



Washington County, Maryland

Operating and Capital Budgets
Fiscal Year 2013

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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, 2011

Linda C. Dandow Jeffrey R. Stone

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Washington County Commissioners, Maryland for its annual budget for the fiscal year beginning July 1, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communications device.

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Budget Message

July 1, 2012

To the Citizens of Washington County:

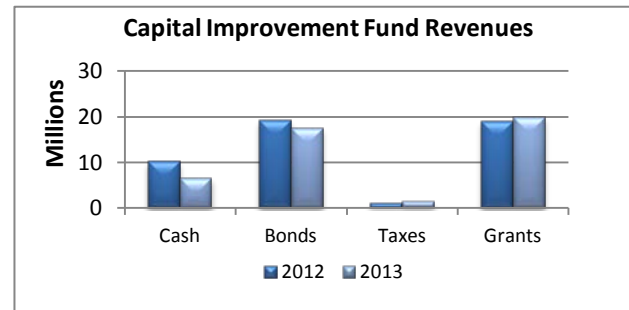
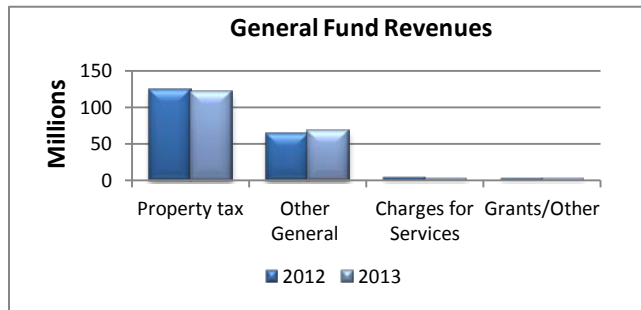
We are pleased to present to you the fiscal year 2013 Operating and Capital budget for Washington County, Maryland. These budgets set forth the plans for implementing the initiatives and goals of the County Commissioners to provide appropriate services and direction for Washington County and its citizens.

Summary of Approved Budgets for Fiscal Year 2013					
Page Reference	Fund Description	Approved Budget 2012	Approved Budget 2013	Increase (Decrease)	% Change
Operating Funds:					
79	General	\$ 196,253,350	\$ 196,312,520	\$ 59,170	0.03%
297	Solid Waste	7,311,370	6,873,470	(437,900)	(5.99%)
299	Water Quality	16,322,250	15,572,960	(749,290)	(0.05%)
271	Highway	8,614,960	8,973,080	358,120	4.16%
305	Airport	2,960,750	1,780,830	(1,179,920)	(39.85%)
303	Transit	2,104,710	2,203,650	98,940	4.70%
307	Golf Course	1,194,830	1,219,380	24,550	2.05%
		\$ 234,762,220	\$ 232,935,890	\$ (1,826,330)	(0.78%)
Restricted Funds:					
287	Hotel Rental Tax	1,500,000	2,073,700	\$ 573,700	38.25%
279	Agricultural Education	186,030	194,500	8,470	4.55%
281	Local Management Board	307,560	250,440	(57,120)	(18.57%)
283	Inmate Welfare	449,570	486,820	37,250	8.29%
285	Gaming Fund	2,083,480	1,987,020	(96,460)	(4.63%)
289	Land Preservation	1,556,920	1,094,200	(462,720)	(29.72%)
293	Metropolitan Planning Org.	410,210	370,010	(40,200)	(9.80%)
291	Contraband	36,120	260,000	223,880	619.82%
		\$ 6,529,890	\$ 6,716,690	\$ 186,800	2.86%
68	Capital Funds	\$ 49,461,200	\$ 45,322,480	\$ (4,138,720)	(8.37%)
Total Approved Budgets		\$ 290,753,310	\$ 284,975,060	\$ (5,778,250)	(1.99%)

The 2013 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 2013 decreased by \$5.8 million or (1.99%). Operating funds decreased \$1.8 million or (.78%). Early retirement of Airport debt and elimination of Water Quality subsidies are the main result for a (10%) or \$1.9 million decrease in Airport and Utility operations, while all other programs and services remained relatively flat. Restricted funds showed an increase of 2.86% mainly due to increases in Hotel Rental. Capital funds decreased by \$4.1 million or (8.37%), 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 \$5.8 million or (1.99%), in total operations. Real Estate reflects a smaller decrease in 2013 than in prior years and Income Tax is recovering albeit slow. This is due to the County's decreasing unemployment trends over the past several months, which has lead to a flat budget for 2013. The Capital Improvement Fund addresses major road development, school construction, water & sewer, and other major infrastructure projects. Due to the projected slow economic recovery the Capital Improvement Fund continues to be restructured showing a \$4.1 million decrease or (8.37%). Changes in the two major funds are reflected in the tables below:



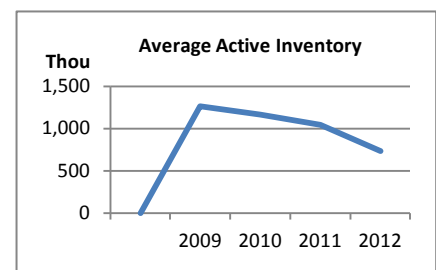
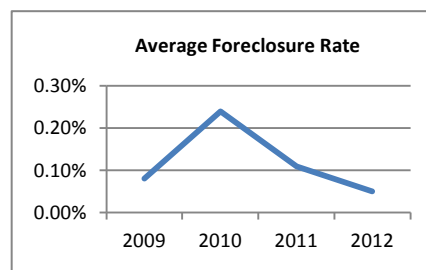
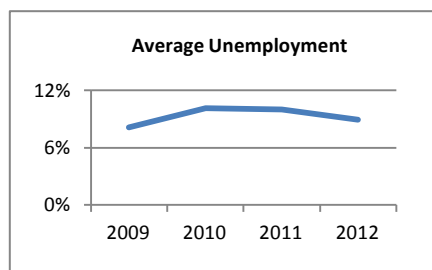
Summary of the 2013 budget:

- Reduced General Fund operating costs by an average of (2.73%) over the last five years.
- Total General Fund budget has a three-year average reduction of (2.64%).
- Absorbed State Teacher Pension cost of \$3 million.
- Provides maintenance of effort funding for the Board of Education.
- Provides capital funding for roads, education, and environmental projects.
- Provides a step increase to employees and a onetime stipend of \$1,000.
- Maintains manageable debt program.
- Maintains one of the lowest County costs per capita in the State of Maryland.
- Eliminated School Health Nurse funding in 2012 and 2013 of \$3.3 million.
- Eliminated water and sewer subsidies of \$3.2 million.
- Implemented new Community Funding application review and ranking process.
- Provided public safety with a 4% funding increase.

The following discussion reflects a more in-depth analysis of the fiscal year 2013 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

Washington County's property tax base is experiencing modest growth in commercial development despite the national economic downturn but has seen negative growth in the residential area in the past several years. Over the past several years home values and overall permit activity have declined due to the economic climate but have just begun to show positive but modest trends in 2012. Although tax base growth has slowed due to the weakened housing market, recent increase in housing prices and declines in foreclosure rates indicate stabilization within the real estate revenues may be near. The County has experienced new and expanding business, which created more than 1,176 jobs and new investment within the County. As the economy shows positive signs of a slow recovery, county unemployment has decreased from a high of 11.9% in 2010 down to 8.6% in 2012.



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. Washington County's operating performance and strong reserves reflect sound financial management and planning and closely monitored budgetary controls, all of which have served to control the effect of the recent recession and declining revenue base.

The County has outlined budget and fiscal 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 its ratings 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 increased by \$59,170 or .03% in fiscal year 2013. This change is summarized as follows:

Revenues:

- Property Tax revenue decreased by (\$2.9) million or (2.3%). This decrease was mainly related to 1) net changes in base assessments of \$1.8 million, and 2) decreased personal property of \$778,000.
- General revenues increased by \$3.0 million or 4.7% due to 1) Income tax of \$2.7 million related to decreases in unemployment and increased jobs, and 2) the Income Tax Reserve repayment repeal of \$420,000.
- Other net changes included 1) the net change in excess fund balance of (\$91,000). Excess fund balance above the required reserve was allocated for a one-time stipend for full-time employees and 2) other revenue changes of \$50,000 from grants and charges for services.

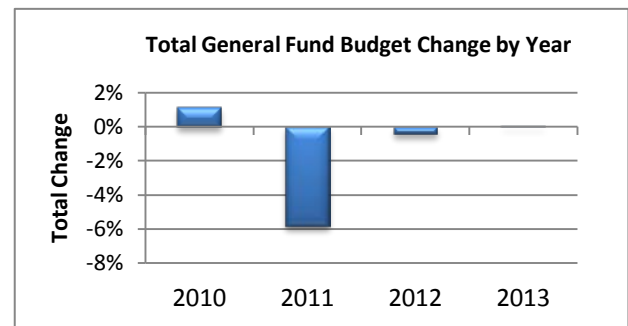
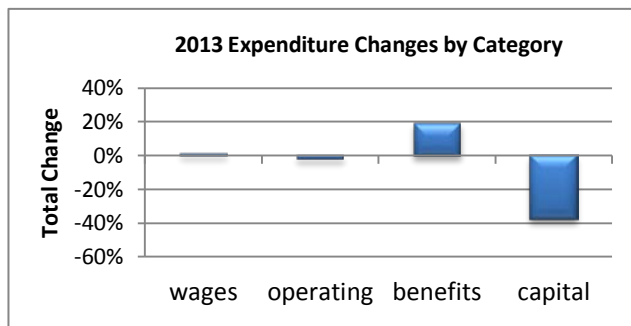
Expenditures:

- Provides maintenance of effort funding for the Board of Education and library funding for new library at \$492,000.
- Step increase provided January 1st, 2013 at \$575,000 and a onetime stipend to full-time employees at \$1.1 million.
- Funded state teacher pension cost for \$3.0 million.
- Reduced other costs by (\$650,000) including overtime, operating and capital outlay.
- Provided \$614,000 in operating cost increases for public safety operations.
- Eliminated Water and Sewer subsidies of (\$3.2) million.
- Eliminated School Health Nurse funding for (\$3.3) million.
- Washington County has one of the lowest expenditure per capita by County in the State of Maryland reflecting its conservative approach to increased costs and services.
- Overall operating costs decreased by (1.99%).

Economic recovery in Washington County has been slow, which mirrors the national economy. The County expects the current economic conditions to improve. This expected improvement can be seen in recent economic trend data that is collected and analyzed. Housing prices are improving, inventory has significantly dropped and permit activity has increased, albeit not as compared to 2005 but increasing. Due to the County's conservative fiscal management, strongly adhering to policies, and dedicated department leaders County finances have been strong throughout this recession. The County has maintained services and employee base while also maintaining strong reserves.

During the past five years the County has kept operating base line costs at an average of (2.73%) negative growth. Excess revenues over past years were placed in savings 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 \$2.6 million is being utilized for the 2013 Capital Improvement budget.

The charts below represent expenditure changes in the 2013 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 2012. 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 \$1.6 million. 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 2013 is \$45.3 million, representing an (8.37%) decrease. Major capital projects for fiscal year 2013 include new schools and educational facility renovations of \$12.5 million for the Board of Education, Hagerstown Community College, and the public library system, \$19.3 million for road improvements, \$5.4 million of water and sewer improvements and upgrades, and \$1.0 million for landfill projects.

The County's Capital Improvement Plan has been restructured in 2013 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. The Capital program for 2013 will be supported with 17% cash related payments, 39% in borrowing, and 44% in grants.

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 for 2013. The Capital Improvement Plan reflects an increasing debt issuance level assuming improved economic conditions in future years. The County's debt capacity is measured against other Maryland counties and national standards, in which benchmarks are updated on an annual basis keeping them current. This ensures that the County consistently maintains affordable debt levels now and in the future.

Water Quality Fund

The Water Quality Fund includes a revenue increase of 3% for fiscal year 2013. 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 ten year capital plan is projected at \$45.6 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 removed the General Fund subsidy in 2013 as programmed in its financial plan. With the removal the Water Quality funds are now self supporting entirely on user revenues.

Solid Waste

Solid Waste tipping fees reflect a decrease of (25%) for fiscal year 2013 mainly resulting from decreased waste stream. This decrease is related to the removal of the City of Hagerstown waste stream due to contract award and the diversion to out-of-state facilities. In addition, the County implemented a new recycling program and fee to help offset the increasing program subsidy cost.

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 is currently evaluating operational alternatives at the Solid Waste facility given recent and continued decreases in waste streams, waste to energy alternatives, projected life at the existing site, and other various factors.

Conclusion:

As the County prepared the fiscal year 2013 budgets, several priorities and issues had to be 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 2013 Budget Summary:

- 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.
- Provides a January 1st step increase for County employees and a one-time employee stipend.
- Provides increased operational funding for public safety.
- Three year average of (2.08%) General Fund total change.
- Operational costs were reduced by (1.99%), with a five year average decrease of (2.73%).
- One of the lowest per capita expenditures by County in State of Maryland while still maintaining base line services.

Critical Challenges Faced in Preparing the Fiscal Year 2013 Budget:

- 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.
- The State of Maryland mandated that counties pay a required share of the State teacher's pension cost who works for the Boards of Education. This required cost will be phased in over four years with 50% in 2013; 65% in 2014; 85% in 2015; and 100% by 2016. The cost to Washington County is estimated to be \$3.1 in 2013; \$3.9 in 2014; \$4.1 in 2015; and \$4.8 in 2016 which includes federally funded teachers.
- In addition as it relates to teacher's pension, the State of Maryland will require that the teacher pension cost become part of the calculated per student maintenance of effort starting in 2016.

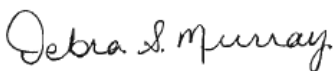
- Starting in 2015, the State of Maryland will now require counties to meet a 5 year moving State average in addition to the cost per pupil when calculating maintenance of effort.
- The County also faced major financial challenges within its Solid Waste operations including the waste stream diversion of a major customer and recycling program changes. These changes did not come or will not come without heavy discussion and controversy.
- 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. 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 similar to the ones the County faced in 2013 is a major concern.

Washington County Goals (Highlights):

- Use newly created advisory group to fully evaluate funding for non-profit agencies.
- Construct Community Senior Center and construct new downtown library.
- Continue weekly business visits to identify needs and trends to support a healthy business environment.
- Evaluate fire master plan requirements.
- Support broadband options to facilitate needed technology available.
- Review State mandates for environmental programs for local impact and funding implications.
- Construct programmed infrastructure for Mt. Aetna Farms for future economic development.
- Support a greater focus on Airport enhancements and marketing.
- Evaluate additional environmental initiatives for local adoption.
- Adopt Excise Tax changes for new retail construction.

As the County continues into 2013 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 costs passed down from the State of Maryland structural budget deficit issues and any remaining 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 2013
- Matrix of Primary County Goals by Department
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- Summary of Changes in Positions
- 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 governmental 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 2013

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

- Insure continuity of emergency service responses for fire and EMS through new programs for recruitment and retention.
- Evaluate fire master plan requirements.

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

- Construct a new Senior Center.
- Complete construction of the new downtown library.
- Use newly created advisory group to fully evaluate funding for non-profit agencies.

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

- Evaluate additional environmental initiatives for local adoption.
- Review State mandates for environmental programs for local impact and funding implications.

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

- Continue to work with businesses and staff to facilitate review and permitting process.
- Support broadband options to facilitate needed technology availability.
- Address upcoming fiscal requirements for capital and operating budgets.

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

- Further work with the Economic Development Commission to support business initiatives.
- Continue weekly business visits to identify needs and trends to support a healthy business environment.
- Adopt Excise Tax changes.
- Construct programmed infrastructure for Mt. Aetna Farms.
- Support a greater focus on Airport enhancements and marketing.
- Work with municipalities to support local initiatives.

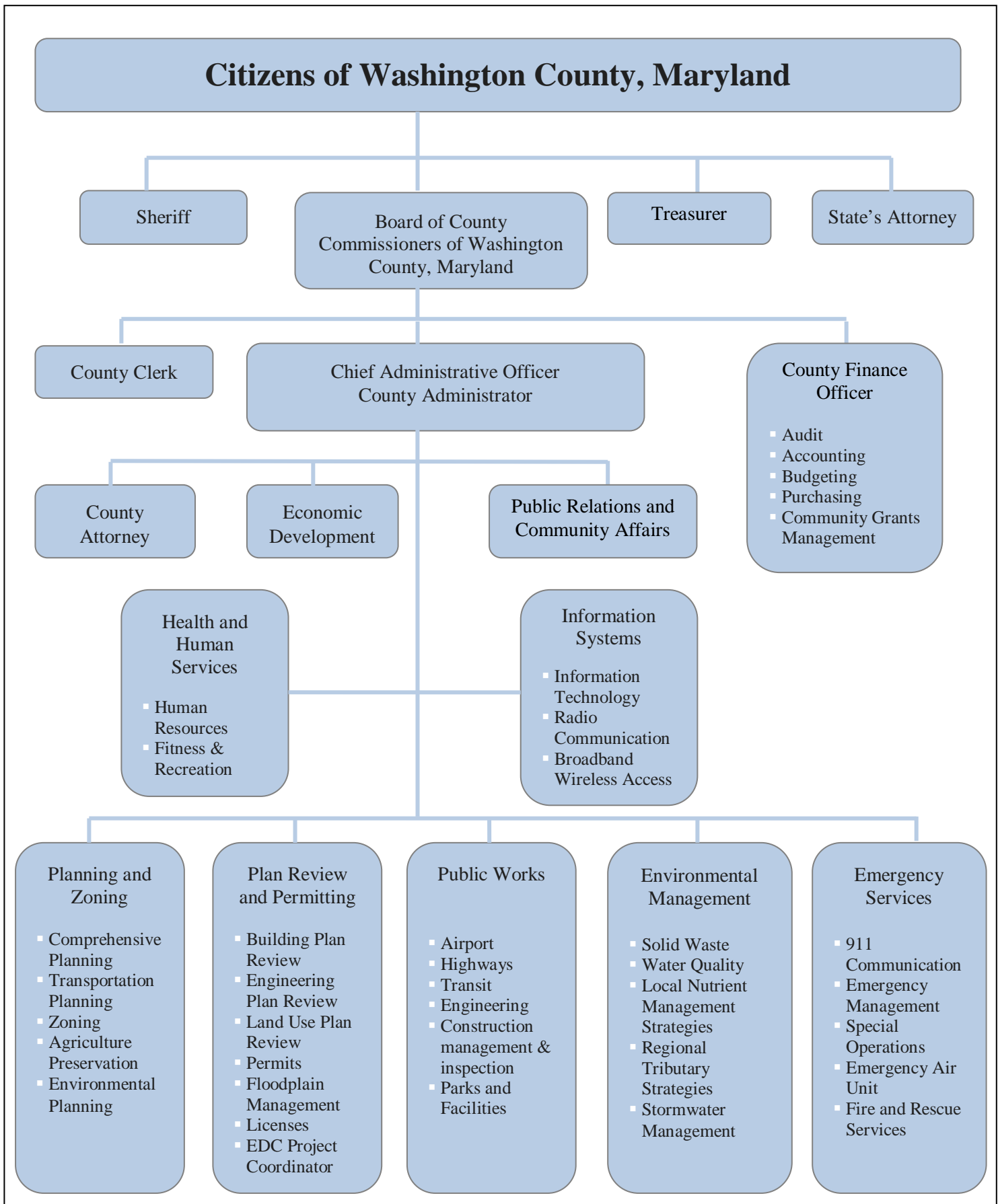
Matrix of Primary County Goals by Department

The table below indicates which departments are responsible for the implementation of FY 2013 key goals. Refer to the Budget Details section of this document for each department's specific activities planned for FY 2013 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		✓				
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	✓					
Wireless Communication	✓					
Humane Society of Washington County	✓					
Court System:						
Circuit Court	✓					
State's Attorney	✓					
State Functions:						
Health Department	✓		✓			
Social Services	✓		✓			
Agricultural Extension Service				✓		
Election Board					✓	
Soil Conservation				✓		
Weed Control				✓		
Non-Profits:						
Historical Society			✓			
Children's Village of Washington County	✓	✓				
Citizens Assisting and Sheltering the Abused	✓		✓			
Community Action Council			✓			
Commission on Aging			✓			
Senior Living Alternative			✓			

Department/Division	Public Safety	Education	Quality of Life	Environmental Stewardship	Governmental Efficiency	Economic Opportunity
Non-Profits (cont'd):						
Museum of Fine Arts			✓			
Arts Council			✓			
Memorial Recreation			✓			
Leadership of Washington County		✓				
Discovery Station at Hagerstown		✓	✓			
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		✓				
Local Management Board			✓			
Inmate Welfare	✓					
Gaming					✓	
Land Preservation				✓		
Contraband	✓					
HEPMPO	✓				✓	✓
Enterprise Funds:						
Solid Waste				✓		
Water Quality				✓		
Transit			✓			
Airport			✓			✓
Golf Course			✓			

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Personnel Summary by Department

Summary of Budgeted Positions	2011	2012	2013	Change from 2012 to 2013	% of Employees
General Fund:					
County Commissioners	2.5	2.5	2.5		.25%
County Clerk	1	1	1		.10%
Circuit Court	23	23	23		2.32%
Orphans Court	1.5	1.5	1.5		.15%
State's Attorney	35	35	35		3.52%
County Administrator	2	2	2		.20%
Public Relations & Community Affairs	1	2	2		.20%
Election Board	5.5	5.5	5.5		.55%
Budget & Finance	16	16	16		1.61%
Purchasing	6	6	6		.60%
Treasurer	7.5	7.5	7.5		.76%
County Attorney	5	5	5		.50%
Human Resources	7	7	7		.70%
Planning & Zoning	19	12	12		1.21%
Zoning Appeals	3.5	3.5	3.5		.35%
Buildings	5	5	5		.50%
Central Services	1	1	1		.10%
Information Technology	15	15	15		1.51%
Sheriff – Judicial	28	28	27	(1)	2.72%
Sheriff – Process Servers	2	2	2		.20%
Sheriff – Patrol	90.5	89.5	90.5	1	9.11%
Sheriff – Central Booking	10	10	10		1.01%
Sheriff – Detention	121	121	122	1	12.29%
Narcotics Task Force	6	6	6		.60%
Special Operations	6.5	6.5	6.5		.65%
911 – Communications	53	53	56	3	5.64%
Fire & Rescue Operations	9	9	9		.91%
Emergency Management	2.5	2	2		.20%
Wireless Communications	4	5	5		.50%
Permits	31	0	0		0%
Public Works	4	5	5		.50%
Public Works-Engineering & Construction	18	34	34		3.42%
Plan Review & Permitting	10	25.5	25.5		2.57%
Building, Grounds & Parks	32.5	30.5	30.5		3.07%
ML Snook Pool	13	13	13		1.31%
Fitness & Recreation	99.5	99.5	99.5		10.02%
Weed Control	5	5	5		.50%
Economic Development Commission	6	7	7		.70%
Agricultural Marketing	1	0	0		0%

Personnel Summary by Department – Continued

Summary of Budgeted Positions	2011	2012	2013	Change from 2012 to 2013	% of Employees
Highway Fund	98.5	97.5	97.5		9.82%
Solid Waste Fund	28	27	27		2.72%
Agricultural Education Center Fund	1	1	1		.10%
Local Management Board Fund	6	3	2	(1)	.20%
Inmate Welfare Fund	.5	.5	.5		.05%
Gaming Fund	3.5	3.5	3.5		.35%
Hotel Rental Tax Fund	0	0	0		0%
Land Preservation Fund	1	2	2		.20%
Contraband Fund	0	0	0		0%
HEPMPO Fund	0	0	0		0%
Water Quality Fund	81	79	79		7.96%
Transit Fund	40	39	39		3.93%
Airport Fund	16.5	15	17.5	2.5	1.76%
Golf Course Fund	18	18	18		1.81%
Total	1,003	987.5	993	5.5	100.00%

The table above represents budgeted full-time equivalents per year.

**Represents
Change**

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

Fiscal Year 2013 Summary of Changes in Positions

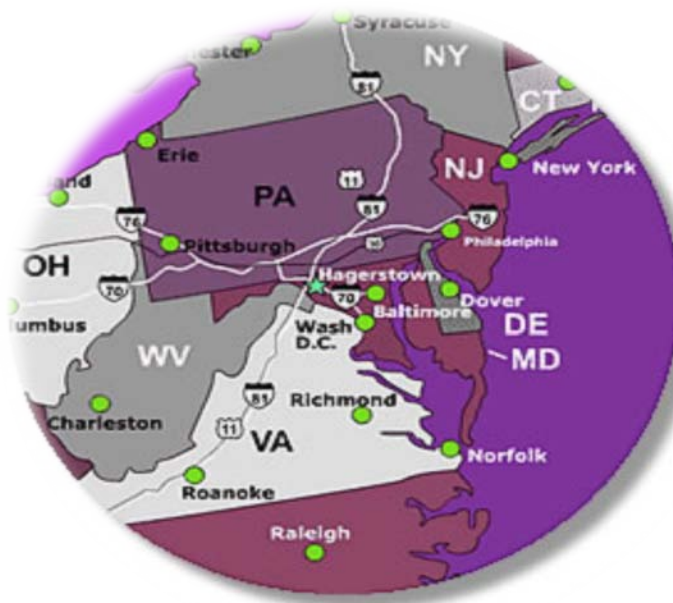
Function	Explanation of Change	Change
Sheriff - Judicial	The position of Major was transferred to the Detention Center.	(1)
Sheriff - Patrol	The new position Public Safety Information Technology Specialist was approved by the BOCC to assist in maintaining all computers, peripherals, mobile data, and software programs used by the Washington County Sheriff's Office.	1
Sheriff - Detention	The position of Major was transferred from Judicial and renamed to Deputy Sheriff Major.	1
911 Communications	Three additional Emergency Call Takers were approved by the BOCC to fulfill the Communication Center's mission to provide safe, efficient, and quality emergency services.	3
Local Management Board Fund	Due to the consolidation of the former Community Partnership Fund and Gaming Commission, the positions Director of Children and Youth Services and Project Coordinator were eliminated. The new position Local Management Board Manager was added.	(1)
Airport Fund	A part-time Office Associate was approved by the BOCC to be upgraded to full time. In addition, four part-time Customer Service Representatives were approved for the new Airline Services Department.	2.5
Total Change in Positions		5.5

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Community Profile

Location

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



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

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

Culture and Recreation

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



Some of Washington County's major local attractions include:

- ❖ Antietam National Battlefield – the site of the one of the most famous Civil War battles.
- ❖ Fort Frederick State Park – a fort built in 1756 for use during the French and Indian War.
- ❖ Appalachian Trail National Scenic Trail – the trail in Maryland follows a 40 mile route along the backbone of South Mountain (a north-side ridge that extends from Pennsylvania to the Potomac River).

- ❖ C&O Canal National Historical Park – for nearly 100 years the canal served as a waterway to transport products and it now provides a place to recreate and enjoy nature.
- ❖ Maryland Symphony Orchestra – western Maryland’s only professional orchestra.
- ❖ Hagerstown Speedway – one of the fastest and safest dirt tracks in the United States.
- ❖ Hagerstown Suns – a minor South Atlantic League Class A baseball team affiliated with the Washington Nationals.
- ❖ Washington County Museum of Fine Arts – with a permanent collection of over 6,000 works of art, as well as changing exhibitions.
- ❖ The Maryland Theatre – built in 1915 and home of the Maryland Symphony Orchestra and the Miss Maryland Pageant.

Hagerstown was founded in 1762 by the German immigrant Jonathan Hager who was a volunteer Captain of Scouts during the French and Indian War. Located in the center of the Great Valley in Western Central Maryland, Hagerstown was at the Crossroads of the Civil War. The Valley provided a natural corridor for refugee and troop movements between Virginia and Pennsylvania. As a regional crossroads town just north of the Potomac River, Hagerstown was a favorite staging area for military leaders traversing the region.



The Maryland Theatre

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

Form of Government

The County is a body corporate and politic, which performs all local governmental functions in Washington County except those performed by the nine incorporated municipalities within Washington County. The executive offices of the County are located at 100 West Washington Street, Hagerstown, Maryland 21740.

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 with no term limits. As authorized by the County Code, the County Commissioners appoint the County Administrator, County Clerk, and Director of Budget and Finance.

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 Allegiant Air and Cape Air. The airfield also offers fixed base operation services to 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 600 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 Health, located in Hagerstown, Maryland, is the largest healthcare provider in Western Maryland. Its programs span the continuum of healthcare, ranging from inpatient care to occupational health services to physician practices and outpatient care.

Meritus Medical Center, opened in 2010, is an acute care hospital with 272-single patient rooms. Services offered include a regional trauma center, a cardiac catheterization lab, and a nationally recognized joint replacement program. 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, the Center for Clinical Research, and the Center for Bariatric Surgery.

Meritus Health provides complementary branches of care including primary care physician practices, specialists in disciplines ranging from obstetrics to cardiology and satellite services including diagnostics and durable medical equipment.

The Environmental Health Division of the Health Department engages in food inspection; sanitation and water testing; rabies control; air quality investigation; outbreak investigation; and other programs. The Nursing Division is responsible for maternal and child health programs; communicable disease surveillance and control; tuberculosis control; refugee and migrant health services; reproductive health services; STD screening and treatment; HIV and AIDS services; immunizations; Maryland Children's Health Insurance Program; cancer screening; vision screening; and other programs. The Health Services/Public Information Division provides community outreach programs; nutrition services including the federally funded WIC program; dental services; tobacco cessation classes; geriatric evaluation services; hearing screening; relay of public information; and other services. The Division of Behavioral Health Services provides a comprehensive system of care, including prevention; intervention, referral and treatment

services for substance use; and mental health disorders in a variety of settings. The Administration Division, which includes Personnel, Information Technology, Health Officer Staff, and Office of Health Policy and Planning, provides management support for all programs. In addition, the Office of Health Policy and Planning coordinates planning for the agency, provides oversight for public health emergency preparedness planning, and ensures that all Health Department staff are prepared to respond to a natural disaster, man-made event, or public emergency affecting the health of the residents of Washington County and the general population.

The George W. Comstock Center for Public Health Research and Prevention is a facility of the Johns Hopkins Bloomberg School of Public Health and was established in 1962 as a joint enterprise of the Maryland Department of Health and Mental Hygiene and the Washington County Health Department. The center has expertise and capacity in the conduct of large community health surveys, as well as a close working relationship with the County Health Department. Funding sponsored through research grants by the National Institute of Health, as well as private foundations, supports 20 to 30 staff members in the Comstock Center. Research includes heart disease surveillance and epidemiology of cancer; heart disease; lung disease; diabetes; sleep; and other conditions. Prevention research results are disseminated nationally and internationally primarily through numerous journal publications.

There are nine privately owned licensed nursing homes with more than 1,047 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 776 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

<u>Year</u>	<u>County Total</u>
1980	113,086
1990	121,393
2000	131,923
2010	147,430
2011 estimate	149,560
2015 projected	158,450
2020 projected	169,300

Sources: U.S. Census Bureau (2000); U.S. Census Bureau, Census 2010; Projections by the Maryland Department of Planning (2010).

Population Statistics

Age:	19 & under	25.1%
	20-64 (workforce age)	60.4%
	65 & older	14.5%
	Median Age	40
Gender:	Male	50.2%
	Female	49.8%
Race:	White	85.7%
	Black	10.4%
	Other	3.9%

Source: U.S. Census Bureau, 2010 American Community Survey.

County Income

Per Capita Income	\$ 35,257
Median Household Income	\$ 52,857
Average Household Income	\$ 68,377
Median Family Income	\$ 65,432

Sources: U.S. Dept. of Commerce, Bureau of Economic Analysis (2009); U.S. Census Bureau, 2010 American Community Survey.

Housing

2011 Median Selling Price

Washington County	\$ 138,000
Maryland	\$ 228,629

Source: Maryland Association of Realtors.

Households

Number of Households	54,669
Number of Family Households	38,643
Number of Non-family Households	16,026

Source: U.S. Census Bureau, 2010 American Community Survey.

Education Facilities in Washington County

Higher Education:

Kaplan University - Hagerstown
Hagerstown Community College
University System of MD at Hagerstown

Primary Education:

27 Elementary Schools
7 Middle Schools
8 Senior High Schools
1 Middle/Senior High School
1 Technical High School
1 Evening High School
1 Outdoor Education
1 Special Education
37 Private Schools

Pupil/Teacher Ratio: 1.23

Public Enrollment: 22,206

Sources: Washington County Board of Education (2011); MD Department of Education (2010); U.S. Census Bureau, 2010 American Community Survey.

County Water Quality Systems

	<u>Total # of Services</u>
Full Service Water	1,347
Full Service Sewer	6,768
Collection Service Sewer	3,497
Total	11,592

Source: Washington County Department of Environmental Management.

County Building Permits (000s)

	<u>Number</u>	<u>Value</u>
Residential New	159	\$ 26,941
Other Permits	1,632	\$ 57,509
Total	1,791	\$ 84,450

Source: Washington County Department of Plan Review and Permitting.

County Employment Statistics

Civilian Labor Force	66,920
Employed	60,543
Unemployed	6,377
Unemployment Rate	9.5%
State Average	7.0%

Source: MD Department of Labor, Licensing & Regulation.

Top 15 Employers in Washington County

	<u>Employer</u>	<u>Employment</u>
1	Washington County Public Schools	2,965
2	Meritus Health, Inc.	2,860
3	Citi	2,500
4	State of Maryland	2,305
5	First Data	2,214
6	Volvo Powertrain North America	1,391
7	Washington County Government	993
8	Hagerstown Community College	813
9	The Bowman Group, LLP	753
10	FedEx Ground	648
11	Federal Government	637
12	Staples Distribution Center	567
13	Merkle Response Services, Inc.	520
14	City of Hagerstown	461
15	Lehigh Phoenix	417
15	Sierra Nevada	417

Source: Hagerstown-Washington County Economic Development Commission.

County Business Patterns

<u>Industry</u>	<u>Total # Establishments</u>
Services	1,218
Retail Trade	642
Construction	405
Other	400
Finance, Insurance, Real Estate	330
Wholesale Trade	160
Transportation/Warehousing	155
Manufacturing	125
Information	54
Utilities	5
Mining	2
Agricultural	1
Total	3,497

Sources: U.S. Census Bureau, County Business Patterns. Agricultural and mining data is based on information provided by employers to Hagerstown-Washington County Economic Development Commission.

**Top 20 Largest Taxpayers in Washington County
as of June 30, 2011
Ranked by Assessed Value**

	<u>Taxpayer</u>	<u>Assessed Value</u>
1	PR Valley Limited Partnership (Valley Mall)	\$ 100,843,746
2	Outlet Village of Hagerstown LLC	92,734,566
3	254 Hagerstown LLC (Citi)	70,913,210
4	Potomac Edison	65,456,230
5	Bowman Group LLP	64,810,460
6	Verizon-Maryland	62,900,710
7	FedEx Ground Package System, Inc.	58,120,056
8	Staples of Maryland LLC	41,716,700
9	Lowe's Home Centers, Inc.	41,592,060
10	GP Hagerstown Limited Partnership (First Data)	40,244,232
11	Mack Trucks, Inc.	29,842,530
12	Rappaport, Jerome L. Jr. (TruServ)	28,325,300
13	FR Hagerstown LLC (Lippincott & PetSmart)	24,576,132
14	WalMart Real Estate Business Trust	23,202,100
15	Tractor Supply Company	23,146,412
16	Bowman Railway	22,736,900
17	WalMart Stores, Inc.	19,986,960
18	Columbia Gas of Maryland	17,773,950
19	Dot Foods, Inc.	17,127,100
20	Bowman 2000	16,588,590

Source: Washington County Treasurer's Office.

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 10 Year Capital Improvement Plan, appropriating the first year of the 10 year program.
9. Each project will be reviewed to determine the best financing method based on useful life, benefit of asset, cost, etc. It is also the policy of the County to establish a pay-as-you-go funding strategy that best matches benefits streams to cost streams as closely as possible, while maximizing the contribution level.

10. The relationship between the operating and capital budget is considered during the budgeting process. The capital budget includes costs for long-term capital projects, which add to the capital asset base of the County. The operating budget assumes the cost of maintaining and operating new facilities that are built under the capital budget.
11. Self-supporting projects are determined by policy and by evaluation of financial information, including rate setting models, financial forecasts, and budgets and funding source evidence.
12. 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	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">Update Economic and Financial Trend Analysis and Debt Affordability</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Update Five-Year Capital and Operational Forecast</div> </div>	October - January
Budget Development Start	<div style="border: 1px solid black; padding: 5px; text-align: center;">Distribute Budget Package</div>	October - November
Budget Development Phase	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">Program/Service Goals are Reviewed and Identified</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">10 Year Capital Improvement Plan Developed</div> </div>	December - January
Review/Modification Phase	<div style="border: 1px solid black; padding: 5px; text-align: center;">Management Team and Commissioners Review</div>	January - April
Adoption Phase	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">Operational Budgets</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Capital Improvement Budgets</div> </div>	May
Start Up Phase	<div style="border: 1px solid black; padding: 5px; text-align: center;">Monthly Reporting and Monitoring</div>	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 Director of Planning and Zoning, and the Director of Public Works comprise the Capital Improvement Program Committee. From the time the CIP's initial annual review is begun in October through its adoption in May of each fiscal year, there is constant interaction between departments, the CIP committee and the elected officials.

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

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

It is the CIP committee's responsibility to review all requests that County departments and agencies submit. All projects are ranked based on established criteria for priority ranking. Considering current and future needs, as developed in the 10 year capital plan, available funding sources, and the results of the priority ranking process, the committee determines which capital projects best meet established criteria for the current fiscal year Capital Improvement Budget and the 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 Budget and 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, updates 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.

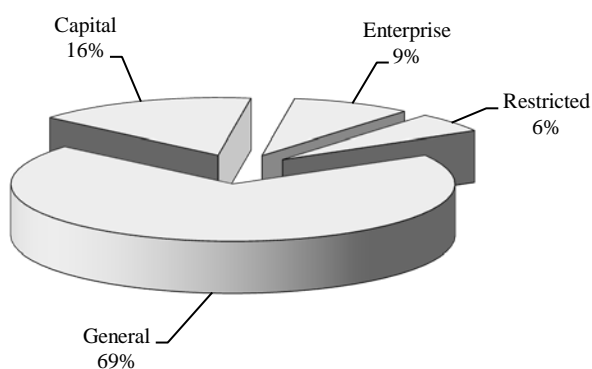
The Director of Budget and Finance reviews the project status and revenues before any issuance of debt. Any modifications to a project and or the total debt to be issued based upon this review is required to be approved by the County Commissioners either for an increase or decrease in total borrowing 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 2013 Funds



<i>General Fund:</i>	<i>Unrestricted</i>	<i>\$196,312,520</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>\$45,322,480</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)

<i>Enterprise Funds:</i>	<i>Restricted</i>	<i>\$27,650,290</i>
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Enterprise funds are used to account for operations, including debt service that are financed and operated like a private business – where the intent is for the service to be self-sufficient, with all costs supported primarily by user charges. The County maintains eight Enterprise funds as follows:

- Water Quality Funds – The Water Quality Funds account for all operating activities necessary to provide water, wastewater, and pretreatment services. This includes, but is not limited to administration, operations and maintenance, financing, and related debt service. (\$15,572,960 – 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. (\$6,873,470 – 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. (\$2,203,650 – Non-Major Fund)
 - Airport Fund – The Airport Fund accounts for all operating activities necessary to provide air transportation needs to the Quad-State area. This includes, but is not limited to administration, operations and maintenance, financing, and related debt service. (\$1,780,830 – 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. (\$1,219,380 – Non-Major Fund)
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<i>Other Governmental Funds</i>	<i>Restricted</i>	<i>\$15,689,770</i>
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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. \$8,973,080 (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 \$6,716,690 (Non-Major Fund). They are:

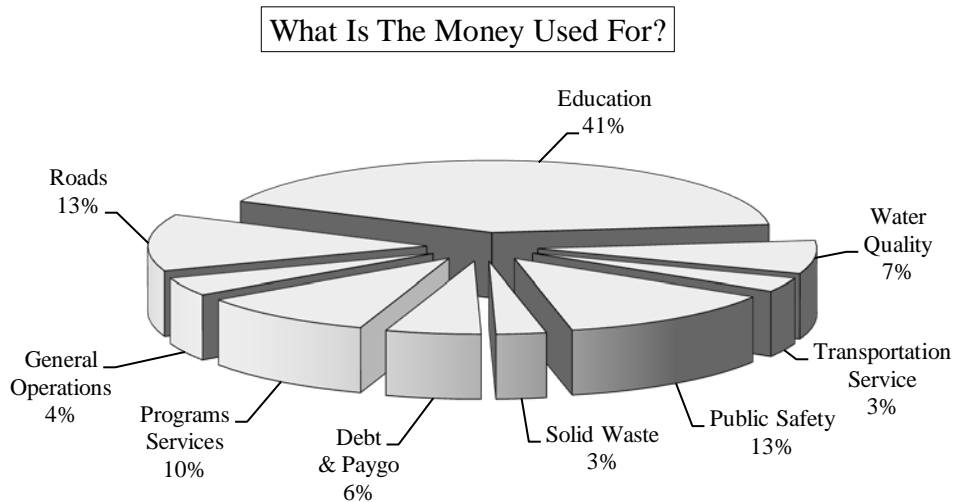
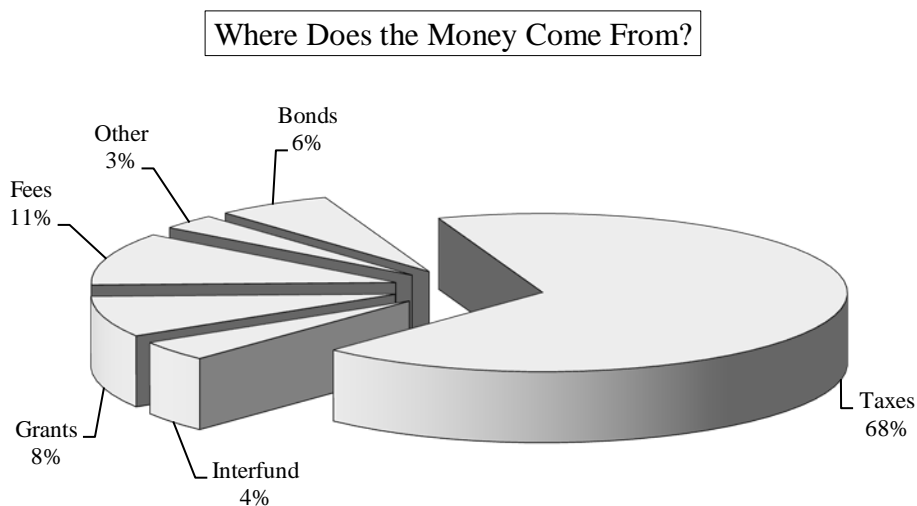
Agricultural Educational Center	\$ 194,500
Local Management Board	\$ 250,440
Inmate Welfare	\$ 486,820
Land Preservation Fund	\$ 1,094,200
Gaming Fund	\$ 1,987,020

Hotel Rental Tax Fund	\$ 2,073,700
Contraband Fund	\$ 260,000
HEPMPO	\$ 370,010

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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 2013.



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 2013. 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, 2012. 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		
	2011	2012	2013
Revenue (By Major Type):			
Property Tax	125,482,580	124,284,530	121,396,960
Income Tax	59,279,436	59,800,000	62,476,000
Other Local Taxes	7,895,924	4,930,000	5,970,890
Highway User	573,141		790,000
Interest	620,202	432,130	560,100
Fees	29,189,713	28,156,430	29,590,880
Grants	19,654,251	23,975,160	23,804,060
Other	2,556,628	9,317,240	7,002,980
Bonds	14,609,781	19,246,600	17,460,200
Subtotal	259,861,656	270,142,090	269,052,070
Transfers	17,880,017	16,919,250	11,746,650
Reserves		3,691,970	4,176,340
Total Revenue	277,741,673	290,753,310	284,975,060
Expenditures (By Function):			
Education	128,194,186	122,235,930	117,122,730
Public Safety	39,688,542	35,989,860	37,962,560
State/Non-profit	5,727,930	5,797,430	5,712,900
Court System	3,609,221	3,824,400	3,894,840
General Government	18,704,938	24,595,900	25,650,150
Parks and Recreation	2,930,562	2,808,470	3,195,420
Water Quality	13,308,537	27,558,650	20,965,560
Roads/Infrastructure	18,366,932	22,521,060	28,255,580
Solid Waste	7,503,853	8,842,770	7,764,870
Transit System	4,137,031	2,256,210	3,212,250
Airport	5,194,856	4,407,550	5,264,630
Golf Course	1,143,151	1,194,830	1,219,380
Subtotal	255,314,600	260,033,060	260,220,870
Transfers	30,783,268	28,720,250	24,754,190
Total Expenditures	255,314,600	290,753,310	284,975,060
Excess (Deficiency) of Revenues over Expenditures	(8,356,195)		
GAAP Basis Adjustments	(5,319,837)		
Beginning Fund Balance/Net Equity	346,264,263	332,588,231	332,588,231
Ending Fund Balance/Net Equity	332,588,231	332,588,231	332,588,231

**Combined Statement of Revenues, Expenditures, and Changes in Undesignated Fund Balance
Fiscal Year 2013 Budgets – All Funds**

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
Revenue (By Major Type):					
Property Tax	121,396,960				121,396,960
Income Tax	62,476,000				62,476,000
Other Local Taxes	5,315,000			655,890	5,70,890
Highway User				790,000	790,000
Interest	560,100				560,100
Fees	3,696,460	1,338,000	22,093,920	2,462,500	29,590,880
Grants	1,759,000	19,940,500	1,402,230	702,330	23,804,060
Other	1,109,000	319,000	2,934,550	2,640,430	7,002,980
Bonds		17,460,200			17,460,200
Subtotal	196,312,520	39,057,700	26,430,700	7,251,150	269,052,070
Transfers		2,743,200	1,219,590	7,783,860	11,746,650
Reserves		3,521,580		654,760	4,176,340
Total Revenue	196,312,520	45,322,480	27,650,290	15,689,770	284,975,060
Expenditures (By Function):					
Education	104,555,330	12,567,400			117,122,730
Public Safety	36,759,740	716,000		486,820	37,926,560
State/Community	5,712,900				5,712,900
Court System	3,894,840				3,894,840
General Government	18,046,880	1,373,400		6,229,870	25,650,150
Parks and Recreation	2,588,640	606,780			3,195,420
Water Quality		5,392,600	15,572,960		20,965,560
Roads/Infrastructure		19,282,500		8,973,080	28,255,580
Solid Waste		891,400	6,873,470		7,764,870
Transit System		1,008,600	2,203,650		3,212,250
Airport		3,483,800	1,780,830		5,264,630
Golf Course			1,219,380		1,219,380
Subtotal	171,558,330	45,322,480	27,650,290	15,689,770	260,220,870
Transfers	24,754,190				24,754,190
Total Expenditures	196,312,520	45,322,480	27,650,290	15,689,770	284,975,060
Beginning Fund Balance/Net Equity	37,332,791	71,824,732	221,212,596	2,218,112	332,588,231
Estimated Increase (Decrease)					
Ending Fund Balance/Net Equity (forecast)	37,332,791	71,824,732	221,212,596	2,218,112	332,588,231

**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	19,021,700	2,422,100	1,274,460	24,514,260
Other		4,158,100	2,860,880	2,298,260	9,317,240
Bonds		19,246,600			19,246,600
Subtotal	195,053,350	43,414,800	25,688,360	6,524,680	270,681,190
Transfers		3,943,400	4,205,550	8,333,700	16,482,650
Reserves	1,200,000	2,103,000		286,470	3,589,470
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 (forecast)	37,332,791	71,824,732	221,212,596	2,218,112	332,588,231
Ending Fund Balance/Net Equity (forecast)	37,332,791	71,824,732	221,212,596	2,218,112	332,588,231

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

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
Revenue (By Major Type):					
Property Tax	125,482,580				125,482,580
Income Tax	59,279,436				59,279,436
Other Local Taxes	4,891,652			3,004,272	7,895,924
Highway User				573,141	573,141
Interest	620,202				620,202
Fees	3,742,940	1,849,769	20,380,010	3,216,994	29,189,713
Grants	3,600,920	10,646,364	2,268,917	3,138,050	19,654,251
Other		2,472,873		83,755	2,556,628
Bonds		14,609,781			14,609,781
Subtotal	197,617,730	29,578,787	22,648,927	10,016,212	259,861,656
Transfers		5,339,391	4,241,757	8,278,869	17,880,017
Total Revenue	197,617,730	34,938,178	26,890,684	18,295,081	277,741,673
Expenditures (By Function):					
Education	104,032,257	24,161,929			128,194,186
Public Safety	33,452,090	5,275,713		960,739	39,688,542
State/Community	5,727,930				5,727,930
Court System	3,597,639	11,582			3,609,221
General Government	17,027,519	659,957		1,017,462	18,704,938
Parks and Recreation	2,463,033	290,136		177,393	2,930,562
Community Promotion				4,049,320	4,049,320
Water Quality		1,004,034	12,304,503		13,308,537
Roads/Infrastructure		10,058,618		8,308,314	18,366,932
Land Preservation				2,755,541	2,755,541
Solid Waste		914,381	6,589,472		7,503,853
Transit System		2,013,739	2,123,292		4,137,031
Airport		2,155,772	3,039,084		5,194,856
Golf Course			1,143,151		1,143,151
Subtotal	166,300,468	46,545,861	25,199,502	17,268,769	255,314,600
Transfers	30,783,268				30,783,268
Total Expenditures	197,083,736	46,545,861	25,199,502	17,268,769	255,314,600
Excess(Deficiency) of Revenues over Expenditures	533,994	(11,607,683)	1,691,182	1,026,312	(8,356,195)
Increase (Decrease) in Fund Balance	533,994	(11,607,683)	1,691,182	1,026,312	(8,356,195)
GAAP Basis Adjustments		(2,174,413)	(3,172,424)		(5,319,837)
Beginning Fund Balance/Net Equity	36,798,797	85,579,828	222,693,838	1,191,800	346,264,263
Ending Fund Balance/Net Equity	37,332,791	71,824,732	221,212,596	2,218,112	332,588,231

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Capital Program and Debt Management

- Capital Improvement Plan Development
- Fiscal Year 2013 Overview
- Ten Year Summary

Capital Improvement Plan Development

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

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

A Ten-year Capital Improvement Plan ("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 is flexible and covers ten years with the first year being the Capital Improvement Budget. Funds for each project are allocated from federal, state, and local sources by the County Commissioners.

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

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

The Ten-year Capital Improvement Plan (CIP) is updated on an annual basis for both project costs and funding sources. Along with the development of the Capital Improvement Plan, an annual Debt Affordability Analysis is performed to evaluate the 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 Improvement Plan Process

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 Budget and Finance Director, the Planning and Zoning 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;
- The budget and appropriate funding sources are adequate;
- 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 ten-year plan, available funding sources, and the results of the priority ranking process, the CIP Committee determines which capital projects best meet established criteria for the current fiscal year Capital Improvement Budget and the ten-year forecast.

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

Components of the Capital Program

Capital Project Definition

Capital Projects are included in the Capital Improvement Plan when the project supports or improves infrastructure needs and/or the productive capacity of the County. Projects should have a useful life greater than 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. Assets not meeting the criteria above are budgeted as capital outlay in the Operating Budget.

Capital Project Priority Ranking System

During the review process the CIP committee prioritizes projects based on the County's broad goals, department priorities, anticipated funding sources, and the priority-ranking matrix. The priority-ranking matrix is composed of 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 work. The higher the cost the lower the weight. However the forced score should not be considered adversely with respect to an individual project as it simply identifies the financial issues within the 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, normal 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 Ten-year Capital Improvement Plan to the Board of County Commissioners. The County Commissioners review the recommended Ten-year Capital Improvement Plan during budget workshops and at a public hearing prior to budget adoption.

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

Capital Improvement Plan Funding Sources

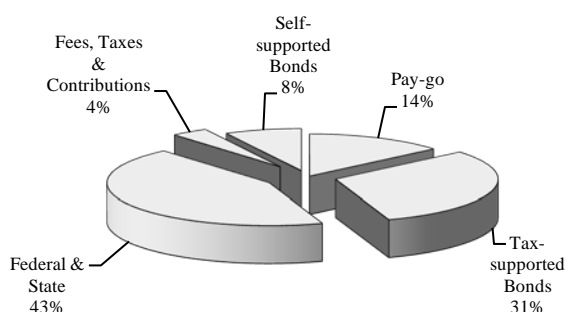
Funding sources in the Capital Improvement Plan are budgeted in each fiscal year in which they will be received. All potential funding sources are considered when developing the Capital Improvement Plan to ensure that projects are funded with appropriate revenue streams. Some projects are funded with project-specific revenues that benefit particular projects and/or users, as is the case with development fees. The other information considered when funding the Capital Improvement Plan are the results of the Debt Affordability Study, 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 2013 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 2013 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.

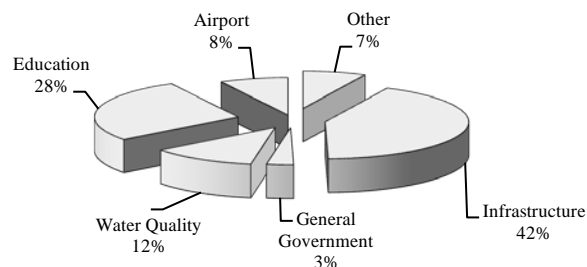
Fiscal Year 2013 Overview

A graphic illustration of planned capital project distribution and funding sources for fiscal year 2013 is shown below. The fiscal year 2013 Capital Improvement Budget is funded mainly from: tax supported and self-supported bonds, pay-go funds, federal and state funds, and developer based fees.

Funding Sources



Capital Project Distribution



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 2013 is approximately \$20.5 million.

The ten-year operating budget impact for major projects approved in the fiscal year 2013 Capital Budget are presented in the project detail schedule located in the next section. Operating cost include personnel, supplies, maintenance, other major operational costs, and net of operational savings.

Debt Affordability Analysis

One of the major sources of funding for capital projects is debt. Debt is issued to match the cash flow requirements of the Capital Improvement Plan, while considering the 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 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 on an annual basis in conjunction with the issuance of bonds and the formulation of the long-range Capital Improvement Plan. This comprehensive and routine analysis of debt capacity provides assurance that the amount of debt issued by the County is affordable. It also ensures that an appropriate balance is maintained between the County's capital needs and its ability to pay for them.

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

The Peer Group contains ten Maryland counties that include Washington, Howard, Frederick, Harford, Carroll, Charles, St. Mary's, Cecil, Wicomico, and Calvert.

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

Measures of debt affordability are sensitive as they are impacted by the amount of outstanding debt and changes in both 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 Peer Group and national medians is useful in evaluating the County's debt position. Evaluating the change in ranking over time also indicates a strengthening or weakening of the County's debt position relative to the Peer Group and to national averages. Following is a five-year comparison of the County's debt ratios for the tax-supported debt portion.

Ratio and Peer Group Median Comparisons								
Fiscal Year	Debt Per Capita		Debt as 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
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	867	1,650	1.02%	1.46%	6.67%	8.16%	.25%	.37%
2012 estimated	876	1,640	1.05%	1.41%	6.90%	8.52%	.25%	.38%

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

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

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

Debt Capacity Analysis – Effect of Debt Issuance on Debt Ratios								
Fiscal Year	Debt Per Capita		Debt as a Percent of FMV		Debt Service as a % of General Fund Revenue		Debt Service Per Capita as a % of Income Per Capita	
	Projected	Target	Projected	Target	Projected	Target	Projected	Target
2013	897	1,640	1.06%	1.41%	7.37%	8.52%	.27%	.38%
2014	916	1,640	1.07%	1.41%	7.51%	8.52%	.27%	.38%
2015	933	1,640	1.07%	1.41%	7.52%	8.52%	.27%	.38%
2016	950	1,640	1.08%	1.41%	7.42%	8.52%	.27%	.38%
2017	965	1,640	1.08%	1.41%	7.46%	8.52%	.27%	.38%
2018	980	1,640	1.08%	1.41%	7.27%	8.52%	.27%	.38%
2019	997	1,640	1.08%	1.41%	7.13%	8.52%	.26%	.38%
2020	1,008	1,640	1.08%	1.41%	7.34%	8.52%	.27%	.38%
2021	1,016	1,640	1.07%	1.41%	7.48%	8.52%	.28%	.38%

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
2022	1,025	1,640	1.06%	1.41%	7.24%	8.52%	.27%	.38%
2023	1,031	1,640	1.05%	1.41%	7.36%	8.52%	.27%	.38%
2024	1,032	1,640	1.04%	1.41%	7.50%	8.52%	.28%	.38%
2025	1,030	1,640	1.02%	1.41%	7.59%	8.52%	.28%	.38%
2026	1,027	1,640	1.00%	1.41%	7.51%	8.52%	.28%	.38%
2027	1,022	1,640	.98%	1.41%	7.45%	8.52%	.28%	.38%
2028	1,013	1,640	.96%	1.41%	7.56%	8.52%	.28%	.38%
2029	1,012	1,640	.95%	1.41%	6.92%	8.52%	.26%	.38%
2030	1,010	1,640	.93%	1.41%	6.85%	8.52%	.26%	.38%
2031	1,002	1,640	.91%	1.41%	7.06%	8.52%	.27%	.38%
2032	994	1,640	.89%	1.41%	6.97%	8.52%	.27%	.38%

Credit Ratings

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

The County's current credit ratings are AA by Standard & Poor's, AA by Fitch and an 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 are created:

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

The assumptions used in determining debt capacity in each scenario are based on historical trends, judgment, and projected economic conditions. Each case assumption is applied to the 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 and could require adjustments to the Capital Improvement Plan and the debt issuance plan. However, planning to issue debt on the 'Best' case scenario every year is not advisable because some bonding capacity should be kept in reserve in anticipation of sudden unexpected economic downturns.

Final Analysis

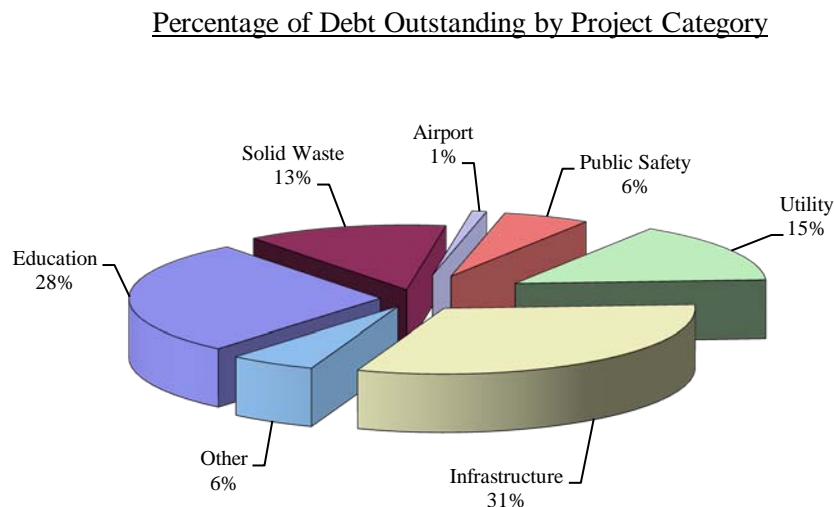
There are multiple factors that can affect the County's affordability to incur future indebtedness, including the County's economy and the availability of adequate financial resources. For that reason the financial ratios and analysis used, take into account the entire County financial condition, as other factors can effectively deteriorate the County's financial posture and affect its ability to incur debt. In addition, these managerial and unpredictable scenarios are considered and tested in the model used, so that the known effects of 'Worst' and 'Best' case results can be examined. It is important for the County to monitor its financial condition, 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.

Outstanding Debt

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

The following graph illustrates the percentage of total debt outstanding at June 30, 2012 by project category:



The table on the following page shows the current outstanding balance at June 30, 2012 and the estimated impact of debt service on the Operating Budget for FY 2013.

Current Debt Balance and FY 2013 Principal and Interest Costs

Description	Current Balance	FY 2013 Principal	FY 2013 Interest	Total Debt Service
General Fund:				
2002 Public Improvement Bonds	\$ 496,344	\$ 496,348	\$ 24,821	\$ 521,169
2002 Public Improvement & Refunding Bonds	2,769,440	1,329,698	126,803	1,456,501
2003 Public Improvement Bonds	345,756	345,756	13,399	359,155
2003A Public Improvement & Refunding Bonds	2,446,281	1,001,901	88,901	1,090,802
2005 Public Improvement & Refunding Bonds	19,184,115	2,539,431	767,365	3,306,796
2006 Public Facilities Bonds	8,120,000	435,000	338,456	773,456
2007 Public Improvement Bonds	11,451,211	510,881	475,820	986,701
2008 Public Improvement Bonds	13,148,234	591,982	526,697	1,118,679
2009 Public Improvement & Refunding Bonds	12,382,615	827,185	423,264	1,250,449
2010 Ser A Public Improvement Bonds	4,566,901	455,734	111,253	566,987
2010 Ser B Build America Bonds	6,957,113	0	226,879	226,879
2010 Refunding Bonds	10,403,874	472,024	293,542	765,566
2011 Public Improvement Bonds	10,949,900	409,559	404,349	813,908
2012 Public Improvement Bonds	12,068,100	0	204,156	204,156
2012 Refunding Bonds	6,098,320	64,910	129,617	194,527
MD Water Quality Solid Waste Refinancing	1,722,238	33,357	17,222	50,579
MD Water Quality Resh Capping Ph 1	4,023,648	249,964	40,236	290,200
Total General Fund Existing Debt	\$ 127,134,090	\$ 9,763,730	\$ 4,212,780	\$ 13,976,510
2013 Planned Debt:				
2013 Public Improvement Bonds	14,000,000	0	0	0
Total General Fund Debt	\$ 141,134,090	\$ 9,763,730	\$ 4,212,780	\$ 13,976,510
Highway:				
2008 Public Improvement Bonds	\$ 2,538,346	\$ 114,290	\$ 101,680	\$ 215,970
Total Highway Existing Debt	\$ 2,538,346	\$ 109,020	\$ 105,230	\$ 214,250
Solid Waste:				
2002 Public Improvement Bonds	\$ 3,656	\$ 3,665	\$ 179	\$ 3,844
2002 Public Improvement & Refunding Bonds	250,560	120,302	11,472	131,774
2003 Public Improvement Bonds	4,244	4,244	164	4,408
2003A Public Improvement & Refunding Bonds	218,719	103,100	7,948	111,048
2005 Public Improvement & Refunding Bonds	570,885	75,569	22,835	98,404
2007 Public Improvement Bonds	2,333,789	104,119	96,974	201,093
2009 Public Improvement Bonds	2,677,675	257,032	89,122	346,154
2010 Ser A Public Improvement Bonds	1,807,755	180,397	44,038	224,435
2010 Ser B Build America Bonds	2,753,894	0	89,807	89,807
2010 Refunding Bonds	3,256,126	317,976	88,558	406,534
2011 Public Improvement Bonds	3,220,100	120,441	118,909	239,350
2012 Refunding Bonds	40,020	420	800	1,220
MD Water Quality Solid Waste Refinancing	4,731,523	91,643	47,315	138,958
MD Water Quality 40 West Cell 3	1,748,954	129,592	19,239	148,831
Total Solid Waste Fund Debt	\$ 23,617,900	\$ 1,508,500	\$ 637,360	\$ 2,145,860

Current Debt Balance and FY 2013 Principal and Interest Costs

Description	Current Balance	FY 2013 Principal	FY 2013 Interest	Total Debt Service
Airport				
2003A Public Improvement & Refunding Bonds	\$ 120,000	\$ 40,000	\$ 4,360	\$ 44,360
2012 Refunding Bonds	1,601,660	209,670	29,260	238,930
Total Airport Existing Debt	\$ 1,721,660	\$ 249,670	\$ 33,620	\$ 283,290
Water Quality:				
1996 Series A Project & Refunding Bonds	\$ 4,756,653	\$ 524,556	\$ 825,444	\$ 1,350,000
2008 Public Improvement Bonds	1,193,420	53,732	47,805	101,537
2009 Public Improvement & Refunding Bonds	3,289,710	145,783	114,727	260,510
2010 Ser A Public Improvement Bonds	790,344	78,869	19,253	98,122
2010 Ser B Build America Bonds	1,203,993	0	39,264	39,264
2012 Public Improvement Bonds	5,696,900	0	96,367	96,367
MD Water Quality Series 93A	153,077	75,299	5,039	80,338
MD Water Quality Series BNR	1,762,019	182,841	29,954	212,795
MD Water Quality Cono. Refunding 2004	3,425,000	1,200,000	13,700	1,213,700
MD Water Quality Pretreatment Refunding 2004	4,726,063	405,000	18,904	423,904
MD Water Quality Halfway I & I	430,269	26,730	4,303	31,033
Total Water Quality Existing Debt	\$ 27,427,448	\$ 2,692,810	\$ 1,214,760	\$ 3,907,570
2013 Planned Debt:				
2013 Public Improvement Bonds	3,460,020	0	0	0
Total Water Quality Debt	\$ 30,887,468	\$ 2,692,810	\$ 1,214,760	\$ 3,907,570
Total Existing and 2013 Planned Debt	\$ 199,899,464	\$ 14,323,730	\$ 6,203,750	\$ 20,527,480

Bonded Limit Summary as of June 30, 2012

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, 2012 the unused authorization available for issuance of general obligation bonds was \$27,837,722.

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

Schedule of Legal Debt Margins – Department of Water Quality Estimated as of June 30, 2012	
Assessed Value of Property in Washington County	\$ 13,282,950,000
Debt Limit: % of Assessed Value	10%
Water Quality Borrowing Limitation	1,328,295,000
Water Quality Debt	27,427,448
Debt Margin	1,300,867,552
Ratio of Water Quality Debt to Assessed Value	.21%

Combined Statement of Revenues, Expenditures, and Changes in Undesignated Fund Balance
Summary By Year – Capital Improvement Fund

Description	<i>Fiscal Year</i>		
	2011 Actual	2012 Budget	2013 Budget
Revenue (By Major Type):			
Fees	\$ 1,849,769	\$ 988,400	\$ 1,338,000
Grants	10,646,364	19,021,700	19,940,500
Other	2,472,873	4,158,100	319,000
Bonds	14,609,781	19,246,600	17,460,200
Subtotal	29,578,787	43,414,800	39,057,700
Transfers	5,359,391	3,943,400	2,743,200
Capital Reserves		2,103,000	3,521,580
Total Revenue	34,938,178	49,461,200	45,322,480
Expenditures (By Function):			
Education	24,161,929	17,956,700	12,567,400
Public Safety	5,275,713	236,600	716,000
Court System	11,582	0	0
General Government	659,957	2,645,700	1,373,400
Parks and Recreation	290,136	350,000	606,780
Water Quality	1,004,034	11,236,400	5,392,600
Roads/Infrastructure	10,058,618	13,906,100	19,282,500
Solid Waste	914,381	1,531,400	891,400
Transit System	2,013,739	151,500	1,008,600
Airport	2,155,772	1,446,800	3,483,800
Total Expenditures	46,545,861	49,461,200	45,322,480
Increase (Decrease) in Fund Balance	-11,607,683	0	0
GAAP Basis Adjustments	-2,147,413	0	0
Beginning Fund Balance/Net Equity	85,579,828	71,824,732	71,824,732
Ending Fund Balance/Net Equity	\$ 71,824,732	\$ 71,824,732	\$ 71,824,732

Project Detail of Major Projects – Fiscal Year 2013

Project Name	Project Description	Project Budget	Operating Impact
Capital Equipment - Airport	Replace airport crash truck (AP14). Existing equipment has reached the end of its useful life.	\$ 757,500	\$ 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.	2,525,000	15,000
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. Repair consists of concrete fill, traffic barrier upgrades, scour repair, riprap placement, and repainting the stone masonry. Bridge Sufficiency Rating is 30.7 out of a maximum possible score of 100.	995,900	-
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 repainting. Bridge Sufficiency Rating is 40.1 out of a maximum possible score of 100.	1,349,300	-
Old Roxbury Road Bridge W5372	This project is located in the 19700 Block of Old Roxbury Road (ADC Map 26, Grid K-8) - Road realignment to eliminate bridge and reduce or eliminate road flooding. Project may be influenced by possible historical concerns. Bridge Sufficiency Rating is 13.7 out of a maximum possible score of 100.	681,400	-
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.	529,300	-
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 structures. 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.	1,097,900	-

Project Name	Project Description	Project Budget	Operating Impact
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.	\$ 505,000	\$ -
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. Plans include an expanded gymnasium in partnership with the Buildings, Grounds, and Parks Department.	2,878,500	460,300
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. Plans include an expanded gymnasium for community use in partnership with the Buildings, Grounds, and Parks Department.	7,937,000	707,600
ARCC Roof Replacement	Replace roof on the ARCC building.	705,500	18,200
Fuel Center Replacement – Central Section Highway Maintenance Facility	Replace existing diesel and gasoline fuel center at the central highway maintenance facility. The existing underground storage tanks are old style steel tanks under impressed current cathodic protection. The project includes modernizing existing pumps, adding controlled access and integrated software systems to match existing fuel center systems used elsewhere in County Government.	525,000	41,200
Pavement Maintenance and Rehabilitation Program	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.	3,206,800	-

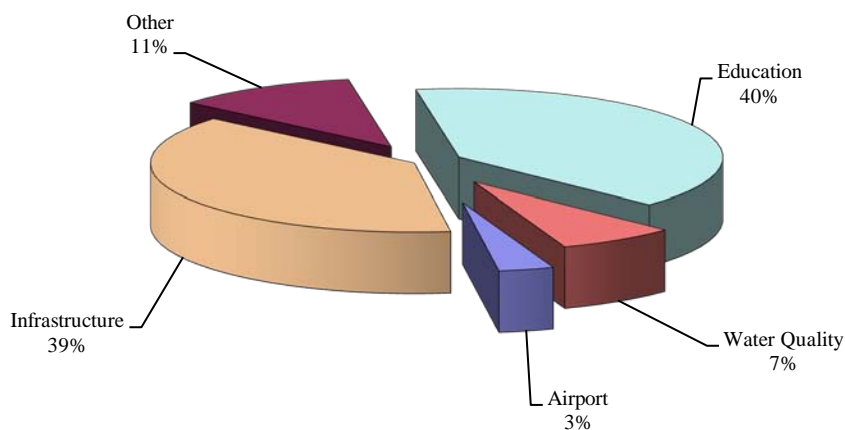
Project Name	Project Description	Project Budget	Operating Impact
Robinwood Corridor II	Widen Robinwood Drive to four lanes between Medical Campus Drive and Hagerstown Community College (approximately 5,800'). New road section will consist of two 12 foot wide lanes in each direction with a raised grassed 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 roundabout will be constructed.	\$ 2,325,700	\$ -
Shawley Drive	Project involves the relocation of the northern most end of Shawley Drive between Label Lane and Maugans Ave to align with Oliver Drive. The project also creates separation from the ramps from/to I-81. The road will be a two lane open section roadway with sidewalk on one side.	2,074,100	-
Eastern Boulevard Widening Phase - 1	Widen Eastern Boulevard from MD Rt. 64 (Jefferson Boulevard) to Security Road from the existing 2-lane roadway to a 4-lane divided roadway. This project includes drainage improvements and traffic signal modifications.	505,000	-
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.	592,300	-
Yale Drive Extended – 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 grass median. Road length is approximately 4,600 linear feet.	795,000	-
Yale Drive Extended – Phase 1	Project involves the extension of Yale Drive across the land formerly known as Mt. Aetna Farms to connect to Scholar Drive (HCC). Total road length is approximately 4,600 linear feet (2-lanes). Project includes the construction of three roundabout intersections.	2,014,000	-
City/County Leachate Upgrades	Upgrade the existing leachate pump stations and storage tanks at the City/County landfill.	641,400	-
Transit – Buses	Replace three (3) fixed-route transit buses. Units 646 - 648 will become 713 - 715.	506,600	-
Pump Station Upgrades	General upgrades including electrical/equipment upgrades.	\$ 733,700	\$ (1,500)

Project Name	Project Description	Project Budget	Operating Impact
Winebrenner Wastewater Treatment Plant Upgrade	Upgrade facility to comply with Maryland Department or the Environment's (MDE) Enhanced Nutrient Removal (ENR) strategy and improve operational efficiency.	3,799,400	69,700
Smithsburg Wastewater Treatment Plant – Facility Improvements	Upgrade the facility to address Maryland Department of the Environment (MDE) strategy for Enhanced Nutrient Removal (ENR) and expand capacity to address growth needs of area.	505,000	86,600

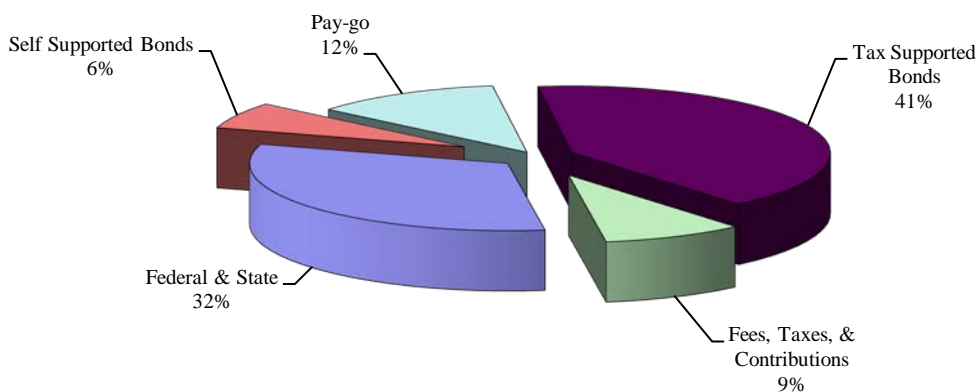
Ten Year Capital Improvement Plan Summary

The following graphs illustrate the projects by category and the funding sources that are currently scheduled for FY 2013 thru FY 2022. 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 \$449,343,420.

Project Categories for FY2013 thru FY2022



Funding Sources for FY2013 thru FY2022



**Washington County, Maryland
Capital Improvement 10 Year Condensed
Fiscal Year 2013 - 2022**

Project	Ten Year Capital Program								
	Total	Prior Appr.	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019-22
Project Cost									
Airport	16,359,980	1,221,800	3,483,800	122,400	2,292,400	3,949,100	189,200	221,480	4,879,800
Bridges	21,585,977	3,082,077	6,184,200	783,400	795,200	3,717,800	1,308,500	1,647,200	4,067,600
Drainage	14,619,800	432,000	485,400	1,189,000	1,273,100	869,500	920,300	2,293,500	7,157,000
Education	202,647,400	23,788,100	12,567,400	12,873,400	15,648,200	17,571,700	13,859,100	15,476,100	90,863,400
General Government	15,884,100	866,300	1,373,400	3,376,400	1,797,100	228,500	782,200	937,700	6,522,500
Parks & Recreation	6,036,480	12,000	606,780	169,200	242,300	236,900	333,000	525,600	3,910,700
Public Safety	13,504,100	236,600	716,000	241,000	206,100	414,200	210,200	317,400	11,162,600
Railroad Crossings	1,499,900	0	134,000	0	1,365,900	0	0	0	0
Road Improvement	176,799,983	38,447,983	12,478,900	8,471,500	9,014,400	10,855,800	12,578,500	14,909,400	70,043,500
Solid Waste	10,083,300	770,700	891,400	193,800	1,884,600	52,000	52,600	265,400	5,972,800
Transit	7,594,739	963,939	1,008,600	170,300	176,100	208,200	105,100	181,600	4,780,900
Water Quality	45,602,630	13,053,470	5,392,600	4,743,760	12,190,700	1,253,000	2,482,200	1,402,100	5,084,800
TOTAL	532,218,389	82,874,969	45,322,480	32,334,160	46,886,100	39,356,700	32,820,900	38,177,480	214,445,600
Funding Sources									
General Fund	49,372,495	13,457,495	1,715,000	3,400,000	3,500,000	3,600,000	3,700,000	3,800,000	16,200,000
Highway Fund	5,518,900	0	300,000	408,000	463,600	520,300	578,100	636,900	2,612,000
Hotel Rental Tax Fund	773,700	0	373,700	400,000	0	0	0	0	0
Solid Waste Fund	1,150,128	672,328	0	51,000	51,500	52,000	52,600	53,100	217,600
Utility Administration Fund	431,300	51,000	126,500	26,000	26,500	27,100	27,600	28,200	118,400
Water Fund	729,700	101,500	177,000	77,000	26,500	27,100	27,600	56,300	236,700
Sewer Fund	3,258,800	1,606,700	51,000	52,000	53,100	54,100	55,200	56,300	1,330,400
Tax Supported Bond	207,226,431	22,879,951	14,000,000	14,000,000	14,000,000	15,000,000	15,000,000	15,997,680	96,348,800
Self Supported Bond	34,750,130	5,888,770	3,460,200	4,401,760	8,311,500	1,144,700	915,100	1,473,600	9,154,500
Transfer Tax	12,470,173	470,173	0	700,000	1,200,000	1,300,000	1,300,000	1,300,000	6,200,000
Excise Tax - Schools	15,056,200	3,348,200	1,150,000	575,000	708,000	842,000	1,108,000	1,375,000	5,950,000
Excise Tax - Roads	3,908,630	1,085,630	141,000	141,000	174,000	207,000	272,000	338,000	1,550,000
Excise Tax - Other	703,100	30,700	30,700	30,700	38,000	45,000	59,000	74,000	395,000
Excise Tax - Library	351,000	0	16,300	16,000	20,000	24,200	32,100	37,200	205,200
Excise Tax - Non-Residential	6,327,905	827,905	0	0	100,000	200,000	500,000	700,000	4,000,000
APFO Fees - Roads	84,099	84,099	0	0	0	0	0	0	0
Capital Reserve - General	16,835,120	9,885,640	2,630,180	2,443,400	1,345,100	0	0	530,800	0
Capital Reserve - Airport	200,000	200,000	0	0	0	0	0	0	0
Capital Reserve - Solid Waste	891,400	0	891,400	0	0	0	0	0	0
Federal Grant	43,200,217	4,822,617	8,623,100	253,000	2,318,300	5,612,700	255,100	1,286,000	20,029,400
State Grant	122,443,561	17,412,261	11,317,400	5,258,300	13,238,600	10,500,500	7,891,800	9,827,500	46,997,200
Contributions	6,535,400	50,000	319,000	101,000	1,311,400	200,000	1,046,700	606,900	2,900,400
TOTAL	532,218,389	82,874,969	45,322,480	32,334,160	46,886,100	39,356,700	32,820,900	38,177,480	214,445,600

Project Detail of Major Projects – Fiscal Years 2013-2022

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.	\$ 24,533,200
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.	36,528,800
Bester Elementary (Replacement School) Began 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.	19,512,000
Smithsburg Wastewater Treatment Plant – Facility Improvements Began 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.	15,493,630
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.	15,700,200
Pavement Maintenance & Rehabilitation Program	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.	52,238,560

Project Name	Project Description	Total Project Budget
West City Elementary School – Phase 1	A new 56,818 square foot facility to house a 3-round, Pre-K through 5th Grade elementary school with a capacity of 471 students, with a core space sized for a 5-round school to accommodate future expansion. Provisions have been made within this budget request for an expanded gymnasium for community use in partnership with the Buildings, Grounds and Parks Department. This project will allow the closing and consolidation of two aging, inadequate elementary school facilities: Winter Street and Conococheague Elementary.	19,292,100
Phase 2 – Detention Center Expansion Beginning 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 all 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
Police, Fire and Emergency Services Training Facility	As the need for police, fire, and emergency services continues to grow, the need for a facility for training emergency personnel grows as well. Such a facility would be centralized to the area, easily accessible, and utilized by state, county and local police departments, correctional guards, and security guards. Classroom training for fire and emergency services departments, that predominantly takes place currently in local fire houses, would be held in this facility. This project would be a natural extension of similar training already offered at HCC, such as the Emergency Medical Technician and Administration of Justice programs.	14,146,400
Sharpsburg Elementary School – Modernization	Renovation of 31,684 square feet of existing building and addition of 16,630 square feet of classroom and core space.	13,420,600
Longmeadow Road	Capacity and safety enhancement to Longmeadow Road between Halifax Drive and Marsh Pike. Project includes widening Longmeadow Road to a five lane roadway and the construction of a traffic signal at the intersection with Paradise Church Road. The roadway will be a combination of open and closed section roadway with two lanes in each direction and a continuous center left turn lane as well as sidewalks on each side.	12,119,000
Robinwood Corridor II	Widen Robinwood Drive to four lanes between Medical Campus Drive and Hagerstown Community College (approximately 5,800'). 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 roundabout will be constructed.	10,648,400

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 2012
 - Goals for Fiscal Year 2013
 - Funding Sources and Program Expenditures
 - Staffing Summaries or Services Provided

General Fund – Revenue Summary

Category	2011 Actual	2012 Budget	2013 Budget	\$ Change	% Change
Property Tax	125,482,580	124,284,530	121,396,960	(2,887,570)	(2.32%)
Local Taxes	64,171,088	64,730,000	67,791,000	3,061,000	4.73%
Interest Earnings	620,202	432,130	560,100	127,970	29.61%
Charges for Services:					
Permitting	954,218	1,189,060	1,156,100	(32,960)	(2.77%)
Planning	76,104	89,500	24,000	(65,500)	(73.18%)
Parks and Recreation	440,025	424,500	430,800	6,300	1.48%
Public Safety	1,551,319	1,425,160	1,490,240	65,080	4.57%
Other	721,274	682,470	595,320	(87,150)	(12.77%)
Grants for Operations	3,600,920	1,796,000	1,759,000	(37,000)	(2.06%)
Excess Fund Balance Reserve	0	1,200,000	1,109,000	(91,000)	(7.58%)
Total	197,617,730	196,253,350	196,312,520	59,170	0.03%

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 73-78:

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General Fund – Revenue Detail

Property Tax					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Real Estate Tax	112,692,882	111,560,210	109,781,770	(1,778,440)	(1.59%)
Corporate Personal Property Tax	12,868,275	13,580,270	12,801,340	(778,930)	(5.74%)
State Administrative Fees	0	(600,000)	(914,020)	(314,020)	52.34%
Interest on Property Taxes	599,714	580,000	580,000	0	0%
Payment in Lieu of Taxes	141,327	131,920	129,930	(1,990)	(1.51%)
Enterprise Tax Reimbursement	359,912	352,930	313,890	(39,040)	(11.06%)
Service Charge – Semi-Annual	121,893	120,000	120,000	0	0%
Tax Sale Penalty and Other Fees	198,781	45,000	45,000	0	0%
Enterprise Zone Tax Credit	(763,158)	(705,870)	(627,760)	78,110	(11.07%)
Agricultural Tax Credit	(351,724)	(350,000)	(385,000)	(35,000)	10.00%
New Jobs Tax Credit	0	(37,220)	(25,480)	11,740	(31.54%)
Historical Tax Credit	(666)	(6,000)	(6,000)	0	0%
County Homeowners Tax	(95,265)	(100,000)	(125,000)	(25,000)	25.00%
Other Credits	(627)	(2,500)	(2,500)	0	0%
Discount Allowed – Property Tax	(308,353)	(305,000)	(310,000)	(5,000)	1.64%
Federal Payment in Lieu of Taxes	19,589	20,790	20,790	0	0%
Total	125,482,580	124,284,530	121,396,960	(2,887,570)	(2.32%)

Property taxes are the largest source of revenue available to the County and represent taxes assessed on real and personal property. Property taxes make up approximately 62% of General Fund revenues. Property assessments are performed on a triennial basis by the State of Maryland, Department of Assessments and Taxation to determine the property for taxing purposes. Tax billings and collections of the County share of property taxes are performed by the County. The real estate tax due is determined by multiplying the assessed value of the property by the tax rate of \$.948 for each \$100 of assessed value. Property tax is estimated at \$121.4 million for FY 2013, which is a decrease of \$2.9 million or 2.32%. The majority of the decrease is due to a decline in the County's taxable base as a result of reassessments. Property taxes are estimated by several methods, including trend analysis, economic analysis, and real estate analysis. The primary means, however, are the assessments provided by the Maryland Department of Assessments and Taxation, and full detail is provided on their website at www.dat.state.md.us/sdatweb/stats.

Local Taxes					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Income Tax	59,279,436	59,800,000	62,476,000	2,676,000	4.47%
Income Tax Reserve	0	(420,000)	0	420,000	(100.00%)
Admissions and Amusement Tax	324,210	360,000	325,000	(35,000)	(9.72%)
Recordation Tax	4,108,107	4,550,000	4,550,000	0	0%
Trailer Tax	459,335	440,000	440,000	0	0%
Total	64,171,088	64,730,000	67,791,000	3,061,000	4.73%

Local Taxes are projected to increase by \$3 million or 4.73% in FY 2013. Income and Recordation Tax account for 99% of this category. The Income Tax is the second largest revenue source for the County, representing 32% of General Fund revenues. It is the most economically sensitive revenue in the County and reflects downturns in the local economy much faster than the property tax. The income tax rate in Washington County is 2.8%. Revenue from the income tax is derived from personal income from County residents such as salaries and social security payments as well as income from capital gains, interest, and some business income. This tax is collected by the State Comptroller of the Treasury and distributions are made to the counties

throughout the year based upon collection deadlines. This is the most difficult revenue to project due to its volatility. The Income Tax budget was based on several factors including projected personal income trends, unemployment history, unemployment projections, job growth, state budgetary actions, and trend analysis. The State passed legislation that repeals the requirement for the County to repay the income tax reserve. Also, the State modified the exemption allowances for income tax which result in additional income tax for the County.

Recordation Tax rate is set at \$3.80 per \$500 and is set on instruments conveying title, articles of transfers, and amounts securing debt. Recordation revenue is projected at \$4.6 million and is based on current trends and projected economic outlooks, excluding one-time revenues.

Interest Earnings					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Interest Income – Investments	521,285	300,000	500,000	200,000	66.67%
Interest Income – Municipal Investment	87,615	120,000	60,000	(60,000)	(50.00%)
Interest Income – Other	11,302	12,130	100	(12,030)	(99.18%)
Total	620,202	432,130	560,100	127,970	29.61%

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	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Miscellaneous Licenses	800	1,000	900	(100)	(10.00%)
Building Permits – Residential	166,149	170,910	170,910	0	0%
Building Permits – Commercial	106,590	120,500	120,500	0	0%
Municipal Fees	19,370	18,000	18,000	0	0%
Electrical Licenses Fees	5,550	78,500	6,500	(72,000)	(91.72%)
Electrical Permit – Residential	154,349	175,290	175,290	0	0%
Electrical Permit – Commercial	124,317	100,160	120,000	19,840	19.81%
HVAC Registration Fees	2,810	2,000	2,000	0	0%
HVAC – Residential	85,046	96,750	90,000	(6,750)	(6.98%)
HVAC – Commercial	43,426	35,500	40,000	4,500	12.68%
Other Permit Fees	47,364	60,000	45,000	(15,000)	(25.00%)
Plumbing Licenses Fees	5,220	15,000	4,000	(11,000)	(73.33%)
Plumbing Permits – Residential	93,170	106,750	97,000	(9,750)	(9.13%)
Plumbing Permits – Commercial	33,355	35,500	35,500	0	0%
Drawings/Blue Line Prints	475	0	500	500	100.00%
Review Fees	63,615	168,200	162,700	(5,500)	(3.27%)
Other Planning Fees	0	0	3,000	3,000	100.00%
Development Fees	0	0	59,000	59,000	100.00%
Fines and Forfeitures	408	0	300	300	100.00%
Reimbursed Expenses	2,204	5,000	5,000	0	0%
Total	954,218	1,189,060	1,156,100	(32,960)	(2.77%)

Permitting revenue is projected to decrease by \$32,960 for FY 2013. Residential and commercial permit revenue is expected to remain stable. Electrical licenses are renewed bi-annually and FY2013 is not a renewal year.

Charges for Services – Plan Review					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Zoning Appeals	13,225	22,500	20,000	(2,500)	(11.11%)
Rezoning	6,500	4,000	2,000	(2,000)	(50.00%)
Development Fees	53,434	60,000	1,000	(59,000)	(98.33%)
Other Planning Fees	2,945	3,000	1,000	(2,000)	(66.67%)
Total	76,104	89,500	24,000	(65,500)	(73.18%)

Plan review fees are projected to total \$24,000. The major revenue source in this category is zoning fees, which generates \$20,000. Development fees include site plan and subdivision review. Fees vary from project to project depending on the number of lots or acres in the subdivision.

Charges for Services – Parks and Recreation					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Parks:					
Sale of Wood	13,420	13,000	13,000	0	0%
Rental Fees	31,985	35,000	35,000	0	0%
Ball Field Fees	7,835	7,500	7,800	300	4.00%
Ball Field Lighting Fees	1,811	3,500	3,500	0	0%
Concession Stands	5,139	6,500	6,500	0	0%
Contributions	946	1,000	1,000	0	0%
Program Fees	10,813	8,000	9,000	1,000	12.50%
Martin L. Snook Pool:					
Pool Fees	61,577	55,000	60,000	5,000	9.09%
Concession Fees	21,286	20,000	20,000	0	0%
Recreation:					
Program Fees	285,213	275,000	275,000	0	0%
Total	440,025	424,500	430,800	6,300	1.48%

Parks and Recreation revenue are projected to produce \$430,800 for FY 2013. 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 \$60,000 and are generated from the County owned pool, which is operated during summer months. All revenue estimates are based on current revenue, normal weather patterns, and projected trends.

Charges for Services – Public Safety					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Sheriff – Judicial:					
Sheriff Fees	44,027	40,000	40,000	0	0%
Peace Order Service	2,840	4,000	1,500	(2,500)	(62.50%)
Sheriff – Process Servers:					
Peace Order Service	222,950	205,000	215,000	10,000	4.88%
Sheriff – Patrol:					
Parking Violations	621	400	400	0	0%
Fines & Forfeitures	0	0	7,500	7,500	100.00%
Reimbursed Expenses	106,661	117,000	119,000	2,000	1.71%
Sheriff – Central Booking:					
Rental Income	15,720	15,720	15,720	0	0%
Sheriff – Detention:					
Housing Federal Prisoners	3,501	0	0	0	0%
Housing State Prisoners	201,465	200,000	200,000	0	0%
Home Detention Fees	58,070	46,580	54,950	8,370	17.97%
Prisoners Release Program Fees	53,297	53,900	51,880	(2,020)	(3.75%)
Alien Inmate Reimbursement	15,730	25,000	25,000	0	0%
Social Security Income	14,547	18,000	12,000	(6,000)	(33.33%)
Reimbursed Expenses	98,144	9,430	10,000	570	6.04%
Narcotics Task Force:					
Reimbursed Expenses	244,460	258,900	254,710	(4,190)	(1.62%)
Emergency Services:					
EMCS Salary Reimbursement	15,600	15,600	15,600	0	0%
False Alarm Fines	48,056	10,000	61,350	51,350	513.50%
Reimbursed Expenses	405,630	405,630	405,630	0	0%
Total	1,551,319	1,425,160	1,490,240	65,080	4.57%

Public Safety is projected to generate fees of \$1.5 million for FY 2013. 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	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Circuit Court:					
Reimbursed Jurors	81,720	85,000	85,000	0	0%
Reimbursed Expense	8,497	8,500	8,500	0	0%
State's Attorney					
Reimbursed Expense	66,432	66,990	68,700	1,710	2.55%
Animal Control:					
Animal Licenses	11,087	0	0	0	0%
Purchasing:					
Sale of Publications	19,557	9,000	4,500	(4,500)	(50.00%)
Public Works – Engineering & Construction:					
Fines & Forfeitures	0	0	1,200	1,200	100.00%
Review Fees	0	0	2,500	2,500	100.00%
Other Planning Fees	0	0	80	80	100.00%
Drawings/Blue Line Prints	3,375	1,000	1,000	0	0%
Information Technology:					
Digital Data Fees	10,000	5,000	5,000	0	0%
Other Planning Fees (GIS Plots)	0	0	100	100	100.00%
Economic Development Commission:					
Marketing Promotions	4,321	3,000	3,000	0	0%
Weed Control:					
Weed Control Fees	170,224	118,630	118,630	0	0%
General:					
Gain/Loss – Sale of Asset	32,739	25,000	25,000	0	0%
Rental – Building	188,499	190,080	104,090	(85,990)	(45.24%)
Rental – Utilities	11,006	300	3,000	2,700	900.00%
Rental – Other	5,985	11,970	12,520	550	4.59%
Reimburse Administrative	16,562	20,000	20,000	0	0%
Reimburse Expense – Other	18,029	0	15,000	15,000	100.00%
Election Filing Fees	2,034	500	0	(500)	(100.00%)
Miscellaneous	43,995	95,000	75,000	(20,000)	(21.05%)
Sheriff Auxiliary	25,304	40,000	40,000	0	0%
Fuel	1,178	1,300	1,300	0	0%
Bad Check Fee	675	1,200	1,200	0	0%
Cash Drawer Over (Under)	55	0	0	0	0%
Total	721,274	682,470	595,320	(87,150)	(12.77%)

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.

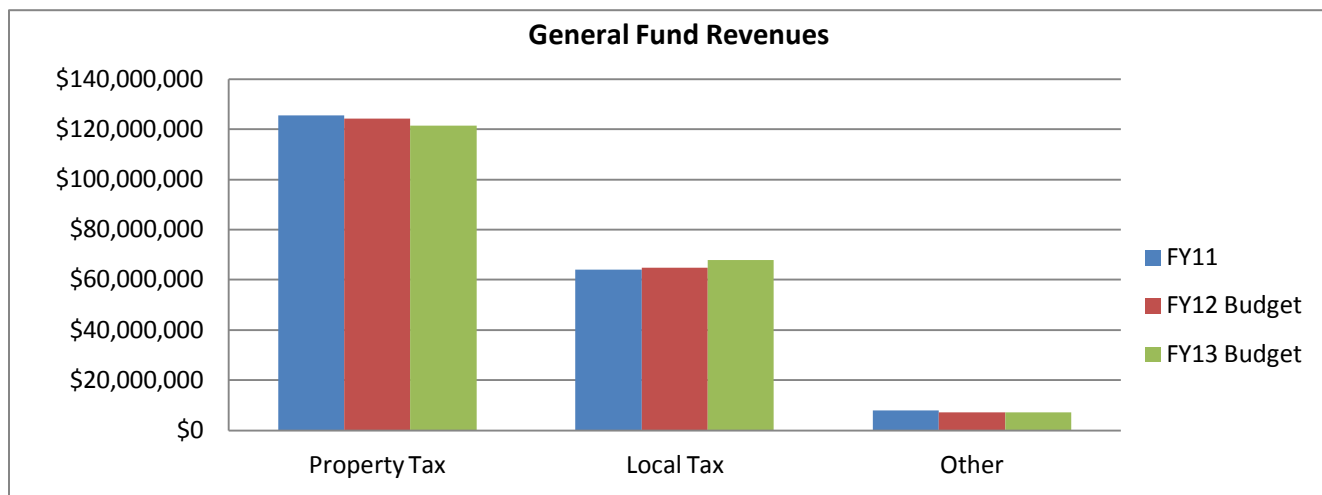
Grants for Operations					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Judicial – Nonsupport	0	150,000	150,000	0	0%
Patrol:					
State Aid for Police	388,156	388,000	388,000	0	0%
State:					
Alcoholic Beverage Licenses	9,200	9,000	9,000	0	0%
Trader's Licenses	206,915	225,000	210,000	(15,000)	(6.67%)
Court Costs and Fines	(61,890)	35,000	35,000	0	0%
Marriage Ceremony Fees	3,980	4,000	4,000	0	0%
911 Fees	915,369	930,000	907,800	(22,200)	(2.39%)
Marriage Licenses	58,685	55,000	55,000	0	0%
Operating Grant – 911 Communications	31,452	0	0	0	0%
Other	2,049,053	0	200	200	100.00%
Total	3,600,920	1,796,000	1,759,000	(37,000)	(2.06%)

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	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Excess Fund Balance Reserve	0	1,200,000	1,109,000	(91,000)	(7.58%)
Total	0	1,200,000	1,109,000	(91,000)	(7.58%)

GRAND TOTAL	197,617,730	196,253,350	196,312,520	59,170	0.03%
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General Fund – Expenditure Summary

Category	2011 Actual	2012 Budget	2013 Budget	\$ Change	% Change
Education	104,032,257	104,279,230	104,555,330	276,100	0.26%
Public Safety	33,452,090	35,303,690	36,759,740	1,456,050	4.12%
Transfers	30,783,268	28,720,250	24,754,190	(3,966,060)	(13.81%)
Court System	3,597,639	3,824,400	3,894,840	70,440	1.84%
State Functions	3,958,890	4,029,390	4,029,480	90	0%
Community Programs	1,769,040	1,768,040	1,683,420	(84,620)	(4.79%)
General Operations	7,664,684	8,274,420	10,579,640	2,305,220	27.86%
Buildings	1,325,434	1,438,210	1,426,940	(11,270)	(0.78%)
Other	1,862,752	2,450	2,350	(100)	(4.08%)
Medical	16,270	19,400	15,400	(4,000)	(20.62%)
Public Works	1,657,690	2,940,190	3,070,810	130,620	4.44%
Permitting	2,523,561	1,218,460	1,451,730	233,270	19.14%
Planning	1,255,928	1,149,340	707,390	(441,950)	(38.45%)
Parks & Facilities	2,463,033	2,458,470	2,588,640	130,170	5.29%
Economic Development	721,200	827,410	792,620	(34,790)	(4.20%)
Total	197,083,736	196,253,350	196,312,520	59,170	0.03%

General Fund expenditures are classified first by function or program, such as, education, public safety, courts, etc. This representation can be seen above, with the largest categories being education, public safety, and operating and capital transfers. You will see that total appropriations increased by .03% or \$59,170 from FY12. 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	2011 Actual	2012 Budget	2013 Budget	\$ Change	% Change
Board of Education	88,433,730	89,518,310	92,952,490	3,434,180	3.84%
Board of Education - Other Funding	396,060	0	0	0	0%
Board of Education - School Health Nurses	3,485,580	3,310,580	0	(3,310,580)	(100.00%)
Hagerstown Community College	9,045,010	8,865,010	8,865,010	0	0%
Free Library	2,641,830	2,549,830	2,702,330	152,500	5.98%
Library Branch Maintenance	30,047	35,500	35,500	0	0%
Total	104,032,257	104,279,230	104,555,330	276,100	0.26%

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Board of Education

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

Agency Function:

Washington County Public Schools is a countywide system serving approximately 22,000 students in twenty-seven 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 2012

- ✓ Implemented early phases of Race to the Top with assistance to lower-performing schools and installation of fiber-optic network to rural schools.
- ✓ Implemented new teacher and principal evaluation program at selected schools.
- ✓ Opened new school – Ruth Ann Monroe Primary School and completed first full year in new facility for Antietam Academy.
- ✓ Maintained high quality workforce despite general economic conditions.
- ✓ Participated in Educator Effectiveness Academies under the State's Race to the Top initiatives.

Goals for Fiscal Year 2013

- ✓ Emphasize primary literacy development.
- ✓ Continue to implement initiatives under Race to the Top grant.
- ✓ Expand wireless connectivity and provide more classroom laptops and other devices.
- ✓ Enhance network infrastructure and upgrade equipment.
- ✓ Work with Maryland State Department of Education to design common core curriculum and Partnership for Assessment of Readiness of College and Careers assessments.
- ✓ Begin construction of replacement for Bester Elementary School.
- ✓ Continue to offer the best educational value and world-class educational opportunities for all students.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	88,433,730	89,518,310	92,952,490	3,434,180	3.84%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	88,433,730	89,518,310	92,952,490	3,434,180	3.84%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	3,095,000	3,095,000	100.00%
Operating	88,433,730	89,518,310	89,857,490	339,180	0.38%
Capital Outlay	0	0	0	0	0.00%
Total	88,433,730	89,518,310	92,952,490	3,434,180	3.84%

Summary of County Required Contribution to State Retirement System		
Fiscal Year	Required Contribution	Budgeted
2013	3,094,113	3,095,000

Summary of Maintenance of Effort Appropriations			
Fiscal Year	Maintenance of Effort Requirement	Local Funding	Excess of MOE Requirement
2011	88,433,725	88,433,730	5
2012	89,505,898	89,518,310	12,412
2013	89,857,481	89,857,490	9

Composite Cost Per Pupil			
Fiscal Year	Budgeted Cost	Enrollment	Cost Per Pupil
2011	273,612,319	22,202	12,324
2012	276,547,542 (est.)	22,235	12,437
2013	284,722,614 (est.)	22,407	12,707

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 has also funded several other programs directly related to the Board of Education. They included 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 provided the salary of the manager of the Judith P. Hoyer Early Childhood Center at Bester Elementary School.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	396,060	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	396,060	0	0	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	396,060	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	396,060	0	0	0	0.00%

Category Funding Breakdown					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
One-Time Cost	0	0	0	0	0.00%
Crossing Guards	324,650	0	0	0	0.00%
Judith Center	71,410	0	0	0	0.00%
Total	396,060	0	0	0	0.00%

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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 2012

- ✓ School Health staff was able to return to class 85% of students receiving care.
- ✓ School Health nurses trained all school bus drivers on anaphylaxis and emergency epinephrine administration.
- ✓ School Health staff increased the number of students in Pre-K, grade 5 and grade 8 that received vision and hearing screening and referral for follow-up care.
- ✓ School Health nurses administered 3,615 doses of Flu Mist Vaccine to elementary school children.

Goals for Fiscal Year 2013

Starting in FY13, the school health nurse program is funded by Washington County Public Schools.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	3,485,580	3,310,580	0	(3,310,580)	(100.00%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	3,485,580	3,310,580	0	(3,310,580)	(100.00%)

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	3,485,580	3,310,580	0	(3,310,580)	(100.00%)
Capital Outlay	0	0	0	0	0.00%
Total	3,485,580	3,310,580	0	(3,310,580)	(100.00%)

Services Provided or Clients Served		
Programs	FY 2011	FY 2012* (03/31/12)
Students receiving Health Office Care	17,456	16,683
Health Office Visits	97,077	82,413
# Returned to Class	82,976	70,305
# Sent Home	13,266	11,325
# Transported by Emergency Vehicle	105	89
Students taking medication	1,486	1,527
Doses of medication administered	70,332	50,136
First aid administered	73,215	62,715
Home visits	13	0
Hearing Screenings Preschool - Grade 12	988	1,658
Vision Screenings Preschool - Grade 12	423	708

* FY 2012 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 2012

- ✓ As part of an extensive curriculum review project, faculties have reduced the number of credits required for graduation in degree programs from 64 to 60, where appropriate.
- ✓ Developed a partnership with the Defense Information Systems in support of HCC's Cyber Security Program.
- ✓ HCC students in seven career programs achieved 100% pass rates on industry or national exams.
- ✓ Nominated for the Aspen Prize for Community College Excellence (award announcement to be made in FY13).
- ✓ Opened a state-of-the-art STEM and Performing & Visual Arts Education Center.
- ✓ Through the support of a local foundation, HCC developed the Alice and David Fletcher Foundation Faculty Development Center to continue the improvement and strengthening of the teaching-learning process.
- ✓ Based upon approval from the Middle States Commission, HCC is now offering 11 programs online while seven other programs offer 75% of course work online.
- ✓ The College received designation as a National Center for Academic Excellence (CAE2Y) and created the Cyber Security Training Institute.
- ✓ Received a \$1.25 million federal grant to improve student support services.

Goals for Fiscal Year 2013

- ✓ Reduce program attrition by at least 40% and increase program completion levels by at least 30% from Fall 2010 to Summer 2013.
- ✓ Work to further develop and strengthen partnerships with area high schools to enhance articulation, faculty collaboration and early college opportunities.
- ✓ Continue to pursue grant opportunities and fundraising initiatives to secure the funding needed for College initiatives.
- ✓ Further expand online course and program options to meet increased student demand for distance education.
- ✓ Finalize the transition from the Commission on the Future of HCC to Strategic Plan 2016.
- ✓ Continue Facilities Development Projects and further improve campus safety and security systems.
- ✓ Restructure Continuing Education and expand Workforce Development Programs and services.
- ✓ Develop new academic programs, including dental hygiene, the Police Academy and the health information management program.
- ✓ Provide data imaging functionality to various campus departments.
- ✓ Complete renovations of the Learning Center and Behavioral Sciences & Humanities Buildings.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	9,045,010	8,865,010	8,865,010	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	9,045,010	8,865,010	8,865,010	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	9,045,010	8,865,010	8,865,010	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	9,045,010	8,865,010	8,865,010	0	0.00%

Services Provided or Clients Served			
Programs	2011	2012*	Projected 2013
Students served:			
Credit	6,850	6,882	6,860
Non-Credit	9,478	8,815	8,726
Total	15,611	15,697	15,586

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 2012

- ✓ Construction underway on the new Central Library Building.
- ✓ Capital campaign nearly met its goal of \$2million.
- ✓ Temporary branches served the public in absence of Central Library.
- ✓ New strategic plan completed and adopted December 2011.
- ✓ Evaluation of software systems completed.
- ✓ Installation of Wi-Fi replacement system, and migration to new Automation System completed in May 2012.

Goals for Fiscal Year 2013

- ✓ Continue to work with County, State and City on construction of Central Library Building.
- ✓ Complete furnishings and fixtures selection and installation for new building.
- ✓ Implementation of new Radio Frequency Identification materials security system scheduled for FY 2013.
- ✓ Move into new the Central Library Building in Spring of 2013.
- ✓ Close temporary branches in Spring of 2013.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	2,641,830	2,549,830	2,702,330	152,500	5.98%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	2,641,830	2,549,830	2,702,330	152,500	5.98%

Program Expenditures

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	2,641,830	2,549,830	2,702,330	152,500	5.98%
Capital Outlay	0	0	0	0	0.00%
Total	2,641,830	2,549,830	2,702,330	152,500	5.98%

Services Provided or Clients Served		
Programs	2010	2011
Circulation of library materials	1,189,453	828,518
Children's Story Hours	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 2012

- ✓ Provided support to the three satellite locations and the temporary location at Phoenix Color.
- ✓ Installed snow/ice melt system Boonsboro Library roof.
- ✓ Installed canopy over HVAC equipment and snow birds at exits at Smithsburg Library.

Goals for Fiscal Year 2013

- ✓ Continue to provide support to the three satellite locations and the temporary location at Phoenix Color.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	30,047	35,500	35,500	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	30,047	35,500	35,500	0	0.00%

Program Expenditures

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	30,047	35,500	35,500	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	30,047	35,500	35,500	0	0.00%

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General Fund – Public Safety Summary

Category	2011 Actual	2012 Budget	2013 Budget	\$ Change	% Change
Sheriff – Judicial	1,970,314	2,061,190	1,995,650	(65,540)	(3.18%)
Process Servers	111,511	115,230	118,240	3,010	2.61%
Sheriff – Patrol	7,548,951	7,853,520	8,228,480	374,960	4.77%
Sheriff – Central Booking	728,447	730,110	752,690	22,580	3.09%
Sheriff – Detention Center	10,923,422	11,409,500	11,734,600	325,100	2.85%
Narcotics Task Force	557,329	569,270	583,350	14,080	2.47%
Civil Air Patrol	3,600	3,600	3,600	0	0%
Fire & Rescue Volunteer Services	5,152,946	5,502,230	6,012,160	509,930	9.27%
Fire & Rescue Operations	934,346	958,950	967,380	8,430	0.88%
Air Unit	29,101	21,340	25,180	3,840	17.99%
Special Operations	318,238	340,770	351,980	11,210	3.29%
911 – Communications	3,364,104	3,513,930	3,692,140	178,210	5.07%
Emergency Management	113,556	115,230	103,530	(11,700)	(10.15%)
Wireless Communications	524,647	955,230	1,030,710	75,480	7.90%
Humane Society of Washington County	1,146,336	1,153,590	1,160,050	6,460	0.56%
Sheriff Auxiliary	25,242	0	0	0	0%
Total	33,452,090	35,303,690	36,759,740	1,456,050	4.12%

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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 2012

- ✓ 23, 921 summons were received and 18, 732 were served.
- ✓ 2,032 inmates were transported.
- ✓ 4,284 warrant attempts and 2,448 served.
- ✓ 888 orders attempted and 440 served.

Goals for Fiscal Year 2013

- ✓ Continue to improve Court House security. Work with the administrative office of the courts that are dealing with security issues and improve the overall continuity with court houses throughout the State of Maryland.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	1,782,880	1,867,190	1,804,150	(63,040)	(3.38%)
Grants/Intergovernmental	140,567	150,000	150,000	0	0.00%
Fees/Charges	46,867	44,000	41,500	(2,500)	(5.68%)
Total	1,970,314	2,061,190	1,995,650	(65,540)	(3.18%)

Program Expenditures

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	1,836,916	1,915,140	1,824,540	(90,600)	(4.73%)
Operating	133,398	146,050	171,110	25,060	17.16%
Capital Outlay	0	0	0	0	0.00%
Total	1,970,314	2,061,190	1,995,650	(65,540)	(3.18%)

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Major	1	1	0
Sergeant	2	2	0
Deputy Sheriff Captain	0	0	1
Deputy Sheriff Lieutenant	0	0	1
Deputy Sheriff Corporal	0	0	1
Deputy Sheriff First Class	13	13	12
Deputy Sheriff	1	1	1
Deputy First Class (Security)	4	4	4
Administrative Assistant	1	1	1
Senior Office Associate	3	3	3
Guards	3	3	3
Total	28	28	27

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 2012

- ✓ 1,168 civil summons were received and 1,025 served.
- ✓ 792 evictions were served.
- ✓ 10,336 rent notices were served.

Goals for Fiscal Year 2013

- ✓ Increase summons and write service.
- ✓ Improve upon the eviction process to become more efficient with scheduling and timely service of evictions.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	(114,279)	(89,770)	(96,760)	(6,990)	(7.79%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	225,790	205,000	215,000	10,000	4.88%
Total	111,511	115,230	118,240	3,010	2.61%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	106,925	109,640	111,850	2,210	2.02%
Operating	4,586	5,590	6,390	800	14.31%
Capital Outlay	0	0	0	0	0.00%
Total	111,511	115,230	118,240	3,010	2.61%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Senior Office Associate	1	1	1
Process Server	1	1	1
Total	2	2	2

Intentionally left blank

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 2012

- ✓ The Data-Driven Approaches to Crime and Traffic Safety program was implemented.
- ✓ The development of all mobile data on the Hagerstown Police Department network was completed.
- ✓ Initiated the design phase of the Communications Room.

Goals for Fiscal Year 2013

- ✓ Complete a one-year evaluation of newly deployed Data-Driven Approaches to Crime and Traffic Safety program.
- ✓ Integrate air cards to all mobile data terminal units.
- ✓ Train and deploy field writer into all patrol mobile terminal units for field reporting.
- ✓ Complete the design phase of the Communications Room.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	7,053,513	7,348,120	7,713,580	365,460	4.97%
Grants/Intergovernmental	388,156	388,000	388,000	0	0.00%
Fees/Charges	107,282	117,400	126,900	9,500	8.09%
Total	7,548,951	7,853,520	8,228,480	374,960	4.77%

Program Expenditures

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	6,685,015	6,912,140	7,114,740	202,600	2.93%
Operating	824,608	941,380	1,113,740	172,360	18.31%
Capital Outlay	39,328	0	0	0	0.00%
Total	7,548,951	7,853,520	8,228,480	374,960	4.77%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Sheriff	1	1	1
Colonel	1	1	1
Major	2	2	2
Captain	1	1	1
Lieutenant	5	5	6
Sergeant	9	9	11
Tech. Corporal	3	3	0
Deputy First Class	31	30	40
Deputy	24	24	14
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
Public Safety Information Technology Specialist	0	0	1
Property/Planning/Fleet Management/Grants Coordinator	1	1	1
Personnel and Training Coordinator	1	1	1
Sex Offender Compliance Officer	1	1	1
Sergeant Training	1	1	1
Sex Offender Registrar	1	1	1
GIS/Crime Analyst	1	1	1
Investigator/Property Clerk	.5	.5	.5
Total	90.5	89.5	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 2012

- ✓ Reviewed and analyzed information on the number of individuals booked through Central Book.
- ✓ Continued to search for ways to streamline the Central Booking process.
- ✓ Worked with the District Court Commissioners to identify and resolve any issues involving their portion of the Central Booking process.

Goals for Fiscal Year 2013

- ✓ Replace antiquated live scan equipment.
- ✓ Add additional cameras to the booking work area and the outside entrance.
- ✓ Research the booking process to incorporate computer programming in areas which would speed up the process.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	712,727	714,390	736,970	22,580	3.16%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	15,720	15,720	15,720	0	0.00%
Total	728,447	730,110	752,690	22,580	3.09%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	699,754	705,450	725,100	19,650	2.79%
Operating	28,693	23,160	27,590	4,430	19.13%
Capital Outlay	0	1,500	0	(1,500)	(100.00%)
Total	728,447	730,110	752,690	22,580	3.09%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Lieutenant	1	1	1
Detention Officer First Class	5	4	6
Detention Officer	4	5	3
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 2012

- ✓ Video visitation was installed in all housing units.
- ✓ Emergency housing unit was completed with occupancy.
- ✓ Video parole hearings with the Parole Board were established.
- ✓ Inmate medical records request for proposals was developed.

Goals for Fiscal Year 2013

- ✓ Purchase an electronic medical records program.
- ✓ Upgrade the Home Detention equipment to GPS.
- ✓ Establish a commissary kiosk purchase system on each housing pod.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	10,576,811	11,056,590	11,380,770	324,180	2.93%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	346,611	352,910	353,830	920	0.26%
Total	10,923,422	11,409,500	11,734,600	325,100	2.85%

Program Expenditures

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	8,130,603	8,618,730	8,882,160	263,430	3.06%
Operating	2,775,947	2,790,770	2,852,440	61,670	2.21%
Capital Outlay	16,872	0	0	0	0.00%
Total	10,923,422	11,409,500	11,734,600	325,100	2.85%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Detention Major	1	1	1
Deputy Sheriff Major	0	0	1
Detention Captain	1	1	3
Detention Lieutenant	3	4	2
Detention Sergeant	14	13	14
Detention Corporal	2	2	1
Detention Officer First Class	52	51	57
Detention Officer	37	38	32
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	122

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 2012

- ✓ Conducted major seizure of cash (\$282,000) and over 100 lbs. of marijuana in a single case.
- ✓ Confiscated 21 assorted firearms, taking them off the street.

Goals for Fiscal Year 2013

- ✓ Acquire advanced training to combat prescription drug abuse.
- ✓ Upgrade body worn cameras to provide better evidence for court.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	312,869	310,370	328,640	18,270	5.88%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	244,460	258,900	254,710	(4,190)	(1.62%)
Total	557,329	569,270	583,350	14,080	2.47%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	320,547	338,470	348,200	9,730	2.87%
Operating	236,782	230,800	235,150	4,350	1.88%
Capital Outlay	0	0	0	0	0.00%
Total	557,329	569,270	583,350	14,080	2.47%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Assistant States Attorney III	1	1	1
Assistant States Attorney II	1	1	1
Intelligence Analyst	1	1	1
Senior Office Associate	1	1	1
Legal Secretary	1	1	1
Criminal Gang Intelligence Analyst	1	1	1
Total	6	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 2012

- ✓ One member was trained for ground team leader.
- ✓ A new mission pilot was recruited.
- ✓ Increased our membership by 13 new cadets and four seniors for a total of 104 members.
- ✓ Cadets are taking an active role in helping citizens of Washington County.
- ✓ Continued to work on establishing an Aerospace Educational Center.

Goals for Fiscal Year 2013

- ✓ Introduce the Civil Air Patrol Drug Reduction program into the Washington County Public Schools.
- ✓ Help develop a personal code of honor and commit members to a drug free ethic.
- ✓ Train one senior member for mission pilot and another ground team leader.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	3,600	3,600	3,600	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	3,600	3,600	3,600	0	0.00%

Program Expenditures

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	3,600	3,600	3,600	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	3,600	3,600	3,600	0	0.00%

Services Provided Clients Served			
Programs	2011	2012	2013
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:	Dale Hill, President

Agency Function:

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

Accomplishments in Fiscal Year 2012

- ✓ 77% of all responders obtained mandated physicals.
- ✓ The Safety Committee created and promoted safety and wellness practices.
- ✓ Increased transparency of operations and dissemination of operational practices.
- ✓ Issued standardized county wide personal accountability tags to all companies for incident management and firefighter safety.
- ✓ Additional Length of Service Award Program (LOSAP) proposals for retirement available for presentation to the county.
- ✓ 16 additional fire police began operation.
- ✓ Firehouse software upgrades installed for reporting of response information to the Maryland Fire Marshal – 100% of companies reported on time for Senator Amos 508 funds reporting.
- ✓ Created the Incident Safety Officer Program to enhance safety and compliance on a working fire or other incident scene.

Goals for Fiscal Year 2013

- ✓ Operational initialization of Incident Safety Officer Program.
- ✓ 95% of all responders receive timely physicals.
- ✓ Recruit 150 new volunteers.
- ✓ Obtain full equipment for additional Fire Police and put into operation.
- ✓ Institute a wellness program for volunteer responders.
- ✓ Obtain 100% participation by volunteer chiefs with safety committee.
- ✓ Reduce property insurance claims by 50%.
- ✓ 4 additional LOSAP benefits will be presented to county for active responders.
- ✓ Assist the county in planning ways to increase tip jar sales by 25%.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	5,152,946	5,502,230	6,012,160	509,930	9.27%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	5,152,946	5,502,230	6,012,160	509,930	9.27%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	1,046,779	1,221,970	1,271,170	49,200	4.03%
Operating	4,106,167	4,280,260	4,740,990	460,730	10.76%
Capital Outlay	0	0	0	0	0.00%
Total	5,152,946	5,502,230	6,012,160	509,930	9.27%

Services Provided or Clients Served			
Programs	2011	2012	2013
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 2012

- ✓ Implemented the Fire and EMS portion of new communications system.
- ✓ Acquired additional EMS equipment to include: the "Lucas" mechanical CPR device.
- ✓ Instituted the new Patient Care Reporting System.
- ✓ Completed an Emergency Medical Technician Intermediate course.
- ✓ Supported the Mass Fatality/Surge plan with the Washington County Health Department.
- ✓ Assisted with the Frederick County Department of Fire and Rescue Services (DFRS) obtain their State Education Program Accreditation.
- ✓ Completed a Paramedic Course in conjunction with the Frederick County DFRS.
- ✓ Completed the conversion of the electronic patient care reporting.
- ✓ Implemented the Neuroprotective Induced Hypothermia program for treatment of post cardiac arrest victims.
- ✓ Coordinated the feedback of all ST-segment Elevation Myocardial Infarction patients; and patients that have obtained return of spontaneous circulation with Meritus Medical Center.

Goals for Fiscal Year 2013

- ✓ Obtain National Accreditation for Education Program.
- ✓ Advocate enhancement of the Fire Rescue Program through the Washington County Public School System.
- ✓ Obtain a 100% validation percentage of completion for all patient care reporting.
- ✓ Obtain approval for Department of Emergency Service employees to perform and participate in the Rapid Sequence Intubation program.
- ✓ Enhance and provide emergency medical services equipment education to the emergency department staff.
- ✓ Develop and provide interactive options for emergency medical services training for all providers.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	934,346	958,950	967,380	8,430	0.88%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	934,346	958,950	967,380	8,430	0.88%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	658,304	707,520	718,250	10,730	1.52%
Operating	268,846	251,430	249,130	(2,300)	(0.91%)
Capital Outlay	7,196	0	0	0	0.00%
Total	934,346	958,950	967,380	8,430	0.88%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Emergency Medical Services Specialist	1	1	1
Advanced Life Support Technician II	8	8	8
Total	9	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 2012

- ✓ Continued with the process for unit replacement and investigate possible funding options.
- ✓ Increased volunteer recruitment and retention and investigated various staffing options.
- ✓ Upgrades of station included an in-station monitor for updated situational awareness in people responding to incidents; and donations of office furniture.
- ✓ Additional apparatus maintenance and repairs were completed to increase monitoring for harmful gases and sustainment of breathing air.

Goals for Fiscal Year 2013

- ✓ Develop a unit replacement schedule and funding options for inclusion in the future capital improvement budget.
- ✓ Continue to develop various recruitment and retention strategies.
- ✓ Develop alternatives and strategies for enhanced station operations to include storage and parking capacity.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	29,101	21,340	25,180	3,840	17.99%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	29,101	21,340	25,180	3,840	17.99%

Program Expenditures

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	29,101	21,340	25,180	3,840	17.99%
Capital Outlay	0	0	0	0	0.00%
Total	29,101	21,340	25,180	3,840	17.99%

Services Provided or Clients Served			
Programs	2011	2012	2013
Not Provided			

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 – structural and trench collapse rescue; confined space rescue and recovery; and technical (high-angle rope rescue and rigging, swift water rescue, and response to hazardous material, biological, chemical and nuclear incidents).

Accomplishments in Fiscal Year 2012

- ✓ Continued to provide training for support agencies in specialized topics.
- ✓ Maintained the resources necessary for rapid response in emergency situations.
- ✓ Developed and maintained a skilled fire/rescue workforce.
- ✓ Maximized tax dollars by using alternative funding resources to include grants and donations for personnel, training and equipment.

Goals for Fiscal Year 2013

- ✓ Assist with the implementation of the county fire and rescue safety program.
- ✓ Provide logistical support to agencies for community events.
- ✓ Promoted educational and training of local emergency services personnel.
- ✓ Minimize tax dollar use through exploring alternative funding sources.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	318,238	340,770	351,980	11,210	3.29%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	318,238	340,770	351,980	11,210	3.29%

Program Expenditures

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	195,673	198,830	217,850	19,020	9.57%
Operating	114,410	129,940	134,130	4,190	3.22%
Capital Outlay	8,155	12,000	0	(12,000)	(100.00%)
Total	318,238	340,770	351,980	11,210	3.29%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Part-Time Firefighter	6.5	6.5	6.5
Total	6.5	6.5	6.5

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 2012

- ✓ The Motorola Paging System was implemented.
- ✓ The Mobile Data Terminal System was implemented.
- ✓ The Emergency Notification System was implemented. It was successfully utilized for law enforcement activities and lost/vulnerable adults and children.
- ✓ Continued to develop and enhance interoperable communications through Washington, Allegany, and Garrett Interoperability Network.

Goals for Fiscal Year 2013

- ✓ Begin the Back Up Center Renovation with completion by FY2014.
- ✓ Installation of Fire Station Alerting System with completion by FY2014.
- ✓ Upgrade Paramount ProQA Software with completion by 01/2013.
- ✓ Installation of Windows CAD prior to 01/2013.
- ✓ Discipline Cross Training with 50% completion in FY2013.
- ✓ Develop a Communications Manual with completion by FY2014.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	1,979,449	2,152,700	2,251,760	99,060	4.60%
Grants/Intergovernmental	915,369	930,000	957,800	27,800	2.99%
Fees/Charges	469,286	431,230	482,580	51,350	11.91%
Total	3,364,104	3,513,930	3,692,140	178,210	5.07%

Program Expenditures

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	2,907,754	3,023,090	3,201,350	178,260	5.90%
Operating	456,350	477,240	490,790	13,550	2.84%
Capital Outlay	0	13,600	0	(13,600)	(100.00%)
Total	3,364,104	3,513,930	3,692,140	178,210	5.07%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
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 Supervisor	3	3	3
Emergency Communications Assistant Supervisor	3	3	3
Emergency Communications Specialist	33	33	36
(PT) Emergency Communications Specialist	6	6	6
Administrative Assistant	1	1	1
Total	53	53	56

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 2012

- ✓ The Emergency Notification System for citizens of Washington County was implemented.
- ✓ An update of the All Hazard Mitigation Plan was completed.
- ✓ An update of the Hazardous Material Plan was completed.
- ✓ Provided National Incident Management System 300/400 training to other County divisions and departments.
- ✓ Participated in State-wide exercises and drills.
- ✓ Provided Community Emergency Response Training to Washington County Citizens.

Goals for Fiscal Year 2013

- ✓ Expand interoperable capabilities in conjunction with the operation of the mobile command unit.
- ✓ Comprehensive review and update of Phase One Washington County Coop Plan.
- ✓ Develop public outreach safety messages in areas of severe weather and home chemical safety.
- ✓ Review/develop various Emergency Support Functions in the areas of Sheltering and Public Health.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	113,556	115,230	103,530	(11,700)	(10.15%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	113,556	115,230	103,530	(11,700)	(10.15%)

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	71,761	67,720	65,780	(1,940)	(2.86%)
Operating	41,695	47,510	37,750	(9,760)	(20.54%)
Capital Outlay	0	0	0	0	0.00%
Total	113,556	115,230	103,530	(11,700)	(10.15%)

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Emergency Management Coordinator	1	1	1
Emergency Planner	1	1	1
Intern	.5	0	0
Total	2.5	2	2

Wireless Communications

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

Departmental Function:

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

Accomplishments in Fiscal Year 2012

- ✓ Obtained all system management and maintenance responsibilities following the warranty period for the new Countywide Communications System.
- ✓ Completed installations of the Rip and Run system and new Fire Station Alerting Systems for County Fire and EMS Stations.
- ✓ Began installation of final versions of Mobile Data for Washington County Sheriff's Department.
- ✓ Began construction of South County communications site and tower.

Goals for Fiscal Year 2013

- ✓ Begin Countywide Communications System software upgrades to version 7.7 with additional features and correct items that have ongoing issues.
- ✓ Installation of Nice Inform, an enhancement to the logging recorder function to allow outside agencies such as State's Attorney limited access to recordings for legal matters.
- ✓ Install in-station alerting and Rip and Run equipment to the new Antietam Fire Company quarters in the north end of Hagerstown plus on-going maintenance and enhancements to the system.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	524,647	955,230	1,030,710	75,480	7.90%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	524,647	955,230	1,030,710	75,480	7.90%

Program Expenditures

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	312,101	351,330	395,710	44,380	12.63%
Operating	176,142	603,900	635,000	31,100	5.15%
Capital Outlay	36,404	0	0	0	0.00%
Total	524,647	955,230	1,030,710	75,480	7.90%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Deputy Director Wireless Communications	1	1	1
Wireless Communications Specialist	2	3	3
Wireless Communications Technician	1	1	1
Total	4	5	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 part of the Washington County Emergency Operation Plan that is in place in the event a disaster or local emergency occurs and animals are at risk. HSWC also manages the County Spay/Neuter Program (SNAP).

Accomplishments in Fiscal Year 2012

- ✓ 491 animals assisted through SNAP.
- ✓ Approximately 3,300 animal control calls received.
- ✓ 27,000 clients were served at HSWC facility.
- ✓ Received approximately 5,700 animals.
- ✓ Increased dog license sales by 10%.

Goals for Fiscal Year 2013

- ✓ Assist 550 animals through SNAP.
- ✓ Project 3,300 animal control calls.
- ✓ Project 27,500 clients to be served at HSWC facility.
- ✓ Project to receive 5,700 animals.
- ✓ Increase dog license sales by 10%.
- ✓ Increase recovery of non-payments for services provided.
- ✓ Partner with County Attorney to improve animal control ordinance.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	1,135,250	1,153,590	1,160,050	6,460	0.56%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	11,086	0	0	0	0.00%
Total	1,146,336	1,153,590	1,160,050	6,460	0.56%

Program Expenditures

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	1,146,336	1,153,590	1,160,050	6,460	0.56%
Capital Outlay	0	0	0	0	0.00%
Total	1,146,336	1,153,590	1,160,050	6,460	0.56%

Category Funding Breakdown					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Humane Society	1,135,250	1,153,590	1,160,050	6,460	0.56%
Spay/Neuter Program	11,086	0	0	0	0.00%
Total	1,146,336	1,153,590	1,160,050	6,460	0.56%

Services Provided or Clients Served			
Programs	2011	FY 2012	Projected FY 2013
SNAP animals altered	198	472	550
Animal Control – total field calls for service	3,369	3,094	3,300
Total Animals Sheltered	5,567	5,535	5,700
Shelter Visitors	26,407	26,203	27,500

General Fund – Transfers Summary

Category	2011 Actual	2012 Budget	2013 Budget	\$ Change	% Change
Operating Transfers	12,629,641	12,647,630	9,025,410	(3,622,220)	(28.64%)
Capital Transfers	18,153,627	16,072,620	15,728,780	(343,840)	(2.14%)
Total	30,783,268	28,720,250	24,754,190	(3,966,060)	(13.81%)

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Operating Transfers

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

Departmental Summary:

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

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	12,629,641	12,647,630	9,025,410	(3,622,220)	(28.64%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	12,629,641	12,647,630	9,025,410	(3,622,220)	(28.64%)

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	12,629,641	12,647,630	9,025,410	(3,622,220)	(28.64%)
Capital Outlay	0	0	0	0	0.00%
Total	12,629,641	12,647,630	9,025,410	(3,622,220)	(28.64%)

Category Funding Breakdown					
Program	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Highway	7,856,020	7,856,020	7,306,020	(550,000)	(7.00%)
Solid Waste	548,390	542,500	491,360	(51,140)	(9.43%)
Agricultural Education Center	100,000	100,000	100,850	850	0.85%
Local Management Board	286,382	307,560	250,440	(57,120)	(18.57%)
Land Preservation	17,989	47,480	104,720	57,240	120.56%
HEPMPO	8,537	5,970	5,240	(730)	(12.23%)
Utility Administration	0	86,500	88,770	2,270	2.62%
Water	800,000	0	0	0	0.00%
Sewer	1,970,000	2,770,000	0	(2,770,000)	(100.00%)
Pretreatment	350,000	350,000	0	(350,000)	(100.00%)
Transit	483,010	472,270	472,270	0	0.00%
Airport	99,990	0	64,500	64,500	100.00%
Golf Course	70,780	70,780	102,690	31,910	45.08%
Municipalities in Lieu	38,543	38,550	38,550	0	0.00%
Total	12,629,641	12,647,630	9,025,410	(3,622,220)	(28.64%)

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	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	18,153,627	16,072,620	15,728,780	(343,840)	(2.14%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	18,153,627	16,072,620	15,728,780	(343,840)	(2.14%)

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	18,153,627	16,072,620	15,728,780	(343,840)	(2.14%)
Capital Outlay	0	0	0	0	0.00%
Total	18,153,627	16,072,620	15,728,780	(343,840)	(2.14%)

Category Funding Breakdown					
Program	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Capital Improvement Projects	5,300,000	2,715,000	1,715,000	(1,000,000)	(36.83%)
Debt Service	12,853,627	13,357,620	14,013,780	656,160	4.91%
Total	18,153,627	16,072,620	15,728,780	(343,840)	(2.14%)

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General Fund – Court System Summary

Category	2011 Actual	2012 Budget	2013 Budget	\$ Change	% Change
Circuit Court	1,229,752	1,295,680	1,320,960	25,280	1.95%
Orphans Court	29,010	29,500	29,820	320	1.08%
State's Attorney	2,338,877	2,499,220	2,544,060	44,840	1.79%
Total	3,597,639	3,824,400	3,894,840	70,440	1.84%

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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 2012

- ✓ A new jury management system was implemented.
- ✓ Access to justice was improved by increasing the hours of the self-help family law clinic.
- ✓ The preliminary work for a new docket display system has been completed.

Goals for Fiscal Year 2013

- ✓ Circuit Court is in the planning stages of an Adult Drug Court. The planning portion of such a program takes approximately one year. The program will operate on grants, both state and private.
- ✓ The goal is to go live with the new docket display system no later than early FY13.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	1,139,535	1,202,180	1,227,460	25,280	2.10%
Grants/Intergovernmental	90,217	93,500	93,500	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,229,752	1,295,680	1,320,960	25,280	1.95%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	1,008,983	1,041,180	1,070,460	29,280	2.81%
Operating	220,769	254,500	250,500	(4,000)	(1.57%)
Capital Outlay	0	0	0	0	0.00%
Total	1,229,752	1,295,680	1,320,960	25,280	1.95%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Drug Court Coordinator	1	1	1
Executive Office Assistant	0	0	1
Family Services Coordinator	1	1	1
Permanency Planning Liaison	1	1	1
Court Reporter	7	7	7
Assignment Clerk/Jury Coordinator	1	1	1
Assignment Clerk I	3	3	3
Legal Secretary	6	6	5
Bailiff	3	3	3
Total	23	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 2012

Not Provided

Goals for Fiscal Year 2013

Not Provided

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	29,010	29,500	29,820	320	1.08%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	29,010	29,500	29,820	320	1.08%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	27,591	26,500	26,820	320	1.21%
Operating	1,419	3,000	3,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	29,010	29,500	29,820	320	1.08%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Orphans Court Judge	1.5	1.5	1.5
Total	1.5	1.5	1.5

Services Provided		
	2011	2012
Total New Proceedings Established	921	1,071
Personal Representative/Interested Person/Party /Contacts	4,452	4,922
Safekeeping Wills/Codicils Received	1,063	1,177
Safekeeping Wills/Codicils Removed	857	1,045
Docket Entries Recorded	15,795	16,323
Claims Recorded	443	452
Number of Receipts Issued	3,323	3,475
Number of Billing Invoices Issued	0	36
Number of Disbursements (Checks written)	102	105
Number of Hearings Established	165	190
Number of Hearings Held	84	102
Number of Accounts	640	646

State's Attorney

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

Departmental Function:

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

Accomplishments in Fiscal Year 2012

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

Goals for Fiscal Year 2013

- ✓ Continue to provide a high level of support for victims of crime in a time of diminishing resources.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	2,272,415	2,432,230	2,475,360	43,130	1.77%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	66,462	66,990	68,700	1,710	2.55%
Total	2,338,877	2,499,220	2,544,060	44,840	1.79%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	2,189,068	2,322,050	2,377,510	55,460	2.39%
Operating	149,809	177,170	166,550	(10,620)	(5.99%)
Capital Outlay	0	0	0	0	0.00%
Total	2,338,877	2,499,220	2,544,060	44,840	1.79%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
State's Attorney	1	1	1
Deputy State's Attorney	2	2	2
Assistant State's Attorney III	2	2	3
Assistant State's Attorney II	6	6	5
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	2	2	2
Senior Office Associate	8	8	8
Work Crew Supervisor	1	1	1
(PT) Assistant State's Attorney II	1	1	1
Total	35	35	35

General Fund – State Functions Summary

Category	2011 Actual	2012 Budget	2013 Budget	\$ Change	% Change
Health Department	2,389,270	2,339,270	2,339,270	0	0%
Social Services	324,050	324,050	324,050	0	0%
Agricultural Extension Service	218,410	249,720	249,720	0	0%
Election Board	804,183	847,680	847,680	0	0%
Soil Conservation	75,040	75,040	125,130	50,090	66.75%
Weed Control	141,727	118,630	118,630	0	0%
Gypsy Moth Program	6,210	75,000	25,000	(50,000)	(66.67%)
Total	3,958,890	4,029,390	4,029,480	90	0%

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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 2012

- ✓ Established an evidence-based home visiting program in collaboration with Head Start of Washington County.
- ✓ Enhanced oral health services by establishing a denture program for adults of limited/no dental insurance coverage.
- ✓ Began collaborative program with Walnut Street Community Health Center and the Washington County Public Schools to provide mobile dental services at schools.
- ✓ Implemented an automated data system with the Environmental Health Division.
- ✓ Established an evidence-based teen risk behaviors program at Western Heights Middle School in collaboration with Washington County Public Schools.

Goals for Fiscal Year 2013

- ✓ Expand evidence-based home visiting program to include more eligible Washington County families.
- ✓ Increase oral health services access by 20% for children and adults.
- ✓ Collaborate with Walnut Street Community Health Center to expand mobile dental services to more schools.
- ✓ Continue Bay Restoration Fund program to assist with new/repaired septic systems for eligible county residents.
- ✓ Expand the evidence-based teen risk behaviors program to Western Heights Middle School.
- ✓ Expand health information technology regarding electronic health records.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	2,389,270	2,339,270	2,339,270	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	2,389,270	2,339,270	2,339,270	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	2,389,270	2,339,270	2,339,270	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	2,389,270	2,339,270	2,339,270	0	0.00%

Clients / Contacts				
Programs	FY 2011 Actual		FY 2012* (03/31/12)	
	Clients	Contacts	Clients	Contacts
Behavioral Health:				
Cameo	24	5,074	22	4,192
Catoctin Summit Adolescent Program (CSAP)	72	11,158	57	8,383
Drug-Free Workplace Services (572)	171	290	114	194
Drug Court Treatment	22	400	23	449
Jail Substance Abuse (JSAP)	205	3,790	160	2,565
Trauma/Addictions/Mental Health/Recovery-TAMAR	145	1,226	131	1,262
Mental Health Adult Services	259	2,656	182	1,681
Mental Health Adolescent Services	62	940	59	800
Outpatient Services	2,806	25,351	2,285	17,648
Outpatient Services	1,220	1,522	949	1,206
Family Investment Screenings	65	1,298	148	2,326
Re-Entry Case Management	24	5,074	22	4,192
Adult (Geriatric) Evaluation	264	329	196	229
HIV Case Management	146	6,698	133	3,255
Audiology	309	334	200	214
Communicable Disease Control (3722)	658	981	373	516
Influenza Vaccine	1,786	1,786	976	976
Seasonal Flu Mist Vaccines	3,220	4,298	3,411	4,390
HIV Testing and Counseling	681	N/A	440	N/A
Dental	931	1,443	691	1,389
Family Planning/Reproductive Health	1,114	2,118	854	1,466
High Risk Children	41	84	54	95
High Risk Prenatal/Postpartum	133	201	136	193
Personal Care Case Management	80	652	80	591
Sexually Transmitted Disease Control	591	759	477	567

Clients / Contacts				
Programs	FY 2011 Actual		FY 2012* (03/31/12)	
	Clients	Contacts	Clients	Contacts
Tuberculosis Control	282	822	172	403
School-Based Wellness Centers: Enrollees	1,585	N/A	1,556	N/A
Environmental Health:				
Septic Permits	130	520	130	520
New Permits	32	128	32	128
Repair Permits	98	392	98	392
Septic Installers	84	0	84	0
Lots Tested	14	14	7	7
Well Permits	135	270	135	270
Grouts	135	144	135	144
Building Permits	217	217	246	246
Subdivisions	91	45	100	50
Plan Reviews	48	144	50	150
Records Retrievals	110	275	65	163
Campground Permits	15	15	15	15
Mobile Home Permits	18	18	18	18
Spa Permits	9	27	10	30
Bathing Beach Permits	2	38	2	7
Sampled	2	58	1	21
Pool Permits	72	216	73	219
Burn Permits	6	12	18	16
Denied Permits	2	2	5	2
Revoked Permits	1	1	0	0
NOVs	1	2	1	2
Exotic Bird Permits	2	2	2	2
Food Permits	834	1751	806	1163
Environmental Inspections	812	812	532	532
Monitoring Inspections	874	874	599	599
Opening Inspections	38	61	35	56
Pre-Opening Inspections	50	75	40	60
Re-Inspections	41	41	18	18
Temporary Food Permits	830	332	558	223
Remodeled Food Facility Plan Review	25	35	30	42
New Food Facility Plan Review	51	77	55	83
Orders of Abatement	4	8	2	4
Daycares	160	123	128	107

Clients / Contacts				
Programs	FY 2011 Actual		FY 2012* (03/31/12)	
	Clients	Contacts	Clients	Contacts
Complaints	398	478	250	300
Non-Communities	75	158	75	67
Samples Tested At E.H. Lab	19	0	0	0
COPs Issued	50	72	40	62
Health Department Tested	25	72	22	62
Private Lab	25	0	18	0
Animal Bites	435	435	340	340
Number of Positives	11	11	6	6
Number of Quarantines	435	435	340	340

*FY 2012 includes first 3 quarters only

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 2012

- ✓ Thirty-two disabled adults were placed, maintained or supported in Adult Foster Care using County funding in FY12.
- ✓ During FY12, an average of 12 disabled adults per month was assisted by County funding to live successfully in Adult Foster Care homes.
- ✓ Supported 90 adults and 82 children to become self-sufficient through positive parenting and education opportunities.
- ✓ Twenty adults achieved their goal of attaining their high school diploma or equivalent.
- ✓ Twenty-five families completed the Nurturing Parenting Program.
- ✓ Provided services to 18 non-Title I schools throughout Washington County.
- ✓ Served 150 high-risk families and 345 children.
- ✓ Resolved barriers to school attendance, academic performance, and behavior for success in the classroom.
- ✓ Coordinated fatherhood initiatives in multiple schools reaching 250 fathers in Washington County.
- ✓ Co-sponsored three events with other community agencies in the Bester Elementary community that focused on parental involvement and engagement.

Goals for Fiscal Year 2013

- ✓ Maintain 90% of the aged or disabled adults receiving Adult Foster Care Service in the community outside of a long-term care facility or nursing home.
- ✓ Prevent reoccurrence of abuse or neglect of 95% of the vulnerable adults in our community through Adult Protective Services intervention, including placing disabled adults in protective foster homes.
- ✓ One hundred parents and 95 children will participate in Family Center programs during FY13.
- ✓ 80% of families enrolled in Family Center Services will make quarterly progress toward one identified self-sufficiency goal.
- ✓ Conduct groups with students targeting specific behaviors identified by school staff.
- ✓ Bridge the gap in student support services by providing services to high-risk families to resolve barriers to school attendance, school performance, and behaviors in the classroom.
- ✓ Promote fatherhood involvement through various fatherhood initiatives.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	324,050	324,050	324,050	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	324,050	324,050	324,050	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	324,050	324,050	324,050	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	324,050	324,050	324,050	0	0.00%

Services Provided or Clients Served			
Programs	2011 Actual	2012 Budget	2013 Budget
Adult Foster Care	29	35	32
School Family Liaison			
Families	173	200	150
Children	392	450	350
Family Support Center			
Adults	104	100	100
Children	88	95	95
Total	786	880	727

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 2012

- ✓ Provided trusted research-based information to nearly 7,500 Washington County youth and adults.
- ✓ Assisted local agricultural producers in enhancing their practices as well as their profitability leading to a safer and more affordable food supply.
- ✓ Completed nearly 436 nutrient management plans on 32,777 acres of land in Washington County.
- ✓ Provided solutions to over 3,300 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 in-school enrichment, and the 4-H camping program.
- ✓ Directed 211 volunteers who donated nearly 25,000 hours throughout Washington County.

Goals for Fiscal Year 2013

- ✓ Provide innovative, educational programs to at least 8,000 Washington County youth and adults 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. This includes the completion of at least 30,000 acres in nutrient management planning.
- ✓ Build human capacity by recruiting and/or maintaining at least 200 volunteers to achieve desired community outcomes in Washington County.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	218,410	249,720	249,720	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	218,410	249,720	249,720	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	218,410	249,720	249,720	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	218,410	249,720	249,720	0	0.00%

Category Funding Breakdown					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
UME Service	179,680	210,990	210,990	0	0.00%
County Cooperative Extension	38,730	38,730	38,730	0	0.00%
Total	218,410	249,720	249,720	0	0.00%

Services Provided or Clients Served		
Programs	2011	2012
Agriculture & Natural Resources	1,429 clients reached through 89 workshops, seminars and consultations.	1,926 clients reached through 89 workshops, seminars and consultations.
Nutrient Management Plans written and updated	585 Nutrient management plans written and/or updated for 44,923 acres.	436 Nutrient management plans written and/or updated for 32,777 acres.
Home Horticulture	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 108 Master Gardeners volunteered 4,075 hours throughout Washington County reaching 3,019 clients. - 293 horticulture consultations conducted.
Family & Consumer Sciences	672 clients	487 clients reached through 30 workshops and seminars.
Expanded Food & Nutrition Education Program	667 youth and adults	307 youth and adults reached through 259 classes totaling 5,797 contacts.

Services Provided or Clients Served		
Programs	2011	2012
4-H Youth Development Programs	1,993 youth, ages 8-18 participated in an organized 4-H club program, 4-H Afterschool programs, and/or school enrichment programs.	<ul style="list-style-type: none"> - 911 youth and adults reached through 38 trainings as well as school enrichment and day camp programs. - 258 youth enrolled in the Washington County 4-H club program with 103 volunteers donating nearly 20,000 hours.

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Election Board

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

Departmental Function:

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

Accomplishments in Fiscal Year 2012

- ✓ Hired an Election Supervisor.
- ✓ Trained 500 election workers in preparation for the April 3, 2012, Primary Election.
- ✓ Relocated two polling places (District 8-0 Rohrsersville Ruritan, and District 24-1 Horst Fencing) and notified all voters.
- ✓ Created new election district/precincts 28-1, 28-2 and 28-3 for the county voters annexed by the City of Hagerstown and notified affected voters.
- ✓ Located the Early Voting Site at Red Cross of Washington County.
- ✓ Conducted the April 3, 2012, Primary Election and had the highest Election Day turnout in the State – 25.42%.
- ✓ Verified 4,500 petition signatures.

Goals for Fiscal Year 2013

- ✓ Provide required refresher training to 500 election workers in preparation for the November 6, 2012, General Election.
- ✓ Relocate two polling places (District 10-2 South Hagerstown High School, and District 18-1 Chewsville Community Center); by August 1, 2012, due to accessibility issues and notify all affected voters.
- ✓ Conduct logic and accuracy testing on 150 electronic poll books from October 24 -26 in preparation for the November 6 General Election.
- ✓ Conduct logic and accuracy testing on 450 touch screen voting units from October 17-19 in preparation for the November 6, General Election.
- ✓ Implement Automated Absentee Ballot Project for use during the General Election.
- ✓ Prepare for Legislative Redistricting process by attending State required courses during 2012 and 2013.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	802,149	847,080	847,680	600	0.07%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	2,034	600	0	(600)	(100.00%)
Total	804,183	847,680	847,680	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	60,015	47,190	58,240	11,050	23.42%
Operating	728,663	800,490	782,240	(18,250)	(2.28%)
Capital Outlay	15,505	0	7,200	7,200	100.00%
Total	804,183	847,680	847,680	0	0.00%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Election Clerk	2.5	2.5	2.5
Election Board Member	2.5	2.5	2.5
Contractual Attorney	.5	.5	.5
Total	5.5	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 2012	Goals for Fiscal Year 2013
<ul style="list-style-type: none"> ✓ Completed 102 soil conservation plans on 8,807 acres. ✓ Completed 155 Best Management Practices on County farms. ✓ Completed construction of final phase of stream restoration project for County landfill stream loss mitigation. ✓ Continued work on Watershed Plan for Antietam Creek and obtained grant extension through June 30, 2012. ✓ Obtained funding for the hiring of Conservation Planner with Chesapeake Bay Trust Fund grant. ✓ Developed Watershed Implementation Plan (WIP) for agriculture in cooperation with Maryland Department of Agriculture. ✓ Obtained two grants from United States Department of Agriculture Natural Resources Conservation Service to support district operations and implement WIP for the agricultural sector. 	<ul style="list-style-type: none"> ✓ Obtain approval of Watershed Management Plan for Antietam Creek from Environmental Protection Agency. ✓ Complete 150 Best Management Practices on County farms. ✓ Complete 100 Soil Conservation Plans on 10,000 acres. ✓ Continue grant funding for Conservation Planner with Chesapeake Bay Trust Fund grant. ✓ Obtain additional funding from Chesapeake Bay Fund for a Conservation Technician to accelerate Best Management Practices adoption. ✓ Hire an Urban Plan Reviewer for the Urban Program to ensure timely reviews for development projects.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	75,040	75,040	125,130	50,090	66.75%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	75,040	75,040	125,130	50,090	66.75%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	75,040	75,040	125,130	50,090	66.75%
Capital Outlay	0	0	0	0	0.00%
Total	75,040	75,040	125,130	50,090	66.75%

Services Provided or Clients Served			
Services	2011 Goal	2012 Goal	2013 Goal
Soil Conservation and Water Quality Plans (in acres)	9,000	9,000	10,000
Best Management Practices	150	150	150
Cost Share (in dollars)	600,000	600,000	800,000
Forest Conservation Act	1	1	0
Urban Reviews	800	800	800
Stream Projects	1	1	1
Cover Crop Acres	5,000	5,000	9,000
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 2012

- ✓ Increased the level of contacts, inspections and noxious weed advisory notices by hiring additional seasonal employees.
- ✓ Partnered with the State Highway Administration with a memorandum of understanding to control noxious and invasive weeds on their right of ways.
- ✓ Partnered through a multi-year memorandum of understanding with Maryland Department of Natural Resources to control noxious and invasive weeds to preserve sensitive forest sites.
- ✓ Assisted landowners and land managers by providing equipment on loan for control of noxious weeds.

Goals for Fiscal Year 2013

- ✓ Develop a noxious weed educational presentation and display board to be used at public meetings and events.
- ✓ Develop noxious weed control agreements on all recurrent problem noxious weed infested properties.
- ✓ Provide timely technical assistance and services to county landowners and land managers for control of noxious and invasive weeds.
- ✓ Increase awareness of the need for noxious and invasive weed control through outreach programs.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	170,224	118,630	118,630	0	0.00%
Total	170,224	118,630	118,630	0	0.00%

Program Expenditures

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	86,010	58,530	58,530	0	0.00%
Operating	55,717	60,100	60,100	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	141,727	118,630	118,630	0	0.00%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Weed Control Coordinator	.5	.5	.5
Weed Control Technician	4.5	4.5	4.5
Total	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	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	6,210	75,000	25,000	(50,000)	(66.67%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	6,210	75,000	25,000	(50,000)	(66.67%)

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	6,210	75,000	25,000	(50,000)	(66.67%)
Capital Outlay	0	0	0	0	0.00%
Total	6,210	75,000	25,000	(50,000)	(66.67%)

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General Fund – Community Programs and Services Summary

Category	2011 Actual	2012 Budget	2013 Budget	\$ Change	% Change
Tri-County Council of Western Maryland	25,000	40,000	0	(40,000)	(100.00%)
Historical Society	15,140	15,140	15,140	0	0%
Children's Village of Washington County	24,500	24,500	24,500	0	0%
Citizens Assisting and Sheltering the Abused	306,900	306,900	306,900	0	0%
Community Action Council	224,300	224,300	224,300	0	0%
Commission on Aging	846,450	846,450	846,450	0	0%
Senior Living Alternative	26,660	26,660	26,660	0	0%
Museum of Fine Arts	148,960	148,960	148,960	0	0%
Arts Council	15,290	15,290	15,290	0	0%
Memorial Recreation	27,520	27,520	27,000	(520)	(1.89%)
Maryland Symphony Orchestra	13,920	13,920	13,920	0	0%
Miss Maryland	16,000	0	0	0	0%
Leadership of Washington County	9,800	9,800	9,800	0	0%
Discovery Station at Hagerstown	24,500	24,500	24,500	0	0%
C Safe Initiative	44,100	44,100	0	(44,100)	(100.00%)
Total	1,769,040	1,768,040	1,683,420	(84,620)	(4.79%)

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Tri-County Council of Western Maryland

Fund:	General Fund	Category:	Community Programs & Services
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 2012

Not provided.

Goals for Fiscal Year 2013

The budget for this agency has been transferred to the Economic Development Commission under dues/subscriptions.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	25,000	40,000	0	(40,000)	(100.00%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	25,000	40,000	0	(40,000)	(100.00%)

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	25,000	40,000	0	(40,000)	(100.00%)
Capital Outlay	0	0	0	0	0.00%
Total	25,000	40,000	0	(40,000)	(100.00%)

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Historical Society

Fund:	General Fund	Category:	Community Programs & Services
Program Code:	93010	Contact:	Linda Irvin-Craig

Agency Function:

The Washington County Historical Society (WCHS) 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 2012

- ✓ Membership has increased and the public profile has improved through a monthly newspaper column.
- ✓ WCHS was instrumental in bringing a State exhibit to Washington County from the Maryland Archaeological Conservation Laboratory, which has traveled across the county to four different locations for display.
- ✓ New exhibits for the year at the Miller House included the History of Baseball in Washington County; artifacts from Fort Ritchie and Pen Mar; and our own antique Christmas ornaments were brought out for public view during the holidays.
- ✓ A tribute exhibit to the WCHS founders of the organization from 100 years ago was displayed.
- ✓ Grants for capital improvements have resurfaced the Miller House roof and restored the exteriors of the 23 windows on the rear of the Miller House.

Goals for Fiscal Year 2013

- ✓ Continue with efforts to increase membership and membership participation.
- ✓ Seek new member docents for tours at both the Miller House and Beaver Creek School.
- ✓ Continue to work with all available partners in historic preservation and heritage tourism at the state and local levels to keep Washington County's record of preservation of historic sites foremost in the State of Maryland.
- ✓ Build upon and grow programs and exhibits at the Miller House Museum and Beaver Creek School. This process will include efforts to better protect the collections entrusted to the care of WCHS.
- ✓ Create lecture series for the public.
- ✓ Expand efforts with Washington County Public Schools to reach out to students through field trip experiences, opportunities to use the facilities for special class assignments and to work with the National History Day Project within the school curriculum.
- ✓ Continue to seek grants for the capital needs and maintenance of WCHS buildings and grounds as well as create timely exhibits of interest to the public.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	15,140	15,140	15,140	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	15,140	15,140	15,140	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	15,140	15,140	15,140	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	15,140	15,140	15,140	0	0.00%

Services Provided or Clients Served			
Programs	FY 2011	FY 2012	FY 2013 Est.
Miller House	2,250	1,600	2,500
Beaver Creek School Museum	250	150	200

**Visitation across the board has been down due to the cutbacks by the Board of Education in field trips. However, out of state visitation has increased due to our new website, which touts the value of WCHS genealogical library collection. Direct contact to fourth grade teachers (when local and state history fits the curriculum) is underway for the 2012-2013 school year.

Children's Village of Washington County

Fund:	General Fund	Category:	Community Programs & Services
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 2012

- ✓ Provided free life-safety education to every second-grade student in Washington County, whether they attend public, private or home schools.
- ✓ Marketed fire-safety program to out-of-county students in Franklin County, PA. More than 600 students from Waynesboro School District attended during 2012. These classes were funded by a Pennsylvania Foundation, and generated additional income to support the program offered free to Washington County students.
- ✓ Offered tours for public educator classes from the National Fire Academy in Emmitsburg, MD. Tours provide additional income to support Children's Village program for county students.
- ✓ Continued three annual fundraising events, and added a new 5K run in June. Children's Village benefitted from two community events last year.
- ✓ Partnered with Pennsylvania Department of Emergency Services who provide and pay their EMS personnel to teach fire safety to Pennsylvania students at Children's Village.

Goals for Fiscal Year 2013

- ✓ Continue primary mission of providing free life-safety education to all second-grade students in Washington County.
- ✓ Continue to market the fire-safety program to out-of-county students during the winter months when no classes for Washington County students are scheduled.
- ✓ Continue partnership with Department of Homeland Security/FEMA to bring students from National Fire Academy to tour Children's Village.
- ✓ Engage the Pennsylvania Department of Emergency Services to continue its program to support education of out-of-county students in Franklin County.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	24,500	24,500	24,500	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	24,500	24,500	24,500	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	24,500	24,500	24,500	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	24,500	24,500	24,500	0	0.00%

Services Provided or Clients Served			
Programs	2011	2012	2013 Estimated
Education of County Students	2,000	1,800	1,800
Juvenile Fire setters Program	150	100	100
Out of County students	600	600	600
National Fire Academy Classes	500	350	350
Tours/Kids Alive Fest	400	400	400
Total	3,650	3,250	3,250

Citizens Assisting and Sheltering the Abused

Fund:	General Fund	Category:	Community Programs & Services
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 2012

- ✓ Obtained additional funding related to the Abuser Intervention Program.
- ✓ Continued enhanced services to victims.
- ✓ Provided 51 instances of community education related to domestic violence and rape/sexual assault.

Goals for Fiscal Year 2013

- ✓ Respond to 1,000 calls on the 24 hour hot line.
- ✓ Furnish safe accommodations for 100 victims and any minor children.
- ✓ Support 300 victims with counseling services.
- ✓ Provide abuser intervention services to 150 abusers.
- ✓ Offer legal services to 150 victims.
- ✓ Assist 20 children with specialized services.
- ✓ Provide information and referrals to 300 people.
- ✓ Administer case management to 150 victims.
- ✓ Perform education/training to 25 community and professional groups.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	251,900	251,900	251,900	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	55,000	55,000	55,000	0	0.00%
Total	306,900	306,900	306,900	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	306,900	306,900	306,900	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	306,900	306,900	306,900	0	0.00%

Services Provided or Clients Served			
Programs	Actual 2011	Estimated 2012**	Estimated 2013
Hotline Calls – support/information & referrals	24,663	24,663	1,000
Legal Services – Attorney/Victim Advocate	443	443	150
Counseling Clients	2,048	2,048	300
Comprehensive Services Clients	3,127	2,127	n/a
Emergency Shelter – Women & Children	325	325	100
Bed nights provided	7,394	7,394	n/a
Transitional Housing Clients	4	4	n/a
Sexual Assault Accompaniment	53	53	n/a
Employment/Educational Training	110	110	n/a
Job Placement	49	49	n/a
Ex-offender Program Assistance	2	2	n/a
Abuser Intervention Program	442	442	150
Children’s Program	116	116	n/a
Community Education/Outreach (groups)	51	51	25
Information and Referral	n/a	n/a	300
Specialized services to Children	n/a	n/a	20
Case Management Services	n/a	n/a	150

** FY2012 statistical information will be tabulated and available in September 2012.

Statistics provided in the “Estimated 2013” relate directly to the goals/objectives outlined in the County Community Organization Fund application.

Community Action Council

Fund:	General Fund	Category:	Community Programs & Services
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 2012

- ✓ Assisted more than 6,000 Washington County residents agency-wide.
- ✓ Served an estimated 9,700 households in the Community Resources Department.
- ✓ Continued to seek funding and resources to continue the Community Culinary School and to locate a new office building.
- ✓ Developed a new fiscal policy and fiscal procedures manuals.
- ✓ CAC experienced funding cuts to several grant programs during the program year which slightly impacted the number of clients served.

Goals for Fiscal Year 2013

- ✓ 3,000 households will be certified for Maryland Energy Assistance Program/Electric Universal Service Program.
- ✓ 1,600 households will receive food assistance.
- ✓ 475 children will be served through the Summer Food Service Program.
- ✓ 400 households will receive assistance with emergency fuel/utility payments.
- ✓ 200 households will receive eviction prevention assistance.
- ✓ 175 households will be assisted locating safe and affordable housing (First Month's Rent/Supportive Housing Program).
- ✓ 75 households will receive transportation assistance.
- ✓ 75 households will receive emergency family shelter placement.
- ✓ 25 households will receive prescription assistance.
- ✓ 40 households will receive mortgage foreclosure counseling.
- ✓ 30 households will complete financial literacy course.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	224,300	224,300	224,300	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	224,300	224,300	224,300	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	224,300	224,300	224,300	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	224,300	224,300	224,300	0	0.00%

Services Provided or Clients Served		
Programs	2011	2012
Crisis:	6,147	9,743
Has a source of income	5,811	9,495
No source of income	336	248
Case Management:	1,131	1,196
Has a source of income	1,059	1,162
No source of income	72	34
Food:	3,276	3,631
Amount of Assistance (in dollars)	\$18,966	\$41,868
Has a source of income	2,967	3,536
No source of income	309	95
Financial Assistance:	123	108
Amount of Assistance (in dollars)	\$8,172	\$5,979
Has a source of income	111	83
No source of income	12	25
Rental Assistance:	869	433
Amount of Assistance (in dollars)	\$113,239	\$80,673
Has a source of income	799	411
No source of income	70	22
Utility Assistance:	2,760	268
Amount of Assistance (in dollars)	\$17,886	\$12,225
Has a source of income	2,180	262
No source of income	580	6
MD Emergency Assistance Program/Electric Universal Program	4,312	4,447
Amount of Assistance (in dollars)	\$2,460,156	\$1,944,012
Has a source of income	4,208	4,379
No source of income	104	68

Commission on Aging

Fund:	General Fund	Category:	Community Programs & Services
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 2012

- ✓ A new multi-functional senior center-under development.
- ✓ Implemented Department of Health and Mental Hygiene peer support grant.
- ✓ Completed 550 income tax returns for low income seniors and disabled persons through IRS-certified volunteer program.
- ✓ Provided 64,300 hours of volunteer service to the community.
- ✓ Provided 727 nursing home ombudsman consults.
- ✓ Resolved 140 nursing home ombudsman complaints.
- ✓ Served 9,079 senior center visitors (duplicated).
- ✓ Linked older/disabled residents with more than \$3 million as a Benefits Enrollment Center.
- ✓ Served 773 unduplicated persons in nutrition programs.
- ✓ Counseled 1,723 older/disabled persons re: Medicare enrollment.
- ✓ Provided Senior Medicare Patrol fraud prevention services to 400.
- ✓ Served 690 caregivers/grandparents.
- ✓ Implemented Hospital Discharge Program with Meritus Medical Center.

Goals for Fiscal Year 2013

- ✓ Continue development of the new senior center.
- ✓ Transition peer support best practices to an expanded volunteer program.
- ✓ Complete 600 income tax returns for low income seniors and disabled persons.
- ✓ Perform 66,000 hours of volunteer service.
- ✓ Provide 750 nursing home ombudsman consults.
- ✓ Resolve 140 nursing home ombudsman complaints.
- ✓ Serve 10,000 senior center visitors (duplicated).
- ✓ Link older/disabled residents with more than \$3 million in benefits through the Benefits Enrollment Center.
- ✓ Assist 790 unduplicated persons in nutrition programs.
- ✓ Counsel 2,100 older/disabled persons re: Medicare.
- ✓ Offer Senior Medicare Patrol services to 400.
- ✓ Support 720 caregivers/grandparents.
- ✓ Serve 75 persons in Hospital Discharge Program.
- ✓ Implement Veterans Self-directed case management.
- ✓ Transition Diabetes Self-Management Program to Medicare reimbursement through federal grant.
- ✓ Implement Balancing Incentive Program activities at the direction of State.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	846,450	846,450	846,450	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	846,450	846,450	846,450	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	846,450	846,450	846,450	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	846,450	846,450	846,450	0	0.00%

Services Provided or Clients Served			
	2011 Actual	2012	Projected 2013
Congregate meals	27,600	28,014	28,434
Home delivered meals	29,760	31,248	31,500
Maryland Access Point (MAP)	6,175	6,300	7,100
Medicaid Waiver Clients/Money Follows the Person	65/20	65/30	65/30
Ombudsman – Complaint Cases	101	140	140
Ombudsman – In-service, Consults	583	727	750
Senior Center (duplicated annual visitors)	8,011	9,079	10,000
Community Care Program	1,500	1,550	1,600
Health Promotion/Prevention Units	750	800	800
RSVP	61,000	64,300	66,000
Other Programs	1,649	1,800	1,900

Senior Living Alternative

Fund:	General Fund	Category:	Community Programs & Services
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 2012

- ✓ New board members were added.

Goals for Fiscal Year 2013

- ✓ Continue to add new board members.
- ✓ Expand fundraising efforts for the agency.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	26,660	26,660	26,660	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	26,660	26,660	26,660	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	26,660	26,660	26,660	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	26,660	26,660	26,660	0	0.00%

Services Provided or Clients Served			
Programs	2011	Projected 2012	Estimated 2013
Clients served with assistance in all activities of daily living	21	19	22

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Museum of Fine Arts

Fund:	General Fund	Category:	Community Programs & Services
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 2012	Goals for Fiscal Year 2013
<ul style="list-style-type: none"> ✓ Received a \$145,000 matching grant from the Institute of Museum and Library Services to support a complete collections inventory, which has included creation of written procedures and collections forms as well as upgraded museum software. ✓ Consulted with planned giving specialists, created a planned giving flyer and a committee to support visits to prospective donors. ✓ The museum requested the assistance of representatives of Potomac Edison, engineers and electricians to assist with a comprehensive energy audit, and had facility walk-through with City and County security specialists. ✓ The re-roofing of 1930 and 1948 facilities has been completed except for the sealing of the limestone parapet area. ✓ The request for proposal has been developed for the restoration, reinstallation and reinterpretation of the Singer Memorial Gallery. ✓ The fire system upgrade is completed and the security cameras are in place. ✓ Banner designs for banners along Museum Drive and in the museum parking area were approved in May 2012. ✓ The Digby parking lot was completed with upgraded walkways to the museum and the installation of outdoor sculpture. ✓ An annual calendar of deadlines and plans for the operating fund was established. ✓ The museum was named again the Best Museum in Western Maryland by the readers of <i>Maryland Life Magazine</i> and to the <i>Hagerstown Magazine's</i> Hot List. ✓ A new chair of the Marketing Committee was named and has begun with future marketing plans. ✓ Celebrated the museum's 80th anniversary year with much special recognition. ✓ Maryland Heritage Areas Authority grant was awarded to support a major exhibition to commemorate the 150th anniversary of the American Civil War. The exhibition opened in June 2012 and will continue through July 2013. It will tell the stories of both Antietam and Gettysburg with a focus on the impact of the war in the region. 	<ul style="list-style-type: none"> ✓ Refine Collections Plan with feedback from ongoing art collection inventory project. ✓ Continue to pursue funding to support art conservation and preservation with re-housing of collections. ✓ Complete restoration, reinstallation and reinterpretation of the Singer Memorial Gallery. ✓ Develop a satisfactory plan to provide permanent curatorial expertise and funding. ✓ Complete, open and market the "Valley of the Shadow" exhibition. ✓ Implement exhibitions, programs, events and other commemorations Sesquicentennial of the Civil War. ✓ Explore satellite hosts for expanded museum exhibition and programmatic venue. ✓ Reenergize the museum school operation. ✓ Complete the comprehensive fundraising plan and develop a timetable for completion of endowment and capital fundraising plans. ✓ Explore new funding sources, both revenue and sustaining; and develop funding to support daily marketing efforts. ✓ Focus on efforts to expand a café and/or regularly scheduled catered presence in the Kaylor Atrium. ✓ Complete first phase of the planned giving effort. ✓ Investigate options for more efficient and timely financial reporting and investment management. ✓ Complete upgrade of museum security systems. ✓ Complete 5- and 10-year capitalization plans. ✓ Pursue a complete energy audit. ✓ Complete redesign, fund and reinstallation of Rosen Fountain. ✓ Develop a comprehensive Marketing Plan to include branding. ✓ Enhance the existing website to include social networking media. ✓ Improve the Museum Shop's capacity to support the museum through branded merchandise and art educational products.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	148,960	148,960	148,960	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	148,960	148,960	148,960	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	148,960	148,960	148,960	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	148,960	148,960	148,960	0	0.00%

Services Provided or Clients Served			
Programs	FY 2011	FY 2012	Estimated FY 2013
Attendance:	54,905	49,565	56,000
Museum exhibitions	54,905	49,565	56,000
Art education programs	8,553	11,409	14,000
Concerts and lectures	3,006	2,272	2,500
Website Visitors + Facebook fans	14,034	15,065	16,500
Offsite Outreach	4,734	6,301	6,500
Total	85,232	84,612	95,500

Arts Council

Fund:	General Fund	Category:	Community Programs & Services
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 2012	Goals for Fiscal Year 2013
<ul style="list-style-type: none">✓ Provided and promoted exhibit opportunities for local artists; and hosted opening receptions for exhibiting 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.✓ Continued the Community Arts Development granting program.✓ Continued the 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.✓ WCAC Board Development (on-going).✓ Increased media presence and promoted a community arts calendar.✓ Promoted the Artist Registry.✓ Continued a working relationship with/and support for the Maryland Theatre, Washington County Museum of Fine Art, Maryland Symphony Orchestra, Barbara Ingram School of Fine Arts and others.✓ Continued as the lead for the Arts, Education & Entertainment Task Force and completed its Community Arts Survey Project.✓ Conducted and completed a marketing study with community artists through Frostburg MBA Marketing class.✓ Hosted 3rd annual “The Art of Cooking” fundraiser.✓ Promoted WCAC venue for arts related events and activities.✓ Expanded student opportunities to meet exhibiting artists.	<ul style="list-style-type: none">✓ Offer exhibit opportunities to students (elementary, middle, high school and college); 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; and the Arts in Education program.✓ Continue support of Western Maryland Blues Fest, Blues in the Schools, Augustoberfest, Music by the Lake, and Gospel Concerts in City Park.✓ Establish electronic arts communication, utilize social networking to promote local art efforts, increase media presence and promote a community arts calendar.✓ WCAC will be an active participant with the City of Hagerstown’s re-designated A&E District and promote the Artist Registry.✓ Continue to partner with/and support for the Maryland Theatre, Washington County Museum of Fine Art, Maryland Symphony Orchestra, Barbara Ingram School of Fine Arts and others.✓ Continue as the lead with the Arts Education & Entertainment Task Force.✓ Develop an action plan as a follow-up to the Community Arts Survey Project and Marketing study.✓ Encourage arts funding at the local and state level and continue to seek grant funding.✓ Host 4th annual “The Art of Cooking” fundraiser.✓ Promote WCAC venue for arts related events and activities.✓ Expand the WCAC’s role in the Washington County/Hagerstown area to promote greater arts, education, and entertainment activities.✓ Engage officials in an ongoing conversation about the benefits of arts in communities, and enlist their support for state funding of the arts.✓ Explore additional community partnerships.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	15,290	15,290	15,290	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	15,290	15,290	15,290	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	15,290	15,290	15,290	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	15,290	15,290	15,290	0	0.00%

Services Provided or Clients Served	
Programs	
Concert programming	Audience of approximately 2,217
Gallery programming	Patronage of approximately 3,441
Children's programming	Enrollment/audience of 2,555
Festivals and Events	Approximately 31,000 expected

Memorial Recreation

Fund:	General Fund	Category:	Community Programs & Services
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. The mission of Memorial Recreation Center, Inc. is to provide a safe and nurturing place for children to learn and grow into happy, productive citizens.

Accomplishments in Fiscal Year 2012

- ✓ Successfully implemented a mentoring program Girls Up for girls ages 8-11.
- ✓ Passed pool and kitchen inspection; and received kitchen license.
- ✓ Implemented several new facets of the after school program.
- ✓ Facilitated the arrival of a GED prep class.
- ✓ Promoted Memorial Recreation at several community events, including National Night Out and Convoy of Hope.
- ✓ Mentoring group for boys attended National Youth of Year award and met idols such as Denzel Washington, LeBron James, and Ron Howard.
- ✓ Mentoring group for older girls toured Trinity University, sat in on a college class, and experienced Campus Life.

Goals for Fiscal Year 2013

- ✓ Take more fieldtrips to various educational and cultural locations.
- ✓ Continue to develop life-skills opportunities, classes and seminars.
- ✓ Provide opportunities for adults such as job skills and/or learning opportunities.
- ✓ Implement additional educational programming.
- ✓ Refurbish the aging infrastructure and re-invent the cultural presence in the community.
- ✓ Promote Memorial Recreation Center, Inc. so that it is more recognizable in Washington County.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	27,520	27,520	27,000	(520)	(1.89%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	27,520	27,520	27,000	(520)	(1.89%)

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	27,520	27,520	27,000	(520)	(1.89%)
Capital Outlay	0	0	0	0	0.00%
Total	27,520	27,520	27,000	(520)	(1.89%)

Services Provided or Clients Served		
Programs Provided	2012	Estimated 2013
Summer camp	60	60
Summer Basketball league	90	90
After school program	15	25
D.I.V.A.S. program	10	20
Swimming pool	50	50
Building use-(4) Churches, NA, Boy & Girl Scouts, C-SAFE, NAACP	450	500
Community garden	10	20
MAN UP	10	20
Dance Class	10	15
Abrakadoodle	8	15
Girls Up	6	15

Maryland Symphony Orchestra

Fund:	General Fund	Category:	Community Programs & Services
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 2012

- ✓ Hired Tamara Nuzzaci Park as new executive director in July 2011.
- ✓ Successfully maintained current schedule of 15 classical and pops concerts at the Maryland Theatre, the "Salute" at Antietam National Battlefield, and all education programs including six for students and preschoolers, and three for adults.
- ✓ Maintained earned revenues including subscribers at 93% to FY2011; single tickets to Masterworks concerts at a 15% increase to FY2011; and Pops! ticket sales at 94% to FY2011. Contributed income will match FY2011 at just over \$625,000.
- ✓ Strengthened effective use of social media through an average of two postings per week to MSO Facebook page and two email e-news communications per month. Facebook friends of the MSO increased by 430 since July of 2011.
- ✓ Barbara Ingram School of Fine Arts collaborations included master classes by guest artists Nicholas Kendall and Alli Mauzey.
- ✓ Board visits continued with the quiet phase of the Endowment Campaign.
- ✓ New Board Committee structure was implemented to include six standing committees, two liaison groups and full Board meetings monthly rather than quarterly.

Goals for Fiscal Year 2013

- ✓ Provide 12 Kinder Konzerts Series (small ensemble performances) serving 1,900 to 3,000 Washington County Public Schools, Head Start and Kindergarten students presented in the Kepler Theater on the campus of Hagerstown Community College from October 2012 through May 2013.
- ✓ Provide 28 Ensembles in the Schools (small ensemble sessions) serving 5,000 to 9,800 Washington County Public Schools students enrolled in first, second and third grades presented in County elementary schools in April and May of 2013.
- ✓ Produce one classical music concert serving 900 to 1,150 Washington County Public Schools middle and high school students presented at the Maryland Theatre in April 2013.
- ✓ Provide two guest artist master classes serving 250 Washington County Public Schools to a combination of music students at Barbara Ingram School of Fine Arts, North High, Smithsburg High School and Clear Spring High School in November 2012 and March 2013.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	13,920	13,920	13,920	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	13,920	13,920	13,920	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	13,920	13,920	13,920	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	13,920	13,920	13,920	0	0.00%

Services Provided or Clients Served			
Programs	2011	2012	Targeted 2013
Classical Masterworks Series	6,033	5,982	6,100
MSO Pops! (2 per season starting FY2011)	1,935	1,775	1,800
Holiday Concerts	2,207	2,301	2,200
Salute to Independence	38,000	33,000	35,000
Youth Concerts & High School Concert	3,100	4,013	4,000
Kinder Konzerts	2,930	1,926	3,000
Strings – Ensembles in the Schools	4,937	1,462	1,500
Brass – Ensembles in the Schools	5,024	1,974	1,900
Woodwinds – Ensembles in the Schools	2,145	1,358	1,400
Little Maestros	150	125	150
High School Masterclasses	200	300	300
Kinder Konzerts, Frederick, MD	600	70	75
Total	67,261	54,286	57,425

Miss Maryland

Fund:	General Fund	Category:	Community Programs & Services
Program Code:	93210	Contact:	Mayor Robert 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. The County had entered into a contract to fund a portion of the rent.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	16,000	16,000	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	16,000	16,000	0	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	16,000	16,000	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	16,000	16,000	0	0	0.00%

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Leadership of Washington County

Fund:	General Fund	Category:	Community Programs & Services
Program Code:	93141	Contact:	Tara Horst

Goals attained in Fiscal Year 2012

- ✓ Presented the program days as scheduled while demonstrating class participants are finding value in the content.
- ✓ Initiated activities required to establish a cash reserve for the organization, the amount of the cash reserve and timeline for establishing the cash reserve to be detailed.
- ✓ Reassessed the current role of the organization's Executive Director and recommended future actions with timelines stated for the actions to be completed.
- ✓ Executed fundraising events that result in achieving the net dollar outcomes as required by the 2011-2012 budgets while developing activities that result in improved Alumni engagement.
- ✓ Completed a review of the organization's bylaws bringing forward needed items to be addressed by the Board of Directors.

Goals for Fiscal Year 2013

- ✓ Present the program days as scheduled while demonstrating class participants are finding value in the content.
- ✓ Maintain reserve for the organization at 25% of operating budget.
- ✓ Establish scholarships for small business owners.
- ✓ Continue to seek and secure funding for non-profit scholarships.
- ✓ Execute fundraising events that result in achieving the net dollar outcomes as required by the 2012-2013 budgets while developing activities that result in improved Alumni engagement.
- ✓ Establish an active Public Relations/Marketing committee to manage the organization's web presence, social media outlets and promote Leadership of Washington County (LWC) throughout the community.
- ✓ Maintain strong community partnerships with organizations such as the Hagerstown-Washington County Chamber of Commerce, the Greater Hagerstown Committee and the Hagerstown Rotary.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	9,800	9,800	9,800	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	9,800	9,800	9,800	0	0.00%

Program Expenditures

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	9,800	9,800	9,800	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	9,800	9,800	9,800	0	0.00%

Services Provided or Organizations Served		
Programs	2012	Projected 2013
Provide scholarships to complete LWC program to non-profit leaders.	✓	✓
Boardsmanship Training for LWC participants.	✓	✓
Continuous improvement of core program to meet individual, organizational, and community objectives.	✓	✓
Refer LWC participants to area non-profits with open board positions.	✓	✓
Refer LWC participants to Volunteer Washington County.	✓	✓
Educate LWC participants about the following aspects of the Washington County community: human services, education, local government, state government, business & economic development, arts & religion, and cultural heritage.	✓	✓

Discovery Station at Hagerstown

Fund:	General Fund	Category:	Community Programs & Services
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 2012

- ✓ Expanded the Titanic Exhibit with Mrs. Astor's dress, etc.
- ✓ Opened the Civil War Train Exhibit.
- ✓ Opened an extensive Historic Moller Organ Exhibit.
- ✓ Hosted a 1931 Moller concert in Mr. Moller's home church, St. John's Lutheran Church at 141 South Potomac Street.
- ✓ Expanded the Robert Johnson Tuskegee Airmen Exhibit.
- ✓ Partnered with Barbara Ingram School for the Fine Arts for Titanic Anniversary.
- ✓ Completed "Take Me Out to the Ballgame...more than a game" Exhibit.
- ✓ Expanded the C&O Canal Exhibit.
- ✓ Built a Titanic Third Class Cabin.

Goals for Fiscal Year 2013

- ✓ Expand the Healthy Bodies Exhibit with a focus on the heart.
- ✓ Create the Lewis & Clark Crystal State Maps Exhibit.
- ✓ Complete Civil War Music Exhibit.
- ✓ Invite third and fourth grade Washington County students to tour and the superintendent of schools.
- ✓ Continue to partner with Barbara Ingram School for the Fine Arts.
- ✓ Create S.T.E.M. programs.
- ✓ Create Science Stations for field trips.
- ✓ Continue to invite Big Brothers & Big Sisters, Boys & Girls Club, Girl's Inc., and Salvation Army as guests.
- ✓ Expand the Space/Weather program.
- ✓ Participate in the Wesel/Sister City Celebration.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	24,500	24,500	24,500	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	24,500	24,500	24,500	0	0.00%

Program Expenditures

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	24,500	24,500	24,500	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	24,500	24,500	24,500	0	0.00%

Services Provided or Clients Serviced		
Programs	2011	2012
W. C. 3 rd grade student visitation	820	720
W. C. 1 st grade student visitation	0	2,400
ARC Clients	275	268
Headstart	178	176
Teen Mothers & Babies	45	45
Big Brothers & Big Sisters, Girls Inc., Boys & Girls Club, Salvation Army	200	280
Total	1,518	3,889

C Safe Initiative

Fund:	General Fund	Category:	Community Programs & Services
Program Code:	93340	Contact:	n/a

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.

The CSAFE program was downsized in FY12 to one location at the Memorial Recreation Center.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	44,100	44,100	0	(44,100)	(100.00%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	44,100	44,100	0	(44,100)	(100.00%)

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	44,100	44,100	0	(44,100)	(100.00%)
Capital Outlay	0	0	0	0	0.00%
Total	44,100	44,100	0	(44,100)	(100.00%)

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General Fund – General Operations Summary

Category	2011 Actual	2012 Budget	2013 Budget	\$ Change	% Change
County Commissioners	222,719	196,030	198,320	2,290	1.17%
County Clerk	79,758	85,390	85,870	480	0.56%
County Administrator	267,105	240,200	244,970	4,770	1.99%
Public Relations & Community Affairs	81,390	147,270	185,590	38,320	26.02%
Budget and Finance	1,167,782	1,203,400	1,223,200	19,800	1.65%
Independent Accounting and Audit	63,050	70,000	70,000	0	0%
Purchasing	398,964	412,190	428,430	16,240	3.94%
Treasurer	407,715	429,360	436,230	6,870	1.60%
County Attorney	529,964	618,840	611,980	(6,860)	(1.11%)
Human Resources	595,046	643,170	654,140	10,970	1.71%
Central Services	181,131	205,460	206,810	1,350	0.66%
Information Technology	1,581,847	1,641,600	1,749,040	107,440	6.54%
General Operations	2,088,213	2,381,510	4,485,060	2,103,550	88.33%
Total	7,664,684	8,274,420	10,579,640	2,305,220	27.86%

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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 2012

- ✓ Restructured EDC for greater interaction with the business community.
- ✓ Adopted new economic development programs and venues to insure identification/support of business needs and concerns.
- ✓ Adopted the Urban re-Zoning Plan.
- ✓ Adopted Phase II Watershed Implementation Plan.
- ✓ Facilitated curbside recycling for major population centers in Washington County.
- ✓ Adopted a specific program/revenue plan for County recycling services.
- ✓ Approved green energy alternatives through approval of solar farm using landfill space.
- ✓ Enhanced revenue opportunities through land rents and reduced electrical expenses.
- ✓ Supported legislation guaranteeing accountability for gaming funds distributed to Fire and Rescue Association.
- ✓ Enhanced programs for business incentives.
- ✓ Evaluated Day-Reporting Center operations for reduction of operating costs and improvement in service provision.
- ✓ Addressed major budgetary issues shifted to County from State Government.
- ✓ Addressed capital project issues to continue support of community and infrastructure needs.
- ✓ Supported City of Hagerstown with major downtown revitalization initiatives.

Goals for Fiscal Year 2013

- ✓ Continue to work with businesses and staff to facilitate review and permitting processes.
- ✓ Further work with EDC to support business initiatives.
- ✓ Continue weekly business visits to identify needs and trends to support a healthy business environment.
- ✓ Adopt Excise Tax changes.
- ✓ Evaluate additional environmental initiatives for local adoption.
- ✓ Use newly created advisory group to fully evaluate funding for non-profit agencies.
- ✓ Insure continuity of emergency service responses for fire and EMS through new programs for recruitment and retention.
- ✓ Evaluate fire master plan requirements.
- ✓ Support broadband options to facilitate needed technology availability.
- ✓ Review State mandates for environmental programs for local impact and funding implications.
- ✓ Construct programmed infrastructure for Mt. Aetna Farms.
- ✓ Support a greater focus on Airport enhancements and marketing.
- ✓ Work with municipalities to support local initiatives.
- ✓ Address upcoming fiscal requirements for capital and operating budgets.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	222,719	196,030	198,320	2,290	1.17%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	222,719	196,030	198,320	2,290	1.17%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	197,539	182,760	185,050	2,290	1.25%
Operating	10,671	13,270	13,270	0	0.00%
Capital Outlay	14,509	0	0	0	0.00%
Total	222,719	196,030	198,320	2,290	1.17%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
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 2012

- ✓ Updates and improvements were made to the website for applicants to County Boards and Commissions.
- ✓ Central Services Office (supervised by County Clerk) – improvements/updates made regarding mailroom security and methods for the delivery of mail/packages to the County Administration Building.

Goals for Fiscal Year 2013

- ✓ To increase the public's knowledge of the various Washington County Boards and Commissions and attract qualified applicants by working with the newly established Public Relations office.
- ✓ Central Services Office – continue to improve mail services while employing methods to keep costs as low as possible.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	79,758	85,390	85,870	480	0.56%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	79,758	85,390	85,870	480	0.56%

Program Expenditures

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	58,558	60,050	61,530	1,480	2.46%
Operating	21,200	25,340	24,340	(1,000)	(3.95%)
Capital Outlay	0	0	0	0	0.00%
Total	79,758	85,390	85,870	480	0.56%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
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 2012	Goals for Fiscal Year 2013
<ul style="list-style-type: none">✓ Restructured EDC for greater efficiency.✓ Facilitated new programs for interaction with businesses.✓ Evaluated incentives to support business creation and retention.✓ Provided work on legislative initiatives impacting local and State government.✓ Worked on alternatives for recycling by private and County providers.✓ Facilitated approval of solar energy farm on County property.✓ Supported budgetary requirements through evaluation and recommendations given State expenditure shifts.✓ Worked with permit and plan review processes based on business input.✓ Evaluated environmental initiatives including Watershed Implementation Plan for adoption.✓ Worked with emergency services to improve programs and interaction with County government.✓ Worked with Airport business projects to facilitate employment base and business opportunities.✓ Worked with City of Hagerstown and other municipalities on stadium/revitalization initiatives and local programs.✓ Promoted infrastructure projects for County government and education.	<ul style="list-style-type: none">✓ Support business initiatives to provide a business climate conducive to retention, expansion, and attraction.✓ Continue evaluation of options for cost effective disposal of solid waste.✓ Support Airport marketing initiatives and business development.✓ Work with Economic Development Commission strategic plan to finalize structure and function.✓ Facilitate further development of fire master plan and continuity of services.✓ Evaluate upcoming and needed legislative initiatives for impact to County residents and fiscal capability.✓ Evaluate opportunities for additional revenue enhancement.✓ Promote additional green initiatives.✓ Evaluate opportunities for additional technology to support cost reduction/operational efficiency.✓ Monitor and promote infrastructure/capital projects needed to enhance services to County residents.✓ Prepare for fiscal requirements and implications of upcoming budgetary cycle.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	267,105	240,200	244,970	4,770	1.99%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	267,105	240,200	244,970	4,770	1.99%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	237,571	209,330	214,100	4,770	2.28%
Operating	29,534	30,870	30,870	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	267,105	240,200	244,970	4,770	1.99%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
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 Sprecher

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 2012

- ✓ Increased public presence on social media interfaces, including Facebook and YouTube.
- ✓ Created methods for taping and producing short videos highlighting County information.
- ✓ Increased participation in joint City of Hagerstown and Washington County Government public information and communications projects.
- ✓ Increased community presence and improved County government accessibility through public education and special events.
- ✓ Managed video streaming of Commissioners' meetings utilizing new video system installed January 2012.
- ✓ Continued refinement and improvement of radio broadcasts, dissemination of information via print and electronic means.
- ✓ Continued comprehensive ADA update of all County facilities after authorization of final rulemaking by the U.S. Department of Justice.
- ✓ Continued duties as ex-officio to Disability Advisory Committee.

Goals for Fiscal Year 2013

- ✓ Continue improving communication with the public through multiple outlets, including social media.
- ✓ Develop communications strategies to better inform citizens of County events, services and how to utilize information.
- ✓ Investigate new information distribution methods such as a mobile application for new technology devices.
- ✓ Continue increasing community presence 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.
- ✓ Continue comprehensive ADA update and provide implementation guidance for all County facilities after authorization of final rulemaking by the U.S. Department of Justice.
- ✓ 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	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	81,390	147,270	185,590	38,320	26.02%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	81,390	147,270	185,590	38,320	26.02%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	75,482	138,670	161,040	22,370	16.13%
Operating	5,908	8,600	24,550	15,950	185.47%
Capital Outlay	0	0	0	0	0.00%
Total	81,390	147,270	185,590	38,320	26.02%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Public Relations and Community Affairs Director	0	1	1
PIO/Disabilities Issues Coordinator	1	1	1
Total	1	2	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 2012

- ✓ Successfully upgraded the PeopleSoft Human Resources Management System from version 8.9 to 9.1.
- ✓ Paid off Airport Runway bonds 15 years early resulting in a savings of \$4.9 million in interest costs.
- ✓ Oversaw the restructuring of the Gaming and Local Management Board, which resulted in operational savings.
- ✓ Managed changes in the Community Funding process.
- ✓ Transitioned the Capital Improvement program from six years to 10 years.

Goals for Fiscal Year 2013

- ✓ Revise the Travel Expense Policy and Procedures.
- ✓ Explore implementation of Position Management Module within the PeopleSoft software system.
- ✓ Work with Transit Department to set up a kiosk at the new Transit Center.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	1,167,782	1,203,400	1,223,200	19,800	1.65%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,167,782	1,203,400	1,223,200	19,800	1.65%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	1,122,723	1,152,740	1,172,540	19,800	1.72%
Operating	45,059	50,660	50,660	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	1,167,782	1,203,400	1,223,200	19,800	1.65%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Director of Budget and Finance	1	1	1
Deputy Director of Budget and Finance	2	2	2
Accounting Supervisor	1	1	1
Senior Accountant	1	1	1
Accountant	1	1	1
Budget Analyst	1	1	1
Fiscal Analyst	1	1	1
Accounts Payable Supervisor	1	1	1
Accounts Receivable Supervisor	1	1	1
Payroll Manager	1	1	1
Grant Analyst	1	1	1
Accounts Receivable Specialist	2	2	2
Accounts Payable Technician	2	2	2
Total	16	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	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	63,050	70,000	70,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	63,050	70,000	70,000	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	63,050	70,000	70,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	63,050	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 2012

- ✓ Researched/developed enhancements to the Purchasing Department web site to educate users with additional user-friendly information.
- ✓ Composed procedures for the electronic submittal/entry of new/revised vendors into the PeopleSoft vendor database.
- ✓ Implemented selling surplus/obsolete items on the government surplus sales site, GovDeals.com, which resulted in additional revenues.

Goals for Fiscal Year 2013

- ✓ 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 FY 2013.
- ✓ Apply enhancements to the Purchasing Department web site to educate users with additional user-friendly information.
- ✓ Research/make determination on the capability of assuming Purchasing Department web site posting duties from the IT Department.
- ✓ Compose Procedures for the Storage of Purchase Orders on Laser fiche.
- ✓ Compose a Procedures Manual on the use of GovDeals.com.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	379,407	403,190	423,930	20,740	5.14%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	19,557	9,000	4,500	(4,500)	(50.00%)
Total	398,964	412,190	428,430	16,240	3.94%

Program Expenditures

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	381,557	389,840	404,440	14,600	3.75%
Operating	15,685	22,350	23,990	1,640	7.34%
Capital Outlay	1,722	0	0	0	0.00%
Total	398,964	412,190	428,430	16,240	3.94%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
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 2012

- ✓ Restructured policies to improve billing and collection processes.

Goals for Fiscal Year 2013

- ✓ Develop on-line tax sale.
- ✓ Begin ACH processing of web-based payments.
- ✓ Reduce postage expense.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	407,715	429,360	436,230	6,870	1.60%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	407,715	429,360	436,230	6,870	1.60%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	308,096	330,860	337,730	6,870	2.08%
Operating	99,619	98,500	98,500	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	407,715	429,360	436,230	6,870	1.60%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
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 2012

- ✓ Revised, presented for approval, and implemented the new Ethics Ordinance as required by the State of Maryland.
- ✓ Implemented 2011 legislation and drafted legislation for 2012.
- ✓ Assisted the Planning Department with the Urban Growth Area (UGA) Rezoning process; the update to the County's Comprehensive Plan, as well as the final presentation and formal approval of the UGA Rezoning and Comprehensive Plan update.
- ✓ Assisted the Division of Plan, Review and Permitting with the update of the latest version of the Building Codes.

Goals for Fiscal Year 2013

- ✓ Assist the County Commissioners with the review and possible revision of the APFO mitigation process.
- ✓ Implement 2012 legislation and draft legislation for 2013 Session.
- ✓ Present, schedule a public hearing, and request approval of the latest revisions to the Animal Control Ordinance.
- ✓ Assist the Division of Plan, Review and Permitting with the implementation of the latest version of the various Building Codes.
- ✓ Organize, assist, and advise the Salary Study Commission in its work as provided for in the Annotated Code of Maryland.
- ✓ Assist in the presentation for approval of the new Addressing Ordinance.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	529,964	618,840	611,980	(6,860)	(1.11%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	529,964	618,840	611,980	(6,860)	(1.11%)

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	486,778	493,200	506,340	13,140	2.66%
Operating	43,186	125,640	105,640	(20,000)	(15.92%)
Capital Outlay	0	0	0	0	0.00%
Total	529,964	618,840	611,980	(6,860)	(1.11%)

Staffing Summary (FTEs)			
Positions	2011	2012	2013
County Attorney	1	1	1
Deputy County Attorney	0	0	1
Assistant County Attorney	2	2	1
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:	Stephanie Stone

Departmental Function:

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

Accomplishments in Fiscal Year 2012

- ✓ Began the implementation of document storage system for department records through use of Laser fiche.
- ✓ Reviewed and revised most of the Human Resources policies. Some policies are at different stages in the process.
- ✓ Planned and implemented parts of a County-wide employee wellness program, including education and resources development, and a fitness program for employees.
- ✓ Began process of upgrading to Human Resources PeopleSoft Tools - Benefits Administration. Planned work specifications and released request for proposal to hire consultant for the process.
- ✓ Updated job descriptions to include any corrections in physical requirements as related to job duties.

Goals for Fiscal Year 2013

- ✓ Continue to implement the electronic document storage system for department records through use of Laser fiche, seeking to complete by end of FY2013.
- ✓ Complete the process of updating all Human Resources policies, seek approval from County Commissioners and begin updating employee handbook.
- ✓ Continue implementation of additional features of a County-wide employee wellness program.
- ✓ Complete the process of upgrading to HR PeopleSoft Tools – Benefits Administration by securing and working with consultant.
- ✓ Develop and implement supervisor training program.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	595,046	643,170	654,140	10,970	1.71%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	595,046	643,170	654,140	10,970	1.71%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	480,701	507,170	528,140	20,970	4.13%
Operating	114,345	136,000	126,000	(10,000)	(7.35%)
Capital Outlay	0	0	0	0	0.00%
Total	595,046	643,170	654,140	10,970	1.71%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
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 2012

- ✓ Installed security improvements to provide better protection to the employees and facility.

Goals for Fiscal Year 2013

- ✓ Upgrade equipment to meet current needs.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	181,131	205,460	206,810	1,350	0.66%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	181,131	205,460	206,810	1,350	0.66%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	39,494	40,760	47,110	6,350	15.58%
Operating	141,636	164,700	159,700	(5,000)	(3.04%)
Capital Outlay	0	0	0	0	0.00%
Total	181,131	205,460	206,810	1,350	0.66%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Senior Office Associate	1	1	1
Total	1	1	1

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Information Technology

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

Departmental Function:

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

Accomplishments in Fiscal Year 2012

- ✓ Integrated the County's vectorized parcel data into GIS web applications and digital maps.
- ✓ Began County wide replacement of workstations, network storage, servers and applications with redundant virtualized resources.
- ✓ Began migration of the County's current telecommunications and security systems to IP based industry standard systems.
- ✓ Completed the procurement and implementation of the Detention Center's video visitation system.

Goals for Fiscal Year 2013

- ✓ Implement Oracle's Benefits Administration module to enable open enrollment, COBRA and FMLA processing and enable e-Benefits to facilitate employee self-service functionality.
- ✓ Increase bandwidth into the virtualized infrastructure and network backbone.
- ✓ Complete migration of obsolete security and video systems to an IP standards based system.
- ✓ Complete Supervisory Control and Data Acquisition system renovation.
- ✓ Complete WCBWA backbone migration to 4.9GHz.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	1,581,847	1,641,600	1,749,040	107,440	6.54%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,581,847	1,641,600	1,749,040	107,440	6.54%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	1,055,966	1,138,470	1,173,110	34,640	3.04%
Operating	420,611	503,130	575,930	72,800	14.47%
Capital Outlay	105,270	0	0	0	0.00%
Total	1,581,847	1,641,600	1,749,040	107,440	6.54%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Director of Information Systems	1	1	1
Deputy Director of Information Technology	1	1	1
GIS Manager	1	1	1
Database Administrator	1	1	1
Senior Technical Support Analyst	1	1	1
Network Engineer	1	1	1
Systems Analyst	2	2	2
GIS Database Administrator	1	1	1
IT Services Specialist III	1	1	1
Technical Support Analyst II	1	1	1
IT Services Specialist II	1	1	1
IT Services Specialist I	2	2	2
GIS Specialist - IT	1	1	1
Total	15	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	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	2,088,213	2,381,510	4,485,060	2,103,550	88.33%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	2,088,213	2,381,510	4,485,060	2,103,550	88.33%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	1,683,373	1,922,480	4,061,840	2,139,360	111.28%
Operating	404,840	459,030	423,220	(35,810)	(7.80%)
Capital Outlay	0	0	0	0	0.00%
Total	2,088,213	2,381,510	4,485,060	2,103,550	88.33%

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General Fund – Buildings Summary

Category	2011 Actual	2012 Budget	2013 Budget	\$ Change	% Change
Martin Luther King Center	106,325	94,200	120,620	26,420	28.05%
Administration Building	249,603	279,900	257,200	(22,700)	(8.11%)
Administration Building II	44,028	110,850	110,850	0	0%
Court House	568,504	557,400	549,910	(7,490)	(1.34%)
County Office Building	197,095	233,460	227,960	(5,500)	(2.36%)
Administration Annex	52,513	61,400	61,400	0	0%
Dwyer Center	27,006	34,000	32,000	(2,000)	(5.88%)
Rental Properties	3,018	2,000	2,000	0	0%
Public Facilities Annex	77,342	65,000	65,000	0	0%
Total	1,325,434	1,438,210	1,426,940	(11,270)	(0.78%)

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 2012

- ✓ Completed energy audits and upgrades to the Administration Building, 80 West Baltimore Street Building, County Office Building and Court House.
- ✓ Replaced chair lift at Martin Luther King Building.
- ✓ Remodeled offices for Community Grants Department, Small Business Development, and Economic Development Commission.

Goals for Fiscal Year 2013

- ✓ Remodel and occupy Administration Building II.
- ✓ Replace 4th floor chiller in County Office Building.
- ✓ Design the boiler replacement for the Court House.
- ✓ Install temperature setback controls at various buildings.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	1,325,434	1,438,210	1,426,940	(11,270)	(0.78%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,325,434	1,438,210	1,426,940	(11,270)	(0.78%)

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	282,515	290,400	294,510	4,110	1.42%
Operating	1,042,919	1,147,810	1,132,430	(15,380)	(1.34%)
Capital Outlay	0	0	0	0	0.00%
Total	1,325,434	1,438,210	1,426,940	(11,270)	(0.78%)

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Deputy Director of Parks, Recreation & Facilities	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	2011 Actual	2012 Budget	2013 Budget	\$ Change	% Change
Women's Commission	2,070	2,000	2,000	0	0%
Historic District Commission	259	450	350	(100)	(22.22%)
Grants	1,860,423	0	0	0	0%
Total	1,862,752	2,450	2,350	(100)	(4.08%)

Intentionally left blank

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 2012

- ✓ Celebrated Women's History Month in March.
- ✓ Supported the local girls and women's groups.
- ✓ Held networking events and a celebration dinner.
- ✓ Provided a scholarship to a non-traditional female student.
- ✓ Continued awareness of Maryland Senate Bill 787: Juvenile Services – Services and Programs for Females.

Goals for Fiscal Year 2013

- ✓ Celebrate Women's History Month in March.
- ✓ Support the local girls and women's groups.
- ✓ Provide a scholarship to a non-traditional female student.
- ✓ Continue the awareness of Maryland Senate Bill 787: Juvenile Services – Services and Programs for Females.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	2,070	2,000	2,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	2,070	2,000	2,000	0	0.00%

Program Expenditures

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	2,070	2,000	2,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	2,070	2,000	2,000	0	0.00%

Services Provided or Clients Served

Programs	2011	2012	2013
Not Provided			

Intentionally left blank

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 2012

- ✓ Conducted review of development proposals for effects on historic sites.
- ✓ Approved various construction and tax credit applications.
- ✓ Completed local review of National Register nominations.
- ✓ Selected HDC members who participated in implementation of MOA for Brumbaugh House at Hagerstown Regional Airport.

Goals for Fiscal Year 2013

- ✓ Complete and adopt local design review guidelines.
- ✓ Accomplish training requirements to maintain Certified Local Government status.
- ✓ Continue building permit and tax credit application review as needed.
- ✓ Transition new staff member to HDC staff responsibility.
- ✓ Investigate funding opportunities to complete historic inventory.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	259	450	350	(100)	(22.22%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	259	450	350	(100)	(22.22%)

Program Expenditures

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	259	450	350	(100)	(22.22%)
Capital Outlay	0	0	0	0	0.00%
Total	259	450	350	(100)	(22.22%)

Services Provided or Clients Served			
Programs	2011	2012	2013
Plan review (building permit or tax credit)	n/a	9	7 (est.)
State or federal funded project review	n/a	5	2 (est.)
Advising opportunities	n/a	3	8 (est.)

General Fund – Medical Summary

Category	2011 Actual	2012 Budget	2013 Budget	\$ Change	% Change
Medical Examiner	16,270	15,000	15,000	0	0%
Contracted Ambulance	0	4,000	0	(4,000)	(100.00%)
Pauper Burial	0	400	400	0	0%
Total	16,270	19,400	15,400	(4,000)	(20.62%)

Intentionally left blank

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	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	16,270	15,000	15,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	16,270	15,000	15,000	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	16,270	15,000	15,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	16,270	15,000	15,000	0	0.00%

Intentionally left blank

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	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	0	4,000	0	(4,000)	(100.00%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	0	4,000	0	(4,000)	(100.00%)

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	0	4,000	0	(4,000)	(100.00%)
Capital Outlay	0	0	0	0	0.00%
Total	0	4,000	0	(4,000)	(100.00%)

Intentionally left blank

Pauper Burial

Fund:	General Fund	Category:	Medical
Program Code:	11800	Contact:	Vicki Lumm

Departmental Function:

The County provides a proper burial for indigents.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	0	400	400	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	0	400	400	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	0	400	400	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	0	400	400	0	0.00%

Intentionally left blank

General Fund – Public Works, Permitting & Planning Summary

Category	2011 Actual	2012 Budget	2013 Budget	\$ Change	% Change
Public Works:					
Administration	348,000	455,540	467,560	12,020	2.64%
Engineering and Construction	1,309,690	2,484,650	2,603,250	118,600	4.77%
	1,657,690	2,940,190	3,070,810	130,620	4.44%
Permitting:					
Building Inspections	1,807,724	0	0	0	0%
Plan Review and Permitting	715,837	1,218,460	1,451,730	233,270	19.14%
	2,523,561	1,218,460	1,451,730	233,270	19.14%
Planning:					
Planning and Zoning	1,209,331	1,095,900	653,950	(441,950)	(40.33%)
Zoning Appeals	46,597	53,440	53,440	0	0%
	1,255,928	1,149,340	707,390	(441,950)	(38.45%)
Total	5,437,179	5,307,990	5,229,930	(78,060)	(1.47%)

Intentionally left blank

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 2012	Goals for Fiscal Year 2013
<ul style="list-style-type: none">✓ Completed Radio Communications Project and acquired FCC License for and started construction of 10th communications tower site.✓ Advertised and awarded County Office Building HVAC roof top unit replacement contract.✓ Site Evaluation Studies for East City High School and West City Elementary School.✓ Initiated study to locate a potential site for the Central Section Highway Department facility.✓ Executed MOU and/or MOA for the Extension of Yale Drive and upgrade to Poffenberger Road.✓ Completion and Interim Adoption of Revision to the 1989 Utility Permit Policy.✓ Designed Crayton Boulevard/Maugans Avenue traffic signal.✓ Completed property acquisition for Longmeadow Road/Marsh Pike intersection.✓ 90% of property acquired for Robinwood Drive widening.✓ Acquired the Right of Way/property for additional County bridge, drainage, road and sewer main projects.✓ Sale of French Lane Farmhouse and property.✓ Completed negotiations and successfully brought commercial airline to Hagerstown Regional Airport.✓ Completed redesign and deployment of Stormwater Structure Inventory.✓ Public Works reviewed/responded to 17 Traffic Impact Studies; 30+ special events permits; 37 citizen traffic complaints; and review of every site plan submitted to Planning Department.	<ul style="list-style-type: none">✓ Relocate Public Works Administration and Engineering and Construction operations to 120-128 West Washington Street.✓ Complete a study to determine a potential site for the Central Section Highway Department facility.✓ Continue to redesign of Public Works websites.✓ Complete construction of Washington County Central Library project.✓ Secure Design Funding Assistance for a portion of The Civil War Rail Trail.✓ Acquire Board of County Commissioners approval of the revised Utility Permit Policy.✓ Increase use of Mobile GIS applications in current Public Works operations.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	348,000	455,540	467,560	12,020	2.64%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	348,000	455,540	467,560	12,020	2.64%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	328,081	430,010	440,500	10,490	2.44%
Operating	19,919	25,530	27,060	1,530	5.99%
Capital Outlay	0	0	0	0	0.00%
Total	348,000	455,540	467,560	12,020	2.64%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Director of Public Works	1	1	1
Public Works Engineer	0	1	1
Real Property Administrator	1	1	1
GIS Analyst	1	1	1
Public Works Document Coordinator	1	1	1
Total	4	5	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 2012

- ✓ Managed 21 CIP projects under construction with a combined contract value of \$35.3 million.
- ✓ Responded to a total of 36,334 requests for inspections and related services.
- ✓ Performed reviews and follow through on a total of 318 individual mechanical, electrical, and plumbing plans.
- ✓ Inspected a running average of \$14.4 million construction of private development infrastructure for acceptance by the County.
- ✓ Capitalized upon reorganization with inspection realignment.
- ✓ Equipped site inspectors with Accella for improved efficiency and coordination.
- ✓ Secured State and Federal aid for projects such as Yale Drive Extended, Halfway area sidewalks, and Eastern Boulevard.
- ✓ Issued request for proposals for design of Eastern Boulevard Phase II under Federal Earmark for \$380,000.
- ✓ Performed energy conservation retrofit under the Energy Efficiency Conservation Block Grant in the amount of \$438,000.
- ✓ Paved and repaired 10.7 road miles with asphalt and 41.7 road miles with chip seal.
- ✓ Completed design phase of Southern Boulevard I, Eastern Boulevard Phase I, and Robinwood Corridor II.
- ✓ Completed construction of the Devils Backbone Dam and various culverts.
- ✓ Began redesign of the new Senior Center.
- ✓ Assumed layout and maintenance of department website from IT, with current project information.
- ✓ Participated in the Chesapeake Bay Watershed Implementation Plan for Washington County.

Goals for Fiscal Year 2013

- ✓ Maintain one business day or less response time for all inspection requests.
- ✓ Transition from 2009 to 2012 codes with consistent and common sense approach.
- ✓ Continue customer satisfaction on both building and site inspections.
- ✓ Cross train inspectors to serve intermittent duties on capital projects and site development, when available.
- ✓ Coordinate Stormwater Management (NPDES) and Watershed Implementation Plan (WIP) to meet new requirements.
- ✓ Instill low or no cost NPDES practices.
- ✓ Plan, design, and construct WIP projects.
- ✓ Complete the Eastern Boulevard Extension study and 30% design.
- ✓ Begin construction upon Eastern Boulevard Phase II between MD 64 and Security Boulevard.
- ✓ Begin Construction upon Robinwood Drive II between Hagerstown Community College and Medical Campus Drive.
- ✓ Complete the new Central Library, Marsh Pike/Longmeadow Intersection improvements, and begin construction of the new Senior Center.
- ✓ Complete the Yale Drive Extended Design.
- ✓ Improve coordination with Real Property Administrator.
- ✓ Complete a pavement management survey to include road survey, data management, and traffic counts.
- ✓ Secure additional State and Federal funds for bridge, safety, and water quality improvement projects.
- ✓ Continue the most cost effective means for inspection, maintenance and repair of County bridges and culverts.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	1,306,315	2,483,650	2,598,470	114,820	4.62%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	3,375	1,000	4,780	3,780	378.00%
Total	1,309,690	2,484,650	2,603,250	118,600	4.77%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	1,250,443	2,352,990	2,463,690	110,700	4.70%
Operating	57,837	131,660	139,560	7,900	6.00%
Capital Outlay	1,410	0	0	0	0.00%
Total	1,309,690	2,484,650	2,603,250	118,600	4.77%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Deputy Director Engineering & Construction	1	1	1
Chief, Engineering Design	1	1	1
Chief, Construction Inspector	0	1	1
Civil Engineer	2	2	2
Structural Engineer	1	1	1
Combination Inspector	0	1	1
Chief of Surveys	1	1	1
Project Manager	4	4	4
Electrical Inspector II	0	1	1
Stormwater Management Coordinator	0	1	1
Senior Building Inspector	0	1	1
Plumbing Inspector	0	2	2
Electrical Inspector I	0	2	2
Building Inspector II	0	1	1
Construction Inspector	2	4	4
Engineering Technician III	3	3	3
Stormwater Management Technician	0	1	1
Building Inspector I	0	2	2
Survey Party Chief	1	1	1
Survey Technician	1	1	1
Administrative Assistant	1	1	2
Office Associate	0	1	0
Total	18	34	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.

This department was reorganized in FY2012 and is now in department 11610 – Plan Review and Permitting.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	920,208	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	877,516	0	0	0	0.00%
Total	1,807,724	0	0	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	1,677,595	0	0	0	0.00%
Operating	126,685	0	0	0	0.00%
Capital Outlay	3,444	0	0	0	0.00%
Total	1,807,724	0	0	0	0.00%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Permits & Inspections Director	1	0	0
Permits & Inspections Deputy Director	1	0	0
Chief Plans Examiner	1	0	0
Plans Examiner II	1	0	0
Plans Examiner	1	0	0
Senior Plans Examiner	1	0	0
Zoning Coordinator	1	0	0
Building Inspector I	4	0	0
Chief Inspector	1	0	0
Electrical Inspector I	2	0	0
Electrical Inspector II	1	0	0
Combination Inspector	1	0	0
Office Manager	1	0	0
Permits Administrator	1	0	0
Permit Specialist	2	0	0
Permits Technician	1	0	0
Office Associate	0	0	0
Senior Building Inspector	1	0	0
Zoning Inspector	1	0	0
Plumbing Inspector I	2	0	0
Building Appeals Board Member	.5	0	0
Electrical Board Member	2	0	0
Plumbing Board Member	3.5	0	0
Total	31	0	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 2012

- ✓ Continued 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.
- ✓ Developed procedures and policies to improve efficiency and remove duplication in engineering and land use plan review and tracking processes.
- ✓ Assisted the Division of Environmental Management (DEM) in the development of a Chesapeake Bay Phase II Watershed Implementation Plan (WIP).
- ✓ Began development of recommendations for Subdivision Ordinance Text Amendments.
- ✓ Published public information booklet on trade licensing.
- ✓ Initiated and published information booklet on the commercial permit application process.
- ✓ Started the development of one central filing system to be used by all Plan Review and Permitting personnel.
- ✓ Began the development of a SOP for processing revised land development plans.
- ✓ Revised and adopted the 2012 Maryland Building Performance Standards.
- ✓ Assisted the Economic Development Commission in the development and implementation of the Commercial Pad Ready Site Stimulus Program.
- ✓ Presented program summary and requested extensions of the Residential Stimulus Program.
- ✓ Created a draft walk through permit program.
- ✓ Developed and implemented a Public Education Program for land development and building construction permitting issues.
- ✓ Generated public service announcements, trade show exhibits, and website updates.
- ✓ Celebrated Building Safety Month and implemented Residential Customer Appreciation Week.

Goals for Fiscal Year 2013

- ✓ 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 a draft of the updated Washington County Floodplain Ordinance.
- ✓ Continue to assist the DEM in the development of a Chesapeake Bay Phase II WIP.
- ✓ Continue to develop recommendations for Subdivision Ordinance Text Amendments.
- ✓ Complete development of a standard operating procedure for processing revised land development plans.
- ✓ Assist the Division of Public Works with Revisions to the Stormwater Management, Grading, Soil Erosion & Sediment Control Ordinance.
- ✓ Assist the Department of Planning and Zoning in the implementation of the Sustainable Growth and Agricultural Preservation Act of 2012.
- ✓ In coordination with the Department of Information Technology, begin the process to update the Permits Plus and Accela software applications to Accela Automation.
- ✓ Continue to develop and implement a Public Education Program for land development and building construction permitting issues; and commercial customer appreciation week.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	651,747	113,100	295,630	182,530	161.38%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	64,090	1,105,360	1,156,100	50,740	4.59%
Total	715,837	1,218,460	1,451,730	233,270	19.14%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	644,806	1,123,370	1,410,610	287,240	25.57%
Operating	63,313	95,090	41,120	(53,970)	(53.60%)
Capital Outlay	7,718	0	0	0	0.00%
Total	715,837	1,218,460	1,451,730	233,270	19.14%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Director, Plan Reviewing and Permitting	0	1	1
Deputy Director Land Development Engineer	1	0	0
Deputy Director, Permitting	0	1	1
Deputy Director, Plan Review	0	1	1
Chief Plans Examiner	0	1	1
Zoning Coordinator	0	1	1
Plan Reviewer	2	2	2
Senior Plans Examiner	0	1	1
Senior Planner	0	2	2
Plans Examiner II	0	1	1
Plans Examiner I	0	1	1
Zoning Inspector	0	1	1
Office Manager	0	1	1
Permits Administrator	0	1	1
Permit Specialist	0	1	1
Permits Technician	0	2	2
Senior Office Associate	0	1	1
Office Associate	1	1	1
Plumbing Board Member	0	3.5	3.5
Electrical Board Member	0	2	2
Transportation Engineer	1	0	0
Stormwater Management/Utility Coordinator	1	0	0
Stormwater Management Technician	1	0	0
Engineering Inspector	3	0	0
Total	10	25.5	25.5

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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 2012

- ✓ Adoption of Urban Growth Area Rezoning with related notice and training.
- ✓ Successful transition to new department organization.
- ✓ Hired and trained three new staff members.
- ✓ Evaluation and recommendations on school adequacy determinations and mitigation proposals.
- ✓ Implemented parcel vectorization.
- ✓ Participation in State legislative processes to affect final outcome of PlanMaryland and Sustainable Growth and Agricultural Preservation law.
- ✓ Completed draft of Land Preservation Parks and Recreation Plan.
- ✓ Completed draft of Address Ordinance.

Goals for Fiscal Year 2013

- ✓ Adoption of Land Preservation, Parks and Recreation Plan.
- ✓ Complete draft of Comprehensive Plan update.
- ✓ Continue application of parcel vectorization to GIS layers and continue implementation of maintenance protocols.
- ✓ Implement local requirements of Sustainable Growth and Agricultural Preservation Act of 2012.
- ✓ Evaluate and implement local requirements to participate in PlanMaryland process.
- ✓ Initiate Town Growth Area zoning amendments.
- ✓ Assist Plan Review and Permitting with Subdivision Ordinance amendments.
- ✓ Achieve full staffing.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	1,146,452	1,028,900	649,950	(378,950)	(36.83%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	62,879	67,000	4,000	(63,000)	(94.03%)
Total	1,209,331	1,095,900	653,950	(441,950)	(40.33%)

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	1,156,647	1,034,660	630,700	(403,960)	(39.04%)
Operating	52,684	61,240	23,250	(37,990)	(62.03%)
Capital Outlay	0	0	0	0	0.00%
Total	1,209,331	1,095,900	653,950	(441,950)	(40.33%)

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Planning and Zoning Director	1	1	1
Chief Planner	2	1	1
Senior Planner	3	1	1
GIS Coordinator	1	1	1
Parks & Environmental Planner	1	1	1
GIS Analyst	1	1	1
Planner	2	1	1
Administrative Assistant	1	1	1
GIS Technician	1	1	1
Land Preservation Planner	1	0	0
Planning Commission Members	3	3	3
Permits Processor	1	0	0
Office Associate	1	0	0
Total	19	12	12

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 Plan Review and Permitting 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 2012

- ✓ Published a public information booklet for the appeal process.
- ✓ Developed a process to 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.

Goals for Fiscal Year 2013

- ✓ Review all applicable permits for compliance on the new Urban Growth Area zoning as well as provide training as necessary for all divisional personnel to ensure consistency.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	33,372	30,940	33,440	2,500	8.08%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	13,225	22,500	20,000	(2,500)	(11.11%)
Total	46,597	53,440	53,440	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	24,821	26,640	26,640	0	0.00%
Operating	21,776	26,800	26,800	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	46,597	53,440	53,440	0	0.00%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Zoning Appeals Board Members	3.5	3.5	3.5

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General Fund – Parks & Facilities Summary

Category	2011 Actual	2012 Budget	2013 Budget	\$ Change	% Change
Buildings, Grounds & Parks	1,663,403	1,669,130	1,723,010	53,880	3.23%
Martin L. Snook Pool	131,004	126,400	128,500	2,100	1.66%
Fitness & Recreation	668,626	662,940	737,130	74,190	11.19%
Total	2,463,033	2,458,470	2,588,640	130,170	5.29%

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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 2012

- ✓ Rebuilt the concession stand at Marty Snook Park.
- ✓ Moved backstop and installed fencing at Woodland Way Park.
- ✓ Improved the drainage at Pinesburg Softball Fields.
- ✓ Installed batting cages at Kemps Mill Park.
- ✓ Cleaned and painted the maintenance building at Clear Spring Park.

Goals for Fiscal Year 2013

- ✓ Work on the development of Mount Tammany Park.
- ✓ Develop a Disc Golf Course at the Regional Park.
- ✓ Overlay basketball courts at Clear Spring and Marty Snook parks.
- ✓ Replace fencing at two softball fields at Marty Snook Park.
- ✓ Topsoil and seed outfield at Pinesburg Park.
- ✓ Develop specifications for lighting at Marty Snook Park softball fields.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	1,591,453	1,594,630	1,647,210	52,580	3.30%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	71,950	74,500	75,800	1,300	1.74%
Total	1,663,403	1,669,130	1,723,010	53,880	3.23%

Program Expenditures

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	1,285,086	1,336,050	1,364,000	27,950	2.09%
Operating	376,710	333,080	359,010	25,930	7.78%
Capital Outlay	1,607	0	0	0	0.00%
Total	1,663,403	1,669,130	1,723,010	53,880	3.23%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Parks and Facilities Director	1	1	1
Field Operations Supervisor	1	1	1
Assistant Field Operations Supervisor	1	1	1
Facility/Special Events Coordinator	1	1	1
Equipment Operator/Mechanic	2	2	2
Maintenance Trades worker	2	2	2
Senior Office Associate	2	2	2
Park/Playground Inspector	1	1	1
Maintenance Leadworker	2	2	2
Maintenance Worker	9.5	7.5	7.5
Ballfield Attendant	.5	.5	.5
Park Attendant	9.5	9.5	9.5
Total	32.5	30.5	30.5

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 2012

- ✓ Rebuilt lifeguard platforms.
- ✓ Built ADA parking closer to the pool.
- ✓ Installed a new ADA lift and stairs to provide better access and to meet Federal guidelines.
- ✓ Repaired heaved concrete.

Goals for Fiscal Year 2013

- ✓ Make improvements to the wading pool to meet ADA requirements.
- ✓ Pave the ADA parking lot.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	48,141	51,400	48,500	(2,900)	(5.64%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	82,863	75,000	80,000	5,000	6.67%
Total	131,004	126,400	128,500	2,100	1.66%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	84,420	78,550	79,930	1,380	1.76%
Operating	46,584	47,850	48,570	720	1.50%
Capital Outlay	0	0	0	0	0.00%
Total	131,004	126,400	128,500	2,100	1.66%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Pool Manager	.5	.5	.5
Assistant Pool Manager	.5	.5	.5
Head Lifeguard	.5	.5	.5
Lifeguard	8	8	8
Cashier	4	4	4
Total	13	13	13

Fitness and Recreation

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

Departmental Function:

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

Accomplishments in Fiscal Year 2012

- ✓ Established a Wellness/Fitness program for all County employees.
- ✓ Established two special event programs with the City of Hagerstown – The Spooky Sprint and St. Patrick’s Day Celebration.

Goals for Fiscal Year 2013

- ✓ Continue to offer joint programming with the City of Hagerstown.
- ✓ Continue to establish credit card capabilities for the registration process.
- ✓ Reorganize our Adults Sports Programs offerings to the citizens of Washington County.
- ✓ Review the fee structure for the Community Recreation Centers.

Funding Sources

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	383,443	387,940	462,130	74,190	19.12%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	285,183	275,000	275,000	0	0.00%
Total	668,626	662,940	737,130	74,190	11.19%

Program Expenditures

Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	562,236	538,690	598,380	59,690	11.08%
Operating	106,390	124,250	129,010	4,760	3.83%
Capital Outlay	0	0	9,740	9,740	100.00%
Total	668,626	662,940	737,130	74,190	11.19%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Fitness and Recreation Director	1	1	1
Recreation Program Coordinator	3	3	3
Senior Office Associate	1	1	1
Recreation Program Worker	94.5	94.5	94.5
Total	99.5	99.5	99.5

General Fund – Economic Development Summary

Category	2011 Actual	2012 Budget	2013 Budget	\$ Change	% Change
Economic Development Commission	620,669	827,410	792,620	(34,790)	(4.20%)
Agricultural Marketing	100,531	0	0	0	0%
Total	721,200	827,410	792,620	(34,790)	(4.20%)

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Economic Development Commission

Fund:	General Fund	Category:	Economic Development
Program Code:	12500	Contact:	Robin L. Ferree

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 2012

- ✓ Requested and obtained funding from Board of Commissioners to fund Environmental Assessment and land valuation analysis at Hagerstown Regional Airport.
- ✓ Developed Pad-Ready and High Performance tax credit programs.
- ✓ Assisted in bringing \$124.8 million in new capital investment and 1,254 new jobs to Washington County.
- ✓ Established Farm of the Year program.
- ✓ Lobbied for modifications to One Maryland Tax Credit guidelines which allowed Washington County to qualify for the program.
- ✓ Re-established Allegiant service to Florida at the Hagerstown Regional Airport.
- ✓ Initiated development of an Economic Development Strategic Plan.

Goals for Fiscal Year 2013

- ✓ Cooperate with the Chamber of Commerce to develop a comprehensive mailing list of businesses located in Washington County.
- ✓ Establish and implement a "Business Outreach Program" with local existing businesses.
- ✓ Coordinate at least two business forums aimed at facilitating dialogue between the County Commissioners, EDC, and local businesses.
- ✓ Finalize the Economic Development Strategic Plan and begin to implement its action plans.
- ✓ Increase use of social media outlets to promote agriculture and ag-tourism.
- ✓ Update and improve the EDC website using the new in-line editing program.
- ✓ Coordinate with the City of Hagerstown, State, and property brokers to locate a new business in the vacated Unilever building.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	620,669	827,410	792,620	(34,790)	(4.20%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	620,669	827,410	792,620	(34,790)	(4.20%)

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	459,657	610,090	555,970	(54,120)	(8.87%)
Operating	155,700	217,320	236,650	19,330	8.89%
Capital Outlay	5,312	0	0	0	0.00%
Total	620,669	827,410	792,620	(34,790)	(4.20%)

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Economic Development Director	1	1	1
Deputy Director Economic Development	1	1	1
Marketing Specialist	1	0	0
Airport Business Development Specialist	0	1	1
Agricultural Marketing Specialist	0	1	1
Project Coordinator	1	1	1
Fiscal/Research Specialist	1	1	1
Administrative Assistant	1	1	1
Total	6	7	7

Agricultural Marketing

Fund:	General Fund	Category:	State Functions
Program Code:	94031	Contact:	

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.

This department was reorganized in FY2012 and is now in department 12500 – Economic Development Commission.

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	96,210	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	4,321	0	0	0	0.00%
Total	100,531	0	0	0	0.00%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	61,905	0	0	0	0.00%
Operating	38,626	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	100,531	0	0	0	0.00%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Ag Marketing Specialist	1	0	0
Total	1	0	0

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Highway Fund

- Highway Fund Summary
- Highway Fund Detail includes:
 - Functions
 - Accomplishments for Fiscal Year 2012
 - Goals for Fiscal Year 2013
 - Funding Sources and Program Expenditures
 - Staffing Summaries or Services Provided

Highway Fund Summary

Highway Fund Revenue

Fund	2011 Actual	2012 Budget	2013 Budget	\$ Change	% Change
Highway Fund	9,193,226	8,614,960	8,973,080	358,120	4.16%
Total	9,193,226	8,614,960	8,973,080	358,120	4.16%

Highway Fund Expenditures

Fund	2011 Actual	2012 Budget	2013 Budget	\$ Change	% Change
Highway Fund	8,308,316	8,614,960	8,973,080	358,120	4.16%
Total	8,308,316	8,614,960	8,973,080	358,120	4.16%

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Highway

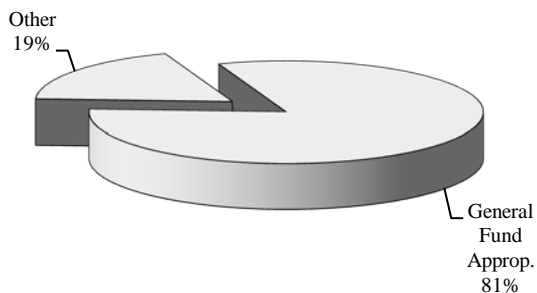
Fund:	Highway	Category:	Special Revenue
Program Code:	20	Contact:	Edwin Plank

Departmental Function:

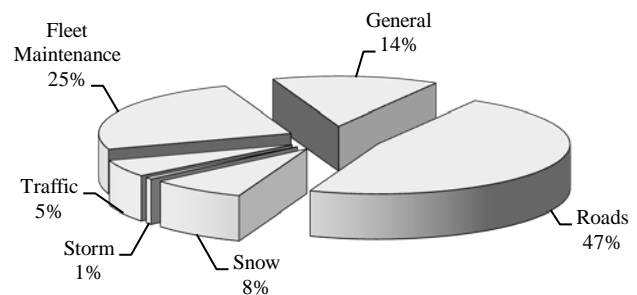
The Washington County Highway Department is responsible for the maintenance of the County's Road system; this includes but is not limited to patching, resurfacing, stabilization of dirt roads, keeping ditch lines clear of debris, mowing along County right of ways, mowing storm water management ponds, 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 2012

- ✓ Meetings were held to discuss the size of a new complex along with purchasing property to construct this facility.
- ✓ Meetings were held with the Finance Director to make plans to set aside funding each year for equipment replacement. A plan to replace equipment was approved several years ago; however due to funding cuts from the State the department has not been able to replace any equipment for several years.
- ✓ Fall Protection training has been completed at all Highway Department locations. A rescue plan has also been developed.

Goals for Fiscal Year 2013

- ✓ Replace underground fuel tanks at Northern Avenue to meet Maryland Department of Environment requirements.
- ✓ Design and construct a new and safer entrance to the Northern Avenue facility.
- ✓ Work with Budget and Finance to develop a systematic approach to replace existing weathered, damaged or outdated traffic control signs to conform to new Manual on Uniform Traffic Control Devices standards.
- ✓ Procure funds to acquire a new sign truck.
- ✓ Work with Budget and Finance and Engineering Department to develop a systematic and cost efficient method for Storm Water Management pond maintenance. In addition, purchase new equipment and hire two personnel to complete this maintenance.

Detail Summary

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	7,856,020	7,856,020	7,306,020	(550,000)	(7.00%)
Operating and Capital Grants	0	0	0	0	0.00%
Fees/Charges	1,337,206	758,940	1,667,060	908,120	119.7%
Total	9,193,226	8,614,960	8,973,080	358,120	4.16%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	5,347,874	5,537,660	5,672,420	134,760	2.43%
Operating	2,747,308	2,799,100	3,084,690	285,590	10.20%
Capital Related Costs	213,133	278,200	215,970	(62,230)	(22.37%)
Total	8,308,315	8,614,960	8,973,080	358,120	4.16%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
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	13.5	13.5
Crew Coordinator/Equip Operator II	1	1	1
Equipment Operator II	24	24	24
Equipment Operator I	26.5	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 (FTEs)			
Positions	2011	2012	2013
Auto Services Assistant	1	1	1
Guards	4	4	4
Automotive Body/Paint Technician	1	1	1
Office Associate	.5	.5	.5
Total	98.5	97.5	97.5

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Other Governmental Funds

- Agricultural Education Center Fund
- Local Management Board Fund
- Inmate Welfare Fund
- Gaming Fund
- Hotel Rental Tax Fund
- Land Preservation Fund
- Contraband Fund
- HEPMPO Fund
- Fund Detail includes:
 - Functions
 - Accomplishments for Fiscal Year 2012
 - Goals for Fiscal Year 2013
 - Funding Sources and Program Expenditures
 - Staffing Summaries or Services Provided

Other Governmental Funds Summary

Other Governmental Funds Revenue

Fund	2011 Actual	2012 Budget	2013 Budget	\$ Change	% Change
Agricultural Education Center	123,434	186,030	194,500	8,470	4.55%
Local Management Board	286,382	307,560	250,440	(57,120)	(18.57%)
Inmate Welfare	436,906	449,570	486,820	37,250	8.29%
Gaming	2,043,868	2,083,480	1,987,020	(96,460)	(4.63%)
Hotel Rental Tax	1,697,360	1,500,000	2,073,700	573,700	38.25%
Land Preservation	2,833,855	1,556,920	1,094,200	(462,720)	(29.72%)
Contraband	8,789	36,120	260,000	223,880	619.82%
HEPMPO	415,279	410,210	370,010	(40,200)	(9.80%)
Total	7,845,873	6,529,890	6,716,690	186,800	2.86%

Other Governmental Funds Expenditures

Fund	2011 Actual	2012 Budget	2013 Budget	\$ Change	% Change
Agricultural Education Center	177,393	186,030	194,500	8,470	4.55%
Local Management Board	286,382	307,560	250,440	(57,120)	(18.57%)
Inmate Welfare	433,214	449,570	486,820	37,250	8.29%
Gaming	2,065,589	2,083,480	1,987,020	(96,460)	(4.63%)
Hotel Rental Tax	1,496,875	1,500,000	2,073,700	573,700	38.25%
Land Preservation	2,755,541	1,556,920	1,094,200	(462,720)	(29.72%)
Contraband	12,055	36,120	260,000	223,880	619.82%
HEPMPO	416,028	410,210	370,010	(40,200)	(9.80%)
Total	7,643,077	6,529,890	6,716,690	186,800	2.86%

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Agricultural Education Center

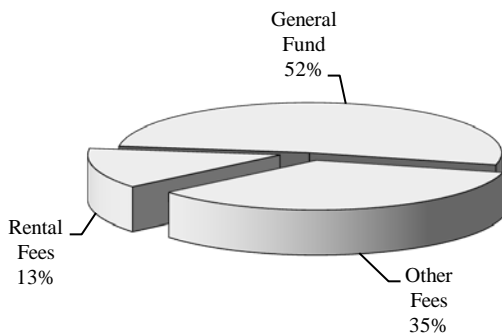
Fund:	Agricultural Education Center	Category:	Governmental Fund
Program Code:	23	Contact:	James Sterling

Departmental Function:

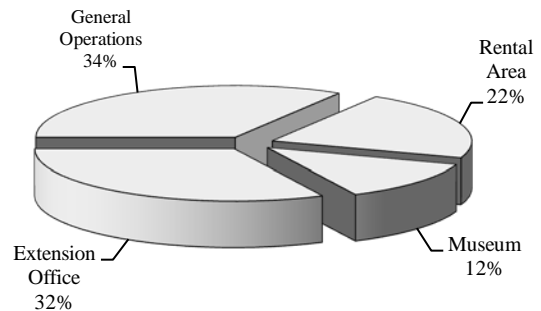
The Agricultural Education Center function is to promote agricultural and youth interest in Washington County and to educate the public about Washington County's agricultural heritage. The site includes a multi-purpose building, four pole barns, horse show arena, tractor pull track, milking parlor, kennel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

Fund Summary

Agricultural Ed Center Revenue Summary



Agricultural Ed Center Expense Summary



The General Fund appropriation accounts for 52% or \$100,850 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 2012

- ✓ Constructed of the Transportation Museum.
- ✓ Installed of water treatment systems.
- ✓ Developed of log structure for the Heritage Village.
- ✓ Graded of the vendor area.

Goals for Fiscal Year 2013

- ✓ Concrete pole barn #4 floor.
- ✓ Develop a horse riding trail.
- ✓ Move the Fairview Store on site.
- ✓ Construct a blacksmith shop.
- ✓ Reconstruct the storm water pond and track area.

Detail Summary

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	100,000	100,000	100,850	850	0.85%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	23,434	86,030	93,650	7,620	4.10%
Total	123,434	186,030	194,500	8,470	4.55%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	46,218	48,320	49,610	1,290	2.67%
Operating	131,175	137,710	144,890	7,180	5.21%
Capital Outlay	0	0	0	0	0.00%
Total	177,393	186,030	194,500	8,470	4.55%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Senior Office Associate	1	1	1
Total	1	1	1

Local Management Board

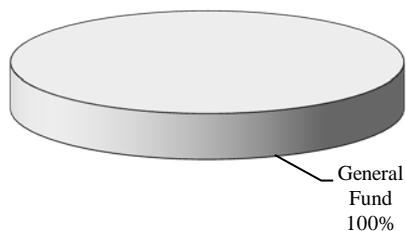
Fund:	Local Management Board	Category:	Governmental Fund
Program Code:	24	Contact:	James Hovis

Departmental Function:

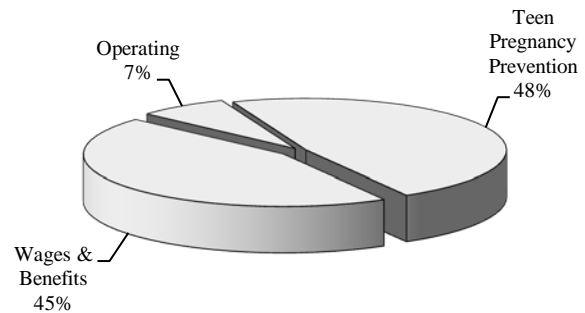
The mission of the Local Management Board, which is facilitated by the Office of Community Grant Management, is to work together to improve the lives of children and families in Washington County. The vision is that all Washington County children will be raised in a safe, healthy and nurturing environment to become healthy and responsible adults.

Fund Summary

Local Management Board Revenue Summary



Local Management Board Expense Summary



Only the administrative costs of the Local Management Board Fund and the Teen Pregnancy and STI Prevention Programs 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 2012

- ✓ Met the requirements of the Governor's Office for Children (GOC) monitoring procedures as required by contract.
- ✓ Maintained the Local Management Board (LMB) membership at 21 voting members and 2 non-voting members as prescribed in the LMB manual.
- ✓ Provided \$952,000 to local health & human service programs that provide services to children and families in need of assistance.
- ✓ Participated in the Strategic Community Impact Plan (SCIP) focus groups and impact council, which is published in the SCIP document.
- ✓ Provided funding to and monitored all programs under the authority of the LMB.

Goals for Fiscal Year 2013

- ✓ Facilitate and encourage interagency collaboration directed toward reducing the teen birth rate in 2013.
- ✓ Provide funding through the LMB to implement strategies that reduce 1st time juvenile offenders from entering the juvenile justice system.
- ✓ Conduct a triennial assessment as required by GOC of the health & human service needs of children & families. Then address those needs by funding programs that impact the areas of need.
- ✓ In an effort to reduce child abuse & neglect, fund evidence based programs which promote positive outcomes for vulnerable children.
- ✓ Through funding, increase the number of children receiving quality after-school care and programming.

Detail Summary

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	286,382	307,560	250,440	(57,120)	(18.57%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	286,382	307,560	250,440	(57,120)	(18.57%)

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	163,322	164,610	112,890	(51,720)	(31.42%)
Operating	19,801	23,650	18,250	(5,400)	(22.83%)
Appropriations	103,259	119,300	119,300	0	0.00%
Total	286,382	307,560	250,440	(57,120)	(18.57%)

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Director, Children and Youth Services	1	1	0
Local Management Board Manager	0	0	1
Senior Office Associate	1	0	0
Project Coordinator	3	1	0
Senior Grant Manager	1	1	1
Total	6	3	2

Inmate Welfare

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

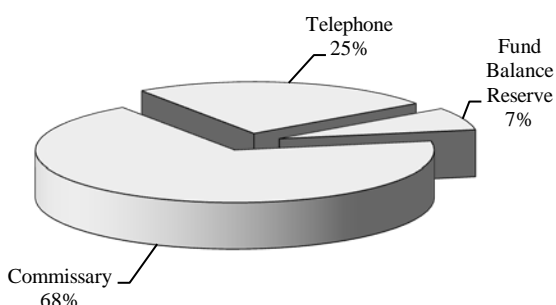
Departmental Function:

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.

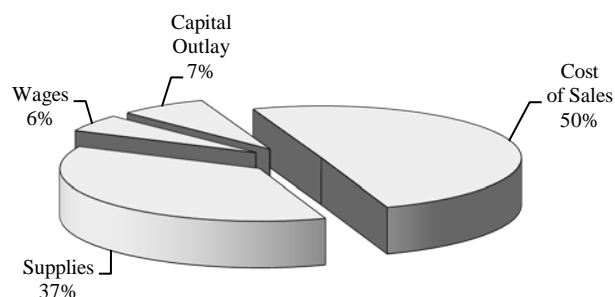
11-903 Each fund is a special continuing, non-lapsing fund. (2) (I) Each fund consists of I 1-profits derived from the sale of good through the commissary operation, telephone and vending machine commissions. See Chapter 27 11-902-11-904 for more details.

Fund Summary

Inmate Welfare Fund Revenue Summary



Inmate Welfare Fund Expense Summary



Commissary sales account for 68% or \$332,280 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 2012

- ✓ The Request for Proposal was completed for computerizing inmate medical records.
- ✓ Increased the commissary choices available for inmates.
- ✓ Inmate video visitation project was completed.
- ✓ Video parole hearings project was completed.

Goals for Fiscal Year 2013

- ✓ Increase the inmate phone revenue by providing calling cards for purchase.
- ✓ Make calling cards available for indigent inmates with families.
- ✓ Research the use of kiosks for the purchase of commissary products on the housing pods.
- ✓ Research the use of headphones for televisions on housing units to reduce noise levels.

Detail Summary

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental	0	34,540	34,540	0	0.00%
Fees/Charges	436,906	415,030	452,280	37,250	8.29%
Total	436,906	449,570	486,820	37,250	8.29%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	24,102	25,550	25,990	440	1.72%
Operating	409,113	389,480	426,290	36,810	9.45%
Capital Outlay	0	34,540	34,540	0	0.00%
Total	433,214	449,570	486,820	37,250	8.29%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Inmate Teacher	.5	.5	.5
Total	.5	.5	.5

Gaming Fund

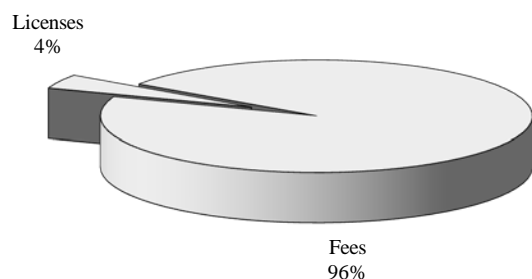
Fund:	Gaming Fund	Category:	Special Revenue
Program Code:	26	Contact:	James Hovis

Departmental Function:

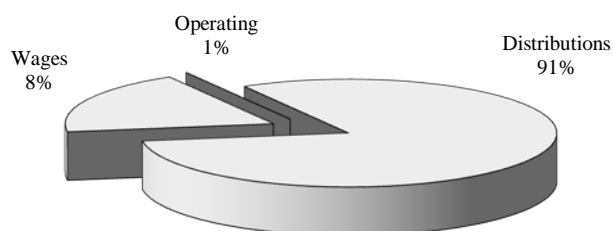
The Office of Community Grant Management interprets, implements, and enforces State law, County Rules and Regulations as well as all policies governing tip jar and Bingo gaming activity within Washington County. The Office has sole authority to approve or deny license requests, monitor compliance of 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. This 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.

Department/Agency

Accomplishments in Fiscal Year 2012

- ✓ Recruited four new businesses to participate in the charitable gaming program.
- ✓ Attended meetings of the Washington County Restaurant Beverage Association and communicated regularly with the Washington County Club Association president in an effort to improve communications.
- ✓ No citations were issued for gaming violations as a result of voluntary compliance and strict enforcement.
- ✓ Used the County's public relations office to distribute press releases reporting on specific accomplishments of the program.
- ✓ Worked with the legislative delegation to pass the "Tip Jar Accountability and Transparency" legislation.
- ✓ Increased the number of amusement device licenses issued by 4%.

Goals for Fiscal Year 2013

- ✓ Increase the number of tip jar operators participating in the charitable gaming program through the continuance of operator incentives.
- ✓ Increase regulatory compliance by non-profit tip jar operators by providing written educational materials. Particularly regarding the use of proceeds.
- ✓ Protect the charitable gaming program from State control by increasing the amount of positive communications with key legislative leaders.
- ✓ Work with the Department of Public Relations to report regularly, positive accomplishments of the gaming program in an effort to increase patron support and revenues.

Detail Summary

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Fund Balance Reserve	0	0	2,500	2,500	100.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	2,043,868	2,083,480	1,984,520	(98,960)	(4.75%)
Total	2,043,868	2,083,480	1,987,020	(96,460)	(4.63%)

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	155,895	163,610	147,780	(15,830)	(9.68%)
Operating	12,325	19,870	34,240	14,370	72.32%
Capital Outlay	0	0	0	0	0.00%
Gaming Distributions	1,897,369	1,900,000	1,805,000	(95,000)	(5.00%)
Total	2,065,589	2,083,480	1,987,020	(96,460)	(4.63%)

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Office of Community Development Management Director	0	0	1
Gaming Commission Director	1	1	0
Senior Office Associate	2	2	2
Gaming Inspector	.5	.5	.5
Total	3.5	3.5	3.5

Hotel Rental Tax Fund

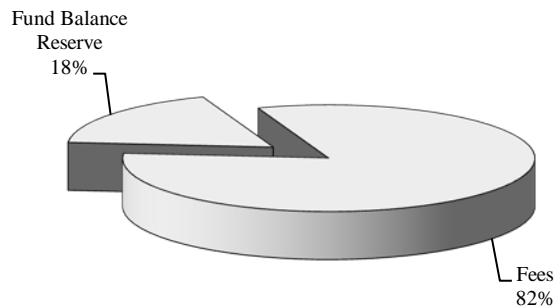
Fund:	Hotel Rental Tax	Category:	Governmental Fund
Program Code:	27	Contact:	Debra Murray

Departmental Function:

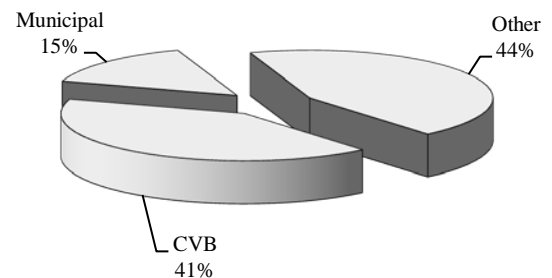
The Hotel Rental Tax fund is used to account for revenue generated by a 6% local Hotel Rental Tax approved under Md. Code Article 24, Title 9, and Subtitle 3 by local resolution. The expenditure of the Hotel Rental Tax revenue is restricted by State statute. The Convention and Visitors Bureau receives 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 revenue from the tax charged to hotels and motels based on occupancy. The estimated revenue is based on history. In fiscal year 2013 a portion of the fund balance will be used for a capital project. The project will conform to the same guidelines as other uses.

Department/Agency

Accomplishments in Fiscal Year 2012

- ✓ New guidelines were established for the distribution of funds for the portion that is given out by the County Commissioners. The department of Grant Management will now be responsible for the distribution of 40% of those funds and the remaining 60% will continue to be approved by the County Commissioners.

Goals for Fiscal Year 2013

- ✓ The new guidelines will be monitored to determine if the new procedures are effective in giving the Hotel Rental Tax to recipients in a fair and efficient manner.

Detail Summary

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental (Fund Balance Reserve)	0	0	373,700	373,700	100.00%
Fees/Charges	1,697,360	1,500,000	1,700,000	200,000	13.33%
Total	1,697,360	1,500,000	2,073,700	573,700	38.25%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	1,496,875	1,500,000	2,073,700	573,700	38.25%
Capital Outlay	0	0	0	0	0.00%
Total	1,496,875	1,500,000	2,073,700	573,700	38.25%

Land Preservation Fund

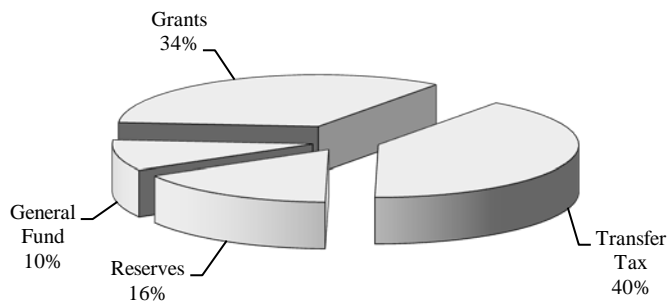
Fund:	Land Preservation Fund	Category:	Governmental Fund
Program Code:	28	Contact:	Eric Seifarth

Departmental Function:

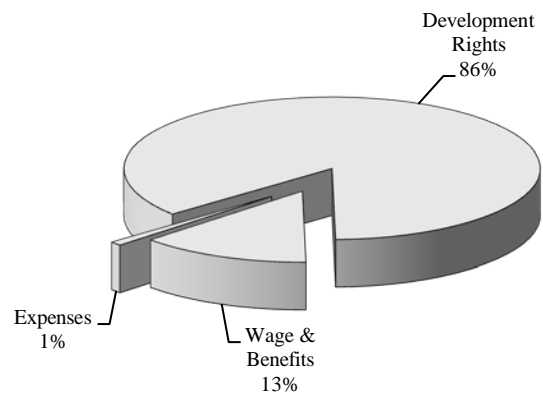
This fund is used to account for programs related to agricultural preservation. At least \$400,000 of the revenues from the County transfer tax is used to purchase permanent easements through an installment purchase program. Also, a portion of the Agricultural transfer tax that is collected by the County 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 2012

- ✓ 131 acres of Conservation Reserve Enhancement Program easements.
- ✓ 51 acres of Rural Legacy Program easements.
- ✓ 115 acres of Maryland Agriculture Land Preservation Program easements.
- ✓ Donated easement component of the above projects was approximately \$255,000.
- ✓ 15 new 10-year agriculture preservation districts.

Goals for Fiscal Year 2013

- ✓ Maximize all state and federal easement funding through Maryland Agriculture Land Preservation Program, Rural Legacy Program, Conservation Reserve Enhancement Program, and Farm and Ranch Protection Program.
- ✓ Continue to seek full or partial donations of easements.
- ✓ Revise the Right to Farm Board.
- ✓ Work with the Planning Department to encourage policies for agriculture protection.
- ✓ Work with Ag Marketing Specialist to build long-term agriculture stability policies and support.
- ✓ Continue working with the Farm Bureau to expand communication that has been established with the Washington County Board of County Commissioners.

Detail Summary

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	17,989	47,480	104,720	57,240	120.56%
Grants/Intergovernmental	1,492,683	886,890	369,320	(517,570)	(58.36%)
Fees/Charges	1,323,213	622,550	620,160	(2,390)	(0.38%)
Total	2,833,855	1,556,920	1,094,200	(462,720)	(29.72%)

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	60,336	88,980	144,860	55,880	62.80%
Operating	2,695,205	1,467,940	949,340	(518,600)	(35.33%)
Capital Outlay	0	0	0	0	0.00%
Total	2,755,541	1,556,920	1,094,200	(462,720)	(29.72%)

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Rural Preservation Administrator	1	1	1
Land Preservation Planner	0	1	1
Total	1	2	2

Contraband

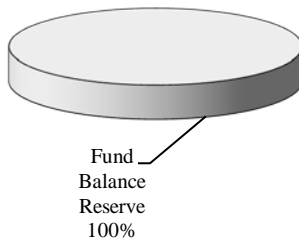
Fund:	Contraband	Category:	Governmental Fund
Program Code:	51	Contact:	Sheriff Douglas Mullendore

Departmental Function:

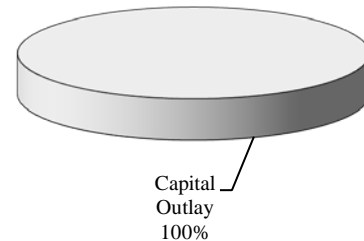
Seized proceeds from controlled dangerous substance related activities. These funds are utilized to enhance operations of the Washington County Sheriff's Office, Washington County State's Attorney's Office and the Hagerstown Police Department.

Fund Summary

Contraband Fund Revenue Summary



Contraband Fund Expense Summary



Department/Agency

Accomplishments in Fiscal Year 2012

- ✓ The efficiency of our CAD and RMS software systems were improved by providing redundant servers and upgrades to the system.
- ✓ Purchased air cards for our mobile data system to provide better bandwidth and functionality of our mobile data software.

Goals for Fiscal Year 2013

- ✓ Work with the Department of Emergency Services to secure funding from Homeland Security grants to purchase a Public Safety Mobile Command Vehicle to be used by all of public safety in Washington County.

Detail Summary

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Fund Balance Reserve	0	36,120	260,000	223,880	619.82%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	8,789	0	0	0	0.00%
Total	8,789	36,120	260,000	223,880	619.82%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	8,600	0	0	0	0.00%
Capital Outlay	3,455	36,120	260,000	223,880	619.82%
Total	12,055	36,120	260,000	223,880	619.82%

Hagerstown/Eastern Panhandle Metropolitan Planning Organization (HEPMPO)

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

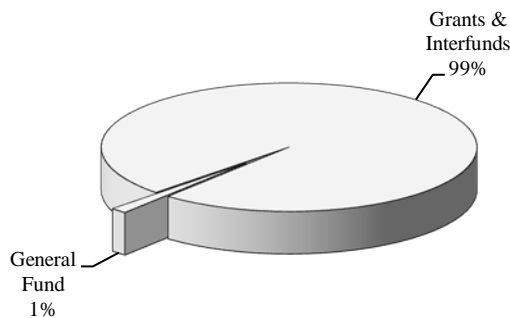
Departmental Function:

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.

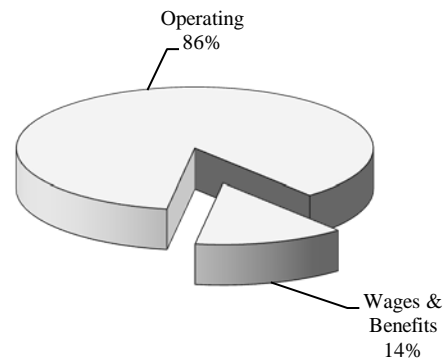
An important part of this planning process is the public's participation in developing short and long-term goals for the regional transportation system. The public is invited to search the website, review the information, and provide HEPMPPO with any feedback regarding transportation issues facing the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

Fund Summary

HEPMPO Revenue



HEPMPO Expenditures



Department/Agency

Accomplishments in Fiscal Year 2012

- ✓ Completed the Charles Town-Ranson, W.Va. 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 2013

- ✓ Continue to grow the GIS program with additional data from regional sources.
- ✓ Complete the 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	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	8,537	5,970	5,240	(730)	(12.23%)
Grants/Intergovernmental	406,742	404,240	364,770	(39,470)	(9.76%)
Fees/Charges	0	0	0	0	0.00%
Total	415,279	410,210	370,010	(40,200)	(9.80%)

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	45,527	45,200	50,350	5,150	11.39%
Operating	342,443	362,310	319,660	(42,650)	(11.77%)
Capital Outlay	28,058	2,700	0	(2,700)	(100.00%)
Total	416,028	410,210	370,010	(40,200)	(9.80%)

Prior to Fiscal Year 2012 this program was budgeted in the General Fund. Wages and Benefits are charged by a full-time employee in the Planning Department and a full-time employee in the Transit Department who works part time on this program.

Enterprise Funds

- Enterprise Fund Summary
- Solid Waste Fund
- Water Quality Fund
- Transit Fund
- Airport Fund
- Golf Course Fund
- Fund Detail includes:
 - Functions
 - Accomplishments for Fiscal Year 2012
 - Goals for Fiscal Year 2013
 - Funding Sources and Program Expenditures
 - Staffing Summaries or Services Provided

Enterprise Funds Summary

Enterprise Funds Revenue

Fund	2011 Actual	2012 Budget	2013 Budget	\$ Change	% Change
Solid Waste	7,032,614	7,311,370	6,873,470	(437,900)	(5.99%)
Water Quality	13,310,569	16,322,250	15,572,960	(749,290)	(4.59%)
Transit	2,017,859	2,104,710	2,203,650	98,940	4.70%
Airport	3,467,837	2,960,750	1,780,830	(1,179,920)	(39.85%)
Golf Course	1,061,805	1,194,830	1,219,380	24,550	2.05%
Total	26,890,684	29,893,910	27,650,290	(2,243,620)	(7.51%)

Enterprise Funds Expenditures

Fund	2011 Actual	2012 Budget	2013 Budget	\$ Change	% Change
Solid Waste	6,589,472	7,311,370	6,873,470	(437,900)	(5.99%)
Water Quality	12,304,503	16,322,250	15,572,960	(749,290)	(4.59%)
Transit	2,123,292	2,104,710	2,203,650	98,940	4.70%
Airport	3,039,084	2,960,750	1,780,830	(1,179,920)	(39.85%)
Golf Course	1,143,151	1,194,830	1,219,380	24,550	2.05%
Total	25,199,502	29,893,910	27,650,290	(2,243,620)	(7.51%)

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Solid Waste

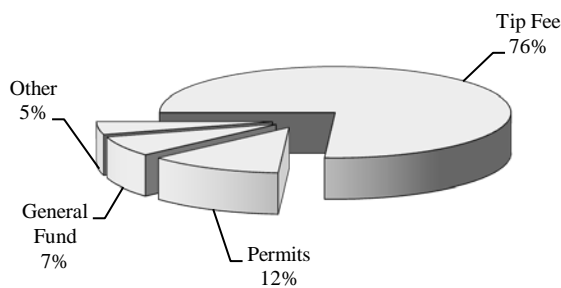
Fund:	Solid Waste	Category:	Enterprise Fund
Program Code:	21	Contact:	Clifford Engle

Departmental Function:

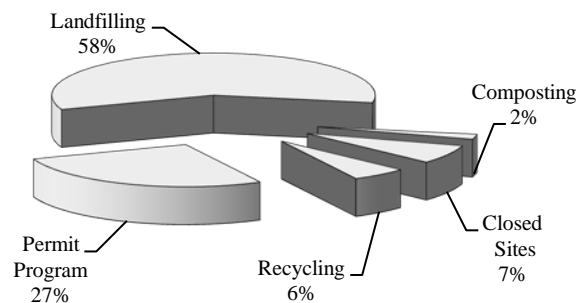
To protect the environment and public health by providing safe, reliable, efficient and cost effective solid waste disposal and recycling services for our customers.

Fund Summary

Solid Waste Fund Revenue Summary



Solid Waste Fund Expense Summary



The Solid Waste operation generates 76% of total revenue or \$5,222,700 from tip fees and 12% or \$845,470 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 2012

- ✓ Continued the development of a comprehensive approach toward recycling and reduction of solid waste to ensure efficient waste removal and extend the lifetime of the solid waste site.
- ✓ Implemented used cooking oil, plastic bags and shrink wrap recycling drop-off at 40 West.
- ✓ Initiated methane recovery projects at 40-West and Resh Road landfills with Curtis Engine.
- ✓ Initiated solar power alternative energy projects for landfill properties.
- ✓ Completed construction of Cell 6/7 and initiated scale house relocation/wheel wash at 40-West Landfill, controlling costs where applicable.

Goals for Fiscal Year 2013

- ✓ 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 utilizing Solid Waste Management Plan as a general guide.
- ✓ Continue review and development of "Green Energy" options at solid waste facilities.
- ✓ Complete construction of scale house relocation/wheel wash 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	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	548,390	542,500	491,360	(51,140)	(9.43%)
Grants	0	0	0	0	0.00%
Fees and Charges	6,484,224	6,768,870	6,382,110	(386,760)	(5.71%)
Total	7,032,614	7,311,370	6,873,470	(437,900)	(5.99%)

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	1,781,795	1,651,560	1,673,050	21,490	1.30%
Operating	3,396,648	3,760,950	3,031,730	(729,220)	(19.39%)
Capital Related Costs	1,411,029	1,898,860	2,168,690	269,830	14.21%
Total	6,589,472	7,311,370	6,873,470	(437,900)	(5.99%)

Staffing Summary (FTEs)			
Positions	2011	2012	2013
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	7	7
Landfill Attendant	4.5	4.5	4.5
Recycling Program Coordinator	1	1	1
Guard	1	1	1
Total	28	27	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:

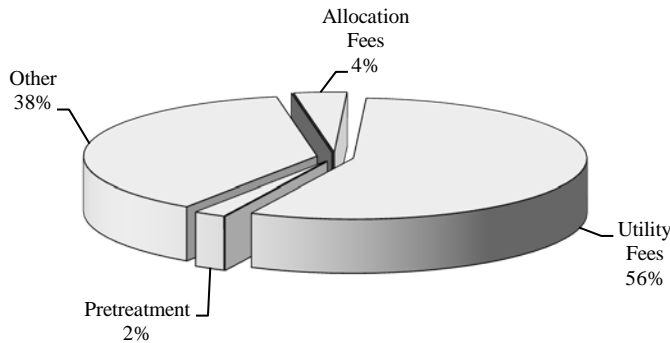
Utility Administration provides supportive services to the Water and Sewer Operations of the Water Quality Department. Services provided include administration, laboratory testing, and maintenance for vehicles and utility facilities. It also renders “contract services” for operating and maintaining other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

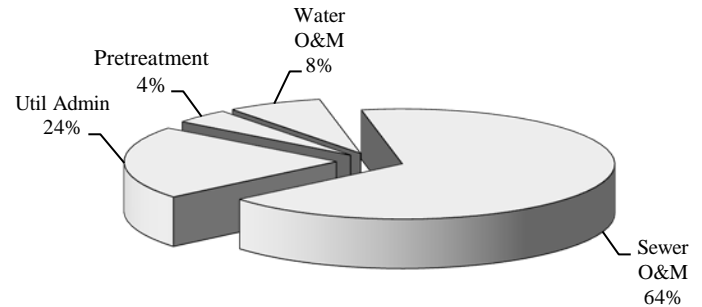
Pretreatment Operations was privatized in 2006 through a long-term lease to a private corporation. As a result, the Pretreatment operational functions are no longer the responsibility of the Water Quality Department. Privatization was accomplished through a long-term process and was supported by the 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 \$8,768,000 has been budgeted for FY13 or 56% of its annual budget. Utility rates are set each year and are determined using a cost based financial model. The Pretreatment Plant revenue from the lease agreement, along with funds from the County, will cover debt service at a substantial savings to the County due to privatization of the facility. The revenue projections are calculated using history of customer base and any known factors of growth. Allocation fees are budgeted at \$569,400 – 4% 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 2012

- ✓ Completed the Phase II Watershed Implementation Plan for Washington County.
- ✓ Completed the BioMag Pilot Study report and submitted to Maryland Department of Environment.

Goals for Fiscal Year 2013

- ✓ Start design of the Conococheague Wastewater Treatment Plant Enhanced Nutrient Removal upgrade project.
- ✓ Begin construction of the Halfway Sewer Interceptor Project.
- ✓ Start design of the Winebrenner Wastewater Treatment Plant Enhanced Nutrient Removal upgrade project.
- ✓ Complete design of the Sharpsburg Intake Line Replacement Project.

Detail Summary

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	3,120,000	3,120,000	88,770	(3,031,230)	(97.15%)
Grants	0	0	0	0	0.00%
Fees and Charges	10,190,569	13,202,250	15,484,190	2,281,940	17.28%
Total	13,310,569	16,322,250	15,572,960	(749,290)	(4.59%)

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	4,846,857	5,361,040	5,361,360	320	0.01%
Operating	2,784,268	6,601,580	5,898,000	(703,580)	(10.66%)
Capital Related Costs	4,673,378	4,359,630	4,313,600	(46,030)	(1.06%)
Total	12,304,503	16,322,250	15,572,960	(749,290)	(4.59%)

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Director Division of Environmental Management	1	1	1
Deputy Director of Operations - Water Quality	1	1	1
Deputy Director of Engineering Services	1	1	1
Operations Superintendent	1	1	1
Collection Superintendent	1	1	1
Assistant Collection 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 Specialist	0	1	1
Watershed Planner	0	1	1
Engineering Technician III	1	1	1
Administrative Assistant**	1	1	1
Senior Office Associate	2	2	2
Office Associate	2	1	1
Chief of Lab Testing**	1	1	1
Chemist**	1	1	1
Lab Technician III**	1	1	2
Lab Technician II**	1	1	1
Lab Technician I**	1	1	0
Systems Construction Crew Leader	1	0	0
Senior Electrician	1	1	1
Electrician	2	2	2
Project Manager	1	1	1
Senior Skilled Tradesworker	1	1	1
Skilled Tradesworker	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	1	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 (FTEs)			
Positions	2011	2012	2013
Senior Chief Plant Operator	1	1	1
Chief Plant Operator	5	5	5
Senior Plant Operator	10	8	13
Plant Operator	7	10	5
Senior Collection Operator	9	9	9
Collection Operator Trainee	2	1	1
Electronics Technician	1	1	1
Infrastructure Planner/Coordinator	1	0	0
Guard	1	1	1
Total	81	79	79

**Assigned to Director of Environmental Management

Transit

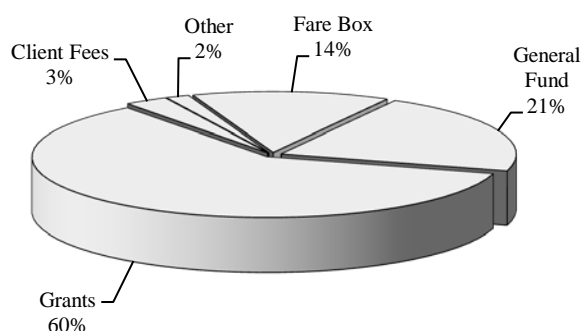
Fund:	Transit	Category:	Enterprise Fund
Program Code:	44	Contact:	Kevin Cerrone

Departmental Function:

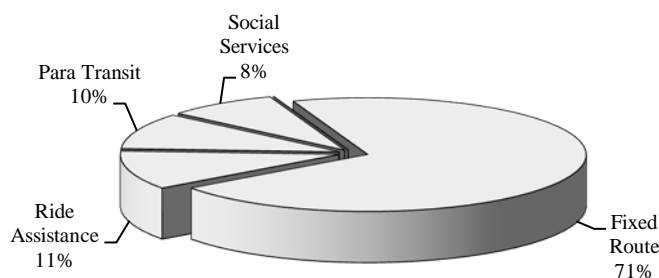
The Public Transit Department provides safe, affordable, dependable and accessible public transportation that enhances the mobility of our customers. Established in 1972, service is provided to Valley Mall, Long Meadow, Williamsport, Maugansville, Robinwood, Smithsburg, Funkstown, and throughout the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

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 60% or \$1,330,130 of the total budget. Client Fees are collections from the participants of the ADA, SSTAP and DSS programs. These fees supplement the grants that support these programs. Fare Box revenue from the Fixed Route service represents 14% of the budget or \$300,000. 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 2012

- ✓ The Transit Transfer Center construction and Phase 1 was completed in July 2011.
- ✓ Phase 2 of the Transit Transfer Center move was completed, which involved bus route adjustments to maintain on-time service.

Goals for Fiscal Year 2013

- ✓ Begin the installation of passenger shelters throughout the transit system's service area based on the master plan.
- ✓ Expand ADA Para Transit scheduling software process to include real-time customer trip information to drivers via Mobile Data Terminals installed in vehicles improving on-time performance.
- ✓ Begin the use of rider fare electronic passes & tickets for fixed-route service to include outreach program for transit users.

Detail Summary

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	473,377	472,270	472,270	0	0.00%
Grants	1,148,567	1,266,190	1,330,130	63,940	5.05%
Fees and Charges	395,918	366,250	401,250	35,000	9.56%
Total	2,017,862	2,104,710	2,203,650	98,940	4.70%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	1,388,337	1,478,380	1,508,180	29,800	2.02%
Operating	727,686	626,330	695,470	69,140	11.04%
Capital Related Costs	7,269	0	0	0	0.00%
Total	2,123,292	2,104,710	2,203,650	98,940	4.70%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Transit Director	1	1	1
Deputy Transit Director	1	1	1
Administrative Assistant	1	1	1
Office Associate	3.5	2.5	2.5
Bus Operator	19	19	18
Transit Fleet and Facility Manager	1	1	1
Transit Fleet Technician	2	2	2
Transportation Mechanic	.5	.5	.5
Custodian	1	1	1
Driver Supervisor	1	1	1
Transit Line Service Attendant	3	3	3.5
Van/Shuttle Driver	2.5	2.5	2
Paratransit Driver	3.5	3.5	4.5
Total	40	39	39

Airport

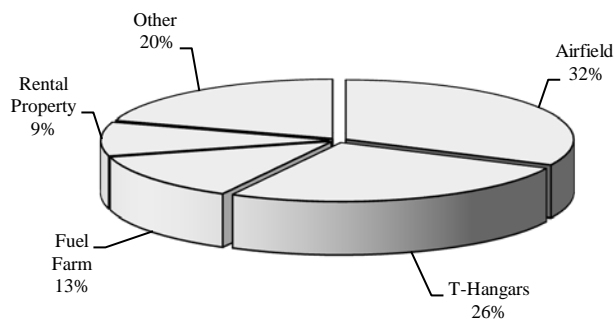
Fund:	Airport	Category:	Enterprise Fund
Program Code:	45	Contact:	Phil Ridenour

Departmental Function:

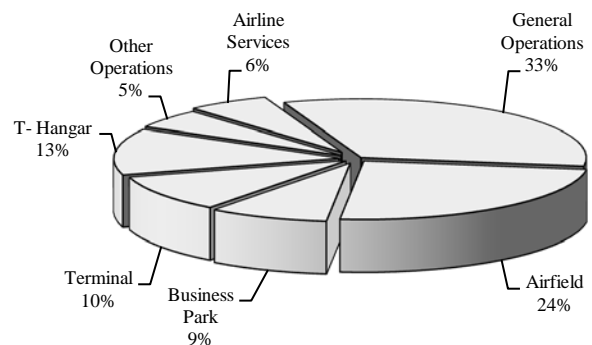
Hagerstown Regional Airport contributes to the economic base of Washington County by providing and supporting the air transportation needs of the Quad-State area in accordance with Federal Aviation Administration regulations, State and County laws.

Fund Summary

Airport Revenue Summary



Airport Expense Summary



T-Hangar revenue accounts for 26% or \$456,790 of Airport revenue. It is generated from individual and corporate accounts and supports many of the operational costs of the Airport. Fuel Farm revenue is 13% or \$229,700 of total revenue, consisting of fees for the use of fuel and maintenance of the Fuel Farm. Revenue from the Airfield is 32% or \$573,420 of total revenue, which is mainly from rental of Corporate Hangars. The Other revenue is mainly grants, terminal rent and concession fees. The Other Operations expense includes the Fuel Farm, Firefighting, and Rental departments.

Department/Agency

Accomplishments in Fiscal Year 2012

- ✓ Received Appalachian Regional Commission Grant to fund terminal renovations.
- ✓ Successfully attracted Allegiant Air with low-cost leisure travel to Orlando-Sanford International Airport – started service May 25, 2012.
- ✓ Established an Energy Conservation Task Force and established a prioritized list of electrical upgrades for energy conservation.
- ✓ All airport leases were integrated into lease tracking software.
- ✓ Awarded contract for Environmental Assessment of NW Quadrant and airport wide appraisal of buildings and land.

Goals for Fiscal Year 2013

- ✓ Complete Phase II of the Energy Conservation Plan by December 2012.
- ✓ Complete marketing plan and award a contract no later than September 2012.
- ✓ Implement marketing plan after completion – ongoing after September 2012.
- ✓ Complete Environmental Assessment of NW Quadrant by May 2013.
- ✓ Attract an essential air service commuter to an international airport by August 2012.
- ✓ Complete a total re-issue of the Airport Security Plan no later than March 2013.
- ✓ Transition operations from a manual Notice to Airmen System to an electronic reporting system no later than October 2012.

Detail Summary

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	99,990	75,000	64,500	(10,500)	(14.00%)
Grants	1,120,350	1,155,910	72,100	(1,083,810)	(93.76%)
Fees and Charges	2,247,497	1,729,840	1,644,230	(85,610)	(4.95%)
Total	3,467,837	2,960,750	1,780,830	(1,179,920)	(39.85%)

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	781,543	749,160	834,190	85,030	11.35%
Operating	715,272	669,810	653,350	(16,460)	(2.46%)
Capital Related Costs	1,542,269	1,541,780	293,290	(1,248,490)	(80.98%)
Total	3,039,084	2,960,750	1,780,830	(1,179,920)	(39.85%)

Staffing Summary (FTEs)			
Positions	2011	2012	2013
Airport Director	1	1	1
Operations Manager	1	1	1
Fire Chief	1	1	1
Maintenance Supervisor	1	1	1
Administrative Assistant	1	1	1
Office Associate	.5	.5	1
Equipment Operator	1	1	1
Equipment Operator/Firefighter	2	2	2
Maintenance Worker/Firefighter	5.5	6	6
Maintenance Worker	1.5	.5	.5
Customer Service Representative	0	0	2
Business Development Specialist	1	0	0
Total	16.5	15	17.5

Golf Course

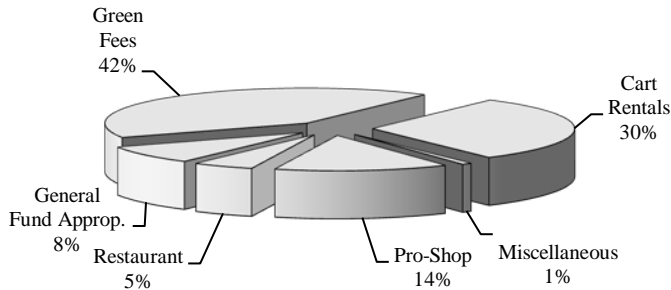
Fund:	Golf Course	Category:	Enterprise Fund
Program Code:	46	Contact:	Darrell Whittington

Departmental Function

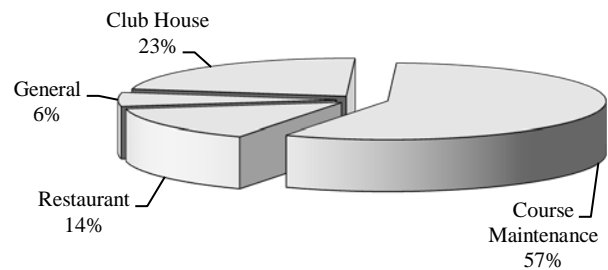
Black Rock Golf Course provides 18 holes of quality golf for the residents of Washington County and surrounding areas. There are three departments within the Black Rock organization being overseen by a Board of Directors consisting of seven members. Policies and procedures are set by this committee and 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 \$498,080 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 \$371,010 or 30%. Together, green fees and cart rental account for 71% or \$869,090. The largest expense for the operational side of the golf course is the maintenance of the golf course itself. That accounts for \$695,610 or 57% of the budget and includes salaries, chemicals, irrigation, and capital outlay costs.

Departmental/Agency

Accomplishments in Fiscal Year 2012

- ✓ Updated the irrigation system pump house.
- ✓ Removed trees and opened fairway on #18.
- ✓ Landscaped #17 around the green.
- ✓ Landscaped the area behind #18.

Goals for Fiscal Year 2013

- ✓ Update the low bandwidth remote irrigation satellites.
- ✓ Landscape the #1 tee area.
- ✓ Replace the carpet in the pro shop.
- ✓ Remove the tree at #13 fairways to speed play.

Detail Summary

Funding Sources					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
General Fund Support	70,780	70,780	102,690	31,910	45.08%
Operating and Capital Grants	0	0	0	0	0.00%
Fees and Charges	991,025	1,124,050	1,116,690	(7,360)	(0.65%)
Total	1,061,805	1,194,830	1,219,380	24,550	2.05%

Program Expenditures					
Category	2011 Actual	2012 Budget	2013 Budget	Change	
				\$	%
Wages and Benefits	683,607	700,410	728,360	27,950	3.99%
Operating	456,234	494,420	491,020	(3,400)	(0.69%)
Capital Related Costs	3,310	0	0	0.00	0.00%
Total	1,143,151	1,194,830	1,219,380	24,550	2.05%

Staffing Summary (FTEs)			
Positions	2011	2012	2013
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
Golf Maintenance Worker	2	2	2
Grill Cook II	1	1	1
Grill 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	2013 Budgeted Revenue	Additional Revenue
<i>Real Estate:</i>	\$.948	\$100 assessed value	\$ 121,396,960	-
Increased Rate By	\$.01	\$100 assessed value	-	\$ 1,198,730
<i>Income Tax:</i>	2.80%	Taxable Income	\$ 62,476,000	-
Increase Rate By	.01%	Taxable Income	-	\$ 200,394

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 \$111,109,280 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 2013 the Capital Improvement budget reflects \$12,567,400 for education related projects, of which \$8,531,800 is State funded. Total educational funding in the fiscal year 2013 budget is \$115,144,880.

Q. Why does the County Issue Debt?

- A.** Paying for needed infrastructure on a “cash” basis avoids interest costs associated with financing over a number of years. However, many large Capital Improvement budgets are too expensive to be paid from a single year’s budget, making financing necessary. Additionally, a principle called “intergenerational equity” suggests having the costs of capital improvements benefiting the public over 15 or more years to be borne by future generations, and not entirely by the current taxpayer. This will be even more so with increasing growth pressure from development as it continues to increase.

Q. How can I contact someone and where do I get information?

Name	Number
County Commissioners:	
Terry Baker	240-313-2205
John Barr	240-313-2207
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	
Debra Murray, Director	240-313-2300

Documents	Website
2013 Budget Document	Available on-line @ http://www.washco-md.net/budget_finance/finance_docs.shtm
10 Year Capital Improvement Program	Available on-line @ http://www.washco-md.net/budget_finance/finance_docs.shtm
Audited Financial Statements	Available on-line @ http://www.washco-md.net/budget_finance/finance_docs.shtm
Official Statement for Bond Issue	Available on-line @ http://www.washco-md.net/budget_finance/finance_docs.shtm

All the above documents are available in hard copy upon request by calling 240-313-2300 or by mail:

County Commissioners of Washington County
Department of Budget and Finance
100 West Washington Street
Room 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 10 year plan for the provision of the County's long-term facility and infrastructure needs (buildings, roads, parks, and other elements). The plan, which is updated annually, schedules by fiscal year the proposed capital construction phases and related expenditure and financing needs expected to occur during the 10 year period. It is integral to the County's financial plan and is the basis for bond issuance. The funding of projects in the five years beyond the Capital Budget Year is not appropriated and therefore is subject to change with each new budget year.
CAPITAL IMPROVEMENT PROGRAM	A comprehensive program that provides a means for coordinating all departmental and agency project requests into one document. The program is used to forecast the future needs and priorities of the community and plans for the appropriate funding required. Multiple departments are involved in the program to assure all areas of interest and concern are reviewed.
CAPITAL OUTLAY	An appropriation and expenditure category for government assets with a value of \$10,000 or more and a useful life of 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
LMB	Local Management Board
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
WCCOA	Washington County Commission on Aging

ACRONYMS

WCHD Washington County Health Department

WCPS Washington County Public Schools