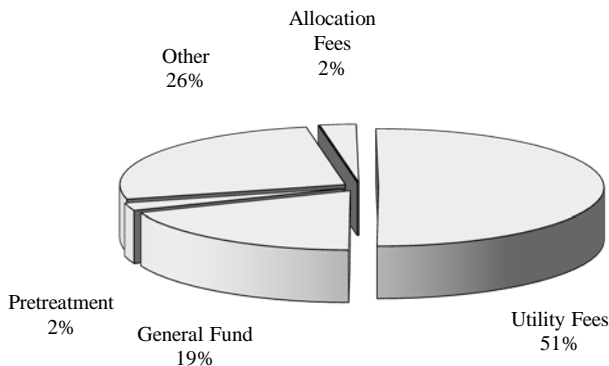
Utility Administration provides supportive services to the Water and Sewer Operations of the Water Quality Department. Services provided include administration, laboratory testing, and maintenance for vehicles and utility facilities. It also renders “contract services” for operating and maintaining other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

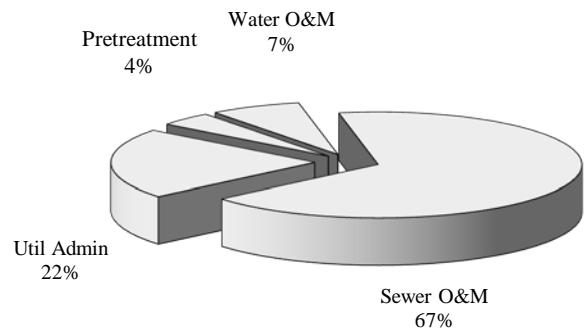
Pretreatment Operations was privatized in 2006 through a long-term lease to a private corporation. As a result, the Pretreatment operational functions are no longer the responsibility of the Water Quality Department. Privatization was accomplished through a long-term process and was supported by the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

Fund Summary

Water Quality Revenue Summary



Water Quality Expense Summary



The Water Quality Fund bills utility customers quarterly and \$8,357,300 has been budgeted for FY12 or 51% of its annual budget. Utility rates are set each year and are determined using a cost based financial model. The General Fund provides a subsidy to the Water Quality Fund each year of \$3,120,000, which is 19% of FY12 budget. The subsidy is used to help cover the costs of the economic development portion of the facilities and to maintain rates at a reasonable level. 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 \$430,300 –2% of budget. The Allocation fees are projected based on average growth factors in addition to any new service areas.

Departmental/Agency

Accomplishments in Fiscal Year 2011

- ✓ Completed the Preliminary Design Report for the Conococheague WwTP ENR Upgrade Project.
- ✓ Completed the Preliminary Design report for the Winebrenner WwTP ENR Upgrade
- ✓ Created a Local Implementation Team for the Washington County Watershed Implementation Plan.
- ✓ Replaced the transit water line and put the new well in service for the Mt. Aetna water system.

Goals for Fiscal Year 2012

- ✓ Complete design of the Conococheague WwTP ENR Upgrade Project.
- ✓ Complete the Phase II Watershed Implementation Plan for Washington County.
- ✓ Complete construction of the Halfway Sewer Interceptor Project.
- ✓ Start design of the Winebrenner WwTP ENR Upgrade Project.

Detail Summary

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	3,120,000	3,120,000	3,120,000	0	0.00%
Grants	24,628				
Fees and Charges	9,717,906	13,063,580	13,202,250	138,670	1.06%
Total	12,862,534	16,183,580	16,322,250	138,670	0.86%

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	5,005,878	5,339,280	5,361,040	21,760	0.41%
Operating	2,865,473	6,387,580	6,601,580	214,000	3.35%
Capital Related Costs	6,090,047	4,456,720	4,359,630	(97,090)	(2.18%)
Total	13,961,398	16,183,580	16,322,250	138,670	0.86%

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Director of Environmental Management	1	1	1
Deputy Director of Engineering Services	1	1	1
Deputy Director of Water Quality	1	1	1
Operations Superintendent	1	1	1
Collection/Distribution Superintendent	1	1	1
Assistant Collection/Distribution Superintendent	1	1	1
Assistant Operation Superintendent	1	1	1
Maintenance Superintendent	1	1	1
Assistant Maintenance Superintendent	1	1	1
Pretreatment Manager	1	1	1
Environmental Engineer	1	1	1
Watershed Engineer	0	0	1
Watershed Planner	0	0	1
Engineering Technician III	1	1	1
Administrative Assistant**	1	1	1
Senior Office Associate	2	2	2
Office Associate	2	2	1
Chief of Lab Testing**	1	1	1
Chemist**	1	1	1
Lab Technician III**	2	1	1
Lab Technician II**	1	1	1
Lab Technician I**	0	1	1
Systems Construction Crew Leader	1	1	0
Senior Electrician	1	1	1
Electrician	2	2	2
Project Manager	1	1	1
Senior Skilled Tradesperson	1	1	1
Skilled Tradesperson	2	2	2
Systems Mechanic III	1	1	1
Systems Mechanic II	1	1	1
Systems Mechanic I	1	1	1
Utilities Construction Inspector	2	2	1
Automotive Services Technician	1	1	1
Inventory Clerk/Equipment Operator	1	1	1
Equipment Operator III	3	3	3
Utility Worker II	3	3	3
Utility Worker I	1	1	1

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Senior Chief Plant Operator	1	1	1
Chief Plant Operator	5	5	5
Senior Plant Operator	9	10	8
Senior Plant Operator Trainee	8	7	10
Senior Collection/Distribution Operator	9	9	9
Collection/Distribution Operator Trainee	2	2	1
Electronics Technician	1	1	1
Infrastructure Planner/Coordinator	1	1	0
Guard	1	1	1
Total	81	81	79

**Assigned to Director of Environmental Management

Transit

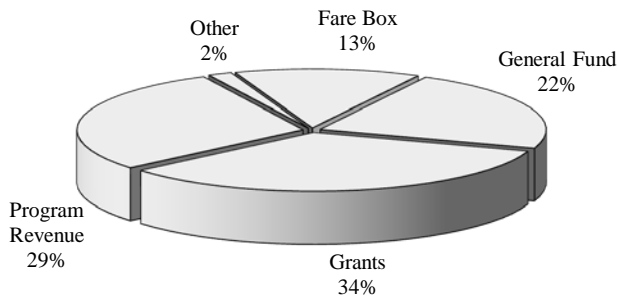
Fund:	Transit	Category:	Enterprise Fund
Program Code:	44	Contact:	Kevin Cerrone

Departmental Function:

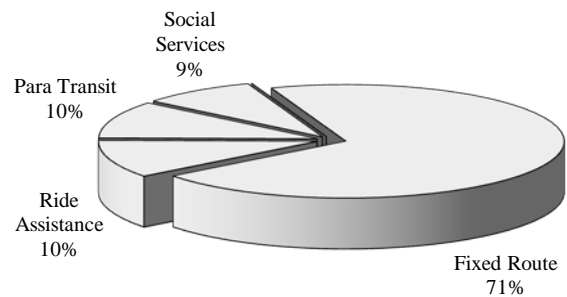
The Public Transit Department provides safe, affordable, dependable and accessible public transportation that enhances the mobility of our customers. Established in 1972, service is provided to Valley Mall, Long Meadow, Williamsport, Maugansville, Robinwood, Smithsburg, Funkstown, and throughout the City of Hagerstown. Along with Fixed-route mass transit service the Public Transit Department also offers ADA Paratransit, SSTAP Taxi Voucher, and employment based services known as Job Opportunity Bus Shuttle (JOBS).

Fund Summary

Transit Fund Revenue Summary



Transit Fund Expense Summary



The Transit Fund's main support is from Federal, State, and Local grants, which account for 56% or \$1,179,750. Program revenue is supported with a combination of Federal and State funds along with Client Fees. Fare Box revenue represents 13% or \$280,000. The Transit Fund by nature is heavily supported by grants and will continue to be supported with this revenue stream.

Department/Agency

Accomplishments in Fiscal Year 2011

- ✓ Construction was completed for the Transit Transfer Center for daily operation enhancing the amenities for our customers and drivers.

Goals for Fiscal Year 2012

- ✓ The opening of the Transit Transfer Center in August 2011.
- ✓ Begin installation of passenger shelters throughout the transit system's service area based on the master plan.
- ✓ Implement Phase 2 of the Transit Transfer Center move involving bus route adjustments to maintain on-time service.

Detail Summary

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	483,010	483,010	472,270	(10,740)	(2.22%)
Grants	1,297,271	1,298,440	1,266,190	(32,250)	(2.48%)
Fees and Charges	369,392	401,250	366,250	(35,000)	(8.72%)
Total	2,149,673	2,182,700	2,104,710	(77,990)	(3.57%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	1,581,125	1,589,990	1,478,380	(111,610)	(7.02%)
Operating	641,757	592,710	626,330	33,620	5.67%
Capital Related Costs	8,668	0	0	0	0.00%
Total	2,231,550	2,182,700	2,104,710	(77,990)	(3.57%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Transit Director	1	1	1
Deputy Transit Director	1	1	1
Administrative Assistant	1	1	1
Office Associate	3.5	3.5	2.5
Bus Operator	19	19	19
Transit Fleet Manager	1	1	1
Mechanic	2.5	2.5	2.5
Custodian	1	1	1
Driver Supervisor	1	1	1
Bus Attendant	3	3	3
Van/Shuttle Driver	2.5	2.5	2.5
Paratransit Driver	3.5	3.5	3.5
Total	40	40	39

Airport

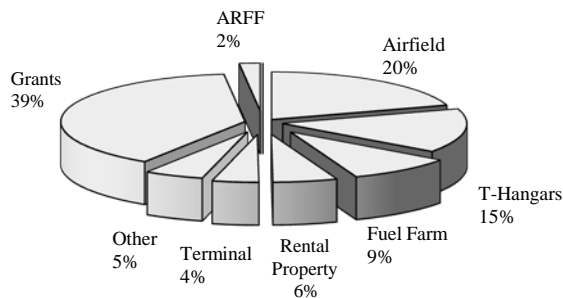
Fund:	Airport	Category:	Enterprise Fund
Program Code:	45	Contact:	Phil Ridenour

Departmental Function:

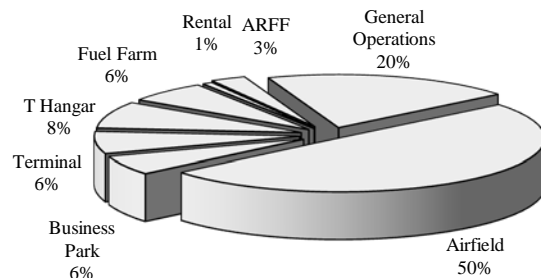
Hagerstown Regional Airport contributes to the economic base of Washington County by providing and supporting the air transportation needs of the Quad-State area in accordance with Federal Aviation Administration regulations, and State and County laws.

Fund Summary

Airport Revenue Summary



Airport Expense Summary



T Hangar revenue accounts for 15% or \$441,590 of Airport revenue. This revenue is generated from individual and corporate accounts and supports many of the operational costs of the Airport. Fuel Farm revenue is 9% or \$273,740 of total revenue, consisting of fees for the use of fuel and maintenance of the Fuel Farm. Revenue from the Airfield is 20% or \$594,200 of total revenue, which is mainly from rental of Corporate Hangars.

Departmental Summary

Accomplishments in Fiscal Year 2011

- ✓ Acquired two replacement snow removal vehicles.
- ✓ Modified the Airport Emergency Plan.
- ✓ Conducted a Full Scale Mock Disaster Drill.
- ✓ Acquired Direct Air with passenger service to Myrtle Beach, SC, and Lakeland, FL.
- ✓ Opened a new Aircraft Rescue firefighting station.

Goals for Fiscal Year 2012

- ✓ Update Primary Guiding Documents.
- ✓ Integrate leases and contracts into new tracking system software.
- ✓ Incorporate Virtual Perimeter Monitoring System (VPMS) into Airport Security Plan (ASP).
- ✓ Implement Electronic Logs System (ELS) for airfield inspections.
- ✓ Establish an Energy Conservation Task Force to study ways of saving energy at HGR.
- ✓ Explore a Safety Management System for HGR.
- ✓ Develop a Ground handling Plan for airlines that effectively and affordably supports the needs of our commercial service providers.
- ✓ Develop and execute a Passenger Terminal improvement plan that effectively supports the needs of our commercial service providers.

Detail Summary

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	99,990	99,990	75,000	(-24,990)	(0.33%)
Grants	1,148,823	1,145,350	1,155,910	10,560	0.92%
Fees and Charges	2,110,785	1,757,270	1,729,840	(27,430)	(1.56%)
Total	3,359,598	3,002,610	2,960,750	(41,860)	(1.39%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	899,315	888,570	749,160	(139,410)	(15.69%)
Operating	317,099	567,050	669,810	102,760	18.12%
Capital Related Costs	1,547,058	1,546,990	1,541,780	(5,210)	(0.34%)
Total	2,763,472	3,002,610	2,960,750	(41,860)	(1.39%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Airport Director	1	1	1
Operations Manager	1	1	1
Fire Chief	1	1	1
Administrative Assistant	1	1	1
Maintenance Supervisor	1	1	1
Maintenance Worker	1	1	0
Equipment Operator/Electrician	1	1	1
Equipment Operator/Firefighter	2	2	2
PT Maintenance Worker/Firefighter	4.5	4.5	5
PT Maintenance Worker/Groundskeeper	.5	.5	.5
Maintenance Worker/Firefighter	1	1	1
Business Development Specialist	1	1	0
PT Office Associate	.5	.5	.5
Total	16.5	16.5	14.5

Golf Course

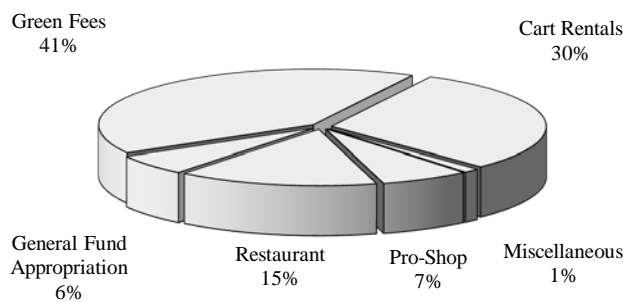
Fund:	Golf Course	Category:	Enterprise Fund
Program Code:	46	Contact:	Darrell Whittington

Departmental Function

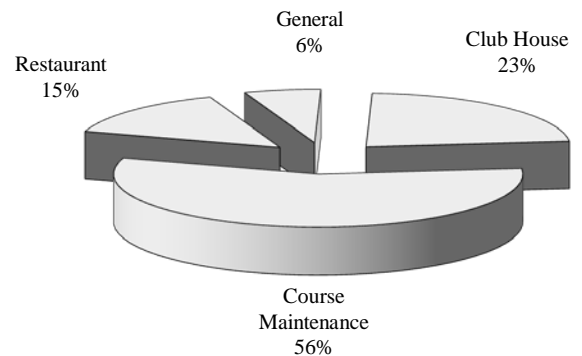
Black Rock Golf Course provides 18 holes of quality golf for the residents of Washington County and surrounding areas. There are three departments within the Black Rock organization being overseen by a Board of Directors consisting of seven members. Policies and procedures are set by this committee and implemented by the Director of Golf and Course Superintendent.

Fund Summary

Golf Course Revenue Summary



Golf Course Expense Summary



A majority of the Golf Course operation funds is generated from Green Fees, generating \$489,600 or 41% of the revenue. Green Fees average \$23 per round, which includes in County, out of County, 18 holes, and weekday and weekend play. Cart rental is the second largest revenue source and accounts for \$360,560 or 30%. Together, green fees and cart rental account for 71% or \$850,160. The largest expense for the operational side of the golf course is the maintenance of the golf course itself. That accounts for \$675,710 or 56% of the budget and includes salaries, chemicals, irrigation, and capital outlay costs.

Departmental/Agency

Accomplishments in Fiscal Year 2011

- ✓ Increased play through tournament rounds.
- ✓ Re-contoured sand traps.
- ✓ Overall beautification of golf course and clubhouse.

Goals for Fiscal Year 2012

- ✓ Rework/overhaul buffet menu to increase revenue.
- ✓ Increase marketing strategies to increase revenue.
- ✓ Upgrade irrigation control systems.

Detail Summary

Funding Sources					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
General Fund Support	70,780	70,780	70,780	0	0.00%
Operating and Capital Grants	58,852				
Fees and Charges	1,043,868	1,133,980	1,124,050	(9,930)	(0.88%)
Total	1,173,500	1,204,760	1,194,830	(9,930)	(0.82%)

Program Expenditures					
Category	2010 Actual	2011 Budget	2012 Budget	Change	
				\$	%
Wages and Benefits	685,527	694,940	700,410	5,470	0.79%
Operating	452,282	509,820	494,420	(15,400)	(3.02%)
Capital Related Costs	63,377				
Total	1,201,186	1,204,760	1,194,830	(9,930)	(0.82%)

Staffing Summary (FTE's)			
Positions	2010	2011	2012
Director of Golf	1	1	1
Golf Course Superintendent	1	1	1
Assistant Golf Course Superintendent	1	1	1
Golf Course Mechanic	1	1	1
Senior Golf Course Mechanic	1	1	1
Maintenance Worker	2	2	2
Cook II	1	1	1
Cook I	1	1	1
Seasonal Pro Shop	2.5	2.5	2.5
Seasonal Grounds Maintenance	3.5	3.5	3.5
Seasonal Restaurant	1.5	1.5	1.5
Cart Attendant	1.5	1.5	1.5
Total	18	18	18

Information Resources

- [Frequently Asked Questions](#)
- [Contact Information](#)
- [County Documents](#)
- [Glossary](#)
- [Acronyms](#)

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	2012 Budgeted Revenue	Additional Revenue
<i>Real Estate:</i>	\$.948	\$100 assessed value	\$ 124,284,530	-
Increased Rate By	\$.01	\$100 assessed value	-	\$ 1,221,417
<i>Income Tax:</i>	2.80%	Taxable Income	\$ 59,800,000	-
Increase Rate By	.01%	Taxable Income	-	\$ 193,254

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. Operating funds of \$111,048,923 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 use of developer based fees and taxes to fund educational projects. The additional revenue comes from such items as residential excise tax, transfer tax, and adequate public facility ordinance fees. In addition, bond financing is also available to finance educational projects. In fiscal year 2012 the Capital Improvement budget reflects \$17,956,700 for education related projects, of which \$10,255,000 is State funded. Total educational funding in the fiscal year 2012 budget is \$118,750,623.

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, etc.
County Commissioners:	
Terry Baker	240-313-2205
John Barr	240-313-2207
Ruth Anne Callaham	240-313-2209
Jeff Cline	240-313-2208
William McKinley	240-313-2206
County Administrator Office	
Greg Murray, County Administrator	240-313-2202
Budget and Finance	
Name	Number, etc.
Debra Murray, Director	240-313-2300

Documents:	
2012 Budget Document	Available on-line @ www.washco-md.net/budget_finance/budget.html
Six-year Capital Improvement Program	Available on-line @ www.washco-md.net/budget_finance/budget.html
Audited Financial Statements	Available on-line @ www.washco-md.net/budget_finance/budget.html
Official Statement for Bond Issue	Available on-line @ www.washco-md.net/budget_finance/budget.html

All documents above are available in hard copy upon request. Please call 240-313-2300 to request or mail a request to:

County Commissioners of Washington County
Department of Budget and Finance
100 West Washington Street
Room 304
Hagerstown, MD 21740

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GLOSSARY OF TERMS

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.
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.
BUDGET	A complete plan of financial operations for a given period embodying and 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.

GLOSSARY OF TERMS

CAPITAL IMPROVEMENT PLAN (CIP)

A six-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 six-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 three 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.

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.

GLOSSARY OF TERMS

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.
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.

GLOSSARY OF TERMS

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.
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.

GLOSSARY OF TERMS

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.
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.
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.

GLOSSARY OF TERMS

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.
REVENUE	All funds the County receives, including tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.
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.

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
CIP	Capital Improvement Program
COMAR	Code of Maryland Annotated Regulations
EMS	Emergency Medical Services
ENR	Enhanced Nutrient Removal
FARM	Free and Reduced Meal
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
MSO	Maryland Symphony Orchestra
NIMS	National Incident Management System
PAYGO	“Pay As You Go” Financing
WCAC	Washington County Arts Council
RLF	Revolving Loan Fund
WCCAC	Washington County Community Action Council
WCCP	Washington County Community Partnership
WCCOA	Washington County Commission on Aging

ACRONYMS

WCHD Washington County Health Department

WCPS Washington County Public Schools