

Operating and Capital Budgets Fiscal Year 2014



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Washington County Government
Maryland**

For the Fiscal Year Beginning

July 1, 2012

Christopher P. Mouill

President

Jeffrey P. Shaw

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, 2012. 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, 2013

To the Citizens of Washington County:

We are pleased to present to you the fiscal year 2014 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.

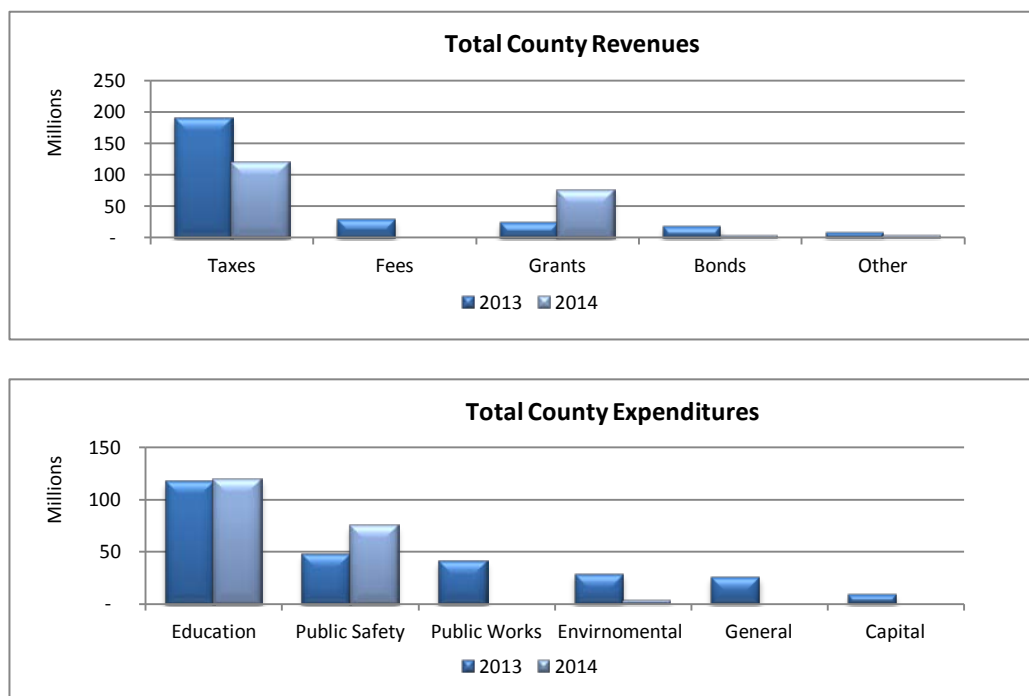
Summary of Approved Budgets for Fiscal Year 2014					
Page Reference	Fund Description	Approved Budget 2013	Approved Budget 2014	Increase (Decrease)	% Change
Operating Funds:					
87	General	\$ 196,312,520	\$ 201,189,270	\$ 4,876,750	2.48%
271	Solid Waste	6,873,470	6,792,140	(81,330)	(1.18%)
273	Water Quality	15,572,960	16,016,020	443,060	2.84%
245	Highway	8,973,080	9,371,820	398,740	4.44%
279	Airport	1,780,830	1,880,960	100,130	5.62%
277	Transit	2,203,650	2,297,130	93,480	4.24%
281	Golf Course	1,219,380	1,196,140	(23,240)	(1.91%)
		\$ 232,935,890	\$ 238,743,480	5,807,590	2.49%
Restricted Funds:					
261	Hotel Rental Tax	2,073,700	2,000,000	(73,700)	(3.55%)
253	Agricultural Education	194,500	198,270	3,770	1.94%
255	Community Grant Mgmt.	250,440	324,650	74,210	29.63%
257	Inmate Welfare	486,820	490,920	4,100	0.84%
259	Gaming	1,987,020	2,073,970	86,950	4.38%
263	Land Preservation	1,094,200	1,667,690	573,490	52.41%
267	Metropolitan Planning Org.	370,010	383,460	13,450	3.64%
265	Contraband	260,000	25,000	(235,000)	6.66%
		\$ 6,716,690	\$ 7,163,960	\$ 447,270	6.66%
68	Capital Funds	\$ 45,322,480	\$ 42,961,500	\$ (2,360,980)	(5.21%)
Total Approved Budgets		\$ 284,975,060	\$ 288,868,940	\$ 3,893,880	1.37%

The 2014 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 2014 increased by \$3.9 million or 1.37%. Operating funds increased \$5.8 million or 2.49%. The majority of the increase is related to the General Fund. The Board of Education funding increased by \$1.5 million for the increase in Maintenance of Effort and the State mandated pension. Operating transfers and capital reflect an increase of \$1.3 million, of which the majority is related to a \$.8 million increase in pay-go funding offset from disparity grant revenue provided by the State of Maryland. Public Safety budgets increased by \$1.7 million due to increases in insurance costs, inmate medical and food costs, and the approval to hire four full-time deputy sheriffs starting January 2014.

Restricted funds showed an increase of 6.66% mainly due to increases in Land Preservation based on the availability of grants. Capital funds were reduced by \$2.4 million over 2013. The change was a result of a reduction in excise tax fees, reduction in bond issuance, additional grant revenues, and restructuring and elimination of project requests with the ten year program mainly within the road and educational categories. A comparison of the County's current budget year to the approved budget is as follows.

The overall approved budget reflects an increase of \$3.9 million or 1.37%, in total operations. Property tax reflected a 1.80% decrease in 2014 compared to a 2.32% decrease in 2013, reflecting an improving trend. The inverse occurred in Income tax with a 10.01% increase in 2014 compared to a 4.47% increase in 2013. In addition, the County received a \$1.5 million disparity grant. Reflective of the revenue growth in Income Tax the County's unemployment rates have continued to improve along with projected overall wage growth. The Capital Improvement Fund addresses major road development, school construction, water & sewer, and other major infrastructure projects. Due to economic conditions and revenue restructuring, the Capital Improvement plan was adjusted showing a \$2.4 million decrease or 5.21%, with remaining net changes due mainly to self supporting service fee and grant revenue increases. Changes in total County revenues and expenditures are reflected in the tables below:



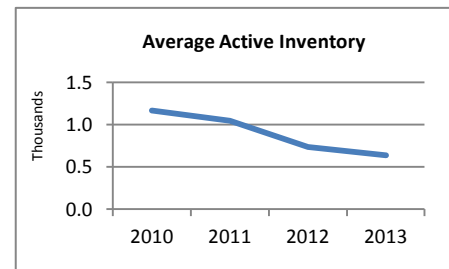
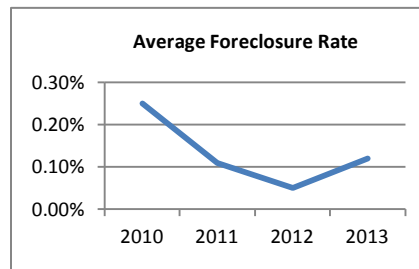
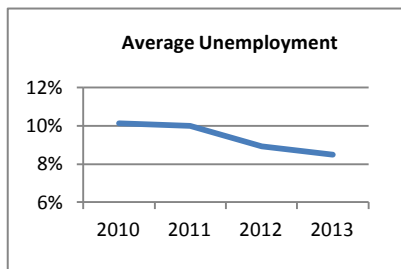
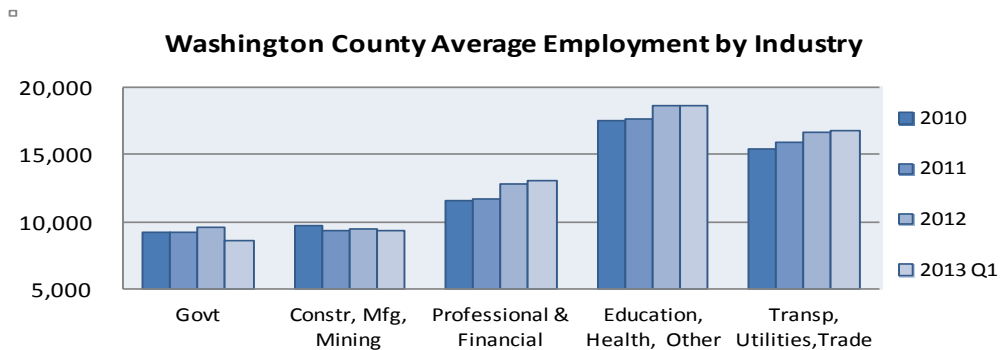
Summary of the 2014 budget:

- No tax rate increases were passed. The last tax increased was in 2001.
- Absorbed State Teacher Pension cost of an additional \$.8 million. Total cost absorbed to date is \$3,921,880.
- Provides maintenance of effort funding increase for the Board of Education of \$.7 million.
- Provides capital funding for roads, education, and environmental projects with changes in source revenues.
- Utility rate increases of 3% - 4% as projected in the long range cost of service model.
- Grant increases in land preservation funding allowed for additional activity.
- Maintains a manageable debt program based on annual debt affordability analysis model.
- Maintains one of the lowest County costs per capita in the State of Maryland at \$3,516.
- Provided public safety with a 4.6% funding increase with four new public safety officers, funding increases for the detention center and emergency services.

The following discussion reflects a more in-depth analysis of the fiscal year 2014 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 has seen negative growth in the residential area in the past several years and is projected to have decreased base in 2015. However that negative trend is improving with forecasts of flat or slight revenue increases for 2016 and out. Over the past several years home values and overall permit activity had declined, but are also now showing signs of positive sustained activity. The County has experienced new and expanding business highlighted by the creation of more than 375 new jobs with new investments of \$106.4 million. Significant projects announced in 2013 are expected to provide an additional 746 new jobs and an additional \$52.2 of new investments. As the County economy shows positive signs of modest recovery our unemployment trends have also followed this positive trend decreasing from a high of 11.9% in 2010 down to a low 7.8% in 2013. As shown below economic indicators are trending downward overall and are anticipated to continue on this track with slight changes over the course.



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 prior recession, declining revenue base and now the recovery economy.

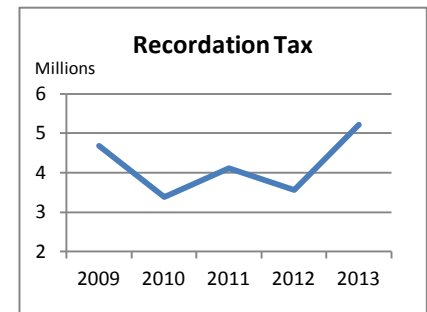
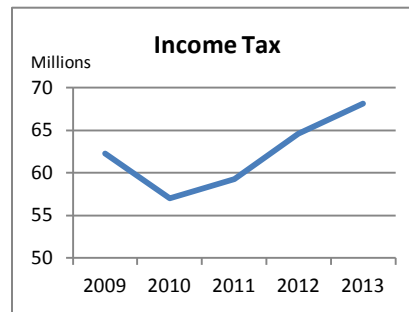
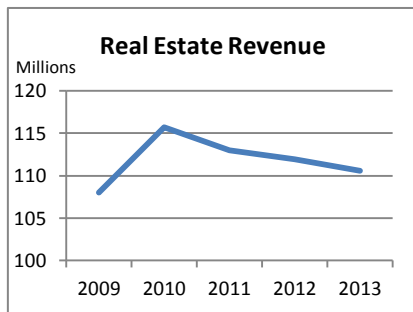
The County has outlined budget and fiscal practices to provide long-term financial management and be proactive, not reactive in our business approach to County operations. As a result the County has upheld its ratings given by Standard & Poor's of AA, Fitch Ratings of AA, and Moody's Investors Service 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 \$4.9 million or 2.48% in fiscal year 2014. This change is summarized as follows:

Revenues which increased by \$4.9 million or 2.48%:

- Property Tax revenue decreased by \$2.2 million or 1.8%. This decrease was mainly related to 1) net changes in base assessments that reduced revenue by \$2.1 million; 2) decreased personal property of \$.4 million; and 3) \$.3 million in net changes in other fees and credits mainly due to the reduction in the State fee for administering the programs in the Department of Assessments and Taxation.
- Local revenues increased by \$6.8 million or 9.9% due to 1) an increase in income tax of \$6.3 million related to decreases in unemployment, projected overall wage growth and a \$1.5 million disparity grant; and 2) an increase in recordation tax based on the housing market and state law changes on controlling interest transactions.
- Other revenues increased by a net of \$.3 million due to 1) net increases of \$.2 million in program revenues; and 2) the net change in excess fund balance reserves of \$.2 million for use towards unanticipated state pension expense as a result of legislative changes from the State of Maryland.
- History of major revenue activity is reflect below:



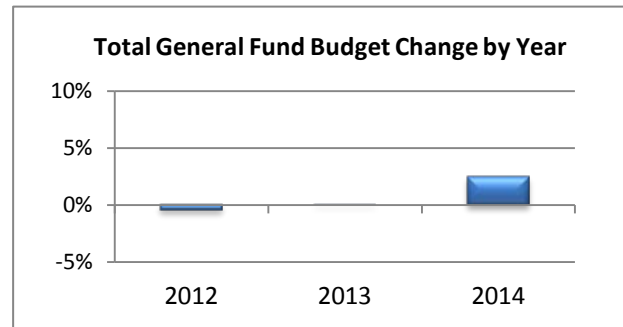
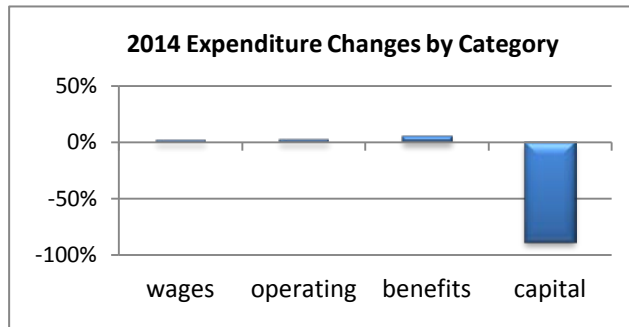
Expenditures which increased by \$4.9 million or 2.49%:

- Provides maintenance of effort funding for the Board of Education of \$.7 million or .8%.
- Funded state teacher pension cost increases of \$.8 million or 27%.
- Provided other educational funding increases of \$.2 million or 1.1%.
- Provided \$1.7 million or 4.6% in public safety for 1) four new law enforcement officers; 2) inmate service cost increases; 3) increased cost and programs for volunteer emergency services; and 4) maintenance cost for the County's radio communication system.
- Capital increases of \$1.3 million of 5.1% for pay-go fund for \$.8 million mainly for primary education and \$.4 million for debt service costs.
- All other programs and services increased by \$.2 million or 1% which include wages, operating, and capital funding.
- 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 category changes by percent were as follows:
 - Wages and benefits increased by 3.3%
 - Operating and allocations increased by 2.3%
 - Capital decreased by 88.2%
 - Overall net increase to budget was 2.5%

Economic recovery in Washington County has started, however the pace is modest. The County expects the current economic conditions to improve over time. 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 the downturn and still remain strong during recovery. 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 1% negative growth. Excess revenues over past years were placed in savings for anticipated downturns. These funds have been utilized for unanticipated cost increases, capital improvement funding, economic downturns and/or budget issues with the State of Maryland's structural deficit. Approximately \$5 million is being utilized for the 2014 Capital Improvement budget.

The charts below represent expenditure changes in the 2014 General Fund budget by category and total expenditure changes over the last three fiscal years.



The General Fund cash reserve will be funded for fiscal year 2013. This reserve of 17% or a 60-day reserve represents, but is not limited to, reserves for catastrophic events, economic downturns, financial liquidity, and unanticipated opportunities. This percentage makes the General fund in compliance with written County policy.

As it relates to County's pension, LOSAP, and OPEB plans the County has proactively responded by funding the annual required contribution (ARC) in the amount of \$8.1 million for 2014.

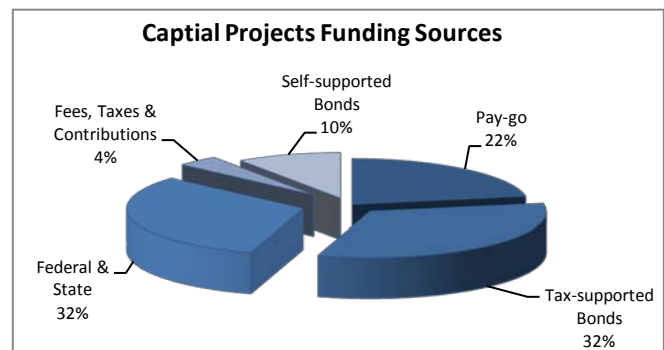
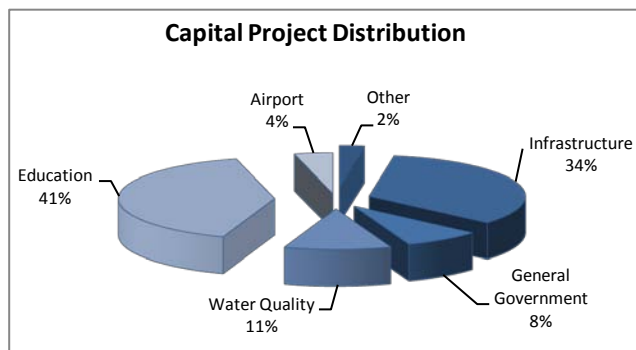
Capital Improvement Budget

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

The Capital Improvement Budget for fiscal year 2014 is \$43 million, representing a 5.2% decrease from the prior year. Major capital projects for fiscal year 2014 include: new schools and educational facility renovations of \$17.5 million for the Board of Education, Hagerstown Community College, and the public library system; \$14.5 million for road improvements, drainage and bridges; \$4.7 million for water and sewer improvements; and \$1.7 million for Airport projects.

The County's Capital Improvement Budget for 2014 was prepared using conservative projections for major support revenues. Debt issuance is projected to remain within acceptable levels. Fees, tax revenues, and pay-go funds are expected to be sufficient to support the requirement for the Capital Improvement Budget. The Capital Budget for 2014 will be supported with 26% in cash related payments, 42% in borrowing, and 32% in grants.

The County's total tax supported debt issuance for the Capital Improvement Budget is affordable based on the annual analysis, which was calculated at \$14 million for 2014. The Ten Year Capital Improvement Plan reflects an increasing debt issuance level in future years, assuming improved economic conditions. The County's debt capacity is measured against other Maryland counties and national standards, in which benchmarks are updated on an annual basis 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 projected revenue increases for the next ten years of 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 capital plan includes Enhanced Nutrient Removal projects mandated by the State of Maryland. These projects 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. Funding for the plan includes grants, debt and cash.

The Capital Improvement Budget for fiscal year 2014 is \$4.7 million.

Solid Waste

Solid Waste tipping fees reflect a decrease of 1.2% for fiscal year 2014 mainly resulting from decreased waste stream. This decrease is related to the diversion to out-of-state facilities. In addition, the County made adjustments related to the curbside recycling program.

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 such as waste to energy alternatives and anticipates a plan of action within the next year.

Conclusion:

As the County prepared the fiscal year 2014 County budget, several priorities and issues had to be addressed. In addition to local development and 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 2014 Budget Summary:

- Provides maintenance of effort funding for the Board of Education.
- Meet funding requirements for State pension mandate.
- Funded education and public safety admit the third straight year of reduce real estate assessment bases.
- Increased pay-go capital funding for roads, education, and public utility projects with major assistance of capital reserve funding and State grants.
- Maintained manageable debt levels and ratios.
- Provided additional uniformed officers for public safety.
- Operational base costs have been reduced an average 1% over the last five years.
- One of the lowest per capita expenditures of \$3,516 by County in State of Maryland while still maintaining base line services.

Critical Challenges Faced in Preparing the Fiscal Year 2014 Budget:

- The State of Maryland has mandated counties pay a required share of the State teacher's pension cost who is employed 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 in millions to Washington County is estimated to be \$3.1 in 2013; \$3.9 in 2014; \$5.0 in 2015; and \$5.8 in 2016 which does not include federally funded teachers credit of \$1.8 if received.
- 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.

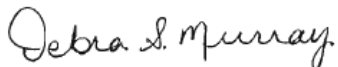
- Starting in 2015, the State of Maryland will now require counties to meet a 5 year moving State average in addition to the cost per pupil when calculating maintenance of effort.
- The County's solid waste operation decreased due to the diversion of waste to out-of-state facilities has seen continued negative financial trends. Several adjustments have been made to reverse this trend with no success. The County is currently evaluating alternatives at the facility given projected waste streams and operational activity, such as waste to energy options. The County expects to announce a plan of action within the next year.
- 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 2014 is a major concern.

Washington County Goals (Highlights):

- Insure continuity of emergency service responses for fire and EMS through new programs for recruitment and retention.
- Complete a Comprehensive Fire Plan to be submitted to the Board of County Commissioners for approval.
- Initiate Emergency Services Advisory Committee.
- Evaluate options for day reporting program with greater rehabilitative outcome.
- Construct a new Senior Center.
- Complete construction of the new downtown library.
- Improve recreational opportunities for Washington County.
- Evaluate additional environmental initiatives for local adoption.
- Review State mandates for environmental programs for local impact and funding implications.
- Evaluate innovative alternatives for Solid Waste processing to enhance environmental responsibility.
- 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.
- Formalize the school mitigation process.
- Further work with the Economic Development Commission to support strategic initiatives.
- Continue weekly business visits to identify needs and trends to support a healthy business environment.
- Construct programmed infrastructure for Mt. Aetna Farms.
- Support a greater focus on Airport enhancements and marketing.
- Work with municipalities to support local initiatives.

As the County continues into 2014 and beyond, it will face challenges in both its short and long-term plan development as the economy emerges from economic recovery. The past economic climate has placed stress on governmental services, revenues, employment, education, and infrastructure improvements. As the County moves forward pressure will develop once again to expand and increase services. In addition, the County will have to address employee base pay and a County fire master plan all of which require a base funding source. This will 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 those services provided to the citizen. However, I believe with effectively managed policies, strong County management, and having a long-term vision, Washington County will meet those challenges in the future as it has in the past.

Respectfully,



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

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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 a 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 2014

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.
- Complete a Comprehensive Fire Plan to be submitted to the Board of County Commissioners for approval.
- Initiate Emergency Services Advisory Committee.
- Evaluate options for day reporting program with greater rehabilitative outcome.

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.
- Improve recreational opportunities for Washington County.

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.
- Evaluate innovative alternatives for Solid Waste processing to enhance environmental responsibility.

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.
- Formalize the school mitigation process.

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

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

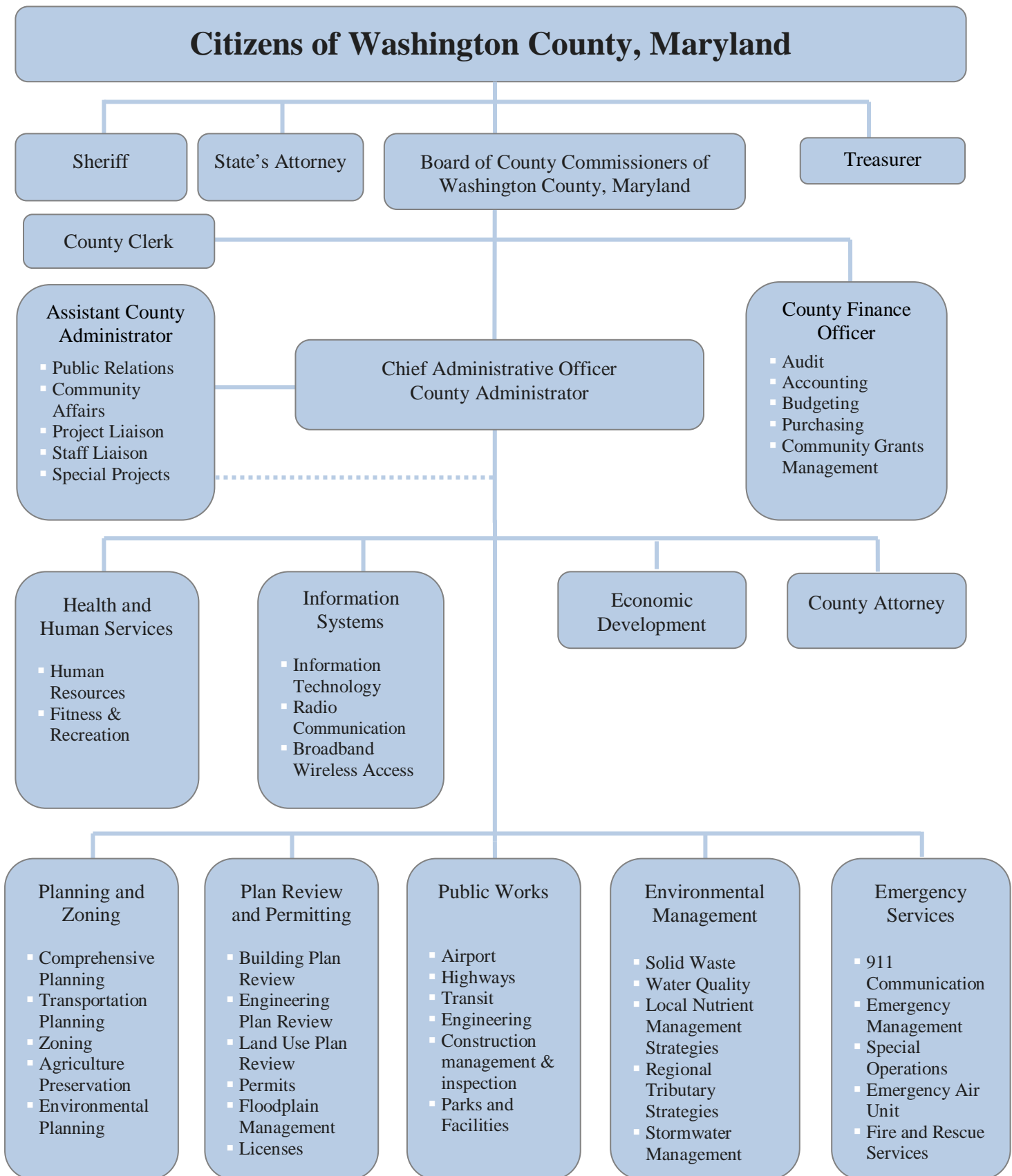
Matrix of Primary County Goals by Department

The table below indicates which departments are responsible for the implementation of FY 2014 key goals. Refer to the Budget Details section of this document for each department's specific activities planned for FY 2014 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				✓		
Community Funding:			✓			
General Operations:						
County Commissioners	✓	✓	✓	✓	✓	✓
County Administrator	✓	✓	✓	✓	✓	✓
Public Relations & Community Affairs					✓	✓
Budget and Finance					✓	

Department/Division	Public Safety	Education	Quality of Life	Environmental Stewardship	Governmental Efficiency	Economic Opportunity
General Operations (cont'd):						
Purchasing					✓	
Treasurer					✓	
County Attorney			✓		✓	✓
Human Resources					✓	
Central Services					✓	
Information Technology					✓	
Other:						
Women's Commission			✓			
Historic District Commission			✓		✓	
Public Works, Permitting & Planning:						
Public Works Administration	✓		✓		✓	
Public Works Engineering & Construction				✓	✓	
Plan Review & Permitting				✓	✓	
Planning & Zoning				✓	✓	
Zoning Appeals				✓	✓	
Parks & Facilities:						
Buildings, Grounds & Parks			✓			
Martin L. Snook Pool			✓			
Fitness & Recreation			✓			
Economic Development			✓	✓	✓	✓
Highway Fund				✓	✓	
Other Governmental Funds:						
Agricultural Education Center		✓				
Community Grant Management			✓			
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	2012	2013	2014	Change from 2013 to 2014	% of Employees
General Fund:					
County Commissioners	2.5	2.5	2.5		.25%
County Clerk	1	1	1		.10%
Circuit Court	23	23	23		2.30%
Orphans Court	1.5	1.5	1.5		.15%
State's Attorney	35	35	35		3.49%
County Administrator	2	2	2		.20%
Public Relations & Community Affairs	2	5	5		.50%
Election Board	5.5	5.5	5.5		.55%
Budget & Finance	16	16	16		1.60%
Purchasing	6	6	6		.60%
Treasurer	7.5	7.5	7.5		.75%
County Attorney	5	5	5		.50%
Human Resources	7	6	6		.60%
Planning & Zoning	12	11	11		1.10%
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		1.50%
Sheriff – Judicial	28	27	27		2.70%
Sheriff – Process Servers	2	2	2		.20%
Sheriff – Patrol	89.5	91.5	96	4.5	9.59%
Sheriff – Central Booking	10	10	10		1.00%
Sheriff – Detention	121	122	122		12.18%
Narcotics Task Force	6	6	6		.60%
Special Operations	6.5	6.5	6.5		.65%
911 – Communications	53	57.5	57.5		5.74%
Fire & Rescue Operations	9	11.5	11.5		1.15%
Emergency Management	2	2	2		.20%
Wireless Communications	5	5	5		.50%
Public Works	5	6	6		.60%
Public Works-Engineering & Construction	34	32	32		3.20%
Plan Review & Permitting	25.5	26.5	27.5	1	2.75%
Building, Grounds & Parks	30.5	30.5	30.5		3.05%
ML Snook Pool	13	13	13		1.30%
Fitness & Recreation	99.5	99.5	99.5		9.94%
Weed Control	5	5	5		.50%
Economic Development Commission	7	5	5		.50%

Personnel Summary by Department – Continued

Summary of Budgeted Positions	2012	2013	2014	Change from 2013 to 2014	% of Employees
Highway Fund	97.5	97.5	97.5		9.74%
Solid Waste Fund	27	27	27		2.70%
Agricultural Education Center Fund	1	1	1		.10%
Community Grant Management Fund	3	2	2		.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	2	2	2		.20%
Contraband Fund	0	0	0		0%
HEPMPO Fund	0	0	0		0%
Water Quality Fund	79	79	79		7.89%
Transit Fund	39	38.5	38.5		3.84%
Airport Fund	15	17.5	17.5		1.75%
Golf Course Fund	18	17.5	17.5		1.75%
Total	987.5	996.5	1,001.5	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 2014 Summary of Changes in Positions

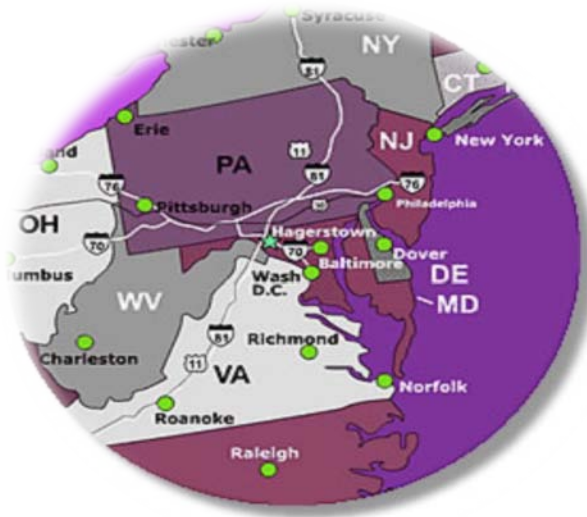
Function	Explanation of Change	Change
Sheriff - Patrol	Four additional uniformed deputies were approved by the BOCC to help the department better cope with increased call volume. The position of property/evidence room technician was approved to go from part time to full time due to increase in duties.	4.5
Plan Review and Permitting	A full-time office associate was approved by the BOCC to assist customers entering and direct them to the appropriate staff member.	1
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. offers access to a metropolitan culture and lifestyle. It's the best of both worlds.

Culture and Recreation

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

Some of Washington County's major local attractions include:



- ❖ Antietam National Battlefield – the site of 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 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, Augustoferfest, 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.

Services

Transportation

A variety of transportation avenues are available in Washington County. Hagerstown Regional Airport is a Part 139 Facility which provides daily scheduled commercial service to Dulles International Airport on Sun Air and twice weekly service to Orlando Sanford International on Allegiant. The airfield also offers fixed base operation services to general aviation, corporate and military aircraft. Over 20 businesses offer clients a variety of aviation services for all types of aircraft. The airport is part of the Washington County Foreign Trade Zone and is located in a County Enterprise Zone. More than 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, taxi, freight common carriers, and limousine service. The main lines of CSX and Norfolk Southern provide shipment to anywhere on the Atlantic Seaboard.

Hospital and Medical Care

Meritus Health, located in Hagerstown, Maryland, is the largest healthcare provider in Western Maryland. Its programs span the continuum of healthcare, ranging from inpatient care to occupational health services to physician practices and outpatient care. Meritus Medical Center is an acute care hospital with 272-single patient rooms. Services offered include a regional trauma center, a cardiac catheterization lab, a joint replacement program and other State-of-the-art medical technologies.

The Washington County Health Department, which provides various health services to the citizens of Washington County, employs a total of 196 full-time and part-time personnel in five divisions.

Other medical care facilities include the Environmental Health Division of the Health Department, the George W. Comstock Center for Public Health Research and Prevention, the Western Maryland Center, a State –owned chronic care facility.

Safety

The Washington County Sheriff's Office, the Maryland State Police, and municipal police agencies provide police protection, in Washington County. The Sheriff's Office has 95 sworn personnel and 92 radio-dispatched vehicles. The Sheriff's Office is responsible for the operation of the Detention Center, which has a capacity of 450 inmates. The State Police has 42 troopers assigned to the local barrack, which is located just south of Hagerstown. The Hagerstown Police Department has a full-time force of 105 officers. In addition, the Hancock Police Department, the Smithsburg Police Department, and the Boonsboro Police Department each employ four police officers in their respective departments.

The County's Division of Emergency Services ("DES") oversees Emergency Communication/911, Emergency Management, Fire Department Special Operations, Fire Department Support Services, and the Emergency Medical Services Operations Program. DES is led by a full-time career Director and full-time Deputy Director. There are 86 full-time and part-time personnel working directly within the division and approximately 40 volunteers.

Environmental Management

The Division of Environmental Management ("DEM") consists of the Department of Water Quality, the Environmental Engineering Department, and the Solid Waste Department. The State and Federal environmental initiatives as they pertain to water, wastewater, solid waste and nutrients are all jointly related. DEM is responsible for integrating the regulations and applying them to the operations of these departments.

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

Economic Development Commission

The Hagerstown-Washington County Economic Development Commission (the "EDC") is dedicated to expanding economic opportunities for the citizens of Washington County. It works to promote Washington County as a place of business and improve the overall business climate of the community.

The Board of Directors is comprised of 12 unpaid volunteers and eight *ex-officio* members. As representatives of the local business community, the Board of Directors is responsible for evaluating, recommending, and implementing policies affecting the County's ability to attract, nurture, and sustain employment, and to further promote economic growth and change in a managed environment.

The EDC currently has three full-time employees to conduct the day-to-day operations of the office. The staff works to fulfill the strategic priorities that are put in place by the EDC.

Demographic Information

Population

<u>Year</u>	<u>County Total</u>
1980	113,086
1990	121,393
2000	131,923
2010	147,430
2012 estimate	154,000
2015 projected	158,450
2020 projected	163,100
2025 projected	172,180

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	25.3%
20-64 (workforce age)	60.2%
65 & older	14.5%
Median Age	39.7
Gender: Male	50.9%
Female	49.1%
Race: White	84.3%
Black	9.9%
Other	5.8%

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

County Income

Per Capita Income	\$ 25,597
Median Household Income	\$ 51,579
Average Household Income	\$ 65,718
Median Family Income	\$ 61,419

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

Housing

2012 Median Selling Price

Washington County	\$ 149,000
Maryland	\$ 244,912

Source: Maryland Association of Realtors.

Households

Number of Households	56,204
Number of Family Households	37,831
Number of Non-family Households	16,908

Source: Nielson-Claritas, Inc. 2013.

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
7 Senior High Schools
1 Middle/Senior High School
1 Technical High School
1 Evening High School
1 Outdoor Education
1 Special Education

Pupil/Teacher Ratio: 1.23

Public Enrollment: 22,206

37 Private Schools

Sources: Washington County Board of Education (2012); 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	1,320
Full Service Sewer	6,845
Collection Service Sewer	3,516
Total	11,681

Source: Washington County Department of Environmental Management.

County Building Permits (000s)

	<u>Number</u>	<u>Value</u>
Residential New	152	\$ 32,660
Other Permits	1,536	\$ 47,306
Total	1,688	\$ 79,966

Source: Washington County Department of Plan Review and Permitting.

County Employment Statistics

Civilian Labor Force	71,003
Employed	65,218
Unemployed	5,785
Unemployment Rate	8.60%
State Average	6.90%

Source: MD Department of Labor, Licensing & Regulation.

Top 15 Employers in Washington County

	<u>Employer</u>	<u>Employment</u>
1	Washington County Public Schools	2,985
2	Meritus Health, Inc.	2,860
3	Citi	2,750
4	State of Maryland	2,568
5	First Data	2,322
6	Volvo Group	1,350
7	Washington County Government	1,159
8	Hagerstown Community College	893
9	The Bowman Group, LLP	755
10	Federal Government	705
11	FedEx Ground	648
12	Staples Distribution Center	567
13	Merkle Response Services, Inc.	520
14	Sierra Nevada Corporation	486
15	City of Hagerstown	461
15	Washington County Public Schools	2,985

Source: Hagerstown-Washington County Economic Development Commission.

County Business Patterns

<u>Industry</u>	<u>Total # Establishments</u>
Services	1,223
Retail Trade	610
Construction	363
Other	389
Wholesale Trade	153
Finance, Insurance, Real Estate	337
Transportation/Warehousing	160
Manufacturing	126
Information	56
Utilities	5
Mining	2
Agricultural	1
Total	3,425

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.

<p align="center">Top 20 Largest Taxpayers in Washington County as of June 30, 2012 Ranked by Assessed Value</p>

<u>Taxpayer</u>	<u>Assessed Value</u>
1 PR Valley Limited Partnership (Valley Mall)	\$ 103,099,240
2 Outlet Village of Hagerstown LLC	98,967,210
3 Potomac Edison	67,322,070
4 Bowman Group	60,582,410
5 Washington Real Estate	58,041,533
6 FedEx Ground Package System, Inc.	55,122,260
7 254 Hagerstown/Citigroup/Citicorp	51,215,430
8 Staples of Maryland LLC	47,179,257
9 Verizon-Maryland	45,775,560
10 Wal-Mart Stores/Wal-Mart R. E./Sam's R. E/Sam's East	43,843,357
11 IIT Hagerstown Distribution Center	40,959,100
12 Liberty Property Limited	37,607,067
13 GP Hagerstown Limited Partnership	36,957,300
14 Lowe's Home Centers, Inc.	35,549,620
15 FR Hagerstown LLC (Lippincott & PetSmart)	33,795,800
16 T. Rowe Price/TRP	33,756,680
17 Mack Trucks Inc.	30,298,480
18 Tractor Supply Company	30,061,843
19 Norfolk Southern Combined Rail	25,598,730
20 Columbia Gas of Maryland	17,785,060

Source: Washington County Treasurer's Office.

Operational Overview

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Comprehensive Fiscal Policies

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

OPERATING POLICIES

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

**RESERVE
POLICIES**

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

**DEBT
POLICIES**

1. The County will prepare a multi-year capital program and update it annually.
2. No County debt can be authorized by the County Commissioners unless an appropriation has been included in the Capital Improvement Plan or until it has been modified.
3. Debt capacity shall be evaluated on an annual basis. The evaluation includes statistical measures and comparisons with peer group medians to determine debt affordability.

4. Debt for the Water Quality Funds cannot exceed 10 percent of the total assessed valuation of all of the property in the County that is subject to County taxation during the County's most recent fiscal year.
5. The County will not issue debt for periods exceeding the useful life or average useful lives of the project(s) to be financed.
6. Debt will not be issued to fund operating deficits. Net 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.
21. Capital projects are ranked using a priority ranking matrix which is the basis for assigning projects into one of five priority ranking categories. The ranking matrix is used as a management tool and not as an absolute determining factor.

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

1. The County will develop short and long-term fiscal management policies that link operational and capital budgeting together with organizational goals.
2. The County's strategic planning and budgeting decisions are based on a number of statistical analysis and financial modeling tools.
3. The County prepares and annually updates a long-range financial forecasting system, which includes projections of revenues, expenditures, future costs, financing of capital improvements and cost service plans.
4. Revenues shall be monitored on a monthly basis to identify any potential trends, which would significantly impact those revenue sources.
5. The County will annually update its financial ratios and trend information to determine a peer group median from historical data in the following areas: revenues; expenditures; operating position; debt structure; condition of capital; and environmental and external factors.
6. The County will protect its assets by maintaining adequate insurance coverage.

***FINANCIAL
REPORTING
POLICIES***

1. The County's accounting and financial reporting systems will be maintained in conformance with current accepted principles and standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).
2. The County will have an annual financial audit performed of the County 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 fall along with the development of the debt capacity and financial and economic trend analysis. The Capital Improvement Program (CIP) provides a comprehensive approach to planning and impacts all facets of County operations. The County Administrator, the 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 or 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 in the budget, but are accrued and reported on the GAAP basis. For example, increases or decreases in compensated absences are not included in the budget, but are presented as revenues and expenditures on the GAAP basis.

Capital outlays in the Enterprise Funds are presented as expenses for budget purposes, 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.

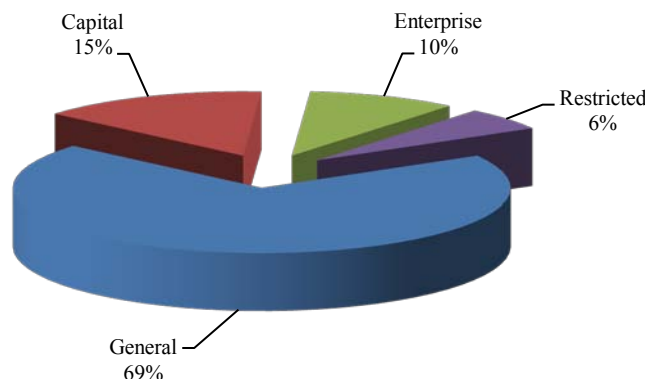
The Director of Budget and Finance reviews the project status and revenues before any issuance of debt. Any modifications to a project and or the total debt to be issued based upon this review is required to be approved by the County Commissioners either for an increase or decrease in total borrowing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

FY 2014 Funds



<i>General Fund:</i>	<i>Major Fund</i>	<i>\$201,189,270</i>
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The General Fund is the primary operating fund of the County. It exists to account for a full range of countywide services traditionally associated with local government. These services include education, court system, public safety, parks and recreation, general administration, economic development, and any other activity for which a special fund has not been created.

<i>Capital Improvement Fund:</i>	<i>Major Fund</i>	<i>\$42,961,500</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.

Enterprise Funds:

\$28,182,390

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

- Water Quality Funds – The Water Quality Funds account for all operating activities necessary to provide water, wastewater, and pretreatment services. This includes, but is not limited to administration, operations and maintenance, financing, and related debt service. (\$16,016,020 – 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. (\$6,792,140 – 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. (\$2,297,130 – 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. (\$1,880,960 – 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. (\$1,196,140 – Non-Major Fund)

Other Governmental Funds

\$16,535,780

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. \$9,371,820 (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:

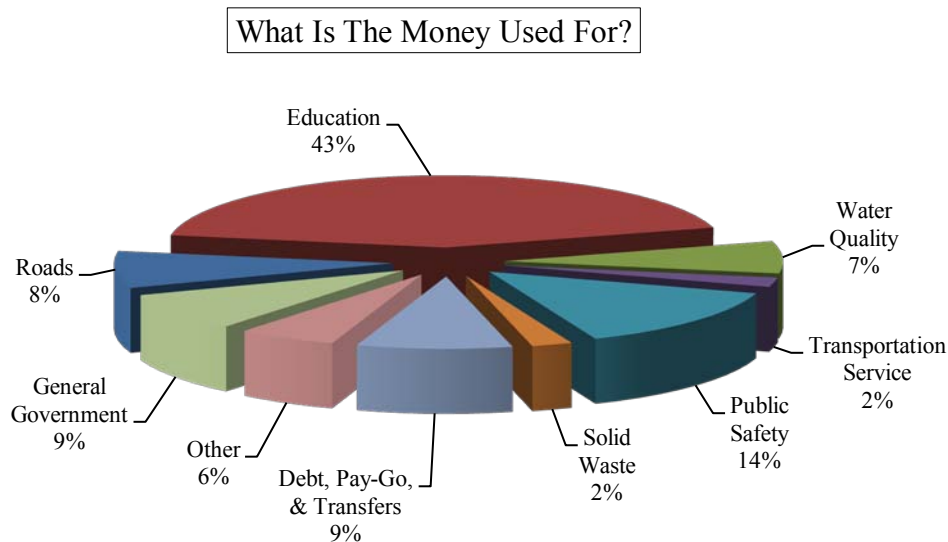
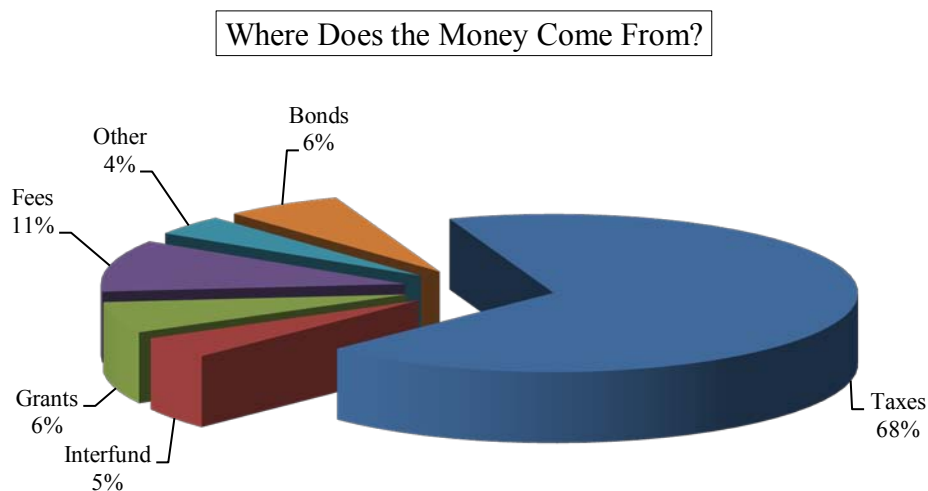
Agricultural Educational Center	\$ 198,270
Community Grant Management	\$ 324,650
Inmate Welfare	\$ 490,920
Land Preservation Fund	\$ 1,667,690
Gaming Fund	\$ 2,073,970
Hotel Rental Tax Fund	\$ 2,000,000

Contraband Fund	\$ 25,000
HEPMPO	\$ 383,460

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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 2014.



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 2014. 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, 2013. 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		
	2012	2013	2014
Revenue (By Major Type):			
Property Tax	122,669,812	121,396,960	119,215,860
Income Tax	64,578,939	62,476,000	68,730,000
Other Local Taxes	6,384,751	5,970,890	7,980,000
Highway User	411,643	790,000	843,570
Interest	407,739	560,100	544,500
Fees	29,230,422	29,590,880	30,723,850
Grants	25,677,098	23,804,060	18,505,190
Other	1,673,431	7,002,980	2,082,630
Bonds	12,334,703	17,460,200	18,120,000
Subtotal	263,368,538	269,052,070	266,745,600
Transfers	18,186,110	11,746,650	12,926,850
Reserves	0	4,176,340	9,196,490
Total Revenue	281,554,648	284,975,060	288,868,940
Expenditures (By Function):			
Education	116,456,758	117,122,730	123,694,120
Public Safety	38,405,386	37,962,560	40,448,930
State/Community	7,061,294	5,712,900	6,700,100
Court System	3,666,315	3,894,840	3,951,810
General Government	18,791,893	24,555,950	24,665,320
Parks and Recreation	4,247,563	3,195,420	3,040,750
Community Promotion	3,004,567	0	0
Water Quality	13,131,157	20,965,560	20,751,320
Roads/Infrastructure	20,330,566	28,255,580	23,906,020
Land Preservation	1,448,702	1,094,200	1,667,690
Solid Waste	11,943,089	7,764,870	6,792,140
Transit System	2,679,024	3,212,250	2,464,130
Airport	2,600,091	5,264,630	3,584,860
Golf Course	1,232,463	1,219,380	1,196,140
Subtotal	244,998,868	260,220,870	262,863,330
Transfers and Debt Service	30,801,449	24,754,190	26,005,610
Total Expenditures	275,800,317	284,975,060	288,868,940
Excess (Deficiency) of Revenues over Expenditures	5,754,331	0	0
Other Sources (Uses)	34,443		
GAAP Basis Adjustments	(6,827,229)		
Beginning Fund Balance/Net Equity	332,588,231	331,549,776	330,549,776
Ending Fund Balance/Net Equity (forecast)	331,549,776	330,549,776	331,049,776

Combined Statement of Revenues, Expenditures, and Changes in Undesignated Fund Balance
Fiscal Year 2014 Budgets – All Funds

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
Revenue (By Major Type):					
Property Tax	119,215,860				119,215,860
Income Tax	68,730,000				68,730,000
Other Local Taxes	5,770,000			2,210,000	7,980,000
Highway User				843,570	843,570
Interest	544,500				544,500
Fees	3,719,750	1,542,900	22,414,610	3,046,590	30,723,850
Grants	1,914,200	13,668,900	1,493,000	1,429,090	18,505,190
Other		108,000		679,670	787,670
Bonds		18,120,000			18,120,000
Subtotal	199,894,310	33,439,800	23,907,610	8,208,920	265,450,640
Transfers		3,935,500	1,214,820	7,776,530	12,926,850
Reserves	1,294,960	5,586,200	3,059,960	550,330	10,491,450
Total Revenue	201,189,270	42,961,500	28,182,390	16,535,780	288,868,940
Expenditures (By Function):					
Education	106,206,420	17,487,700			123,694,120
Public Safety	38,433,010	550,000		1,465,920	40,448,930
State/Community	5,750,100			950,000	6,700,100
Court System	3,951,810				3,951,810
General Government	18,184,570	3,400,400		3,080,350	24,665,320
Parks and Recreation	2,657,750	383,000			3,040,750
Water Quality		4,735,300	16,016,020		20,751,320
Roads/Infrastructure		14,534,200		9,371,820	23,906,020
Land Preservation				1,667,690	1,667,690
Solid Waste			6,792,140		6,792,140
Transit System		167,000	2,297,130		2,464,130
Airport		1,703,900	1,880,960		3,584,860
Golf Course			1,196,140		1,196,140
Subtotal	175,183,660	42,961,500	28,182,390	16,535,780	262,863,330
Transfers and Debt Service	26,005,610				26,005,610
Total Expenditures	201,189,270	42,961,500	28,182,390	16,535,780	288,868,940
Beginning Fund Balance/Net Equity	37,781,977	71,995,786	218,241,406	2,530,607	330,549,776
Estimated Increase (Decrease)	0	0	500,000		500,000
Ending Fund Balance/Net Equity (forecast)	37,781,977	71,995,786	218,741,406	2,530,607	331,049,776

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	5,970,890
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	37,962,560
State/Non-profit	5,712,900				5,712,900
Court System	3,894,840				3,894,840
General Government	18,046,880	1,373,400		5,135,670	24,555,950
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
Land Preservation				1,094,200	1,094,200
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 and Debt Service	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	37,781,977	71,995,786	219,241,406	2,530,607	331,549,776
Estimated Increase (Decrease)			(1,000,000)		
Ending Fund Balance/Net Equity (forecast)	37,781,977	71,995,786	218,241,406	2,530,607	330,549,776

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

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
Revenue (By Major Type):					
Property Tax	122,669,812				122,669,812
Income Tax	64,578,939				64,578,939
Other Local Taxes	4,351,870			2,032,881	6,384,751
Highway User				411,643	411,643
Interest	407,581			158	407,739
Fees	4,428,376	1,390,703	20,501,117	2,910,226	29,230,422
Grants	3,580,047	18,752,415	1,250,104	2,094,532	25,677,098
Other		533,746		1,139,685	1,673,431
Bonds		12,334,703			12,334,703
Subtotal	200,016,625	33,011,567	21,751,221	8,589,125	263,368,538
Transfers		4,626,374	5,288,356	8,271,380	18,186,110
Total Revenue	200,016,625	37,637,941	27,039,577	16,860,505	281,554,648
Expenditures (By Function):					
Education	104,285,825	12,170,933			116,456,758
Public Safety	34,873,339	1,642,811		1,889,236	38,405,386
State/Community	6,131,909			929,385	7,061,294
Court System	3,666,315				3,666,315
General Government	17,426,891	814,589		550,413	18,791,893
Parks and Recreation	2,416,154	1,642,686		188,723	4,247,563
Community Promotion				3,004,567	3,004,567
Water Quality		252,040	12,879,117		13,131,157
Roads/Infrastructure		11,793,582		8,536,984	20,330,566
Land Preservation				1,448,702	1,448,702
Solid Waste		6,232,801	5,710,288		11,943,089
Transit System		373,316	2,305,708		2,679,024
Airport		408,010	2,192,081		2,600,091
Golf Course		43,211	1,189,252		1,232,463
Subtotal	168,800,433	35,373,979	24,276,446	16,548,010	244,998,868
Transfers and Debt Service	30,801,449				30,801,449
Total Expenditures	199,601,882	35,373,979	24,276,446	16,548,010	275,800,317
Excess(Deficiency) of Revenues over Expenditures	414,743	2,263,962	2,763,131	312,495	5,754,331
Other Sources (Uses)	34,443				34,443
Increase (Decrease) in Fund Balance	449,186	2,263,962	2,763,131	312,495	5,788,774
GAAP Basis Adjustments		(2,092,908)	(4,734,321)	0	(6,827,229)
Beginning Fund Balance/Net Equity	37,332,791	71,824,732	221,212,596	2,218,112	332,588,231
Ending Fund Balance/Net Equity	37,781,977	71,995,786	219,241,406	2,530,607	331,549,776

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Capital Program and Debt Management

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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 completion of the Debt Affordability Analysis. The Capital Improvement Program provides a comprehensive approach to planning and impacts all facets of County operations. The County Administrator, the Finance Director, the Planning Director, and the Director of Public Works comprise the Capital Improvement Plan Committee, ("CIP Committee"). From the time the CIP's initial annual review begins in October through its adoption in May of each year, there is constant interaction between departments, the CIP Committee, and the elected officials. This effort is characterized by cooperation and reflects a common goal of ensuring that the CIP meets the objectives of the County and remains affordable and achievable. The CIP Committee reviews the project submissions to ensure:

- The plans are properly coordinated with other projects, entities, etc.
- Long-term operating impacts are included in estimates (including staffing, utility, maintenance, and debt);
- Timeframes for construction activity and cash flow are realistic;
- 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 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 such as increases in traffic accidents, injuries, and deaths.
3. Environmental Impact – This criterion includes health related impacts such as illness 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. The project 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 considers the total cost of constructing or installing the proposed work. The higher the cost the lower the weight. However the forced score should not be considered adversely with respect to an individual project as it simply identifies the financial issues within the 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. Higher value is placed on projects continuing from the prior year, in which funding would be required. Other funding considerations include proposed self-supporting funds and 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 is used to rank the project based on life expectancy and projected maintenance cost. A higher value is placed on longer-term infrastructure assets.
12. Economic Impact – Measures the impact such as property value, future tax base, added jobs, income to citizens, changes in business income, and stabilization of neighborhoods. Such impacts may apply more to capital projects related to growth and expansion than to infrastructure maintenance, although deteriorating structures can adversely affect business.
13. Recreational, Cultural or Aesthetic Value – A catch-all criteria for other significant quality-of-life related impacts that include community appearance, recreational opportunities, and cultural improvements.
14. Percent of Population Benefiting – Estimates the number of persons likely to be affected by the project and nature of the impact.

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

- | | |
|------------|--|
| Priority 1 | Projects needed to comply with a court order or legislative mandate, and/or projects that are critical to the health, safety, and general welfare of County citizens. |
| Priority 2 | Projects 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

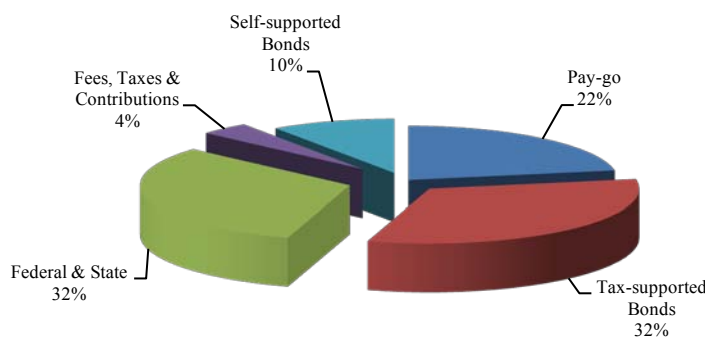
Funding sources in the Capital Improvement Plan are budgeted in each fiscal year in which they will be received. All potential funding sources are considered when developing the Capital Improvement Plan to ensure that projects are funded with appropriate revenue streams. Some projects are funded with 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 Analysis, cash flow requirements of each project, and the financial costs associated with each funding source. Following are descriptions of the funding sources for the Capital Improvement Budget:

- *Tax-supported Bonds* are General Obligation Bonds secured by the full faith and credit of the issuer. General Obligation Bonds issued by the County are secured by a pledge of the County's property taxing power, and must be authorized by legislative authority. The amount to be issued in this fiscal year is based on the County's debt affordability guidelines, debt policies, and future project costs.
- *Self-supported Bonds* are issued for enterprise funds and the debt service is paid from user fees.
- *Pay-Go Funds* represent cash contributions from various operating funds for specific capital projects without a dedicated funding source. The fiscal year 2014 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 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 \$1 per sq foot (SF), and \$.50 SF for additions to residential properties. Excise tax for nonresidential non-retail is assessed at \$1 SF and nonresidential retail at \$1 SF for the first 15,000 SF and \$3 SF thereafter. Budgeted excise tax is based on projected growth and development. Transfer tax is charged on recorded real property transfers in the County at a rate of .5%. Transfer tax revenue for fiscal year 2014 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.

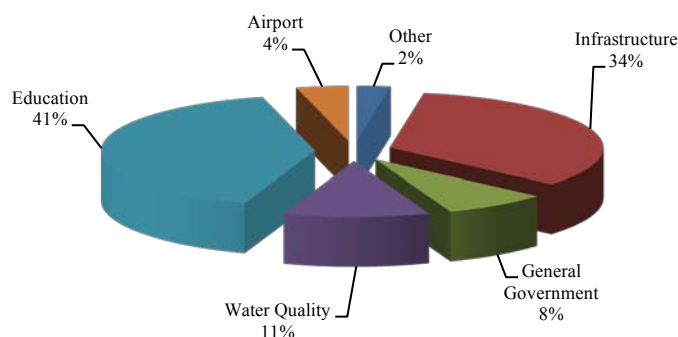
Fiscal Year 2014 Overview

A graphic illustration of planned capital project distribution and funding sources for fiscal year 2014 is shown below. The fiscal year 2014 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, 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 2014 is approximately \$21.6 million.

The ten-year operating budget impact for major projects approved in the fiscal year 2014 Capital Budget are presented in the project detail schedule located in the next section. Operating cost include personnel, supplies, maintenance, and other major operational costs.

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

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

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

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

Measures of debt affordability are sensitive as they are impacted by the amount of outstanding debt and changes in both 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
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	860	1,640	1.02%	1.41%	6.69%	8.52%	.24%	.38%
2012	871	1,573	1.05%	1.50%	6.87%	8.77%	.24%	.38%
2013 estimated	883	1,573	1.09%	1.50%	7.34%	8.77%	.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
2014	902	1,573	1.09%	1.50%	7.43%	8.77%	.26%	.38%
2015	920	1,573	1.10%	1.50%	7.53%	8.77%	.26%	.38%
2016	938	1,573	1.10%	1.50%	7.43%	8.77%	.26%	.38%
2017	953	1,573	1.11%	1.50%	7.47%	8.77%	.26%	.38%
2018	970	1,573	1.11%	1.50%	7.29%	8.77%	.25%	.38%
2019	987	1,573	1.11%	1.50%	7.15%	8.77%	.25%	.38%
2020	1,000	1,573	1.11%	1.50%	7.36%	8.77%	.26%	.38%
2021	1,009	1,573	1.10%	1.50%	7.52%	8.77%	.26%	.38%
2022	1,019	1,573	1.10%	1.50%	7.29%	8.77%	.26%	.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
2023	1,025	1,573	1.09%	1.50%	7.41%	8.77%	.26%	.38%
2024	1,028	1,573	1.08%	1.50%	7.56%	8.77%	.27%	.38%
2025	1,027	1,573	1.06%	1.50%	7.66%	8.77%	.27%	.38%
2026	1,024	1,573	1.04%	1.50%	7.59%	8.77%	.27%	.38%
2027	1,020	1,573	1.02%	1.50%	7.53%	8.77%	.27%	.38%
2028	1,012	1,573	1.00%	1.50%	7.64%	8.77%	.28%	.38%
2029	1,012	1,573	.98%	1.50%	6.99%	8.77%	.25%	.38%
2030	1,011	1,573	.97%	1.50%	6.92%	8.77%	.25%	.38%
2031	1,004	1,573	.95%	1.50%	7.13%	8.77%	.26%	.38%
2032	996	1,573	.93%	1.50%	7.05%	8.77%	.26%	.38%
2033	987	1,573	.90%	1.50%	6.99%	8.77%	.26%	.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

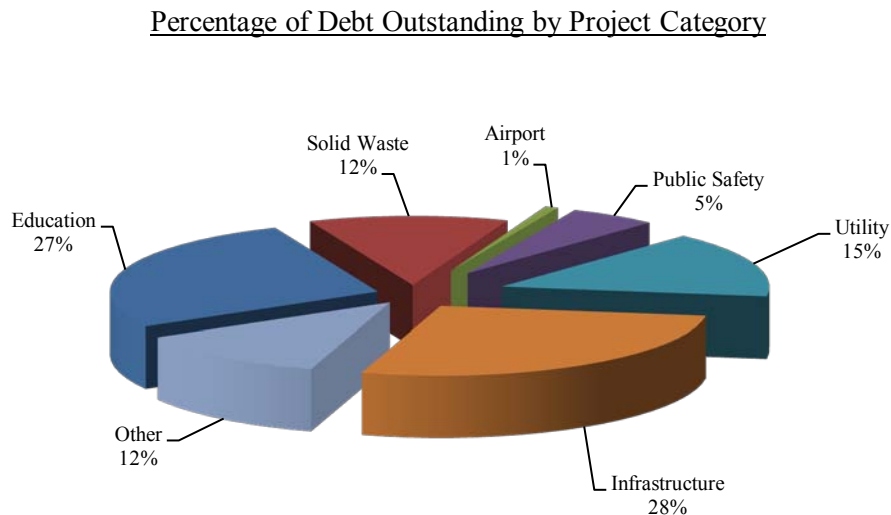
There are multiple factors that can affect the County's affordability to incur future indebtedness, including the County's economy and the availability of adequate financial resources. For that reason the financial ratios and analysis used, take into account the entire County financial condition, as 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, schools and other capital needs. The estimates can then be used to allocate restricted resources to priority projects. The County's annual debt review analyzes the projected debt issuances to assure that long-term financial stability will remain intact.

Outstanding Debt

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

The following graph illustrates the percentage of total debt outstanding at June 30, 2013 by project category:



The table on the following page shows the current outstanding balance at June 30, 2013 and the estimated impact of debt service on the Operating Budget for FY 2014.

Current Debt Balance and FY 2014 Principal and Interest Costs

Description	FY 2013 Balance	FY 2014 Principal	FY 2014 Interest	Total Debt Service
General Fund:				
2002 Public Improvement & Refunding Bonds	\$ 1,439,742	\$ 701,530	\$ 66,966	\$ 768,496
2003A Public Improvement & Refunding Bonds	1,444,381	1,036,951	53,699	1,090,650
2005 Public Improvement & Refunding Bonds	10,517,035	2,660,816	420,681	3,081,497
2006 Public Facilities Bonds	1,440,000	460,000	59,400	519,400
2007 Public Improvement Bonds	10,940,330	531,649	453,666	985,315
2008 Public Improvement Bonds	12,556,252	615,350	505,978	1,121,328
2009 Public Improvement & Refunding Bonds	11,555,429	847,397	404,652	1,252,049
2010 Ser A Public Improvement Bonds	4,111,167	465,294	102,043	567,337
2010 Ser B Build America Bonds	6,957,113	0	232,193	232,193
2010 Refunding Bonds	9,931,850	1,084,396	277,978	1,362,374
2011 Public Improvement Bonds	10,540,341	417,286	396,081	813,367
2012 Public Improvement Bonds	12,068,100	434,764	334,318	769,082
2012 Refunding Bonds	6,033,410	360,570	213,740	574,310
2013 Public Improvement Bonds	12,000,000	424,326	251,184	675,510
2013 Refunding Bonds	12,362,423	0	506,226	506,226
MD Water Quality Solid Waste Refinancing	1,688,881	33,357	16,889	50,246
MD Water Quality Resh Capping Ph 1	3,773,684	252,464	37,736	290,200
Total General Fund Existing Debt	\$ 129,360,138	\$ 10,326,150	\$ 4,333,430	\$ 14,659,580
2014 Planned Debt:				
2014 Public Improvement Bonds	14,000,000	0	0	0
Total General Fund Debt	\$ 143,360,138	\$ 10,326,150	\$ 4,333,430	\$ 14,659,580
Highway:				
2008 Public Improvement Bonds	\$ 2,424,060	\$ 118,800	\$ 97,680	\$ 216,480
Total Highway Existing Debt	\$ 2,424,060	\$ 118,800	\$ 97,680	\$ 216,480
Solid Waste:				
2002 Public Improvement & Refunding Bonds	\$ 130,258	\$ 63,470	\$ 6,059	\$ 69,529
2003A Public Improvement & Refunding Bonds	115,619	108,049	4,801	112,850
2005 Public Improvement & Refunding Bonds	312,965	79,181	12,519	91,700
2007 Public Improvement Bonds	2,229,670	108,350	92,454	200,804
2009 Public Improvement Bonds	2,420,643	262,300	83,338	345,638
2010 Ser A Public Improvement Bonds	1,627,358	184,182	40,392	224,574
2010 Ser B Build America Bonds	2,753,894	0	91,911	91,911
2010 Refunding Bonds	2,938,150	330,604	82,072	412,676
2011 Public Improvement Bonds	3,099,659	122,714	116,478	239,192
2012 Refunding Bonds	39,600	4,430	1,310	5,740
2013 Refunding Bonds	177,577	0	7,294	7,294
MD Water Quality Solid Waste Refinancing	4,639,879	91,643	46,399	138,042
MD Water Quality 40 West Cell 3	1,619,362	131,017	17,813	148,830
Total Solid Waste Fund Debt	\$ 22,104,634	\$ 1,485,940	\$ 602,840	\$ 2,088,780

Current Debt Balance and FY 2014 Principal and Interest Costs

Description	FY2013 Balance	FY 2014 Principal	FY 2014 Interest	Total Debt Service
Airport				
2003A Public Improvement & Refunding Bonds	\$ 80,000	\$ 40,000	\$ 2,630	\$ 42,630
2012 Refunding Bonds	1,391,990	195,000	44,350	239,350
Total Airport Existing Debt	\$ 1,471,990	\$ 235,000	\$ 46,980	\$ 281,980
Water Quality:				
1996 Series A Project & Refunding Bonds	\$ 4,232,097	\$ 509,404	\$ 890,596	\$ 1,400,000
2008 Public Improvement Bonds	1,139,688	55,853	45,926	101,779
2009 Public Improvement & Refunding Bonds	3,143,928	272,659	183,886	456,545
2010 Ser A Public Improvement Bonds	711,475	80,524	17,659	98,183
2010 Ser B Build America Bonds	1,203,993	0	40,184	40,184
2012 Public Improvement Bonds	5,696,900	205,236	157,819	363,055
MD Water Quality Series 93A	77,778	77,778	2,565	80,343
MD Water Quality Series BNR	1,579,178	185,949	26,846	212,795
MD Water Quality Cono. Refunding 2004	2,225,000	1,135,000	8,900	1,143,900
MD Water Quality Pretreatment Refunding 2004	4,321,063	415,000	17,284	432,284
MD Water Quality Halfway I & I	403,539	26,997	4,035	31,032
Total Water Quality Existing Debt	\$ 28,194,639	\$ 2,964,400	\$ 1,395,700	\$ 4,360,100
2014 Planned Debt:				
2014 Public Improvement Bonds	4,120,000	0	0	0
Total Water Quality Debt	\$ 32,314,639	\$ 2,964,400	\$ 1,395,700	\$ 4,360,100
Total Existing and 2014 Planned Debt	\$ 198,215,461	\$ 15,130,290	\$ 6,476,630	\$ 21,606,920

Bonded Limit Summary as of June 30, 2013

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, 2013 the unused authorization available for issuance of general obligation bonds was \$14,672,722.

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, 2013	
Assessed Value of Property in Washington County	\$ 12,822,029,000
Debt Limit: % of Assessed Value	10%
Water Quality Borrowing Limitation	1,282,202,900
Water Quality Debt	28,194,639
Debt Margin	1,254,008,261
Ratio of Water Quality Debt to Assessed Value	.22%

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

Description	<i>Fiscal Year</i>		
	2012 Actual	2013 Budget	2014 Budget

Revenue (By Major Type):

Fees	\$ 1,390,703	\$ 1,338,000	\$ 1,542,900
Grants	18,752,415	19,940,500	13,668,900
Other	533,746	319,000	108,000
Bonds	12,334,703	17,460,200	18,120,000
Subtotal	33,011,567	39,057,700	33,439,800
Transfers	4,626,374	2,743,200	3,935,500
Capital Reserves		3,521,580	5,586,200
Total Revenue	37,637,941	45,322,480	42,961,500

Expenditures (By Function):

Education	12,170,933	12,567,400	17,487,700
Public Safety	1,642,811	716,000	550,000
General Government	814,589	1,373,400	3,400,400
Parks and Recreation	1,642,686	606,780	383,000
Water Quality	252,040	5,392,600	4,735,300
Roads/Infrastructure	11,793,582	19,282,500	14,534,200
Solid Waste	6,232,801	891,400	0
Transit System	373,316	1,008,600	167,000
Airport	408,010	3,483,800	1,703,900
Golf Course	43,211	0	0
Total Expenditures	35,373,979	45,322,480	42,961,500

Net Difference	2,263,962	0	0
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Project Detail of Major Projects – Fiscal Year 2014

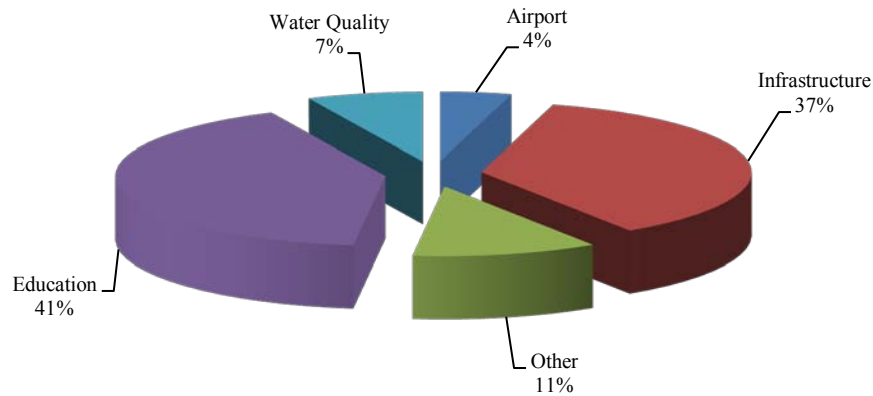
Project Name	Project Description	Project Budget	Operating Impact
Bester Elementary (Replacement School)	Construct a new 71,671 square foot (S.F.) school to replace the existing Bester Elementary on the existing site. The new school is planned as a four-round school, increasing the student capacity from 511 students to 608 students. The existing school building will be demolished to make space for appropriate driveways and playing fields. Provisions have been made within this budget request to include an expanded gymnasium for community use.	\$ 10,862,300	\$ 5,000
Pavement Maintenance and Rehabilitation Program	A county-wide pavement maintenance program targeting rehabilitation of County highway pavement, as required. Techniques may include, but not 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.	5,493,500	-
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.	4,789,000	-
Smithsburg Wastewater Treatment Plant – Facility Improvements	Upgrade the facility to address Maryland Department of the Environment strategy for Enhanced Nutrient Removal and expand capacity to address growth needs of the area.	2,242,300	10,000
County Admin Building – 1st and 2nd Floors	Renovations to the first and second floors of the County Administration Building. The first floor space is 9,120 S.F. and the second floor space is 6,600 S.F.	2,045,100	-
Winebrenner Wastewater Treatment Plant Upgrade	Upgrade facility to comply with Maryland Department of the Environment's Enhanced Nutrient Removal strategy and improve operational efficiency.	1,700,000	10,000
Taxiway B & D Rehabilitation	Rehabilitation of approximately 10,000 S.F. between the two taxiways is necessary due to age and damage of taxiways.	1,400,000	-
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.	1,358,000	2,250

Project Name	Project Description	Project Budget	Operating Impact
Professional Court Extended – Phase II	Project involves the extension of Professional Court from a point 200 feet east of the proposed Antietam Creek bridge (Project 1072) to Yale Drive Extended (Project 1093). Roadway length is approximately 2,500 feet. The project includes construction of a four lane closed section divided roadway and single roundabout intersection.	\$ 1,309,500	\$ 2,880
Robinwood Corridor II	Widen Robinwood Drive to four lanes between Medical Campus Drive and Hagerstown Community College (approximately 5,800 feet). The 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.	918,000	3,600
Stormwater Retrofits	Construction of storm water management systems, based on Best Management Practices, such as bio-swales, bio-filters, permeable pavements, ponds, wetlands, etc. along roadways, in parks, and on other County properties to satisfy the National Pollutant Discharge Elimination Systems (NPDES) requirements established by the MD Department of the Environment.	860,900	-
ARCC Roof Replacement	Replace the roof on the Athletic, Recreation, and Community Center building.	837,900	-
West City Elementary School – Phase 1	A new 56,818 S.F. 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.	748,500	5,000
Underpass Way and Railway Lane Roundabout	Project involves the construction of a traffic roundabout at the intersection of Underpass Way and Railway Lane.	739,500	-
Highway Eastern Section – Fuel Tank Replacement	Replace underground storage tanks at the Eastern Section Highway Maintenance Facility (13230 Greensburg Road, Smithsburg) that are experiencing corrosion problems. The anti-corrosion anodes that have been in place are not keeping pace with the corrosion and MDE has elevated their level of concern at this site.	575,000	-
Antietam WwTP - Facility Improvements	Upgrade the facility to meet current and future Environmental Protection Agency and Maryland Department of the Environment permit requirements.	510,000	-
Highway Equipment & Vehicle Replacement Program	Replace vehicles and heavy and specialized equipment for maintenance and construction activity.	500,000	-

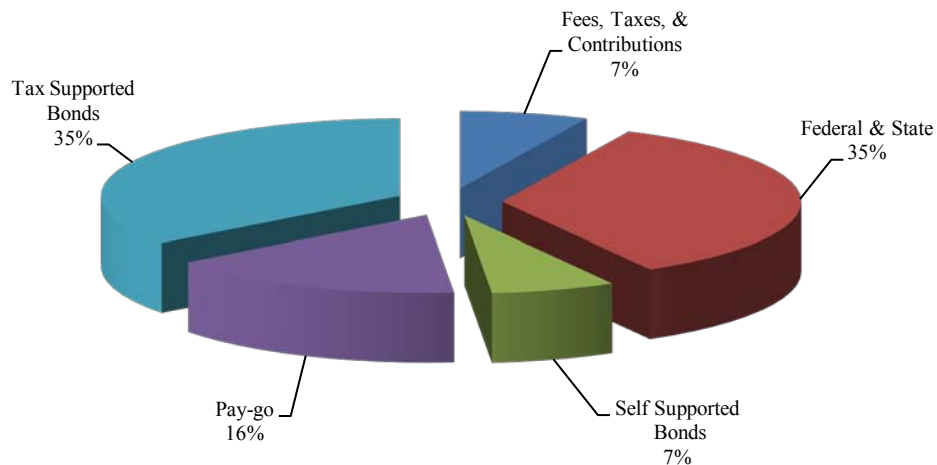
Ten Year Capital Improvement Plan Summary

The following graphs illustrate the projects by category and the funding sources that are currently scheduled for FY 2014 thru FY 2023. 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 \$441,216,100.

Project Categories for FY2014 thru FY2023



Funding Sources for FY2014 thru FY2023



**Washington County, Maryland
Capital Improvement 10yr Summary
Fiscal Year 2014 – 2023**

Ten Year Capital Program									
Project	Total	Prior Appr.	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 - 2023
Project Costs									
Airport	20,642,300	1,775,700	1,703,900	1,040,500	3,589,300	1,955,800	950,900	1,295,000	8,331,200
Bridges	27,866,077	9,685,777	918,200	813,700	3,978,900	4,622,100	1,712,800	1,197,300	4,937,300
Drainage	15,445,700	464,800	1,436,500	1,294,300	895,700	956,800	2,394,700	2,234,200	5,768,700
Education	195,462,400	13,906,000	17,487,700	16,287,300	15,289,200	7,393,500	20,134,100	15,264,800	89,699,800
General Government	15,613,555	1,607,355	3,400,400	2,415,700	827,000	951,000	1,183,100	1,554,000	3,675,000
Parks & Recreation	5,912,500	40,000	383,000	163,600	138,000	183,900	331,200	1,542,800	3,130,000
Public Safety	13,593,100	586,600	550,000	557,400	673,100	466,500	582,600	482,000	9,694,900
Railroad Crossings	1,644,400	134,000	0	278,600	0	289,900	0	301,600	640,300
Road Improvement	168,909,783	42,526,883	12,179,500	10,337,600	11,865,200	13,521,100	12,935,100	11,041,300	54,503,100
Solid Waste	10,167,400	292,900	0	250,700	1,941,300	54,100	55,200	281,500	7,291,700
Transit	8,201,953	1,920,753	167,000	182,000	296,400	108,200	189,600	2,521,400	2,816,600
Water Quality	49,384,209	18,686,509	4,735,300	6,435,800	1,420,300	8,649,300	1,578,500	1,779,600	6,098,900
TOTAL	532,843,377	91,627,277	42,961,500	40,057,200	40,914,400	39,152,200	42,047,800	39,495,500	196,587,500
Funding Sources									
General Fund	40,168,497	17,018,497	2,550,000	1,800,000	2,000,000	2,100,000	2,200,000	2,300,000	10,200,000
Highway Fund	6,762,900	300,000	674,000	504,900	509,900	595,300	662,400	675,700	2,840,700
Hotel Rental Fund	3,446,600	373,700	400,000	343,300	185,700	440,400	441,600	439,200	822,700
Solid Waste Fund	679,900	229,900	0	50,000	50,000	50,000	50,000	50,000	200,000
Utility Admin Fund	1,481,400	309,100	70,000	77,900	158,600	27,100	60,100	149,600	629,000
Water Fund	1,170,300	382,300	153,000	104,000	26,500	306,300	30,100	31,300	136,800
Sewer Fund	2,445,309	1,443,209	60,000	115,200	63,500	192,100	163,400	78,400	329,500
Airport Fund	59,700	2,200	28,500	29,000	0	0	0	0	0
Tax Supported Bond	179,736,451	23,736,451	14,000,000	14,000,000	16,000,000	16,000,000	16,000,000	16,000,000	64,000,000
Self Supported Bond	39,333,100	9,568,500	4,120,000	733,200	3,063,000	6,671,200	1,330,100	1,751,800	12,095,300
Transfer Tax	14,070,173	470,173	1,000,000	1,000,000	1,100,000	1,200,000	1,300,000	1,400,000	6,600,000
Excise Tax - Schools	5,300,000	1,150,000	242,400	242,400	289,000	335,700	429,000	522,300	2,089,200
Excise Tax - Roads	1,886,820	730,620	68,700	68,700	81,400	94,000	119,400	144,800	579,200
Excise Tax - Other	251,400	0	14,900	14,900	17,700	20,400	26,000	31,500	126,000
Excise Tax - Library	118,500	0	6,900	6,900	8,300	9,600	12,300	14,900	59,600
Excise Tax - Non-Residential	4,550,000	250,000	210,000	210,000	260,000	360,000	460,000	560,000	2,240,000
APFO Fees - Roads	84,099	84,099	0	0	0	0	0	0	0
Capital Reserve - Highway	575,000	0	575,000	0	0	0	0	0	0
Capital Reserve - General	43,699,520	9,380,620	5,011,200	5,169,100	1,183,800	290,300	2,726,700	800,500	19,137,300
Federal Grant	51,907,997	12,026,397	3,864,100	852,600	5,222,400	4,466,400	1,184,200	3,182,800	21,109,100
State Grant	127,644,311	13,902,511	9,804,800	13,474,000	10,377,800	4,672,000	13,749,400	10,894,200	50,769,600
Contributions	7,471,400	269,000	108,000	1,261,100	316,800	1,321,400	1,103,100	468,500	2,623,500
TOTAL	532,843,377	91,627,277	42,961,500	40,057,200	40,914,400	39,152,200	42,047,800	39,495,500	196,587,500

Project Detail of Major Projects – Fiscal Years 2014 - 2023

Project Name	Project Description	Ten Year Project Budget
East City High (New School) - Beginning in FY 2018	Provides a new 155,280 S.F. high school with a capacity of 848 students, and core space to support future enrollment up to 1,200 students. This project will cover the projected seating deficit of five other high schools.	\$54,356,800
Pavement Maintenance and Rehabilitation Program	A 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.	47,864,100
Sharpsburg Elementary Replacement - Beginning in 2017	Construction of 63,818 S.F. replacement building to support 471 students.	20,987,600
West City Elementary School – Phase 1 – Began in FY 2013	A new 56,818 S.F. 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.	18,475,500
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.	18,289,000
Police, Fire and Emergency Services Training Facility – Beginning in FY 2017	The facility would be centralized to the area, easily accessible, and utilized by state, county and local police departments, correctional guards, and security guards for training emergency personnel. 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 Hagerstown Community College (HCC), such as the Emergency Medical Technician and Administration of Justice programs.	14,830,300

Project Name	Project Description	Ten Year Project Budget
Bester Elementary (Replacement School) Began in FY 2012	Construct a new 71,671 S.F. 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 from 511 students to 608 students. The existing school building will be demolished to make space for appropriate driveways and playing fields. Provisions have been made within this budget request to include an expanded gymnasium for community use.	\$13,762,400
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.	12,547,700

Project	Projected Costs		Budget Year				Ten Year Capital Program				
	*FTE	Operating	Total	Prior Appr.	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Future
Project Costs											
<u>Airport</u>											
Hagerstown Regional Airport											
Capital Equipment - Airport	0.0	0	3,965,000	1,326,800	122,400	348,500	260,000	249,000	193,200	281,500	1,183,600
Fuel Farm Relocation	0.0	0	2,308,600	448,900	0	0	312,100	1,547,600	0	0	0
Proposed Taxiway S	0.0	600	3,885,200	0	0	0	0	0	0	1,013,500	2,871,700
Air Traffic Control Tower Siting Study	0.0	0	153,000	0	153,000	0	0	0	0	0	0
T-Hanger 1, 2 and 3 Replacement	0.0	0	1,702,900	0	0	0	0	0	0	0	1,702,900
Taxiway B and D Rehabilitation	0.0	0	1,400,000	0	1,400,000	0	0	0	0	0	0
Taxiway A and C Rehabilitation	0.0	0	3,425,200	0	0	408,000	3,017,200	0	0	0	0
Taxiway T Construction	0.0	400	916,900	0	0	0	0	159,200	757,700	0	0
Runway 9/27 Rehabilitation	0.0	0	2,573,000	0	0	0	0	0	0	0	2,573,000
Building 18 Partial Roof Replacement	0.0	0	57,500	0	28,500	29,000	0	0	0	0	0
Air Traffic Control Tower Replacement	0.0	0	255,000	0	0	255,000	0	0	0	0	0
Airport Total	0.0	1,000	20,642,300	1,775,700	1,703,900	1,040,500	3,589,300	1,955,800	950,900	1,295,000	8,331,200
<u>Bridges</u>											
Public Works - Capital Projects											
Marble Quarry Road Bridge W6083	0.0	0	1,843,700	1,793,700	50,000	0	0	0	0	0	0
Hopewell Road Culvert 02/01	0.0	0	303,300	5,100	0	0	298,200	0	0	0	0
Coffman Farms Road Bridge W6371	0.0	0	939,700	909,700	30,000	0	0	0	0	0	0
Bridge Inspection & Inventory	0.0	0	545,700	171,700	20,400	0	159,200	0	22,100	0	172,300
Dogstreet Road Bridge W5932P	0.0	0	1,074,600	166,400	0	0	0	908,200	0	0	0
Old Forge Road Bridge W2382	0.0	0	1,474,800	1,439,800	35,000	0	0	0	0	0	0
Spur Road Culvert 07/16	0.0	0	297,200	0	0	46,800	250,400	0	0	0	0
Burnside Bridge Road Culvert 01/02	0.0	0	662,900	612,900	50,000	0	0	0	0	0	0
Leiters Mill Road Bridge W2292	0.0	0	1,212,800	1,202,400	0	10,400	0	0	0	0	0
Old Roxbury Road Bridge W5372	0.0	0	4,200,477	775,077	125,000	0	26,000	3,274,400	0	0	0
Poffenberger Road Bridge W4011	0.0	0	739,000	685,900	0	0	53,100	0	0	0	0
Poffenberger Road Bridge W4012	0.0	0	1,411,100	1,305,000	0	0	106,100	0	0	0	0
Hopewell Road Culvert 02/02	0.0	0	236,100	10,100	0	0	226,000	0	0	0	0
Mousetown Road Culvert 06/02	0.0	0	255,600	0	16,300	239,300	0	0	0	0	0
Keedysville Road Bridge W5651	0.0	0	1,531,000	252,500	5,100	0	1,273,400	0	0	0	0
Crystal Falls Drive Bridge W3051	0.0	0	1,365,900	353,500	52,000	0	960,400	0	0	0	0
Catholic Church Road Bridge 15/02	0.0	0	149,900	0	149,900	0	0	0	0	0	0
Newcomer Road Bridge 14/02	0.0	0	175,400	0	175,400	0	0	0	0	0	0
Wright Road Culvert 02/06	0.0	0	187,700	2,000	0	0	185,700	0	0	0	0
Sprecher Road Bridge W5661	0.0	0	250,800	0	0	250,800	0	0	0	0	0
Sprecher Road Bridge W5662	0.0	0	261,200	0	0	261,200	0	0	0	0	0
Rinehart Road Culvert 14/03	0.0	0	332,100	0	0	0	0	6,500	325,600	0	0
Kretsinger Road Culvert 14/01	0.0	0	309,100	0	0	0	0	0	309,100	0	0
Frog Eye Road Culvert 11/06	0.0	0	570,200	0	0	0	0	0	570,200	0	0
Cleaning and Painting of Steel Bridges	0.0	0	433,000	0	0	0	0	433,000	0	0	0
Wright Road Culvert 02/05	0.0	0	233,400	0	0	5,200	228,200	0	0	0	0
Keefer Road Bridge 15/20	0.0	0	186,600	0	0	0	0	0	186,600	0	0
Burnside Bridge Road Culvert 01/03	0.0	0	299,200	0	0	0	0	0	299,200	0	0
Greenspring Furnace Road Culvert 15/15	0.0	0	382,000	0	0	0	0	0	0	382,000	0
Harpers Ferry Road Culvert 11/02	0.0	0	531,500	0	0	0	0	0	0	531,500	0
Back Road Culvert 11/03	0.0	0	283,800	0	0	0	0	0	0	283,800	0
Long Hollow Road Culvert 05/07	0.0	0	288,300	0	0	0	0	0	0	0	288,300
Hoffman's Inn Road Culvert 05/06	0.0	0	295,800	0	0	0	0	0	0	0	295,800
Henline Road Culvert 05/05	0.0	0	434,200	0	0	0	0	0	0	0	434,200
Bridge Scour Repairs	0.0	0	212,200	0	0	0	212,200	0	0	0	0
Bowie Road Culvert	0.0	0	280,900	0	0	0	0	0	0	0	280,900
Remsburg Road Culvert	0.0	0	286,800	0	0	0	0	0	0	0	286,800
Lanes Road Culvert 15/12	0.0	0	287,800	0	0	0	0	0	0	0	287,800
Greenbrier Road Culvert 16/14	0.0	0	317,700	0	0	0	0	0	0	0	317,700
Taylors Landing Road Bridge W7101	0.0	0	1,185,100	0	0	0	0	0	0	0	1,185,100
Londontowne Drive Culvert 10/03	0.0	0	209,100	0	209,100	0	0	0	0	0	0
Mooresville Road Culvert 15/21	0.0	0	328,200	0	0	0	0	0	0	0	328,200
Draper Road Culvert 04/07	0.0	0	395,200	0	0	0	0	0	0	0	395,200
Draper Road Culvert 04/08	0.0	0	359,100	0	0	0	0	0	0	0	359,100

* FTE - Full Time Equivalent

** Seperate Entities

Project	Projected Costs		Budget Year				Ten Year Capital Program				
	*FTE	Operating	Total	Prior Appr.	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Future
Welty Church Road Culvert 14/06	0.0	0	6,000	0	0	0	0	0	0	0	6,000
Willow Road Culvert 05/10	0.0	0	299,900	0	0	0	0	0	0	0	299,900
Bridges Total	0.0	0	27,866,077	9,685,777	918,200	813,700	3,978,900	4,622,100	1,712,800	1,197,300	4,937,300
<u>Drainage</u>											
Public Works - Capital Projects											
Interstate Industrial Park Stormwater Management	0.0	0	2,898,500	0	0	0	0	0	1,021,200	900,900	976,400
Stream Restoration at Various Locations	0.0	0	2,081,300	420,800	244,800	416,200	0	43,300	441,600	0	514,600
Trego Mountain Road Culverts	0.0	0	295,800	0	295,800	0	0	0	0	0	0
Stormwater Retrofits	0.0	0	8,441,500	44,000	860,900	878,100	895,700	913,500	931,900	950,400	2,967,000
Shank Road Drainage	0.0	0	165,600	0	0	0	0	0	0	165,600	0
Hoffmaster and Harpers Ferry Road Drainage	0.0	0	1,004,400	0	0	0	0	0	0	33,800	970,600
Harpers Ferry Road Drainage, 3600 Block	0.0	0	407,700	0	0	0	0	0	0	67,600	340,100
Bittersweet Drive Drainage	0.0	0	35,000	0	35,000	0	0	0	0	0	0
Brookfield Avenue Drainage	0.0	0	115,900	0	0	0	0	0	0	115,900	0
Drainage Total	0.0	0	15,445,700	464,800	1,436,500	1,294,300	895,700	956,800	2,394,700	2,234,200	5,768,700
<u>Education</u>											
Board of Education											
Relocatable Classrooms	0.0	0	3,731,300	0	0	364,100	371,400	378,900	386,400	394,200	1,836,300
Capital Maintenance - BOE	0.0	0	20,602,000	2,313,000	4,789,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
East City High (New School)	10.0	1,180,000	54,356,800	0	0	0	0	0	165,600	574,300	53,616,900
Bester Elementary (Replacement School)	0.0	5,000	23,642,600	9,880,200	10,862,300	2,900,100	0	0	0	0	0
Fountaindale Elementary Additions/Renovations	0.0	5,000	4,689,600	0	0	0	0	0	0	0	4,689,600
West City Elementary School - Phase I	0.0	5,000	18,627,000	151,500	748,500	8,009,400	7,038,100	2,679,500	0	0	0
Sharpsburg Elementary School- Replacement	0.0	5,000	20,987,600	0	0	0	0	1,840,100	8,828,200	8,178,100	2,141,200
Boonsboro High School - Modernization	0.0	5000	304,700	0	0	0	0	0	0	0	304,700
Board of Education Total	10.0	1,205,000	146,941,600	12,344,700	16,399,800	12,773,600	8,909,500	6,398,500	10,880,200	10,646,600	68,588,700
Hagerstown Community College											
Campus Operations Building	2.0	118,980	5,898,500	0	0	0	0	0	0	0	5,898,500
Student Center Expansion	2.0	89,148	8,106,900	855,800	0	3,338,500	3,912,600	0	0	0	0
Technology Center Renovation	0.0	0	7,954,900	0	0	0	0	0	0	0	7,954,900
Police, Fire and Emergency Services Training Facility	0.0	0	14,830,300	0	0	0	0	985,400	9,241,600	4,603,300	0
ARCC Roof Replacement	0.0	0	1,543,400	705,500	837,900	0	0	0	0	0	0
Central Utility Plant Upgrade	0.0	0	2,627,100	0	0	168,300	2,458,800	0	0	0	0
Teacher Education Center	0.5	25,000	3,841,100	0	0	0	0	0	0	0	3,841,100
Hagerstown Community College Total	4.5	233,128	44,802,200	1,561,300	837,900	3,506,800	6,371,400	985,400	9,241,600	4,603,300	17,694,500
Public Libraries											
Hancock Public Library Replacement	1.5	55,625	3,718,600	0	250,000	6,900	8,300	9,600	12,300	14,900	3,416,600
Public Libraries Total	1.5	55,625	3,718,600	0	250,000	6,900	8,300	9,600	12,300	14,900	3,416,600
Education Total	16.0	1,493,753	195,462,400	13,906,000	17,487,700	16,287,300	15,289,200	7,393,500	20,134,100	15,264,800	89,699,800
<u>General Government</u>											
Accounting											
Contingency - General Fund	0.0	0	1,503,655	279,355	78,700	225,800	0	216,500	0	225,200	478,100
Bond Issuance Costs	0.0	0	1,288,000	253,000	99,000	100,000	100,900	102,000	103,000	103,900	426,200
Financial System Management & Upgrades	0.0	10,000	771,200	326,500	234,600	104,000	106,100	0	0	0	0
General - Equipment and Vehicle Replacement Program	0.0	0	2,433,600	200,000	204,000	208,100	212,200	216,500	220,800	225,200	946,800
Accounting Total	0.0	10,000	5,996,455	1,058,855	616,300	637,900	419,200	535,000	323,800	554,300	1,851,100
Bldgs., Grounds & Parks											
Systemic Improvements Buildings	0.0	0	2,233,600	0	204,000	208,100	212,200	216,500	220,800	225,200	946,800
Bldgs., Grounds & Parks Total	0.0	0	2,233,600	0	204,000	208,100	212,200	216,500	220,800	225,200	946,800
Information Technology											
Information Systems Replacement Program	0.0	0	2,010,000	161,500	150,000	154,000	159,200	162,400	165,600	180,200	877,100
Broadband Wireless Network Infrastructure System	0.0	0	384,100	202,000	35,000	35,700	36,400	37,100	37,900	0	0
Accela Software Upgrade	0.0	0	700,000	0	350,000	350,000	0	0	0	0	0

* FTE - Full Time Equivalent

** Seperate Entities

Project	Projected Costs		Budget Year				Ten Year Capital Program				
	*FTE	Operating	Total	Prior Appr.	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Future
Information Technology Total	0.0	0	3,094,100	363,500	535,000	539,700	195,600	199,500	203,500	180,200	877,100
Public Works - Capital Projects											
County Admin Bldg Renovations - 1st and 2nd Floors	0.0	0	3,260,100	185,000	2,045,100	1,030,000	0	0	0	0	0
Redevelopment/Renovate Massey Shell Bldg - Balt. St.	0.0	32,500	1,029,300	0	0	0	0	0	435,000	594,300	0
Public Works - Capital Projects Total	0.0	32500	4,289,400	185,000	2,045,100	1,030,000	0	0	435,000	594,300	0
General Government Total	0.0	42,500	15,613,555	1,607,355	3,400,400	2,415,700	827,000	951,000	1,183,100	1,554,000	3,675,000
<u>Parks & Recreation</u>											
Bldgs., Grounds & Parks											
Black Rock Capital Equipment Replacement Program	0.0	0	773,400	0	214,000	104,000	53,100	54,100	55,200	56,300	236,700
Kemps Mill Park	1.0	19,500	952,900	0	0	0	0	108,200	276,000	281,500	287,200
North Central County Park (north side of Eastern Blvd Extended)	2.0	80,750	3,825,700	0	0	0	84,900	0	0	1,182,500	2,558,300
Tree Forestation	0.0	0	132,700	20,000	0	20,800	0	21,600	0	22,500	47,800
Chestnut Grove Park, Overlay Parking lot	0.0	0	38,800	0	0	38,800	0	0	0	0	0
Playground Equipment Replacement, Various Sites	0.0	0	25,000	0	25,000	0	0	0	0	0	0
Tennis Courts, Resurfacing	0.0	0	40,000	20,000	20,000	0	0	0	0	0	0
Ag Center Audio System Expansion	0.0	0	22,000	0	22,000	0	0	0	0	0	0
MLS Wading Pool Reconstruction	0.0	600	102,000	0	102,000	0	0	0	0	0	0
Parks & Recreation Total	3.0	100,850	5,912,500	40,000	383,000	163,600	138,000	183,900	331,200	1,542,800	3,130,000
<u>Public Safety</u>											
Communication Maintenance											
Communication Tower(s) various locations	0.0	0	557,000	0	0	0	212,200	0	110,400	0	234,400
Communication Maintenance Total	0.0	0	557,000	0	0	0	212,200	0	110,400	0	234,400
Detention											
Detention Center Renovations	4.0	177,045	7,609,800	0	0	0	0	0	0	33,800	7,576,000
Detention Total	4.0	177,045	7,609,800	0	0	0	0	0	0	33,800	7,576,000
Emergency Air Unit											
Emergency Services Capital Equipment & Vehicle Program	0.0	3,500	1,296,900	0	200,000	204,000	104,000	106,100	108,200	110,400	464,200
Emergency Air Unit Total	0.0	3,500	1,296,900	0	200,000	204,000	104,000	106,100	108,200	110,400	464,200
Patrol											
Law Enforcement - Fleet Replacement Program	0.0	0	4,129,400	586,600	350,000	353,400	356,900	360,400	364,000	337,800	1,420,300
Patrol Total	0.0	0.0	4,129,400	586,600	350,000	353,400	356,900	360,400	364,000	337,800	1,420,300
Public Safety Total	4.0	180,545	13,593,100	586,600	550,000	557,400	673,100	466,500	582,600	482,000	9,694,900
<u>Railroad Crossings</u>											
Public Works - Capital Projects											
Railroad Crossing Improvements	0.0	0	1,644,400	134,000	0	278,600	0	289,900	0	301,600	640,300
Railroad Crossings Total	0.0	0	1,644,400	134,000	0	278,600	0	289,900	0	301,600	640,300
<u>Road Improvement</u>											
Highways											
Highway Central Section - New Facility	0.0	20,000	7,084,600	0	0	0	0	0	276,000	281,500	6,527,100
Highway Equipment and Vehicle Replacement Program	0.0	0	7,273,300	984,400	500,000	504,900	509,900	595,300	662,400	675,700	2,840,700
Highway Maintenance Shop - Western Section	0.0	2,500	395,400	0	0	0	0	38,200	357,200	0	0
Fuel Center - Central Highway Maintenance Facility	0.0	0	899,000	725,000	174,000	0	0	0	0	0	0
Highway Eastern Section - Fuel Tank Replacement	0.0	0	575,000	0	575,000	0	0	0	0	0	0
Highways Total	0.0	22,500	16,227,300	1,709,400	1,249,000	504,900	509,900	633,500	1,295,600	957,200	9,367,800
Public Works - Capital Projects											
Pavement Maintenance and Rehabilitation Program	0.0	0	59,581,760	11,717,660	5,493,500	4,343,700	4,430,500	4,519,100	4,609,500	4,701,700	19,766,100
Robinwood Corridor II	0.0	3,600	11,056,300	10,138,300	918,000	0	0	0	0	0	0
Robinwood North	0.0	3,600	708,673	403,973	0	0	0	0	0	0	304,700
Longmeadow Road	0.0	3,600	7,607,400	60,000	0	0	0	517,600	128,100	0	6,901,700
Eastern Boulevard Extended	0.0	3,960	9,373,450	285,250	0	0	689,800	1,082,400	6,150,200	1,165,800	0

* FTE - Full Time Equivalent

** Seperate Entities

Project	Projected Costs		Budget Year				Ten Year Capital Program				
	*FTE	Operating	Total	Prior Appr.	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Future
Maugans Avenue II	0.0	2,160	150,000	0	0	0	0	0	0	0	150,000
Shawley Drive	0.0	720	3,537,300	3,187,300	350,000	0	0	0	0	0	0
Southern Boulevard I	0.0	2,520	8,975,800	6,023,100	0	936,400	2,016,300	0	0	0	0
E. Oak Ridge Drive/South Pointe Signal	0.0	0	359,600	0	0	0	0	0	0	0	359,600
Eastern Boulevard Widening Phase II	0.0	2,160	8,193,500	500,000	141,300	480,100	1,382,800	5,689,300	0	0	0
Underpass Way and Railway Lane Roundabout	0.0	0	1,113,200	373,700	739,500	0	0	0	0	0	0
Transportation ADA	0.0	0	1,553,500	759,200	0	78,000	89,500	89,400	89,300	89,200	358,900
Halfway Boulevard Extended II	0.0	2,160	637,100	0	0	468,200	0	0	0	168,900	0
Eastern Blvd. at Antietam Drive Intersection Improvement	0.0	360	3,360,200	502,000	0	1,414,900	1,443,300	0	0	0	0
Yale Drive Extended - Phase II	0.0	1,800	3,485,940	2,451,640	306,000	728,300	0	0	0	0	0
Professional Court Extended - Phase II	0.0	2,880	7,392,700	125,000	1,309,500	0	0	0	0	0	5,958,200
Professional Court Ext - Ph I/Bridge over Antietam Creek	0.0	1,000	9,109,800	125,000	0	260,100	265,300	0	220,800	0	8,238,600
Marsh Pike from MD60 to Longmeadow	0.0	2,160	6,549,500	0	0	0	0	0	0	3,519,300	3,030,200
Yale Drive Extended - Phase I	0.0	2,250	6,251,660	4,165,360	1,358,000	728,300	0	0	0	0	0
MD Route 144 and Western MD Parkway Roundabout	0.0	0	1,047,700	0	0	20,800	477,500	549,400	0	0	0
Meadow View Drive and Oak Hill Avenue Roundabout	0.0	0	67,300	0	0	0	0	0	0	0	67,300
Valley Mall Road Improvements	0.0	0	430,000	0	86,700	343,300	0	0	0	0	0
Valley Mall Area Road Improvements Phase II	0.0	0	1,066,500	0	0	0	185,700	0	441,600	439,200	0
Battery Backup Operation for Signalized Intersections	0.0	0	278,500	0	60,000	0	218,500	0	0	0	0
Colonial Park East Subdivision Traffic Calming	0.0	0	354,700	0	168,000	30,600	156,100	0	0	0	0
Medical Campus Road Signal	0.0	0	440,400	0	0	0	0	440,400	0	0	0
Public Works - Capital Projects Total	0.0	34,930	152,682,483	40,817,483	10,930,500	9,832,700	11,355,300	12,887,600	11,639,500	10,084,100	45,135,300
Road Improvement Total	0.0	57,430	168,909,783	42,526,883	12,179,500	10,337,600	11,865,200	13,521,100	12,935,100	11,041,300	54,503,100
<u>Solid Waste</u>											
Solid Waste											
Contingency - Solid Waste	0.0	0	718,900	211,500	0	52,000	53,100	54,100	55,200	56,300	236,700
Close Out Cap - Rubble Fill	0.0	0	1,969,600	81,400	0	0	1,888,200	0	0	0	0
Cell 5	0.0	0	4,992,200	0	0	0	0	0	0	225,200	4,767,000
E-Cycling Building	0.0	1,000	145,700	0	0	145,700	0	0	0	0	0
40 West Pavement Rehabilitation	0.0	0	703,000	0	0	0	0	0	0	0	703,000
40 West Trash Fence	0.0	0	717,100	0	0	0	0	0	0	0	717,100
Seal Coating Closed Facilities	0.0	0	867,900	0	0	0	0	0	0	0	867,900
40 West Seal Coat and Pavement Rehab	0.0	0	53,000	0	0	53,000	0	0	0	0	0
Solid Waste Total	0.0	1,000	10,167,400	292,900	0	250,700	1,941,300	54,100	55,200	281,500	7,291,700
<u>Transit</u>											
Transit											
Transit Equipment Replacement Program	0.0	0	213,014	183,214	14,000	7,700	8,100	0	0	0	0
Fixed Route Bus Replacement Program	0.0	0	5,100,200	924,600	0	0	0	0	0	2,203,400	1,972,200
ADA Bus Replacement	0.0	0	634,800	65,000	0	70,300	76,100	0	79,200	92,800	251,400
Transit System Bus Shelters	0.0	0	700,013	361,813	0	0	106,100	0	0	112,600	119,500
Vehicle Maintenance Program	0.0	0	1,553,926	386,126	153,000	104,000	106,100	108,200	110,400	112,600	473,500
Transit Total	0.0	0	8,201,953	1,920,753	167,000	182,000	296,400	108,200	189,600	2,521,400	2,816,600
<u>Water Quality</u>											
Utility Administration											
Contingency - Utility Admin	0.0	0	410,400	182,600	0	0	26,500	27,100	27,600	28,200	118,400
General Building Improvements	0.0	0	1,238,400	101,000	0	0	0	0	0	563,100	574,300
Laboratory Rehabilitation of Ventilation System	0.0	0	276,000	0	0	0	0	0	276,000	0	0
WQ Equipment and Vehicle Replacement Program	0.0	0	1,046,500	102,000	70,000	77,900	132,100	0	32,500	121,400	510,600
Utility Administration Total	0.0	0	2,971,300	385,600	70,000	77,900	158,600	27,100	336,100	712,700	1,203,300
Wastewater Utility											
Contingency - Sewer	0.0	0	585,939	78,539	0	52,000	53,100	54,100	55,200	56,300	236,700
Smithsburg WwTP - Facility Improvements	0.0	10,000	15,559,370	3,011,670	2,242,300	4,345,100	0	5,960,300	0	0	0
Pump Station Upgrades - Various Stations	0.0	0	1,855,500	783,700	0	0	530,600	541,200	0	0	0
Winebrenner Wastewater Treatment Plant Upgrade	0.0	10,000	15,700,200	14,000,200	1,700,000	0	0	0	0	0	0

* FTE - Full Time Equivalent

** Seperate Entities

Project	Projected Costs		Budget Year				Ten Year Capital Program				
	*FTE	Operating	Total	Prior Appr.	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Future
Replace PO 2 Pump Station	0.0	0	1,273,400	0	0	1,273,400	0	0	0	0	0
Potomac Edison Pump Station & Force Main Relocation	0.0	0	1,576,800	0	0	0	0	1,576,800	0	0	0
Antietam WwTP - Facility Improvements	0.0	0	1,100,200	70,000	510,000	520,200	0	0	0	0	0
Roof replacement at Conococheague WwTP	0.0	0	212,200	0	0	0	212,200	0	0	0	0
General WwTP Improvements	0.0	0	318,400	0	0	0	318,400	0	0	0	0
Collection System Rehabilitation Project	0.0	0	2,581,000	0	0	0	0	0	828,100	844,600	908,300
Conococheague WwTP Improvement	0.0	0	896,300	0	0	0	0	0	0	0	896,300
Sandy Hook WwTP	0.0	0	836,600	0	0	0	0	0	0	0	836,600
Heavy Sewer Equipment and Specialized Sewer Vehicle Replacement	0.0	0	494,700	0	60,000	63,200	10,400	138,000	108,200	22,100	92,800
Wastewater Utility Total	0.0	20,000	42,990,609	17,944,109	4,512,300	6,253,900	1,124,700	8,270,400	991,500	923,000	2,970,700
Water Utility											
Contingency - Water	0.0	0	406,600	154,800	0	0	26,500	27,100	30,100	31,300	136,800
WQ Water Main and Meter Replacement	0.0	0	1,241,200	101,000	102,000	104,000	0	324,700	0	0	609,500
Sandy Hook Water Treatment Plant Upgrade/Replace Equipment	0.0	0	112,600	0	0	0	0	0	0	112,600	0
General Water Treatment Plant Improvements	0.0	0	496,800	101,000	51,000	0	110,500	0	0	0	234,300
Sharpsburg Water Treatment Plant	0.0	0	220,800	0	0	0	0	0	220,800	0	0
Mt Aetna Water System Improvements	0.0	0	585,800	0	0	0	0	0	0	0	585,800
Highfield and Sharpsburg Water Storage Tank Rehab	0.0	0	358,500	0	0	0	0	0	0	0	358,500
Water Utility Total	0.0	0	3,422,300	356,800	153,000	104,000	137,000	351,800	250,900	143,900	1,924,900
Water Quality Total	0.0	20,000	49,384,209	18,686,509	4,735,300	6,435,800	1,420,300	8,649,300	1,578,500	1,779,600	6,098,900
TOTAL	23.0	1,897,078	532,843,377	91,627,277	42,961,500	40,057,200	40,914,400	39,152,200	42,047,800	39,495,500	196,587,500
County Operating Impact	7.0	403,325									
** Board of Education	10.0	1,205,000									
** Community College	4.5	233,128									
** Library	1.5	55,625									
Total	23.0	1,897,078									

Funding Sources	Budget Year				Ten Year Capital Program					
	Total	Prior Appr.	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Future	
General Fund	40,168,497	17,018,497	2,550,000	1,800,000	2,000,000	2,100,000	2,200,000	2,300,000	10,200,000	
Highway Fund	6,762,900	300,000	674,000	504,900	509,900	595,300	662,400	675,700	2,840,700	
Hotel Rental Fund	3,446,600	373,700	400,000	343,300	185,700	440,400	441,600	439,200	822,700	
Solid Waste Fund	679,900	229,900	0	50,000	50,000	50,000	50,000	50,000	200,000	
Utility Admin Fund	1,481,400	309,100	70,000	77,900	158,600	27,100	60,100	149,600	629,000	
Water Fund	1,170,300	382,300	153,000	104,000	26,500	306,300	30,100	31,300	136,800	
Sewer Fund	2,445,309	1,443,209	60,000	115,200	63,500	192,100	163,400	78,400	329,500	
Airport Fund	59,700	2,200	28,500	29,000	0	0	0	0	0	
Tax Supported Bond	179,736,451	23,736,451	14,000,000	14,000,000	16,000,000	16,000,000	16,000,000	16,000,000	64,000,000	
Self Supported Bond	39,333,100	9,568,500	4,120,000	733,200	3,063,000	6,671,200	1,330,100	1,751,800	12,095,300	
Transfer Tax	14,070,173	470,173	1,000,000	1,000,000	1,100,000	1,200,000	1,300,000	1,400,000	6,600,000	
Excise Tax - Schools	5,300,000	1,150,000	242,400	242,400	289,000	335,700	429,000	522,300	2,089,200	
Excise Tax - Roads	1,886,820	730,620	68,700	68,700	81,400	94,000	119,400	144,800	579,200	
Excise Tax - Other	251,400	0	14,900	14,900	17,700	20,400	26,000	31,500	126,000	
Excise Tax - Library	118,500	0	6,900	6,900	8,300	9,600	12,300	14,900	59,600	
Excise Tax - Non-Residential	4,550,000	250,000	210,000	210,000	260,000	360,000	460,000	560,000	2,240,000	
APFO Fees - Roads	84,099	84,099	0	0	0	0	0	0	0	
Capital Reserve - Highway	575,000	0	575,000	0	0	0	0	0	0	
Capital Reserve - General	43,699,520	9,380,620	5,011,200	5,169,100	1,183,800	290,300	2,726,700	800,500	19,137,300	
Federal Grant	51,907,997	12,026,397	3,864,100	852,600	5,222,400	4,466,400	1,184,200	3,182,800	21,109,100	
State Grant	127,644,311	13,902,511	9,804,800	13,474,000	10,377,800	4,672,000	13,749,400	10,894,200	50,769,600	
Contributions	7,471,400	269,000	108,000	1,261,100	316,800	1,321,400	1,103,100	468,500	2,623,500	
	532,843,377	91,627,277	42,961,500	40,057,200	40,914,400	39,152,200	42,047,800	39,495,500	196,587,500	

* FTE - Full Time Equivalent

** Seperate Entities

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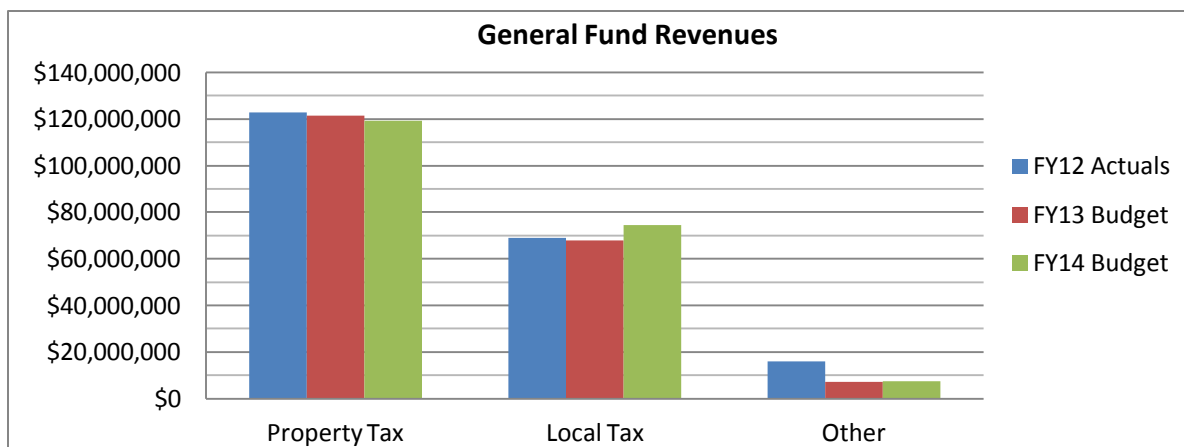
General Fund – Revenue Summary

Category	2012 Actual	2013 Budget	2014 Budget	\$ Change	% Change
Property Tax	122,689,802	121,396,960	119,215,860	(2,181,100)	(1.80%)
Local Taxes	68,930,808	67,791,000	74,500,000	6,709,000	9.90%
Interest Earnings	407,580	560,100	544,500	(15,600)	(2.79%)
Charges for Services:					
Plan Review and Permitting	1,162,650	1,156,100	1,084,100	(72,000)	(6.23%)
Planning and Zoning	22,298	24,000	28,500	4,500	18.75%
Parks and Recreation	452,177	430,800	457,210	26,410	6.13%
Public Safety	1,798,344	1,490,240	1,481,010	(9,230)	(0.62%)
Other	1,573,745	595,320	668,930	73,610	12.36%
Grants for Operations	3,580,047	1,759,000	1,914,200	152,200	8.82%
Excess Fund Balance Reserve	0	1,109,000	1,294,960	185,960	3.27%
Bond Proceeds	6,882,220	0	0	0	0.00%
Total	207,499,671	196,312,520	201,189,270	4,876,750	2.48%

General Fund Revenue Structure

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

Major revenue categories are Property Tax, Local Taxes, Interest Earnings, Charges for Services, and Grants for Operations, which can be seen in the table above. Property Tax and Local Taxes represent the two major revenue sources in the General Fund, as they comprise 96% or \$193.7 million of total General Fund revenues. Detail of the revenue sources and the underlying assumptions can be read on pages 79-85.

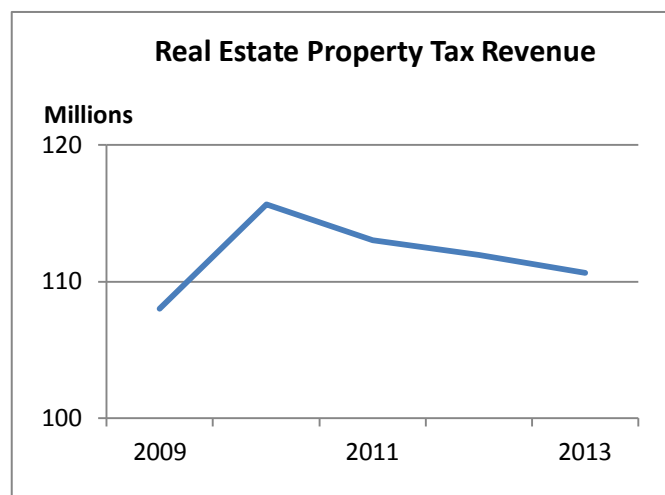


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General Fund – Revenue Detail

Property Tax					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Real Estate Tax	111,861,921	109,781,770	107,702,080	(2,079,690)	(1.89%)
Corporate Personal Property Tax	12,040,349	12,801,340	12,405,580	(395,760)	(3.09%)
State Administrative Fees	(901,679)	(914,020)	(542,030)	371,990	(40.70%)
Interest on Property Taxes	484,932	580,000	480,000	(100,000)	(18.18%)
Payment in Lieu of Taxes	152,843	129,930	272,100	142,170	109.42%
Enterprise Tax Reimbursement	325,190	313,890	303,760	(10,130)	(3.23%)
Service Charge – Semi-Annual	132,380	120,000	120,000	0	0.00%
Tax Sale Penalty and Other Fees	66,554	45,000	45,000	0	0.00%
Enterprise Zone Tax Credit	(652,423)	(627,760)	(607,520)	20,240	(3.22%)
Agricultural Tax Credit	(374,853)	(385,000)	(385,000)	0	0.00%
New Jobs Tax Credit	(30,861)	(25,480)	(19,600)	5,880	(23.08%)
Historical Tax Credit	(4,339)	(6,000)	(6,000)	0	0.00%
County Homeowners Tax	(118,755)	(125,000)	(260,000)	(135,000)	108.00%
Other Credits	(627)	(2,500)	(2,500)	0	0.00%
Discount Allowed – Property Tax	(310,821)	(310,000)	(310,000)	0	0.00%
Federal Payment in Lieu of Taxes	19,990	20,790	19,990	(800)	(3.85%)
Total	122,689,801	121,396,960	119,215,860	(2,181,100)	(1.80%)

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 59% 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 \$119.2 million for FY 2014, which is a decrease of \$2.2 million or 1.80%. 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. Below is a graph showing the trend analysis of Real Estate Property tax revenue from 2009 to the first quarter of 2013.

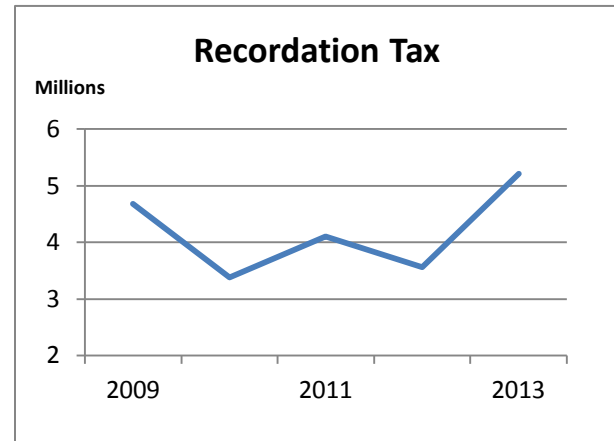
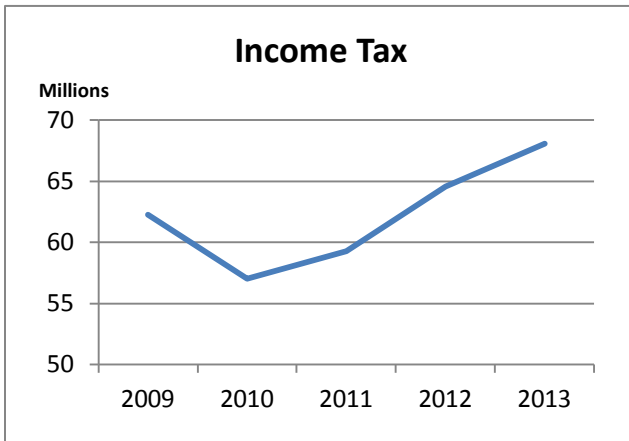


Local Taxes					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Income Tax	64,578,939	62,476,000	68,730,000	6,254,000	10.01%
Admissions and Amusement Tax	319,859	325,000	300,000	(25,000)	(7.69%)
Recordation Tax	3,556,946	4,550,000	5,000,000	450,000	9.89%
Trailer Tax	475,065	440,000	470,000	30,000	6.82%
Total	68,930,809	67,791,000	74,500,000	6,709,000	9.90%

Local Taxes are projected to increase by \$6.7 million or 9.90% in FY 2014. Income and Recordation Tax account for 99% of this category. The Income Tax is the second largest revenue source for the County, representing 34% 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 \$5.0 million and is based on current trends and projected economic outlooks, excluding one-time revenues.

Below are graphs showing the trend analysis of Income and Recordation tax revenues from 2009 to the first quarter of 2013.



Interest Earnings					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Interest Income – Investments	356,433	500,000	500,000	0	0.00%
Interest Income – Municipal Investment	47,241	60,000	40,000	(20,000)	(33.33%)
Interest Income – Other	3,907	100	4,500	4,400	4400.00%
Total	407,581	560,100	544,500	(15,600)	(2.79%)

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 and Plan Review					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Miscellaneous Licenses	800	900	900	0	0.00%
Building Permits – Residential	156,242	170,910	170,910	0	0.00%
Building Permits – Commercial	130,155	120,500	120,500	0	0.00%
Municipal Fees	14,188	18,000	18,000	0	0.00%
Electrical Licenses Fees	85,150	6,500	6,500	0	0.00%
Electrical Permit – Residential	150,928	175,290	175,290	0	0.00%
Electrical Permit – Commercial	120,941	120,000	120,000	0	0.00%
HVAC Registration Fees	11,890	2,000	2,000	0	0.00%
HVAC – Residential	73,050	90,000	90,000	0	0.00%
HVAC – Commercial	45,019	40,000	40,000	0	0.00%
Other Permit Fees	41,439	45,000	45,000	0	0.00%
Plumbing Licenses Fees	26,705	4,000	4,000	0	0.00%
Plumbing Permits – Residential	90,225	97,000	90,000	(7,000)	(7.22%)
Plumbing Permits – Commercial	34,630	35,500	35,500	0	0.00%
Drawings/Blue Line Prints	405	500	500	0	0.00%
Review Fees	171,862	162,700	150,700	(12,000)	(7.38%)
Other Planning Fees	3,465	3,000	9,000	6,000	200.00%
Development Fees	25	59,000	0	(59,000)	(100.00%)
Fines and Forfeitures	300	300	300	0	0.00%
Reimbursed Expenses	9,655	5,000	5,000	0	0.00%
Total	1,167,074	1,156,100	1,084,100	(72,000)	(6.23%)

Permitting revenue is projected to decrease by \$72,000 for FY 2014. Residential and commercial permit revenue is expected to remain stable. Electrical licenses are renewed bi-annually and FY2014 is not a renewal year.

Charges for Services – Planning and Zoning					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Zoning Appeals	15,375	20,000	25,000	5,000	25.00%
Rezoning	4,223	2,000	2,000	0	0.00%
Development Fees	2,195	1,000	1,000	0	0.00%
Other Planning Fees	506	1,000	500	(500)	(50.00%)
Total	22,299	24,000	28,500	4,500	18.75%

Plan review fees are projected to total \$28,500. The major revenue source in this category is zoning fees, which generates \$25,000. 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	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Parks:					
Sale of Wood	11,610	13,000	13,000	0	0.00%
Rental Fees	42,475	35,000	35,000	0	0.00%
Ball Field Fees	7,555	7,800	10,800	3,000	38.46%
Ball Field Lighting Fees	2,793	3,500	3,500	0	0.00%
Concession Stands	9,013	6,500	6,500	0	0.00%
Contributions	981	1,000	1,000	0	0.00%
Program Fees	13,327	9,000	9,000	0	0.00%
Martin L. Snook Pool:					
Pool Fees	59,605	60,000	71,410	11,410	19.02%
Concession Fees	21,949	20,000	22,000	2,000	10.00%
Recreation:					
Program Fees	282,869	275,000	285,000	10,000	3.64%
Total	452,177	430,800	457,210	26,410	6.13%

Parks and Recreation revenue are projected to produce \$457,210 for FY 2014. 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 \$285,000 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 \$71,410 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	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Sheriff – Judicial:					
Sheriff Fees	45,339	40,000	45,000	5,000	12.50%
Peace Order Service	2,740	1,500	1,500	0	0.00%
Sheriff – Process Servers:					
Peace Order Service	254,615	215,000	230,000	15,000	6.98%
Sheriff – Patrol:					
Parking Violations	300	400	400	0	0.00%
Fines & Forfeitures	0	7,500	7,500	0	0.00%
Sale of Publications	6,919	0	5,000	5,000	100.00%
Reimbursed Expenses	116,181	119,000	119,000	0	0.00%
Sheriff – Central Booking:					0.00%
Rental Income	15,720	15,720	15,720	0	0.00%
Sheriff – Detention:					0.00%
Housing Federal Prisoners	346	0	0	0	0.00%
Housing State Prisoners	289,170	200,000	200,000	0	0.00%
Home Detention Fees	48,421	54,950	36,950	(18,000)	(32.76%)
Prisoners Release Program Fees	64,158	51,880	37,380	(14,500)	(27.95%)
Alien Inmate Reimbursement	23,884	25,000	25,000	0	0.00%
Social Security Income	15,705	12,000	16,000	4,000	33.33%
Reimbursed Expenses	169,303	10,000	10,000	0	0.00%
Narcotics Task Force:					
Reimbursed Expenses	250,852	254,710	248,980	(5,730)	(2.25%)
Emergency Services:					
EMCS Salary Reimbursement	15,600	15,600	15,600	0	0.00%
False Alarm Fines	73,460	61,350	61,350	0	0.00%
Reimbursed Expenses	405,630	405,630	405,630	0	0.00%
Total	1,798,343	1,490,240	1,481,010	(9,230)	(0.62%)

Public Safety is projected to generate fees of \$1.48 million for FY 2014. 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	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Circuit Court:					
Reimbursed Jurors	76,860	85,000	80,000	(5,000)	(5.88%)
Reimbursed Expense	8,497	8,500	8,500	0	0.00%
State's Attorney					
Reimbursed Expense	59,948	68,700	68,700	0	0.00%
Purchasing:					
Sale of Publications	13,865	4,500	4,500	0	0.00%
Public Works – Engineering & Construction:					
Other Permit Fees		0	500	500	100.00%
Fines & Forfeitures	0	1,200	1,000	(200)	(16.67%)
Review Fees	4,145	2,500	5,500	3,000	120.00%
Other Planning Fees	30	80	250	170	212.50%
Drawings/Blue Line Prints	3,597	1,000	1,500	500	50.00%
Reimbursed Expense	5,230	0	0	0	0.00%
Information Technology:					
Digital Data Fees	10,740	5,000	1,000	(4,000)	(80.00%)
Other Planning Fees (GIS Plots)	304	100	100	0	0.00%
Economic Development Commission:					
Marketing Promotions	435	3,000	0	(3,000)	(100.00%)
Weed Control:					
Weed Control Fees	180,396	118,630	169,670	51,040	43.02%
General:					
Gain/Loss – Sale of Asset	87,210	25,000	25,000	0	0.00%
Rental – Building	163,106	104,090	114,470	10,380	9.97%
Rental – Utilities	17,875	3,000	0	(3,000)	(100.00%)
Rental – Other	11,322	12,520	13,940	1,420	11.34%
Reimburse Administrative	16,308	20,000	15,000	(5,000)	(25.00%)
Reimburse Expense – Other	2,244	15,000	15,000	0	0.00%
Election Filing Fees	500	0	1,600	1,600	100.00%
Miscellaneous	258,458	75,000	100,000	25,000	33.33%
Sheriff Auxiliary	44,912	40,000	40,000	0	0.00%
Fuel	1,425	1,300	1,500	200	15.38%
Bad Check Fee	1,175	1,200	1,200	0	0.00%
Cash Drawer Over (Under)	(89)	0	0	0	0.00%
Total	968,493	595,320	668,930	73,610	12.36%

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	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Judicial – Nonsupport	0	150,000	150,000	0	0.00%
Patrol:					
State Aid for Police	388,156	388,000	599,000	211,000	54.38%
State:					
Alcoholic Beverage Licenses	33,361	9,000	9,000	0	0.00%
Trader's Licenses	208,326	210,000	210,000	0	0.00%
Court Costs and Fines	65,669	35,000	50,000	15,000	42.86%
Marriage Ceremony Fees	3,430	4,000	4,000	0	0.00%
911 Fees	890,751	907,800	837,000	(70,800)	(7.80%)
Marriage Licenses	55,605	55,000	55,000	0	0.00%
Operating Grant – 911 Communications	0	0	0	0	0.00%
Other	1,934,750	200	200	0	0.00%
Total	3,580,048	1,759,000	1,914,200	155,200	8.82%

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.

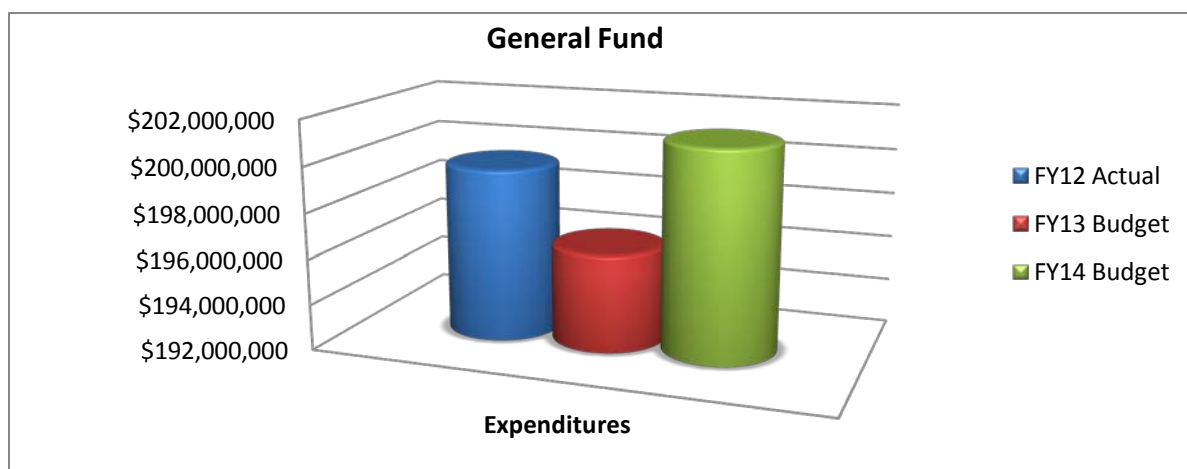
Other					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Excess Fund Balance Reserve	0	1,109,000	1,294,960	185,960	3.27%
Total	0	1,109,000	1,294,960	185,960	3.27%

GRAND TOTAL	200,016,625	196,312,520	201,189,270	4,876,750	2.48%
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General Fund – Expenditure Summary

Category	2012 Actual	2013 Budget	2014 Budget	\$ Change	% Change
Education	104,285,825	104,555,330	106,206,420	1,651,090	1.58%
Public Safety	34,873,339	36,759,740	38,433,010	1,673,270	4.55%
Transfers	30,801,449	24,754,190	26,005,610	1,251,420	5.06%
Court System	3,666,315	3,894,840	3,951,810	56,970	1.46%
State Functions	4,407,969	4,029,480	4,066,680	37,200	0.92%
Community Funding	1,723,940	1,683,420	1,683,420	0	0.00%
General Operations	8,686,055	10,579,640	10,762,260	182,620	1.73%
Buildings	1,273,736	1,426,940	1,412,160	(14,780)	(1.04%)
Other	1,723,250	2,350	28,220	25,870	1100.85%
Medical	10,880	15,400	15,400	0	0.00%
Public Works	2,923,162	3,070,810	3,174,360	103,550	3.37%
Plan Review & Permitting	1,448,953	1,451,730	1,572,740	121,010	8.34%
Planning	604,375	707,390	659,690	(47,700)	(6.74%)
Parks & Facilities	2,416,154	2,588,640	2,657,750	69,110	2.67%
Economic Development	756,480	792,620	559,740	(232,880)	(29.38%)
Total	199,601,882	196,312,520	201,189,270	4,876,750	2.48%



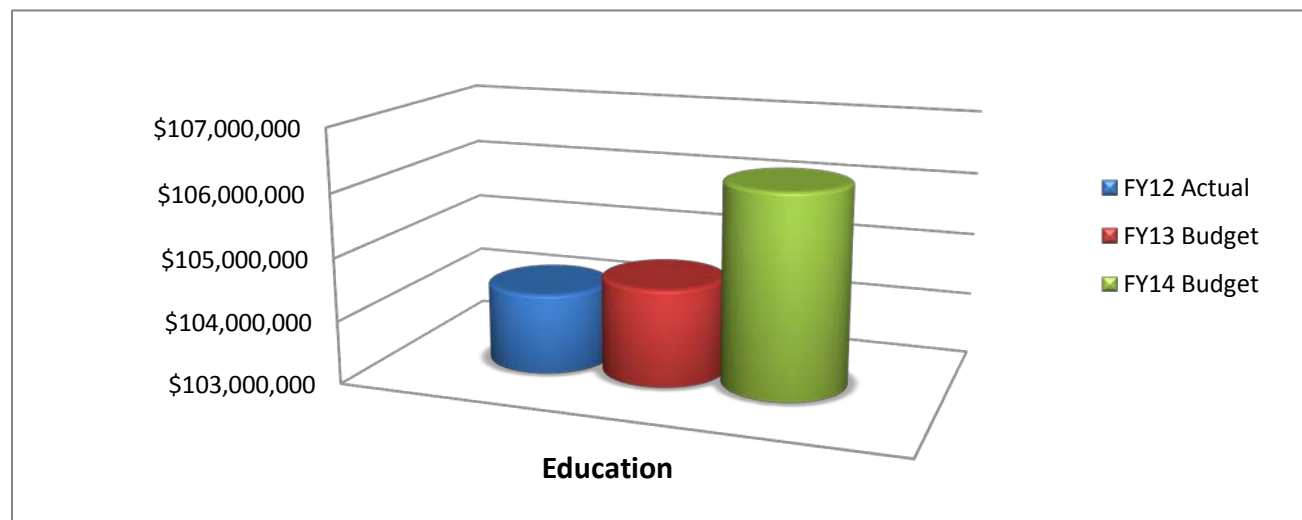
General Fund expenditures are classified first by function or program, such as, education, public safety, courts, etc. This representation can be seen above, with the largest categories being education, public safety, and operating and capital transfers. You will see that total appropriations increased by 2.48% or \$4.9 million from FY13. Each category is shown in detail following this page.

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

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

General Fund – Education Summary

Category	2012 Actual	2013 Budget	2014 Budget	\$ Change	% Change
Board of Education	89,518,310	92,952,490	94,453,580	1,501,090	1.61%
Board of Education - School Health Nurses	3,310,580	0	0	0	0.00%
Hagerstown Community College	8,865,010	8,865,010	8,965,010	100,000	1.13%
Free Library	2,549,830	2,702,330	2,752,330	50,000	1.85%
Library Branch Maintenance	42,095	35,500	35,500	0	0.00%
Total	104,285,825	104,555,330	106,206,420	1,651,090	1.58%



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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 22,400 students in twenty-seven elementary schools, seven middle schools, one middle-senior high school, one senior high school for the arts, six 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 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none">✓ Extended fiber optic network to rural schools.✓ Provided training on new teacher and principal evaluation process county-wide.✓ Provided more classroom mobile device technology.✓ Initiated construction of replacement for Bester Elementary School.✓ Held expanded summer school to emphasize primary literacy development.✓ Purchased a new building to replace central office facilities.✓ Selected and purchased new student information reporting software and hardware.	<ul style="list-style-type: none">✓ Install and use new student information reporting system.✓ Initiate common core curriculum and assessment changes.✓ Develop a virtual high school program.✓ Move the central office facilities to renovated replacement building.✓ Investigate and select new business software.✓ Replace and enhance classroom technology equipment.✓ Complete Bester Elementary replacement school.✓ Continue initiatives under Race to the Top grant.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	89,518,310	92,952,490	94,453,580	1,501,090	1.61%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	89,518,310	92,952,490	94,453,580	1,501,090	1.61%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	0	3,095,000	3,921,880	826,880	26.72%
Operating	89,518,310	89,857,490	90,531,700	674,210	0.75%
Capital Outlay		0	0	0	0.00%
Total	89,518,310	92,952,490	94,453,580	1,501,090	1.61%

Summary of County Required Contribution to State Retirement System		
Fiscal Year	Required Contribution	Budgeted
2013	3,094,113	3,095,000
2014	3,921,875	3,921,880

Summary of Maintenance of Effort Appropriations			
Fiscal Year	Maintenance of Effort Requirement	Local Funding	Excess of MOE Requirement
2012	89,505,898	89,518,310	12,412
2013	89,857,481	89,857,490	9
2014	90,531,695	90,531,700	5

Composite Cost Per Pupil			
Fiscal Year	Budgeted Cost	Enrollment	Cost Per Pupil
2012	241,580,765	22,235	10,865
2013	248,955,431	22,402	11,113
2014	254,885,356 (est.)	22,586 (est.)	11,285

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 2013	Goals for Fiscal Year 2014
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Starting in FY13, the school health nurse program was funded by Washington County Public Schools.

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

Funding Sources

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	3,310,580	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	3,310,580	0	0	0	0.00%

Program Expenditures

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	3,310,580	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	3,310,580	0	0	0	0.00%

Services Provided or Clients Served	
Programs	FY 2012* (03/31/12)
Students receiving Health Office Care	16,683
Health Office Visits	82,413
# Returned to Class	70,305
# Sent Home	11,325
# Transported by Emergency Vehicle	89
Students taking medication	1,527
Doses of medication administered	50,136
First aid administered	62,715
Home visits	0
Hearing Screenings Preschool - Grade 12	1,658
Vision Screenings Preschool - Grade 12	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 maintains a wide spectrum of college programs and services, with a special emphasis on teaching excellence as measured by verifiable student academic achievement. HCC is committed to staff success through planning and learning, shared campus governance, the promotion of internal and external partnerships and making the necessary strategic changes that will assure that the College successfully addresses its mission.

Accomplishments in Fiscal Year 2013	Goals for Fiscal Year 2014
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- ✓ Opened the newly renovated Learning Support Center and Behavioral Sciences & Humanities Building.
- ✓ Approved by the Maryland Police and Corrections Training Commission as a site for Class I Maryland certified Police Academy. Twenty recruits were enrolled in the first class.
- ✓ Expanded the number of online academic programs to 7 letters of recognition, 3 certificates and 4 degree programs.
- ✓ Students obtained a 100% pass rate on the Pharmacy Technician National Certification Exam.
- ✓ Granted accreditation from the National League of Nursing for both the Registered Nurse and Licensed Practical Nurse programs.
- ✓ Granted accreditation from the Commission on Dental Accreditation for the Dental Assisting program.
- ✓ HCC was awarded 16 grants totaling \$1.5 million to support new programs, initiatives and enhance student support services.
- ✓ Graduated 634 student in certificate programs (30 or more credits) and Associate degrees.
- ✓ All academic programs completed the credit review and reduction process as part of the Completion Agenda.
- ✓ The Children's Learning Center was accredited by the National Association for the Education of Young Children.

- ✓ Offer new credit programs in Health Information Management and Dental Hygiene.
- ✓ Finalize the 2016 Strategic Plan and begin the Middle States self-study process.
- ✓ Further expand online course and program options to meet increased student demand for distance education.
- ✓ Target five areas of emphasis for securing grants and private funds: 1) Adult Education; 2) STEM Projects; 3) Visual & Performing Arts; 4) Student Services Initiatives; and 5) Outcomes Assessment Enhancements.
- ✓ Continue the Curriculum Excellence Project focusing on general education outcomes assessment, distance education and student-centered class scheduling options.
- ✓ Construct an energy house to offer hands-on training activities to credit and credit-free Alternative Energy Technology students.
- ✓ Begin the expansion of the Student Center and complete the replacement of the ARCC roof.
- ✓ Upgrade the Learning Management System including the implementation of a method for regular and consistent student evaluations of online courses.
- ✓ Conduct a public information campaign regarding changes in the early college program that are a result of the College Readiness and Completion Act.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	8,865,010	8,865,010	8,965,010	100,000	1.13%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	8,865,010	8,865,010	8,965,010	100,000	1.13%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	8,865,010	8,865,010	8,965,010	100,000	1.13%
Capital Outlay	0	0	0	0	0.00%
Total	8,865,010	8,865,010	8,965,010	100,000	1.13%

Services Provided or Clients Served			
Programs	2012	2013*	Projected 2014
Credit	11,939	12,060	12,249
Non-Credit	14,847	14,836	15,340
Total	26,786	26,896	27,589

*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 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none">✓ Developed a new strategic plan for 2012-2014.✓ \$1.5M in capital funds were awarded for the new Hancock library.✓ Began to upgrade the collection for a radio-frequency identification (RFID) system.✓ Continued to work with the County, State and City of Hagerstown on the construction of a new central branch.✓ Provided public library service through temporary branches during construction of Central Library.✓ Ordered fixtures and furniture for the new Central Library.✓ Continued to work on raising funds for the new central branch including State, County, City of Hagerstown, grants and capital campaign.✓ Completed a public awareness campaign with the Board of Education concerning Career Technology Education.	<ul style="list-style-type: none">✓ Complete and open the new Central Library in downtown Hagerstown.✓ Close three temporary branches and reintegrate collection into new Central Branch.✓ Begin planning for a new branch in Hancock.✓ Install RFID technology in the new Central Branch.✓ Initiate new branding for library system.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	2,549,830	2,702,330	2,752,330	50,000	1.85%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	2,549,830	2,702,330	2,752,330	50,000	1.85%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	2,549,830	2,702,330	2,752,330	50,000	1.85%
Capital Outlay	0	0	0	0	0.00%
Total	2,549,830	2,702,330	2,752,330	50,000	1.85%

Services Provided or Clients Served		
Programs	2011	2012
Circulation of library materials	828,518	946,291
Children's Story Hours	1046	1,256
Informational Programs for Adults	328	259
Registration of new borrowers	14,209	5,168
Reference questions answered	91,460	112,817
Number of computer center users	32,147	50,341

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 2013

- ✓ Installed canopy over back door at Smithsburg Library to protect employees from snow.

Goals for Fiscal Year 2014

- ✓ Research the possibility of installing solar panels on the Boonsboro Library roof.

Funding Sources

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	42,095	35,500	35,500	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	42,095	35,500	35,500	0	0.00%

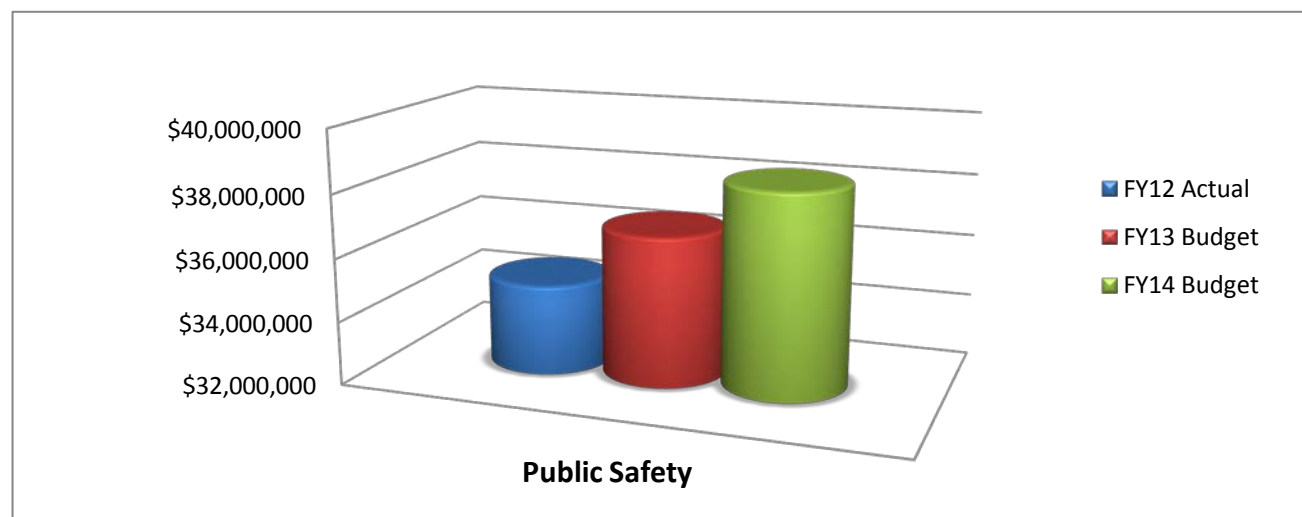
Program Expenditures

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	36,316	35,500	35,500	0	0.00%
Capital Outlay	5,779	0	0	0	0.00%
Total	42,095	35,500	35,500	0	0.00%

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General Fund – Public Safety Summary

Category	2012 Actual	2013 Budget	2014 Budget	\$ Change	% Change
Sheriff – Judicial	1,913,661	1,995,650	2,044,880	49,230	2.47%
Process Servers	117,957	118,240	121,230	2,990	2.53%
Sheriff – Patrol	7,697,649	8,228,480	8,562,140	333,660	4.05%
Sheriff – Central Booking	735,127	752,690	779,460	26,770	3.56%
Sheriff – Detention Center	11,236,894	11,734,600	12,116,280	381,680	3.25%
Narcotics Task Force	573,818	583,350	582,370	(980)	(0.17%)
Civil Air Patrol	3,600	3,600	3,600	0	0.00%
Fire & Rescue Volunteer Services	5,477,548	6,012,160	6,471,150	458,990	7.63%
Fire & Rescue Operations	967,401	967,380	1,027,270	59,890	6.19%
Air Unit	28,977	25,180	27,040	1,860	7.39%
Special Operations	341,757	351,980	358,920	6,940	1.97%
911 – Communications	3,508,913	3,692,140	3,784,780	92,640	2.51%
Emergency Management	103,119	103,530	112,140	8,610	8.32%
Wireless Communications	969,601	1,030,710	1,269,700	238,990	23.19%
Humane Society of Washington County	1,153,715	1,160,050	1,172,050	12,000	1.03%
Sheriff Auxiliary	43,602	0	0	0	0.00%
Total	34,873,339	36,759,740	38,433,010	1,673,270	4.55%



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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 2013

- ✓ 6,600 court security hours.
- ✓ 19,000 criminal/civil summonses served.
- ✓ 2,700 prisoners transported.

Goals for Fiscal Year 2014

- ✓ To improve security at the Circuit Court house by continuous upgrades to meet any threat that arises.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	1,704,252	1,804,150	1,848,380	44,230	2.45%
Grants/Intergovernmental	161,330	150,000	150,000	0	0.00%
Fees/Charges	48,079	41,500	46,500	5,000	12.05%
Total	1,913,661	1,995,650	2,044,880	49,230	2.47%

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	1,704,252	1,804,150	1,848,380	44,230	2.45%
Grants/Intergovernmental	161,330	150,000	150,000	0	0.00%
Fees/Charges	48,079	41,500	46,500	5,000	12.05%
Total	1,913,661	1,995,650	2,044,880	49,230	2.47%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	1,774,808	1,824,540	1,874,470	49,930	2.74%
Operating	134,750	171,110	170,410	(700)	(.41%)
Capital Outlay	4,103	0	0	0	0.00%
Total	1,913,661	1,995,650	2,044,880	49,230	2.47%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	1,774,808	1,824,540	1,874,470	49,930	2.74%
Operating	134,750	171,110	170,410	(700)	(.41%)
Capital Outlay	4,103	0	0	0	0.00%
Total	1,913,661	1,995,650	2,044,880	49,230	2.47%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Major	1	0	0
Sergeant	2	0	0
Deputy Sheriff Captain	0	1	1
Deputy Sheriff Lieutenant	0	1	1
Deputy Sheriff Sergeant	0	1	1
Deputy Sheriff First Class	13	12	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	27	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 2013	Goals for Fiscal Year 2014
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- ✓ 10,625 rent notices served.
- ✓ 905 civil summonses served.
- ✓ 851 evictions served.

- ✓ To become more efficient as to allow more time to serve evictions, rent notices, and civil process.

Funding Sources

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	(136,658)	(96,760)	(108,770)	(12,010)	(12.41%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	254,615	215,000	230,000	15,000	6.98%
Total	117,957	118,240	121,230	2,990	2.53%

Program Expenditures

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	112,322	111,850	114,900	3,050	2.73%
Operating	5,635	6,390	6,330	(60)	(.094%)
Capital Outlay	0	0	0	0	0.00%
Total	117,957	118,240	121,230	2,990	2.53%

Staffing Summary (FTEs)

Positions	2012	2013	2014
Senior Office Associate	1	1	1
Process Server	1	1	1
Total	2	2	2

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Sheriff – Patrol

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

Departmental Function:

The Washington County Sheriff's Office Patrol Division is the chief law enforcement agency for Washington County. The Patrol Division responds to citizen's complaints for violations of criminal or traffic law and arrests offenders as necessary. The Patrol Division also enforces 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 2013

- ✓ Completed the one-year evaluation of the Data-Driven Approaches to Crime and Traffic Safety program.
- ✓ Integrated air cards in all mobile data terminals.
- ✓ Deputies were trained and started using Report Writer on mobile data terminals.

Goals for Fiscal Year 2014

- ✓ Reduce the number of serious and fatal accidents.
- ✓ Create a design and implement a plan for the renovation of the Communications Area.
- ✓ Successfully complete Commission on Accreditation for Law Enforcement Agencies reaccreditation.
- ✓ Evaluate specific school zones and implement speed cameras.

Funding Sources

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	7,186,093	7,713,580	7,831,240	117,660	1.53%
Grants/Intergovernmental	388,156	388,000	599,000	211,000	54.38%
Fees/Charges	123,400	126,900	131,900	5,000	3.94%
Total	7,697,649	8,228,480	8,562,140	333,660	4.05%

Program Expenditures

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	6,770,624	7,114,740	7,467,190	352,450	4.95%
Operating	916,625	1,113,740	1,094,950	(18,790)	(1.69%)
Capital Outlay	10,400	0	0	0	0.00%
Total	7,697,649	8,228,480	8,562,140	333,660	4.05%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Sheriff	1	1	1
Colonel	1	1	1
Major	2	1	1
Captain	1	1	1
Lieutenant	5	7	7
Sergeant	9	10	10
Corporal	0	1	1
Tech. Corporal	3	0	0
Deputy First Class	30	45	45
Deputy	24	10	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	1	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	1
Total	89.5	91.5	96

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 2013
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- ✓ Replaced antiquated live scan equipment.
- ✓ Obtained and implemented use of single digit finger print scanner.
- ✓ Implemented the Criminal Citation Process.
- ✓ Implemented the DWI/DUI Arrest Process.

Goals for Fiscal Year 2014

- ✓ Upgrade computer workstations to Windows 7 operating system.
- ✓ Develop and implement a tracking process for the collection of DNA.
- ✓ Upgrade the current live scan equipment to Criminal Justice Information Services standards.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	719,407	736,970	763,740	26,770	3.63%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	15,720	15,720	15,720	0	0.00%
Total	735,127	752,690	779,460	26,770	3.56%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	710,118	725,100	751,930	26,830	3.70%
Operating	25,009	27,590	27,530	(60)	(0.22%)
Capital Outlay	0	0	0	0	0.00%
Total	735,127	752,690	779,460	26,770	3.56%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Lieutenant	1	1	1
Detention Officer First Class	4	6	6
Detention Officer	5	3	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 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none">✓ Purchased CorEMR – Electronic Medical Records System.✓ Established a committee to plan for renovation and upgrade of existing housing units.✓ Established the Inmate Trusty Program with Parks and Facilities Department.✓ Researched the feasibility of commissary kiosk purchase system on each housing unit.	<ul style="list-style-type: none">✓ Fully implement the use of CorEMR software program and provide training to medical personnel.✓ Establish a committee to plan for expansion of the commissary system.✓ Develop cost estimates to have the renovations and upgrades completed for existing housing units.✓ Evaluate options for day reporting program with greater rehabilitative outcome.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	11,067,591	11,380,770	11,790,950	410,180	3.60%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	169,303	353,830	325,330	(28,500)	(8.05%)
Total	11,236,894	11,734,600	12,116,280	381,680	3.25%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	8,241,821	8,882,160	9,109,720	227,560	2.56%
Operating	2,952,346	2,852,440	3,006,560	154,120	5.40%
Capital Outlay	42,727	0	0	0	0.00%
Total	11,236,894	11,734,600	12,116,280	381,680	3.25%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Detention Major	1	1	1
Deputy Sheriff Major	0	1	1
Detention Captain	1	3	2
Detention Lieutenant	4	2	3
Detention Sergeant	13	14	13
Detention Corporal	2	1	2
Detention Officer First Class	51	57	56
Detention Officer	38	32	33
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	122	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 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none">✓ Conducted a long-term wiretap investigation.✓ Sent two agents to training for prescription medication investigation.	<ul style="list-style-type: none">✓ Conduct joint investigations with Drug Enforcement Administration to target local controlled dangerous substances dealers.✓ Improve surveillance capabilities.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	322,966	328,640	333,390	4,750	1.45%
Grants/Intergovernmental		0	0	0	0.00%
Fees/Charges	250,852	254,710	248,980	(5,730)	(2.25%)
Total	573,818	583,350	582,370	(980)	(0.17%)

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	338,471	348,200	340,360	(7,840)	(2.25%)
Operating	235,347	235,150	242,010	6,860	2.92%
Capital Outlay	0	0	0	0	0.00%
Total	573,818	583,350	582,370	(980)	(0.17%)

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Assistant State's Attorney III	1	1	1
Assistant State's 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 2013

- ✓ Cadets helped at Williamsport World War II Weekend.
- ✓ Cadets assisted at Hagerstown Wing and Wheels Air show.
- ✓ Cadets helped out at Hickory Elementary Veterans Appreciation Day.
- ✓ Cadets volunteered at Hancock Church memorial service for Veterans Day.
- ✓ Cadets participated in wreaths Across America at Arlington Cemetery.
- ✓ Cadets contributed at Hagerstown Special Olympics.
- ✓ Cadets worked towards rank advancement.
- ✓ Lt. Gary Kock received his Mission Pilot Rating.

Goals for Fiscal Year 2014

- ✓ Train one senior member to obtain the Mission Pilot Rating.
- ✓ Train one senior member to be Ground Team Leader.
- ✓ Escort 20 cadets to BWI Airport to do an "Operation Welcome Home for our Service Men & Women".
- ✓ Attend Arlington National Cemetery for Wreaths Across America with 25 cadets.
- ✓ Take 40 cadets for their 'Cadet Orientation Flight'.
- ✓ Conduct a service project at Antietam National Battlefield with at least 30 cadets.
- ✓ Accompany 20 cadets to Washington, D.C., to the Marine Corp 8th for the "Pass in Review".

Funding Sources

Category	2012 Actual	2013 Budget	2014 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	2012 Actual	2013 Budget	2014 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	2012	2013	2014
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			
Drug Demand Reduction	X	X	
Anti-drug program for schools and other interested groups			
Ethics character development taught to all cadets	X	X	X

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 2013

- ✓ Incident Safety Officer Program was operational April 14, 2013.
- ✓ Four additional LOSAP Benefits were presented to Board of County Commissioners for review in budget process.
- ✓ Property insurance claims reduced with assistance activity by Safety Committee.
- ✓ Increased volunteer fitness and physicals compliance to 94.5% participation of all responders.
- ✓ Recruited 94 volunteers.
- ✓ Additional equipment for fire police and two supervisor vehicles were put into service.
- ✓ Re-structured High School Fire/EMS Academy Program and received an award from the Maryland State Board of Education.
- ✓ Safety Committee has full participation and is addressing issues.
- ✓ Developed interactive web forms.

Goals for Fiscal Year 2014

- ✓ Recruit 150 volunteers – using additional methodology including internet forms and programs.
- ✓ Complete a Comprehensive Fire Plan to be submitted to the Board of County Commissioners for approval.
- ✓ Continue to promote safety awareness by providing at least two new safety seminars.
- ✓ Utilize safety training and materials made available by selective insurance partnerships.
- ✓ Develop safety programs to reduce apparatus vehicle accidents.
- ✓ Enhance and support the Incident Safety Officer Program.
- ✓ Secure winter apparel for active Fire Police.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	5,477,548	6,012,160	6,471,150	458,990	7.63%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	5,477,548	6,012,160	6,471,150	458,990	7.63%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	1,167,516	1,271,170	1,527,970	256,800	20.20%
Operating	4,310,032	4,740,990	4,943,180	202,190	4.26%
Capital Outlay	0	0	0	0	0.00%
Total	5,477,548	6,012,160	6,471,150	458,990	7.63%

Services Provided or Clients Served			
Programs	2012	2013	2014
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 2013

- ✓ Advocated for enhancement of the Fire Rescue Program through the Washington County Public School System.
- ✓ Completed the transition and implementation of State of Maryland Electronic Patient Care Reporting System for all patient care reporting.
- ✓ Initiated the approval process for Division of Emergency Service (DES) employees to perform and participate in the Rapid Sequence Intubation Program.
- ✓ Enhanced and provided emergency medical services (EMS) equipment education to the emergency department staff.
- ✓ Developed and provided interactive options for emergency medical services training for all providers.

Goals for Fiscal Year 2014

- ✓ Deploy Project Lifesaver program countywide through DES chase units.
- ✓ Coordinate Healthcare Standard Patient Tracking Device training with independent EMS corporations.
- ✓ Realign DES chain of command to incorporate assistant director and part-time advanced life support (ALS) staff.
- ✓ Develop coordinated training program with Hagerstown Community College for ALS internships and continuing education.
- ✓ Further enhance county wide EMS reporting system to integrate providers from all departments.
- ✓ Revise county Quality Assurance/Quality Improvement plan in accordance with Maryland Institute of Emergency Medical Services System Code of Maryland Regulations.

Funding Sources

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	967,401	967,380	1,027,270	59,890	6.19%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	967,401	967,380	1,027,270	59,890	6.19%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	742,504	718,250	778,960	60,710	8.45%
Operating	207,998	249,130	248,310	(820)	(0.33%)
Capital Outlay	16,899	0	0	0	0.00%
Total	967,401	967,380	1,027,270	59,890	6.19%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Assistant Director, Emergency Medical Services	0	0	1
Emergency Medical Services Specialist	1	1	0
Advanced Life Support Technician II	8	8	8
Advanced Life Support Technician I	0	2.5	2.5
Total	9	11.5	11.5

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 2013

- ✓ Secured future funding for vehicle replacement through capital improvement budget.
- ✓ Acquired several new members and completed operational level training.

Goals for Fiscal Year 2014

- ✓ Develop a unit replacement schedule for air unit replacement / rehabilitation.
- ✓ 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	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	28,977	25,180	27,040	1,860	7.39%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	28,977	25,180	27,040	1,860	7.39%

Program Expenditures

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	28,977	25,180	27,040	1,860	7.39%
Capital Outlay	0	0	0	0	0.00%
Total	28,977	25,180	27,040	1,860	7.39%

Services Provided or Clients Served			
Programs	2012	2013	2014
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 2013

- ✓ Assisted with the implementation of the New Safety Officer Program.
- ✓ Provided support of local training programs for the fire/rescue departments.
- ✓ Continued to support the non-profit organizations with personnel and resources.
- ✓ The Team qualified for grants for the local government.

Goals for Fiscal Year 2014

- ✓ Continue to support the local fire/rescue departments.
- ✓ Continue to work with community and business partners.
- ✓ Pursue grants to minimize costs to the citizens.
- ✓ Work with county departments to reduce training costs.

Funding Sources

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	341,757	351,980	358,920	6,940	1.97%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	341,757	351,980	358,920	6,940	1.97%

Program Expenditures

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	196,334	217,850	232,320	14,470	6.64%
Operating	128,457	134,130	126,600	(7,530)	(5.61%)
Capital Outlay	16,966	0	0	0	0.00%
Total	341,757	351,980	358,920	6,940	1.97%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
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 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none"> ✓ Initiated the Back-Up Center Renovation Project. ✓ Completed implementation of new Fire Station Alerting. ✓ Upgraded to “Paramount” ProQA software. ✓ Completed installation, training, and implementation of Windows Version Computer Aided Dispatch software. ✓ Completed discipline cross training for 50 percent of emergency communications personnel. ✓ Initiated development of updated communications manual. 	<ul style="list-style-type: none"> ✓ Continue with the Back-Up Center renovations project. Projected completion is FY2015. ✓ Completion of communications manual. ✓ Increase percentage of fully cross trained personnel within the Center. ✓ Completion of the TeleStaff automatic call functions and shift bidding processes.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	2,123,472	2,251,760	2,465,200	213,440	9.48%
Grants/Intergovernmental	890,751	957,800	837,000	(120,800)	(12.61%)
Fees/Charges	494,690	482,580	482,580	0	0.00%
Total	3,508,913	3,692,140	3,784,780	92,640	2.51%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	3,025,051	3,201,350	3,326,820	125,470	3.92%
Operating	472,938	490,790	457,960	(32,830)	(6.69%)
Capital Outlay	10,924	0	0	0	0.00%
Total	3,508,913	3,692,140	3,784,780	92,640	2.51%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
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	37	37
(PT) Emergency Communications Specialist	6	6.5	6.5
Administrative Assistant	1	1	1
Total	53	57.5	57.5

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 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none">✓ Expanded Washington County Virtual Emergency Response System.✓ Held two Citizen Emergency Response Training (CERT) Courses.✓ Performed a full scale communications exercise.✓ Expanded Washington, Allegany, Garrett counties Interoperability Network.✓ Design and purchase of a new Mobile Command Unit.✓ Completed the following plan updates: Multi-Hazard Mitigation Plan; Hazmat Plan; Continuity of Operations (COOP) Training Phase 1 – Division of Emergency Services (DES); and Severe Weather.✓ Emergency Operations Center (EOC) Activation for Hurricane Sandy.✓ Deployed personnel and resources to both the State of New Jersey and Garrett County, MD.✓ Completed FEMA Communications Leader Course (COML).✓ Maryland Institute of Emergency Medical Services System (MIEMSS) Healthcare Standard Patient Tracking Train-the-Trainer course.✓ Conducted Regional Healthcare Exercise with Healthcare Standard.✓ Taught Advanced Incident Command Series Courses - ICS 300, ICS 400.✓ Supported a regional full scale exercise (Veteran's Administration Center/Hospital).✓ Continued to build out, promote Emergency Notification System (Everbridge).✓ Increased emergency management volunteers from 10 to 18.✓ Expanded the following outreach programs: Emergency Preparedness to Department of Social Services and Charlotte's Home; and "Red Bag Campaign" with Washington County Health Department.	<ul style="list-style-type: none">✓ Continue to offer CERT courses.✓ Provide public outreach by continuing to build out Emergency Notification System.✓ Update two plans: Basic Emergency Operations Plan (due for update March 2014); and COOP Phase 2 – County Administration (due for update June 2014).✓ Complete the new Mobile Command Unit (Feb 2014).✓ Assist/develop a full scale exercise with Hagerstown Regional Airport (3 year drill is due in Spring 2014).✓ Provide additional Advanced ICS Courses.✓ Secure additional virtual sites.✓ Acquire additional Incident Management Team Training.✓ Expand our EOC Capabilities.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	103,119	103,530	112,140	8,610	8.32%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	103,119	103,530	112,140	8,610	8.32%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	64,895	65,780	85,080	19,300	29.34%
Operating	34,967	37,750	27,060	(10,690)	(28.32%)
Capital Outlay	3,257	0	0	0	0.00%
Total	103,119	103,530	112,140	8,610	8.32%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Emergency Management Coordinator	1	1	1
Emergency Planner	1	1	1
Total	2	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 2013

- ✓ Completed upgrade of Countywide Communications System from version 7.5 to version 7.7.
- ✓ Added Nice Inform to the 911 recording system allowing network access to recorded information for specific users such as State's Attorney and other county agencies.
- ✓ Modified Fire Station Alerting systems and Text Capability at stations for printed dispatch messages.

Goals for Fiscal Year 2014

- ✓ Continue Countywide Communications System upgrades.
- ✓ Create additional capabilities for the Countywide Communications System that will allow integration with the new Statewide Communications System.
- ✓ Complete relocated Backup 911 Center at 128 West Washington Street location.

Funding Sources

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	969,601	1,030,710	1,269,700	238,990	23.19%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	969,601	1,030,710	1,269,700	238,990	23.19%

Program Expenditures

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	315,762	395,710	404,000	8,290	2.09%
Operating	633,225	635,000	865,700	230,700	36.33%
Capital Outlay	20,614	0	0	0	0.00%
Total	969,601	1,030,710	1,269,700	238,990	23.19%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Deputy Director, Wireless Communications	1	1	1
Wireless Communications Specialist	3	3	3
Wireless Communications Technician	1	1	1
Total	5	5	5

Humane Society of Washington County

Fund:	General Fund	Category:	Public Safety
Program Code:	93100	Contact:	Michael Lausen

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 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none"> ✓ 652 SNAP vouchers issued (439 redeem as of 04/2013). ✓ 22,779 clients (as of 03/2013) – 27,334 by 07/13. ✓ 2,794 animal control calls (as of 04/2013) – 3,352 projected by year end. 	<ul style="list-style-type: none"> ✓ To issue 700 SNAP vouchers in 2014. ✓ Project 28,000 clients served at HSWC facility. ✓ Project 4,500 animal control calls will be facilitated. ✓ Request to increase civil fines to \$65 for first offense. ✓ Change license ordinance to include micro chipping. ✓ Ordinance change to Spay/Neuter for all adopted animals.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	1,153,715	1,160,050	1,172,050	12,000	1.03%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,153,715	1,160,050	1,172,050	12,000	1.03%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	1,153,715	1,160,050	1,172,050	12,000	1.03%
Capital Outlay	0	0	0	0	0.00%
Total	1,153,715	1,160,050	1,172,050	12,000	1.03%

Services Provided or Clients Served			
Programs	FY 2012	FY 2013	Projected FY 2014
SNAP animals altered	472	652	700
Animal Control – total field calls for service	3,094	3,352	4,500
Total Animals Sheltered	5,535	5,333	5,600
Shelter Visitors	26,203	27,334	28,000

General Fund – Transfers Summary

Category	2012 Actual	2013 Budget	2014 Budget	\$ Change	% Change
Operating Transfers	13,598,279	9,025,410	9,015,080	(10,330)	(0.11%)
Capital Transfers	17,203,170	15,728,780	16,990,530	1,261,750	8.02%
Total	30,801,449	24,754,190	26,005,610	1,251,420	5.06%



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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, Community Grant Management, Land Preservation, HEPMPO, and Golf Course are in support of general operational costs.
 - Payments in lieu of bank shares are made in accordance with Annotated Code of Maryland Article 25 which requires that each fiscal year the County shall pay to each incorporated municipality an amount of money equal to the amount received for fiscal year 1967-1968 by such municipality under 30(d) of former Article 81 of the Code of Maryland, relating to apportionment of shares of taxes on banks and finance corporations which the County no longer receives.
-

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	13,598,279	9,025,410	9,015,080	(10,330)	(0.11%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	13,598,279	9,025,410	9,015,080	(10,330)	(0.11%)

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	13,598,279	9,025,410	9,015,080	(10,330)	(0.11%)
Capital Outlay	0	0	0	0	0.00%
Total	13,598,279	9,025,410	9,015,080	(10,330)	(0.11%)

Category Funding Breakdown					
Program	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Highway	7,856,020	7,306,020	7,306,020	0	0.00%
Solid Waste	542,500	491,360	491,360	0	0.00%
Agricultural Education Center	100,000	100,850	170,070	69,220	68.64%
Community Grant Management	236,939	250,440	186,450	(63,990)	(25.55%)
Land Preservation	62,161	104,720	90,810	(13,910)	(13.28%)
HEPMPO	4,280	5,240	8,360	3,120	59.54%
Utility Administration	44,786	88,770	84,000	(4,770)	(5.73%)
Sewer	2,770,000	0	0	0	0.00%
Pretreatment	1,400,000	0	0	0	0.00%
Transit	472,270	472,270	472,270	0	0.00%
Airport	0	64,500	64,500	0	0.00%
Golf Course	70,780	102,690	102,690	0	0.00%
Municipalities in Lieu	38,543	38,550	38,550	0	0.00%
Total	13,598,279	9,025,410	9,015,080	(10,330)	(0.11%)

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	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	17,203,170	15,728,780	16,990,530	1,261,750	8.02%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	17,203,170	15,728,780	16,990,530	1,261,750	8.02%

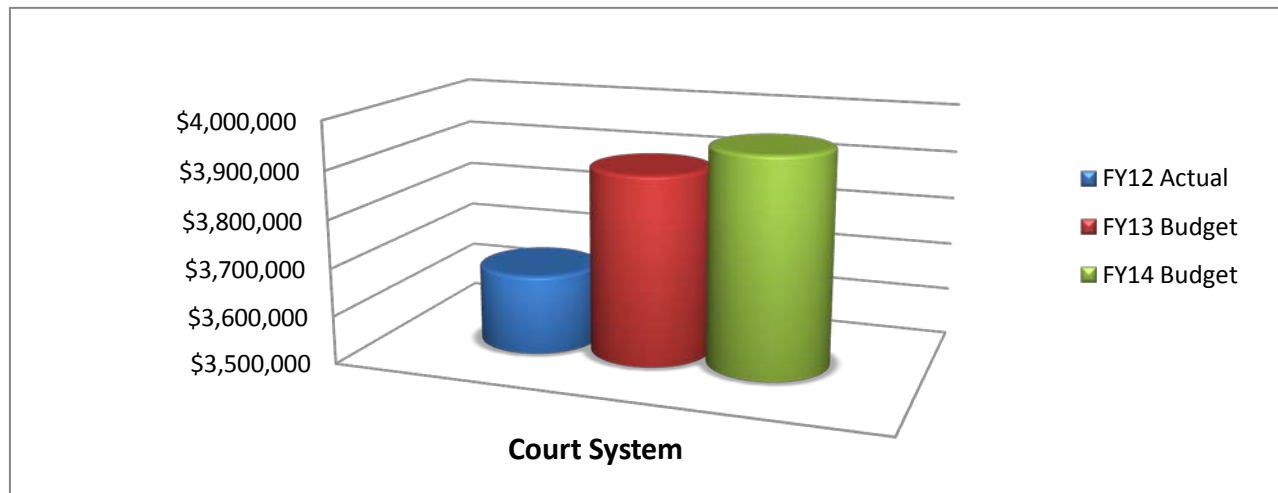
Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	17,203,170	15,728,780	16,990,530	1,261,750	8.02%
Capital Outlay	0	0	0	0	0.00%
Total	17,203,170	15,728,780	16,990,530	1,261,750	8.02%

Category Funding Breakdown					
Program	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Capital Improvement Projects	3,615,000	1,715,000	2,550,000	835,000	48.69%
Debt Service	13,588,170	14,013,780	14,440,530	426,750	3.05%
Total	17,203,170	15,728,780	16,990,530	1,261,750	8.02%

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General Fund – Court System Summary

Category	2012 Actual	2013 Budget	2014 Budget	\$ Change	% Change
Circuit Court	1,246,249	1,320,960	1,326,400	5,440	0.41%
Orphans Court	29,939	29,820	29,820	0	0.00%
State's Attorney	2,390,127	2,544,060	2,595,590	51,530	2.03%
Total	3,666,315	3,894,840	3,951,810	56,970	1.46%



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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 2013

- ✓ Implemented a docket display system throughout the courthouse.
- ✓ Made progress in the planning of an Adult Drug Court and continued to meet with all stakeholders on a regular basis to work out all details.
- ✓ Maintained a high efficiency status within the Maryland judiciary for expeditious and timely disposition of cases.

Goals for Fiscal Year 2014

- ✓ Obtain additional grant funding from the Administrative Office of the Courts for security enhancements.
- ✓ Continue to move forward with the strategic planning of an Adult Drug Court program.
- ✓ Continue to dispose of cases before the court in a timely manner.

Funding Sources

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	1,152,395	1,218,960	1,229,400	10,440	0.85%
Grants/Intergovernmental	85,357	93,500	88,500	(5,000)	(5.35%)
Fees/Charges	8,497	8,500	8,500	0	0.00%
Total	1,246,249	1,320,960	1,326,400	5,440	0.41%

Program Expenditures

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	1,022,792	1,070,460	1,080,900	10,440	0.98%
Operating	223,457	250,500	245,500	(5,000)	(2.00%)
Capital Outlay	0	0	0	0	0.00%
Total	1,246,249	1,320,960	1,326,400	5,440	0.41%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Drug Court Coordinator	1	1	1
Executive Office Assistant	0	1	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	5	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 2013

Goals for Fiscal Year 2014

Not Provided

Not Provided

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	29,393	29,820	29,820	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	29,393	29,820	29,820	0	0.00%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	26,893	26,820	26,820	0	0.00%
Operating	1,596	3,000	3,000	0	0.00%
Capital Outlay	1,450	0	0	0	0.00%
Total	29,939	29,820	29,820	0	0.00%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Orphans Court Judge	1.5	1.5	1.5
Total	1.5	1.5	1.5

Services Provided		
	2012	2013
Total New Proceedings Established	1,072	940
Personal Representative/Interested Person/Party /Contacts	5,115	4,894
Safekeeping Wills/Codicils Received	1,177	1,134
Safekeeping Wills/Codicils Removed	1,045	1,126
Docket Entries Recorded	16,311	14,407
Claims Recorded	452	430
Number of Receipts Issued	3,475	3,432
Number of Billing Invoices Issued	36	249
Number of Disbursements (Checks written)	105	81
Number of Hearings Established	190	160
Number of Hearings Held	102	75
Number of Accounts	646	607

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 2013

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

Goals for Fiscal Year 2014

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

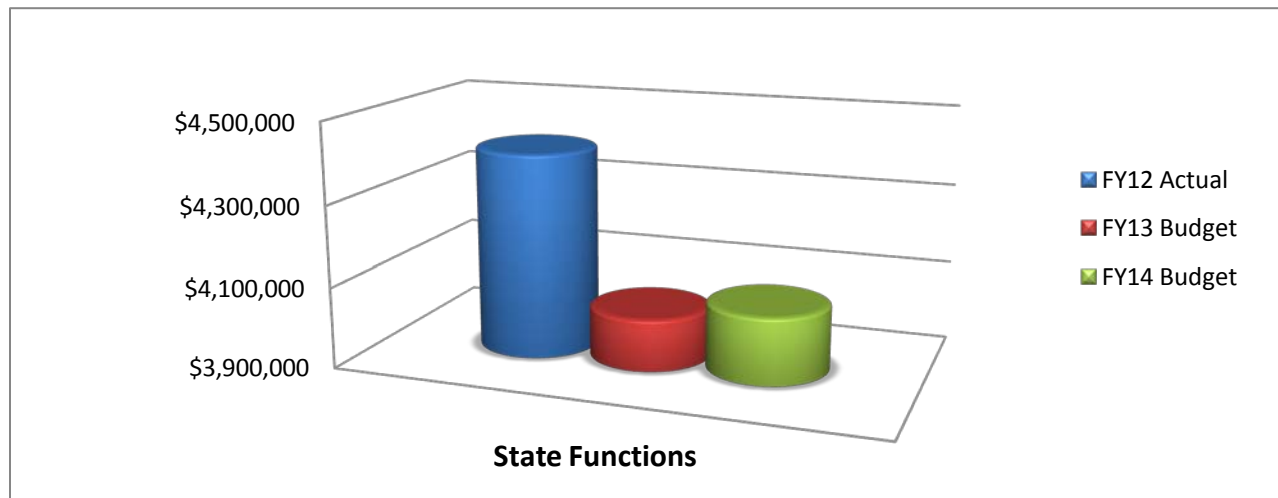
Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	2,330,179	2,475,360	2,526,890	51,530	2.08%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	59,948	68,700	68,700	0	0.00%
Total	2,390,127	2,544,060	2,595,590	51,530	2.03%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	2,228,473	2,377,510	2,429,040	51,530	2.17%
Operating	161,654	166,550	166,550	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	2,390,127	2,544,060	2,595,590	51,530	2.03%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
State's Attorney	1	1	1
Deputy State's Attorney	2	2	2
Assistant State's Attorney III	2	2	2
Assistant State's Attorney II	6	6	6
Victim/Witness Unit Director	1	1	1
Victim/Witness Coordinator	3	3	3
Diversion Alternative Director	1	1	1
Senior Investigator	1	1	1
Investigator	2	2	2
Caseworker	2	2	2
Office Manager	1	1	1
Legal Secretary	1	1	1
Team Leader-State Attorney	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	2012 Actual	2013 Budget	2014 Budget	\$ Change	% Change
Health Department	2,876,643	2,339,270	2,339,270	0	0.00%
Social Services	324,050	324,050	324,050	0	0.00%
Agricultural Extension Service	245,319	249,720	249,720	0	0.00%
Election Board	693,221	847,680	847,340	(340)	(0.04%)
Soil Conservation	75,040	125,130	126,630	1,500	1.20%
Weed Control	183,196	118,630	169,670	51,040	43.02%
Gypsy Moth Program	10,500	25,000	10,000	(15,000)	(60.00%)
Total	4,407,969	4,029,480	4,066,680	37,200	0.92%



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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 2013

- ✓ Increased oral health services access by hiring a dental hygienist.
- ✓ Collaborated with Walnut Street Community Center to re-establish a dental sealant program within the public school system.
- ✓ Continued implementation of the Bay Restoration Fund program which assists with new/repaired septic systems for eligible county residents.
- ✓ Continued implementation of the evidence-based teen risk behaviors program.
- ✓ Completed electronic records and data tracking system for environmental health services.

Goals for Fiscal Year 2014

- ✓ By June 30, 2014, increase oral health visits by 10% for children and adults.
- ✓ By June 30, 2013, in collaboration with Healthy Howard and key community partners, assist 150 residents with enrollment in benefits through the Maryland Health connection.
- ✓ By December 31, 2013, in collaboration with community partners, provide case management services to 100 targeted diabetic residents who frequent emergency and/or urgent care services.
- ✓ By December 31, 2013, expand the evidence-based teen risk behaviors program to Northern Middle School.
- ✓ By June 30, 2014, software data management systems for Medicaid Transportation, Oral Health Services, and Environmental Health Services be fully operational.

Funding Sources

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	2,876,643	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	2,876,643	2,339,270	2,339,270	0	0.00%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	2,876,643	2,339,270	2,339,270	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	2,876,643	2,339,270	2,339,270	0	0.00%

Clients / Contacts				
Programs	FY 2012 Actual		FY 2013* (03/31/13)	
	Clients	Contacts	Clients	Contacts
Behavioral Health:				
Cameo	29	5457	21	4268
Catoctin Summit Adolescent Program (CSAP)	66	10992	55	6767
Drug-Free Workplace Services (572)	154	249	123	201
Drug Court Treatment	30	653	22	569
Jail Substance Abuse (JSAP)	208	3,428	179	2,685
Trauma/Addictions/Mental Health/Recovery-TAMAR	157	1,559	104	988
Mental Health Adult Services	209	2,242	185	1,806
Mental Health Adolescent Services	69	982	58	710
Outpatient Services	2,784	24,112	1,870	14,455
Recovery System of Care	na	na	195	880
Family Investment Screenings	1,233	1,664	971	1,232
Re-Entry Case Management	180	2,867	41	775
Adult (Geriatric) Evaluation	244	316	168	216
HIV Case Management	165	6,321	150	3,483
Audiology	256	277	174	180
Communicable Disease Control (3722)	477	697	615	739
Influenza Vaccine	976	N/A	1,120	N/A
Seasonal Flu Mist Vaccines	3,411	4,390	3,083	3,670
HIV Testing and Counseling	739	N/A	539	N/A
Dental	804	1,737	481	1,092
Family Planning/Reproductive Health	1,074	2,003	827	1,472
High Risk Children	81	146	74	91
High Risk Prenatal/Postpartum	200	300	139	183
Personal Care Case Management	82	760	68	536
Sexually Transmitted Disease Control	622	767	462	562
Tuberculosis Control	250	572	171	379

Clients / Contacts				
Programs	FY 2012 Actual		FY 2013* (03/31/13)	
	Clients	Contacts	Clients	Contacts
Environmental Health:**				
Complaints	290	435	191	287
Permits:				
Septic Permits	138	276	141	282
New Permits	45	180	56	221
Repair Permits	93	491	85	417
Well Permits	121	525	104	572
Building Permits	372	1525	291	1309
Campground Permits	13	13	1	1
Mobile Home Permits	18	18	18	18
Spa Permits	12	18	12	18
Bathing Beach Permits	0	0	1	1
Pool Permits	67	235	19	67
Burn Permits	1	1	4	4
Exotic Bird Permits	2	2	2	2
Food Permits	832	1747	847	1009
Environmental Inspections	640	640	472	472
Monitoring Inspections	715	715	518	518
Opening Inspections	28	45	23	37
Pre-Opening Inspections	21	42	22	44
Re-Inspections	7	7	13	13
Temporary Food Permits	944	368	746	291
Remodeled Food Facility Plan Review	15	23	12	18
New Food Facility Plan Review	25	38	13	20
Tests:				
Daycares	156	129	103	89
Non-Communities	77	75	77	37
COPs Issued	26	0	32	0
Health Department Tested	16	27	16	41
Private Lab	10	0	16	0
Animal Bites	520	414	278	221
Number of Positives	8	6	6	4
Number of Quarantines	475	392	240	198

*FY 2013 includes first 3 quarters only

** Numbers include all Environmental Health programs:

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

Social Services

Fund:	General Fund	Category:	State Functions
Program Code:	94010	Contact:	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 2013

- ✓ Approximately 94% of the aged or disabled adults in Adult Foster Care were maintained in the community outside of long term care facilities during FY 13.
- ✓ 100% of the vulnerable adults who received Adult Services did not have a re-occurrence of abuse or neglect finding by Adult Protective Services within six months.
- ✓ During FY 13, an average of 12 disabled adults per month was assisted by County funding to live successfully in adult foster care homes.
- ✓ The Family School Partnership Program bridged the gap in student support services to 20 non-Title I schools throughout Washington County by serving 158 high risk/complex need families with 339 children. This was accomplished by resolving barriers to school attendance and academic performance by connecting to needed community resources, providing parent education as well as student groups and individual case management interventions.
- ✓ Partnered with community agencies to coordinate fatherhood initiatives to promote father involvement in the lives of young children and their schools. These efforts reached 531 fathers and their children throughout Washington County with a special focus on the Hancock community.
- ✓ 113 parents participated in Family Center programs.
- ✓ 95 children participated in Family Center programs.
- ✓ 85 % of participants made quarterly progress toward at least one established goal.
- ✓ 26 participants received their GED or high school diploma.
- ✓ 483 dads and children participated in Father Involvement Events.
- ✓ 45 dads participated in the Dads Connection Program.

Goals for Fiscal Year 2014

- ✓ During FY 14, 90% of the aged or disabled adults receiving Adult Foster Care will be maintained in the community outside of a long term care facility.
- ✓ During FY 14, re-occurrence of abuse or neglect of vulnerable adults within 6 months will be prevented in 95% of those receiving Adult Services.
- ✓ 85% of students who participate in attendance or behavior groups or initiatives will demonstrate improvement.
- ✓ Bridge the gap in student support services by providing services to 160 high risk families to resolve barriers to school attendance, school performance, and behaviors in the classroom.
- ✓ Promote fatherhood involvement by holding four fatherhood awareness events during the fiscal year 2014.
- ✓ 100 parents will participate in Family Center programs.
- ✓ 95 children will participate in Family Center programs.
- ✓ 80% of participants enrolled in the program will make quarterly progress toward their goals.
- ✓ Four Father Involvement Events will be held in the community with 300 dads and children participating.
- ✓ 40 dads will participate in the Dads Connection Program.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 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	2012 Actual	2013 Budget	2014 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	2012 Actual	2013 Budget	2014 Estimate
Adult Foster Care	32	26	25
School Family Liaison (Family School Partnership)			
Families	162	158	160
Children	379	339	350
Family Support Center			
Adults	109	100	100
Children	93	95	95
Total	775	718	730

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 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none"> ✓ Provided trusted research-based information to nearly 13,000 Washington County youth & adults. ✓ Assisted local agricultural producers in enhancing their practices as well as their profitability leading to a safer and more affordable food supply. ✓ Completed over 600 nutrient management plans on over 40,000 acres of land in Washington County. ✓ Through the Master Gardener Program, provided solutions to over 7,000 residents with gardening issues, which resulted in more effective pesticide practices, safer fruit and vegetable production, etc. ✓ Empowered families to enhance their financial management and to improve their eating habits. ✓ Targeted at-risk youth in Title I 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 162 volunteers who donated nearly 16,000 hours throughout Washington County. 	<ul style="list-style-type: none"> ✓ Provide innovative, educational programs to at least 10,000 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 175 volunteers to achieve desired community outcomes in Washington County.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	245,319	249,720	249,720	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	245,319	249,720	249,720	0	0.00%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	245,319	249,720	249,720	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	245,319	249,720	249,720	0	0.00%

Category Funding Breakdown					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
UME Service	206,589	210,990	210,990	0	0.00%
County Cooperative Extension	38,730	38,730	38,730	0	0.00%
Total	245,319	249,720	249,720	0	0.00%

Services Provided or Clients Served		
Programs	2012	2013
Agriculture & Natural Resources	1,926 clients reached through 89 workshops, seminars and consultations.	1,500 clients reached through 110 workshops, seminars and consultations.
Nutrient Management Plans written and updated	436 Nutrient management plans written and/or updated for 32,777 acres.	601 Nutrient management plans written and/or updated for 43,135 acres.
Home Horticulture	- 108 Master Gardeners volunteered 4,075 hours throughout Washington County reaching 3,019 clients. - 293 horticulture consultations conducted.	- 97 Master Gardeners volunteered 6,300 hours throughout Washington County reaching 5,244 clients. - 2,000 horticulture consultations conducted at 32 plant clinics.
Family & Consumer Sciences	487 clients reached through 30 workshops and seminars.	- 371 clients reached through 24 workshops and seminars. - 176 youth reached weekly at Ruth Anne Monroe Primary School
Expanded Food & Nutrition Education Program	307 youth and adults reached through 259 classes totaling 5,797 contacts	641 youth and adults reached through 294 classes.

Services Provided or Clients Served		
Programs	2012	2013
4-H Youth Development 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. 	<ul style="list-style-type: none"> - 2,085 youth and adults reached through 141 trainings as well as school enrichment and day camp programs. - 274 youth enrolled in the Washington County 4-H club program with 65 volunteers donating nearly 10,000 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 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none">✓ Successfully conducted Early Voting during the 2012 Presidential Election even though Super Storm Sandy caused Early Voting to be canceled for 2 days and then extended.✓ Provided 22 refresher training classes to 550 election workers.✓ Relocated two polling places and notified the affected voters.✓ Attended the Legislative Redistricting Class. Updated the affected Districts and notified 52,000 voters of their new Legislative District.✓ Successfully conducted Logic and Accuracy Testing on all of the equipment used during the November Election.✓ Implemented the Statewide Automated Absentee Ballot Project with Runbeck during the General Election.	<ul style="list-style-type: none">✓ Locate and secure a facility to be used for Early Voting 2014 by 11/1/13.✓ Recruit and appoint 550 election workers by 3/1/14.✓ Review process for the return of election supplies and make necessary changes by 4/1/14.✓ Cross train office personnel regarding the procedures for processing deceased, inactive and criminal convictions by 12/31/13.✓ Have a presence on Facebook and Twitter by 12/31/13.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	692,721	847,680	845,740	(1,940)	(0.23%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	500	0	1,600	1,600	100.00%
Total	693,221	847,680	847,340	(340)	(0.04%)

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	58,547	58,240	65,100	6,860	11.78%
Operating	638,179	782,240	782,240	0	0.00%
Capital Outlay	(3,505)	7,200	0	(7,200)	(100.00%)
Total	693,221	847,680	847,340	(340)	(0.04%)

Staffing Summary (FTEs)			
Positions	2012	2013	2014
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 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none"> ✓ Obtained approval of Watershed Management Plan for Antietam Creek from Environmental Protection Agency. ✓ Completed 125 Best Management Practices on County farms. ✓ Completed 94 soil conservation plans on 7,807 acres. ✓ Continued grant funding for conservation planner with Chesapeake Bay Trust Fund grant. ✓ Obtained additional funding from Chesapeake Bay Fund for a conservation technician to accelerate Best Management Practices adoption. ✓ Hired urban plan reviewer for Urban Program to ensure timely reviews for development projects. ✓ Delivered State cost share funds totaling \$802,538, and Federal cost share funds totaling \$442,262 to Washington County farmers. ✓ Assisted County farmers with installation of 8,362 acres of cover crops to meet Agricultural Watershed Implementation Plan goals. 	<ul style="list-style-type: none"> ✓ Obtain grant funds for design of stream restoration projects in the Antietam Creek watershed. ✓ Complete 150 Best Management Practices on County farms. ✓ Complete 100 soil conservation plans on 10,000 acres. ✓ Continue grant funding from Chesapeake Bay Trust Fund to support four positions, two conservation planners and two conservation technicians. ✓ Work with area farmers to conduct baseline nutrient trading assessments for future nutrient trading opportunities, conduct 15 baseline assessments. ✓ Certify five additional farms as Agricultural Stewards. ✓ Deliver a minimum of \$1 million in State and Federal cost share funds to farmers.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	75,040	125,130	126,630	1,500	1.20%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	75,040	125,130	126,630	1,500	1.20%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	75,040	125,130	126,630	1,500	1.20%
Capital Outlay	0	0	0	0	0.00%
Total	75,040	125,130	126,630	1,500	1.20%

Services Provided or Clients Served			
Services	2012 Goal	2013 Goal	2014 Goal
Soil Conservation and Water Quality Plans (in acres)	9,000	10,000	9,000
Best Management Practices	150	150	150
Cost Share (in dollars)	600,000	800,000	800,000
Forest Conservation Act	1	0	0
Urban Reviews	800	800	800
Stream Projects	1	1	1
Cover Crop Acres	5,000	9,000	9,000
Information/Education Projects	6	7	8

Weed Control

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

Departmental Function:

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

Accomplishments in Fiscal Year 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none">✓ Developed a noxious weed educational display for use at public meetings and events.✓ Increased level of contacts, inspections and weed advisory notices by 80%.✓ Provided technical assistance and services to 211 farmers, land owners, managers and governmental agencies.✓ Weed Control Program personnel worked 7,760 hours toward noxious and invasive weed control for Washington County.	<ul style="list-style-type: none">✓ Increase level of contacts, inspections and weed advisory notices by 25%.✓ Provide technical assistance and services to 250 farmers, land owners, managers and governmental agencies.✓ Improve control of noxious weeds on unoccupied and/or undeveloped residential and commercial properties.✓ To assist Maryland Department of Natural Resources with invasive weed control in forest lands using U.S. Forest Service grant funding.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	2,800	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	180,396	118,630	169,670	51,040	43.02%
Total	183,196	118,630	169,670	51,040	43.02%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	104,557	58,530	108,370	49,840	85.15%
Operating	72,619	60,100	61,300	1,200	2.00%
Capital Outlay	6,020	0	0	0	0.00%
Total	183,196	118,630	169,670	51,040	43.02%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Weed Control Coordinator	.5	.5	.5
Assistant Weed Control Coordinator	0	1	1
Weed Control Technician	4.5	3.5	3.5
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.

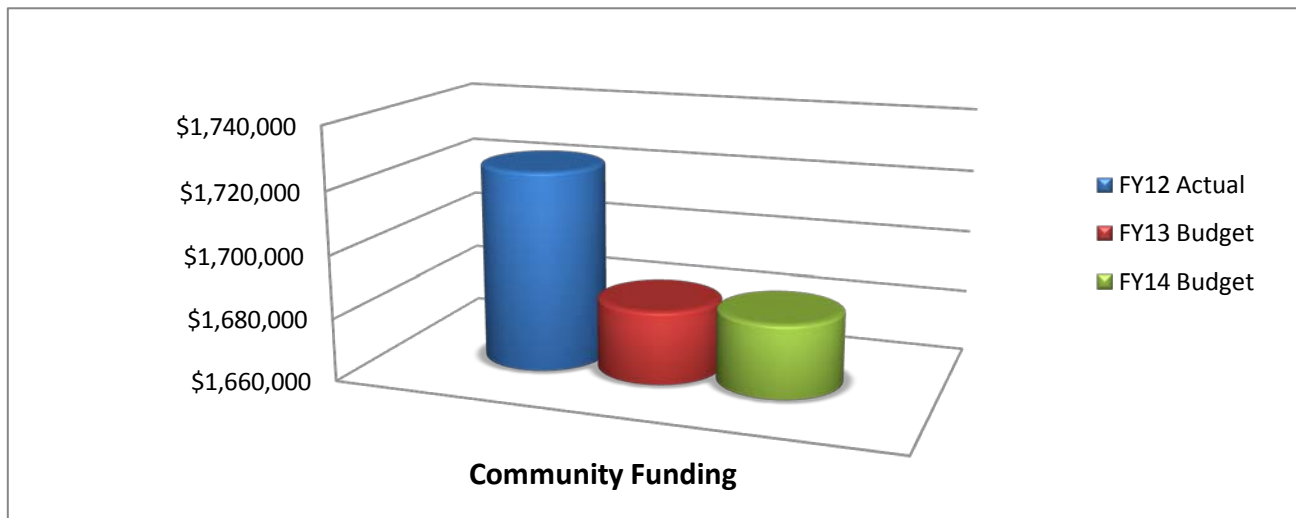
Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	10,500	25,000	10, 000	(15,000)	(60.00%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	10,500	25,000	10, 000	(15,000)	(60.00%)

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	10,500	25,000	10, 000	(15,000)	(60.00%)
Capital Outlay	0	0	0	0	0.00%
Total	10,500	25,000	10, 000	(15,000)	(60.00%)

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General Fund – Community Funding Summary

Category	2012 Actual	2013 Budget	2014 Budget	\$ Change	% Change
Community Funding	1,723,940	1,683,420	1,683,420	0	0.00%
Total	1,723,940	1,683,420	1,683,420	0	0.00%



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Community Funding

Fund:	General Fund	Category:	Community Funding
Program Code:	93000	Contact:	James Hovis

Agency Function:

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

Accomplishments in Fiscal Year 2013

- ✓ Completed the first competitive implementation of the Community Funding Application Process.
- ✓ Provided two instructional workshops for eligible organizations.
- ✓ Successfully worked with the Community Funding Committee to review, score, and select fiscal year 2014 awards.
- ✓ Increased the number of applications from 18 in fiscal year 2013 to 39 in fiscal year 2014.
- ✓ Ten new organizations received funding for fiscal year 2014.
- ✓ Provided intensive technical assistance to the nine organizations that requested it.

Goals for Fiscal Year 2014

- ✓ Assist the Community Organization Funding Committee to review grant program and fiscal reports received from fiscal year 2013 recipients.
- ✓ Hold two pre-application workshops to explain the process and answer applicant questions.
- ✓ Debrief with the Community Organization Funding Committee after completion of the fiscal year 2015 award process to make any implementation improvements and efficiencies.
- ✓ Report programmatic and fiscal outcomes of the grant recipients to the Board of County Commissioners.

Funding Sources

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	1,723,940	1,683,420	1,683,420	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,723,940	1,683,420	1,683,420	0	0.00%

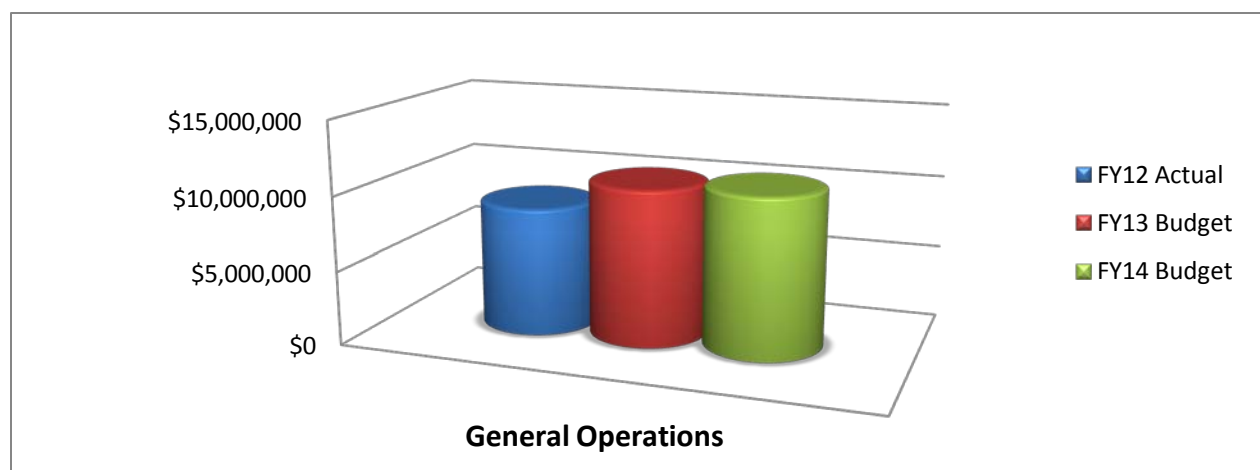
Program Expenditures

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	1,723,940	1,683,420	1,683,420	0	0.00%
Operating	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	1,723,940	1,683,420	1,683,420	0	0.00%

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General Fund – General Operations Summary

Category	2012 Actual	2013 Budget	2014 Budget	\$ Change	% Change
County Commissioners	194,718	198,320	198,000	(320)	(0.16%)
County Clerk	81,177	85,870	87,270	1,400	1.63%
County Administrator	228,813	244,970	249,220	4,250	1.73%
Public Relations & Community Affairs	226,855	185,590	453,270	267,680	144.23%
Budget and Finance	1,156,318	1,223,200	1,258,070	34,870	2.85%
Independent Accounting and Audit	66,100	70,000	80,000	10,000	14.29%
Purchasing	416,306	428,430	435,640	7,210	1.68%
Treasurer	420,121	436,230	447,900	11,670	2.68%
County Attorney	547,038	611,980	590,930	(21,050)	(3.44%)
Human Resources	630,916	654,140	597,640	(56,500)	(8.64%)
Central Services	192,687	206,810	198,340	(8,470)	(4.10%)
Information Technology	1,637,704	1,749,040	1,780,840	31,800	1.82%
General Operations	2,887,301	4,485,060	4,385,140	(99,920)	(2.23%)
Total	8,686,054	10,579,640	10,762,260	182,620	1.73%



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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 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none"> ✓ Worked with businesses and staff to facilitate review and permitting process. ✓ Worked with the Economic Development Commission (EDC) to support business initiatives. ✓ Continued weekly business visits to identify needs and trends to support a healthy business environment. ✓ Adopted Excise Tax changes. ✓ Evaluated additional environmental initiatives for local adoption. ✓ Used newly created advisory group to fully evaluate funding for non-profit agencies. ✓ Insured continuity of emergency service responses for fire and EMS through new programs for recruitment and retention. ✓ Evaluated fire master plan requirements. ✓ Supported broadband options to facilitate needed technology availability. ✓ Reviewed State mandates for environmental programs for local impact and funding implications. ✓ Constructed programmed infrastructure for Mt. Aetna Farms. ✓ Supported a greater focus on Airport enhancements and marketing. ✓ Worked with municipalities to support local initiatives. ✓ Addressed upcoming fiscal requirements for capital and operating budgets. 	<ul style="list-style-type: none"> ✓ Promote EDC strategic initiatives. ✓ Formalize the school mitigation process. ✓ Begin construction of the Senior Center. ✓ Initiate Emergency Services Advisory Committee. ✓ Create combined Environmental Advisory Committee. ✓ Review business friendly permitting objectives. ✓ Promote public relations and marketing programs to highlight Washington County attributes. ✓ Construct budgeted infrastructure improvements. ✓ Improve permitting timeframes and processes. ✓ Complete construction of Washington County Regional Library. ✓ Improve recreational opportunities in Washington County. ✓ Work with municipalities to support local initiatives.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	194,718	198,320	198,000	(320)	(0.16%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	194,718	198,320	198,000	(320)	(0.16%)

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	182,678	185,050	185,050	0	0.00%
Operating	12,040	13,270	12,950	(320)	(2.41%)
Capital Outlay	0	0	0	0	0.00%
Total	194,718	198,320	198,000	(320)	(0.16%)

Staffing Summary (FTEs)			
Positions	2012	2013	2014
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 2013

- ✓ Attended a two-day “Essential Records Seminar” given by the State of Maryland.
- ✓ Started the process of electronically storing the Board of County Commissioner agendas and other documents thereby reducing paper records.

Goals for Fiscal Year 2014

- ✓ Increase the public’s knowledge of Washington County Boards and Commissions. Attract more qualified applicants by updating the Boards and Commissions website and working with the Public Relations staff.
- ✓ Advise County offices on ways to prepare for an emergency involving County records.
- ✓ Attend the Maryland Association of Counties Summer Conference.

Funding Sources

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	81,177	85,870	87,270	1,400	1.63%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	81,177	85,870	87,270	1,400	1.63%

Program Expenditures

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	59,994	61,530	63,470	1,940	3.15%
Operating	21,183	24,340	23,800	(540)	(2.22%)
Capital Outlay	0	0	0	0	0.00%
Total	81,177	85,870	87,270	1,400	1.63%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
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 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none">✓ Supported business initiatives to provide a business climate conducive to retention, expansion, and attraction.✓ Continued evaluation of options for cost effective disposal of solid waste.✓ Supported Airport marketing initiatives and business development.✓ Worked with Economic Development Commission (EDC) Strategic Plan to finalized structure and function.✓ Facilitated further development of fire master plan and continuity of services.✓ Evaluated upcoming and needed legislative initiatives for impact to County residents and fiscal capability.✓ Evaluated opportunities for additional revenue enhancement.✓ Promoted additional green initiatives.✓ Evaluated opportunities for additional technology to support cost reduction/operation efficiency.✓ Monitored and promoted infrastructure/capital projects needed to enhance services to County residents.✓ Prepared for fiscal requirements and implications of the budgetary cycle.	<ul style="list-style-type: none">✓ Find alternative revenue sources for Solid Waste operations.✓ Implement EDC goals.✓ Promote Engineering and Operational Project completion.✓ Evaluate upcoming and needed legislative initiatives for impact to County residents and fiscal capability.✓ Prepare for fiscal requirements and implications for FY2015.✓ Evaluate opportunities for additional revenue enhancement.✓ Connect the public to the latest information using current social media and technology.✓ Encourage County residents to become more involved with their local government.✓ Monitor current Capital Projects and enhance needed services to County residents.✓ Enhance business development and marketing initiatives.✓ Provide efficient and correct information to County citizens about current events through Washington County’s webpage.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	228,813	244,970	249,220	4,250	1.73%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	228,813	244,970	249,220	4,250	1.73%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	206,627	214,100	219,850	5,750	2.69%
Operating	22,186	30,870	29,370	(1,500)	(4.86%)
Capital Outlay	0	0	0	0	0.00%
Total	228,813	244,970	249,220	4,250	1.73%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
County Administrator	1	1	1
Executive Office Assistant	1	1	1
Total	2	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 information, communication, and marketing services under the direction of the Assistant County Administrator. All information for or about County Government is disseminated to the media and the public through this department. The staff also assists with marketing the County in an economic development capacity. In addition, the department also aids in plan review, permitting and inspection assistance to new or expanding commercial and industrial businesses, through the Project Liaison position.

Accomplishments in Fiscal Year 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none"> ✓ Established new office space and hosted several open house events. ✓ Completed phase one of County Government rebranding through the update of the County logo and the establishment of Public Relations department logo. ✓ Updated County signage on 100 and 120 West Washington Street. ✓ Continued and increased social media engagement through facebook and YouTube. Launched County twitter account. ✓ Established a mobile web presence through a third party application. ✓ Increased distribution of press releases and media alerts through state and national outlets. ✓ Completed joint video project with the City of Hagerstown to highlight the area's quality workforce and lifestyle - available to all local businesses as an employee recruitment tool. ✓ Updated collateral and displays used in exhibition events. ✓ Assisted numerous businesses with expansion projects through the plan review and permitting process. 	<ul style="list-style-type: none"> ✓ Continue to develop communications strategies to better inform citizens of County events, services and how to utilize information. ✓ Continue phase two of County Government rebranding to include all departments and implement new logo roll out to internal stakeholders. ✓ Assist with implementation of Hagerstown Regional Airport Marketing Plan and the Strategic Economic Development Plan. ✓ Increase social media presence through blogging tools and photo sharing interface. ✓ Increase public understanding of County decisions, initiatives, and departments through web and newsletter opportunities. ✓ Investigate converting the current email distribution methods to the public by utilizing an email marketing strategy tool. ✓ Continue increasing community presence through partnerships, public education, and outreach events. ✓ Continue to provide assistance to businesses through the plan review, permitting, and inspection processes.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	226,855	185,590	453,270	267,680	144.23%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	226,855	185,590	453,270	267,680	144.23%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	154,827	161,040	358,720	197,680	122.75%
Operating	50,193	24,550	94,550	70,000	285.13%
Capital Outlay	21,835	0	0	0	0.00%
Total	226,855	185,590	453,270	267,680	144.23%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Assistant County Administrator	0	1	1
Public Relations and Community Affairs Manager	1	1	1
PIO/Disabilities Issues Coordinator	1	0	0
Marketing Specialist	0	1	1
Project Liaison	0	1	1
Communications Coordinator	0	1	1
Total	2	5	5

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 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none">✓ Assisted the Human Resources Department in successfully implementing the Ben Admin module in PeopleSoft.✓ Modified the accounts receivables collection policy to shorten the collection time of receivables.✓ Changed purchase card provider, resulting in rebates being paid directly to the County.	<ul style="list-style-type: none">✓ Implement the new billing and receivable software.✓ Explore implementation of position management module within the PeopleSoft software system.✓ Start using laser fiche to store payroll related documents.✓ Upgrade the Capital Improvement Program software.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	1,156,318	1,223,200	1,258,070	34,870	2.85%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,156,318	1,223,200	1,258,070	34,870	2.85%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	1,115,389	1,172,540	1,207,970	35,430	3.02%
Operating	40,929	50,660	50,100	(560)	(1.11%)
Capital Outlay	0	0	0	0	0.00%
Total	1,156,318	1,223,200	1,258,070	34,870	2.85%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
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	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	66,100	70,000	80,000	10,000	14.29%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	66,100	70,000	80,000	10,000	14.29%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	66,100	70,000	80,000	10,000	14.29%
Capital Outlay	0	0	0	0	0.00%
Total	66,100	70,000	80,000	10,000	14.29%

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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 2013

- ✓ The Procurement Policy Manual was submitted and approved by the Board of County Commissioners.
- ✓ Applied enhancements to the Purchasing Department web site to educate users with additional user-friendly information.
- ✓ Researched and made determination on the capability of assuming Purchasing Department web site posting duties from the IT Department.
- ✓ Composed Procedures for the Storage of Purchase Orders on Laser fiche.
- ✓ Composed a Procedures Manual on the use of GovDeals.com.

Goals for Fiscal Year 2014

- ✓ Work towards obtaining the Achievement of Excellence in Procurement Award from the National Procurement Institute (NPI).
- ✓ Purchasing Department clerical staff is to assume the Purchasing Department's web site posting duties from the IT Department.
- ✓ Continue to apply enhancements to the Purchasing Department web site to educate users with additional user-friendly information.

Funding Sources

Category	2012 Actual	2012 Budget	2014 Budget	Change	
				\$	%
General Fund Support	402,441	423,930	431,140	7,210	1.70%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	13,865	4,500	4,500	0	0.00%
Total	416,306	428,430	435,640	7,210	1.68%

Program Expenditures

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	392,574	404,440	411,650	7,210	1.78%
Operating	23,732	23,990	23,990	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	416,306	428,430	435,640	7,210	1.68%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Purchasing Director	0	1	1
Purchasing Agent	1	0	0
Buyer	1	1	1
Procurement Specialist I	1	1	1
Procurement Specialist II	1	1	1
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 2013
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- ✓ Reduction to postage expense by identifying real estate taxpayers with multiple parcels and consolidating into one mailing.
- ✓ Improved the processing of web payments.

Goals for Fiscal Year 2014

- ✓ Assist County and municipalities with delinquent utility collections.
- ✓ Restructure online bill pay and online tax inquiry to include greater information and access to prior year information.
- ✓ Migrate utility payment processing to new software platform (Munis/Tyler).

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	420,121	436,230	447,900	11,670	2.68%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	420,121	436,230	447,900	11,670	2.68%

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	420,121	436,230	447,900	11,670	2.68%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	420,121	436,230	447,900	11,670	2.68%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	321,289	337,730	349,400	11,670	3.46%
Operating	98,831	98,500	98,500	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	420,121	436,230	447,900	11,670	2.68%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	321,289	337,730	349,400	11,670	3.46%
Operating	98,831	98,500	98,500	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	420,121	436,230	447,900	11,670	2.68%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
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 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none"> ✓ Implemented 2012 legislation and drafted legislation for 2013 Session. ✓ Presented, scheduled a public hearing, and requested approval of the latest revisions to the Animal Control Ordinance. ✓ Assisted the Division of Plan, Review and Permitting with the implementation of the latest version of the various building codes. ✓ Organized, assisted, and advised the Salary Study Commission in its work as provided for the Annotated Code of Maryland. ✓ Assisted in the presentation for approval of the new Addressing Ordinance. 	<ul style="list-style-type: none"> ✓ Assist the Commissioners and County staff in the review and possible revision of the Adequate Public Facilities Ordinance school mitigation process. ✓ Implement 2013 legislation and draft legislation for the 2014 legislative session. ✓ Work closely with Economic Development Commission in the restructuring of the policies, procedures, and agreements relating to the Foreign Trade Zone sites in the County. ✓ Assist the Parks and Recreation Department and Soil Conservation in the initial stages of development of the Antietam Water Trail. ✓ Assist the Department of Planning and Zoning in the initial stages of rewriting the Washington County Zoning Ordinance.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	547,038	611,980	590,930	(21,050)	(3.44%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	547,038	611,980	590,930	(21,050)	(3.44%)

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	492,285	506,340	493,380	(12,960)	(2.56%)
Operating	54,753	105,640	97,550	(8,090)	(7.66%)
Capital Outlay	0	0	0	0	0.00%
Total	547,038	611,980	590,930	(21,050)	(3.44%)

Staffing Summary (FTEs)			
Positions	2012	2013	2014
County Attorney	1	1	1
Deputy County Attorney	0	1	1
Assistant County Attorney	2	1	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 2013	Goals for Fiscal Year 2014
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- | | |
|--|---|
| <ul style="list-style-type: none">✓ Completed more than half of the implementation of the electronic document storage system for department records through Laser fiche. Personnel records which have been scanned thus far include: retiree files, terminated files that were in HR, sick files, Recreation employee files, approximately half of the active employee files (A-M).✓ Completed the process of updating HR policies within the department. Have received approval for all but 8 policies that were sent to legal for review 9/21/12.✓ Implemented features of County-wide employee wellness program including regular committee discussion, regular employee newsletters and several educational opportunities for employees (Stress Relief, Work Attitudes – by Deer Oaks).✓ Completed the process of upgrading to HR PeopleSoft Tools – Ben Admin—through HR staff, IT staff, and consultant on April 27, 2013.✓ Developed and implemented the “Going for the Gold” programs for current and future supervisors in conjunction with Hagerstown Community College. The first class of 20 county employees completed Bronze and Silver sections by May 22, 2013.✓ With the retirement of Deputy Director, duties were divided among staff with a somewhat seamless transition. | <ul style="list-style-type: none">✓ Complete the remainder of the implementation of the electronic documentation storage system for department personnel records through Laser fiche.✓ Complete the process of updating and approving all HR policies. In addition these updated policies, an updated Employee Handbook will be completed and approved by Board of County Commissioners.✓ Continue the success of the “Going for the Gold” program with the first group graduating with Gold and a second 20 member group beginning in the Fall 2013.✓ Complete Phase II of upgrading to HR PeopleSoft Tools – Ben Admin – through HR staff, IT staff, and consultant. This will include E-Services, HIPPA and COBRA modules.✓ Continue to implement features of a County-wide employee wellness program. |
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Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	630,916	654,140	597,640	(56,500)	(8.64%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	630,916	654,140	597,640	(56,500)	(8.64%)

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	492,018	528,140	473,140	(55,000)	(10.41%)
Operating	138,898	126,000	124,500	(1,500)	(1.19%)
Capital Outlay	0	0	0	0	0.00%
Total	630,916	654,140	597,640	(56,500)	(8.64%)

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Director of Human Resources	1	1	1
Deputy Director - HR	1	0	0
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	6	6

Central Services

Fund:	General Fund	Category:	General Operations
Program Code:	10970	Contact:	Karen Luther

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 2013

- ✓ Replaced photocopier equipment with new equipment and reduced monthly costs.

Goals for Fiscal Year 2014

- ✓ Review/evaluate and implement the purchase of supplies for the postage machine from various vendors for cost savings.
- ✓ Evaluate and implement County departments' use of correct envelopes for mail to result in postage cost savings.
- ✓ Evaluate the folder/insert machine for replacement and/or maintenance cost savings.

Funding Sources

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	192,687	206,810	198,340	(8,470)	(4.10%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	192,687	206,810	198,340	(8,470)	(4.10%)

Program Expenditures

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	45,065	47,110	48,640	1,530	3.25%
Operating	147,622	159,700	149,700	(10,000)	(6.26%)
Capital Outlay	0	0	0	0	0.00%
Total	192,687	206,810	198,340	(8,470)	(4.10%)

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Senior Office Associate	1	1	1
Total	1	1	1

Information Technology

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

Departmental Function:

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

Accomplishments in Fiscal Year 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none"> ✓ Implemented Oracle's Human Resources Benefits Administration module to enable open enrollment. ✓ Increased network bandwidth into the virtualized server and workstation infrastructure. ✓ Completed migration of obsolete building security and video systems to an internet protocol standards based system in the downtown core. ✓ Published a Potomac River Atlas in cooperation with several agency partners. ✓ Completed software projects for the Detention Center, Transportation Department, and Budget & Finance. 	<ul style="list-style-type: none"> ✓ Implement Oracle's COBRA and FMLA processing and enable e-Benefits to facilitate employee self-service functionality. ✓ Complete Washington County Broadband Wireless Access backbone migration to 4.9GHz; and Supervisory Control and Data Acquisition system integration. ✓ Upgrade and enhance the County's general and utility billing systems to include on-line payment capability. ✓ Complete a systematic review and evaluation of the County's data traffic and storage infrastructure in order to make appropriate adjustments/realignments.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	1,626,660	1,743,940	1,779,740	35,800	2.05%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	11,044	5,100	1,100	(4,000)	(78.43%)
Total	1,637,704	1,749,040	1,780,840	31,800	1.82%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	1,077,569	1,173,110	1,208,380	35,270	3.01%
Operating	443,217	575,930	572,460	(3,470)	(0.60%)
Capital Outlay	116,918	0	0	0	0.00%
Total	1,637,704	1,749,040	1,780,840	31,800	1.82%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
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	0	0
Systems Analyst	2	2	2
GIS Database Administrator	1	1	1
IT Services Specialist III	1	1	1
Technical Support Analyst II	1	2	2
IT Services Specialist II	1	2	2
IT Services Specialist I	2	1	1
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.

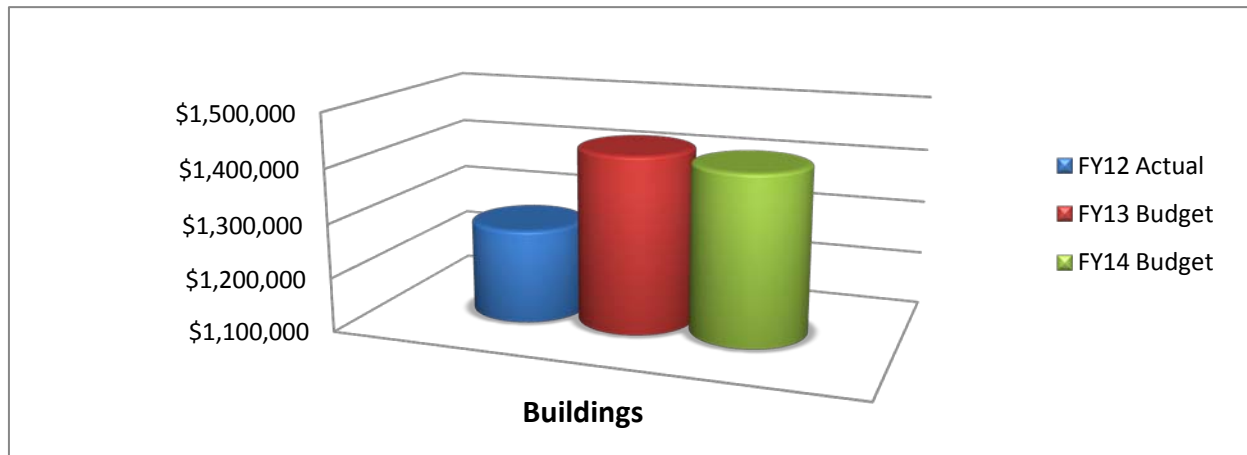
Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	2,887,301	4,485,060	4,385,140	(99,920)	(2.23%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	2,887,301	4,485,060	4,385,140	(99,920)	(2.23%)

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	2,546,596	4,061,840	3,951,770	(110,070)	(2.71%)
Operating	340,705	423,220	433,370	10,150	2.40%
Capital Outlay	0	0	0	0	0.00%
Total	2,887,301	4,485,060	4,385,140	(99,920)	(2.23%)

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General Fund – Buildings Summary

Category	2012 Actual	2013 Budget	2014 Budget	\$ Change	% Change
Martin Luther King Center	93,508	120,620	117,320	(3,300)	(2.74%)
Administration Building	241,125	257,200	256,700	(500)	(0.19%)
Administration Building II	38,459	110,850	96,460	(14,390)	(12.98%)
Court House	519,505	549,910	549,520	(390)	(0.07%)
County Office Building	209,832	227,960	217,490	(10,470)	(4.59%)
Administration Annex	57,933	61,400	59,220	(2,180)	(3.55%)
Dwyer Center	26,211	32,000	31,390	(610)	(1.91%)
Rental Properties	327	2,000	2,000	0	0%
Public Facilities Annex	86,836	65,000	82,060	17,060	26.25%
Total	1,273,736	1,426,940	1,412,160	(14,780)	(1.04%)



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Buildings

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

Departmental Function:

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

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

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

Accomplishments in Fiscal Year 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none">✓ Designed boiler replacement for the Court House.✓ Developed plan for 2nd floor of 128 West Washington Street.✓ Remodeled 1st floor suite for Public Relations Department.✓ Replaced chiller and duct work on 4th floor of County Office Building.	<ul style="list-style-type: none">✓ Remodel 2nd floor Administration Building II for 911 backup.✓ Bid and install new boilers at Court House.✓ Design chiller replacement County Office Building.

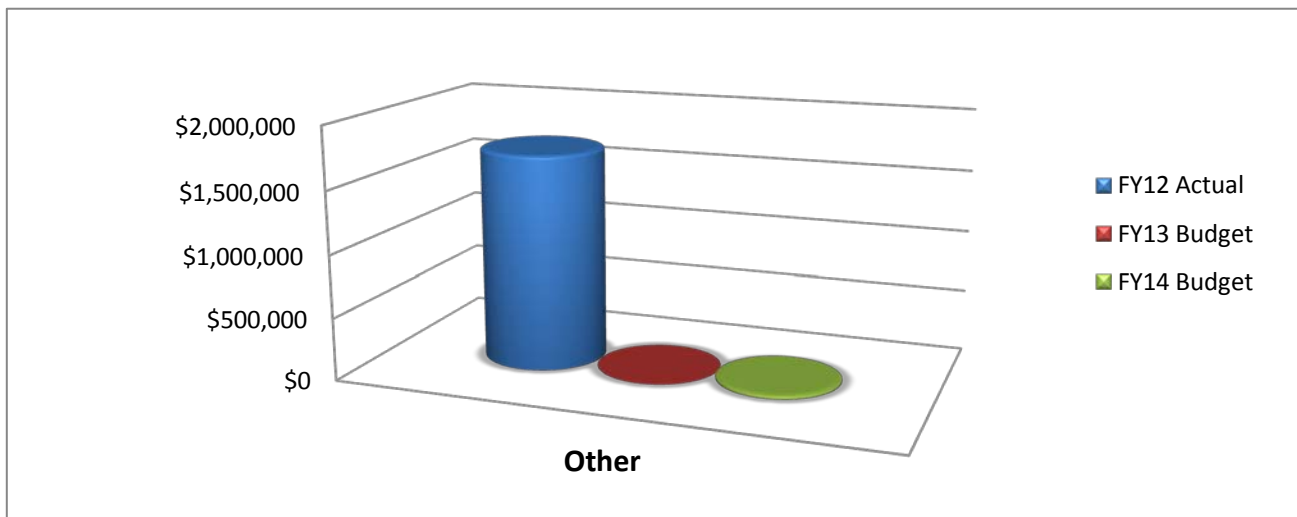
Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	1,273,736	1,426,940	1,412,160	(14,780)	(1.04%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,273,736	1,426,940	1,412,160	(14,780)	(1.04%)

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	269,460	294,510	302,540	8,030	2.73%
Operating	989,845	1,132,430	1,109,620	(22,810)	(2.01%)
Capital Outlay	14,431	0	0	0	0.00%
Total	1,273,736	1,426,940	1,412,160	(14,780)	(1.04%)

Staffing Summary (FTEs)			
Positions	2012	2013	2014
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	2012 Actual	2013 Budget	2014 Budget	\$ Change	% Change
Women's Commission	1,320	2,000	2,000	0	0.00%
Historic District Commission	240	350	350	0	0.00%
Grants	1,661,912	0	25,870	25,870	100.00%
Billables (net)	59,778	0	0	0	0.00%
Total	1,723,250	2,350	28,220	25,870	1100.85%



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Women's Commission

Fund:	General Fund	Category:	Other
Program Code:	11100	Contact:	Kathy Saxman

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 2013

- ✓ Celebrate Women's History Month – 4th Annual Circle of Sisters.
- ✓ Joined the National Association of Commission for Women.
- ✓ Provided the Dorothy Nipps Scholarship to a non-traditional female student.
- ✓ Redesigned web site and facebook.

Goals for Fiscal Year 2014

- ✓ Support the local girls and women's groups by hosting a quarterly meeting, the Council of Women.
- ✓ Open a Women's Counseling Center to be readily available to women of Washington County, offering job coaching, GED classes, resume writing, financial planning, etc.
- ✓ Support area literacy programs.
- ✓ Celebrate Women's History Month - 5th Annual Circle of Sisters, by honoring "Women of the Year"; "Young Women of the Year"; and "Women providing outstanding work in the Community".
- ✓ Continue awareness of Senate Bills that effect women and children.
- ✓ Provide the Dorothy Nipps Scholarship to a non-traditional female student.
- ✓ Outreach to community with Christmas in July Back to School supplies drive.

Funding Sources

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	1,320	2,000	2,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,320	2,000	2,000	0	0.00%

Program Expenditures

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	1,320	2,000	2,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	1,320	2,000	2,000	0	0.00%

Services Provided or Clients Served			
Programs	2012	2013	2014
Counseling Center	0	0	50,000

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 2013

- ✓ Completed the draft of local design review guidelines.
- ✓ Completed training requirements to maintain Certified Local Government status.
- ✓ Approved all tax credit and building permit applications as submitted.

Goals for Fiscal Year 2014

- ✓ Seek funding to continue resource inventories.
- ✓ Draft an update of the Comprehensive Plan chapter regarding historic resources.
- ✓ Gain approval of local design guidelines.

Funding Sources

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	240	350	350	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	240	350	350	0	0.00%

Program Expenditures

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	240	350	350	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	240	350	350	0	0.00%

Services Provided or Clients Served			
Programs	2012	2013	2014
Plan review (building permit or tax credit)	9	7	10 (est.)
State or federal funded project review	5	3	5 (est.)
Advising opportunities	3	6	8 (est.)

Grants

Fund:	General Fund	Category:	Other
Program Code:	12800	Contact:	Dawn Barnes

Departmental Function:

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

Accomplishments in Fiscal Year 2013

✓ Not applicable.

Goals for Fiscal Year 2014

✓ Not applicable.

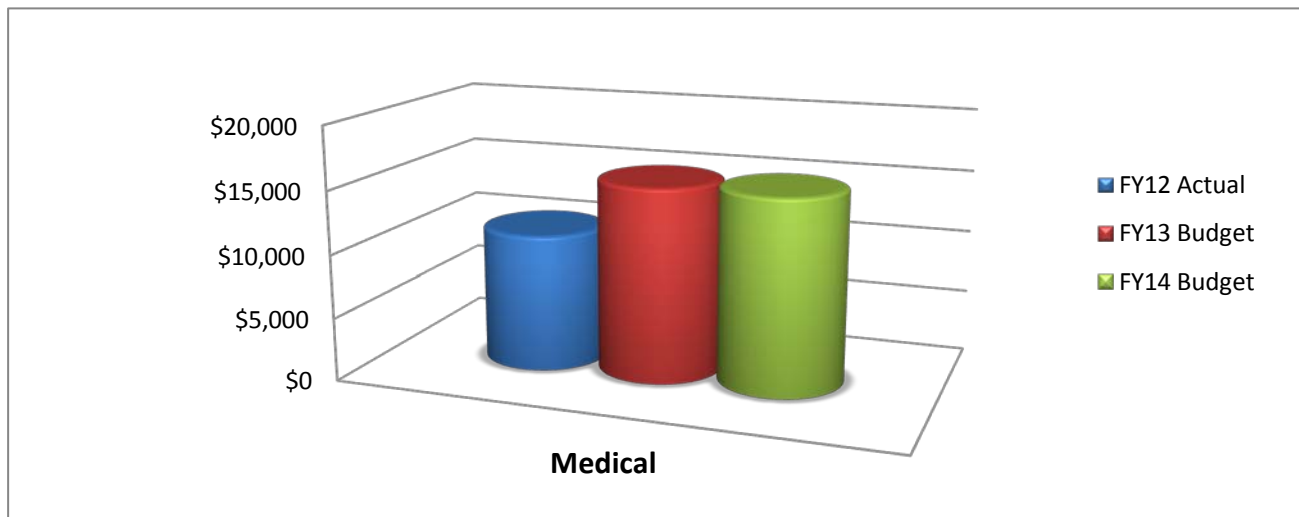
Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	0	0	25,870	25,870	100.00%
Grants/Intergovernmental	1,661,912	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,661,912	0	25,870	25,870	100.00%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	339,600	0	25,870	25,870	100.00%
Operating	1,026,034	0	0	0	0.00%
Capital Outlay	236,277	0	0	0	0.00%
Total	1,661,912	0	25,870	25,870	100.00%

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General Fund – Medical Summary

Category	2012 Actual	2013 Budget	2014 Budget	\$ Change	% Change
Medical Examiner	10,880	15,000	15,000	0	0.00%
Pauper Burial	0	400	400	0	0.00%
Total	10,880	15,400	15,400	0	0.00%



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Medical Examiner

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

Departmental Function:

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

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	10,880	15,000	15,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	10,880	15,000	15,000	0	0.00%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	10,880	15,000	15,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	10,880	15,000	15,000	0	0.00%

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Pauper Burial

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

Departmental Function:

The County provides a proper burial for indigents.

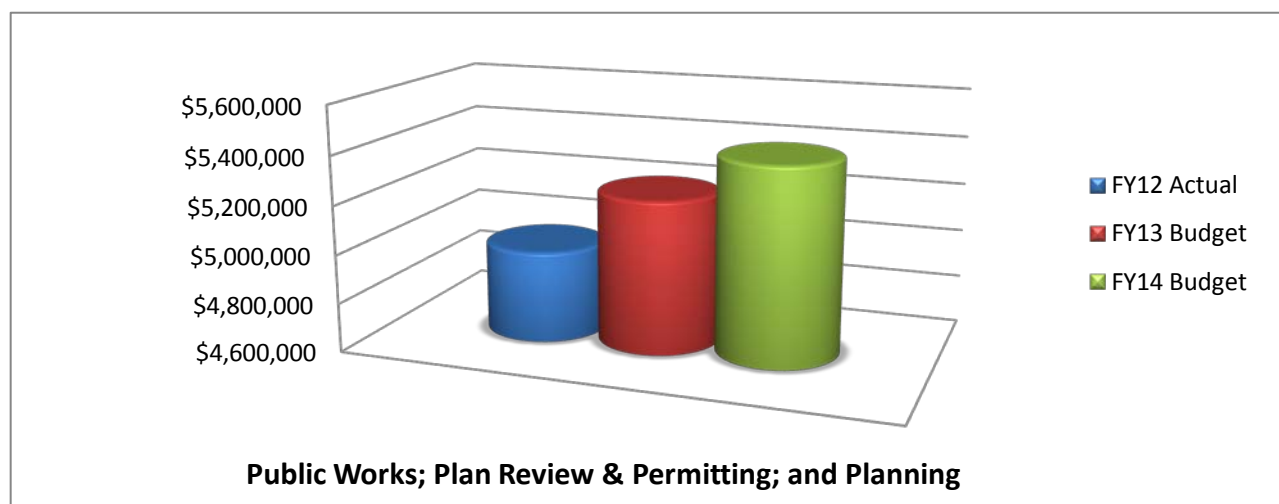
Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	0	400	400	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	0	400	400	0	0.00%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 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%

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

Category	2012 Actual	2013 Budget	2014 Budget	\$ Change	% Change
Public Works:					
Administration	453,162	467,560	592,010	124,450	26.62%
Engineering and Construction	2,470,000	2,603,250	2,582,350	(20,900)	(0.80%)
	2,923,162	3,070,810	3,174,360	103,550	3.37%
Plan Review and Permitting:	1,448,953	1,451,730	1,572,740	121,010	8.34%
Planning:					
Planning and Zoning	555,491	653,950	606,250	(47,700)	(7.29%)
Zoning Appeals	48,884	53,440	53,440	0	0.00%
	604,375	707,390	659,690	(47,700)	(6.74%)
Total	4,976,490	5,229,930	5,406,790	176,860	3.38%



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Public Works Administration

Fund:	General Fund	Category:	Public Works
Program Code:	11600	Contact:	To Be Announced

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 Board of County Commissioners 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 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none">✓ Completed grant fund reimbursements for the Central Library (\$11 Million) and Devils Backbone Dam rehabilitation (\$550,000 State and \$363,110 State Highway Administration).✓ Maintenance and tracking of Private Development Agreements and Bonding (total of \$16.8 million).✓ Executed Yale Drive utility improvements maintenance of agreement between the County and Hagerstown-Washington County Industrial Foundation (CHIEF).✓ Completed County Office Building 4th Floor HVAC roof top unit replacement and HVAC distribution.✓ Advertised and awarded the Washington County Court House Boiler and Hangar 17 roof replacement design contracts.✓ For Real Property the following was completed – property acquisition for Robinwood Drive; 90% of property acquired for Southern Boulevard and Eastern Boulevard; acquired property for West City Elementary School; and acquired right of way/property for County bridge, drainage, road, sewer main and airport projects.✓ For GIS the following was completed – mapping of Antietam Creek Water Trail; and programmed applications for Department of Public Works Accela – Mobile Access for private development construction inspectors and activity for storm water management structure inspections✓ Public Works engineer reviewed/responded to 13 traffic impact studies; 30+ special events permits; 30+ citizen traffic complaints. Also reviewed all site plans submitted to Plan Review and Permitting Department; six structural designs for Airport and Highway Department; and three signal designs.	<ul style="list-style-type: none">✓ Complete a study to determine a potential site for the Central Section Highway Department facility.✓ Complete property acquisition for Southern Boulevard and Eastern Boulevard Phase I Widening, and various bridge, drainage and sidewalk projects.✓ Complete the South County Elementary School site location study.✓ Complete design contract, advertise, award and complete construction of Hangar 17 roof replacement project.✓ Complete Senior Center Design contract, advertise and award construction contract.✓ Complete design and implement required installations for a Back-up 911 Center and Emergency Operations Center.✓ Complete design of Highway sign inventory system.✓ Continue redesign of Public Works web sites.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	453,162	467,560	592,010	124,450	26.62%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	453,162	467,560	592,010	124,450	26.62%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	427,911	440,500	557,020	116,520	26.45%
Operating	25,251	27,060	34,990	7,930	29.31%
Capital Outlay	0	0	0	0	0.00%
Total	453,162	467,560	592,010	124,450	26.62%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Director of Public Works	1	1	1
Public Works Engineer	1	1	1
Senior Architectural Project Manager	0	1	1
Real Property Administrator	1	1	1
GIS Analyst	1	1	1
Public Works Document Coordinator	1	1	1
Total	5	6	6

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 storm water management (SWM) structures. Inspect residential and commercial building construction, renovation, and improvements. Manage inspection of private land development in the County.

Accomplishments in Fiscal Year 2013

- ✓ Completed Marsh Pike - Longmeadow Road Intersection (\$4,500,000); Maugans Avenue - Crayton Boulevard Signal; County portion of Garis Shop Road - Poffenberger Road roundabout (\$7,500,000); and culvert projects (Ernstville, Maugansville, Resley, Rice and Spade roads).
- ✓ Began construction on Robinwood Corridor II between Hagerstown Community College and Medical Campus Drive (\$8,500,000).
- ✓ Substantial completion of Central Library and began design of Senior Center.
- ✓ Secured \$592,000 in Safe Routes to School funding for a sidewalk extension project near Lincolnshire Elementary School.
- ✓ Secured \$240,000 in Maryland Department of Environment grant funding for stream restoration project at Little Antietam Creek along Greensburg Road.
- ✓ Completed comprehensive railroad study.
- ✓ Completed the transition from the 2009 to 2012 International Code Council codes.
- ✓ Responded to a total of 33,597 building/trade inspections.
- ✓ Performed 255 individual plumbing/HVAC/electrical commercial plan reviews.
- ✓ Investigated a total of 460 service requests and inquires generated by the public.
- ✓ Performed 1,756 construction inspections, which include SWM, roads, utility, and permits.
- ✓ Participated in Accela improvement task force; and made detailed recommendations for upgrade to the next generation of permitting software for improved customer access and staff efficiency.

Goals for Fiscal Year 2014

- ✓ Continue to secure and utilize 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.
- ✓ Plan, design, and construct storm water management projects to meet National Pollutant Discharge Elimination System requirements.
- ✓ Plan, design, and construct Watershed Implementation Plan projects.
- ✓ Plan, design, and construct various transportation ADA projects.
- ✓ Complete and adopt County's roadway design standards that are currently in draft form.
- ✓ Complete design and construction of fuel center remediation at Eastern Section and fuel center upgrades at Central Section for Highway Department.
- ✓ Complete design for Underpass Way-Railway Lane Intersection improvements; Eastern Boulevard Phase II; and various bridge and culvert projects.
- ✓ Begin construction on Eastern Boulevard Phase I; Yale Drive Extended; Marble Quarry Road Bridge; Lincolnshire sidewalk extension; Coffman Farms Road Bridge; railroad crossing signs/pavement markings, and culvert projects (Charles Mill, Catholic Church, Burnside Bridge, and Locust Grove roads).
- ✓ Maintain one business day or less response time for all inspection requests.
- ✓ Assist as needed with the Accela software upgrade.
- ✓ Continue customer satisfaction on the building and site inspections.
- ✓ Continue to evaluate departmental policies and procedures to streamline efficiency.
- ✓ Cross train inspectors to serve intermittent duties on capital projects and site development as needed.
- ✓ Begin Accela automation upgrade.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	2,462,228	2,598,470	2,573,600	(24,870)	(0.96%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	7,772	4,780	8,750	3,970	83.05%
Total	2,470,000	2,603,250	2,582,350	(20,900)	(0.80%)

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	2,329,793	2,463,690	2,456,190	(7,500)	(0.30%)
Operating	129,267	139,560	126,160	(13,400)	(9.60%)
Capital Outlay	10,940	0	0	0	0.00%
Total	2,470,000	2,603,250	2,582,350	(20,900)	(0.80%)

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Deputy Director Engineering & Construction	1	1	1
Chief, Engineering Design	1	1	1
Chief, Construction Inspector	1	1	1
Civil Engineer	2	2	2
Structural Engineer	1	1	1
Combination Inspector	1	1	1
Chief of Surveys	1	1	1
Project Manager	4	4	4
Electrical Inspector II	1	1	1
Stormwater Management Coordinator	1	1	1
Senior Building Inspector	1	0	0
Plumbing Inspector	2	2	2
Electrical Inspector I	2	2	2
Building Inspector II	1	1	1
Construction Inspector	4	4	4
Engineering Technician III	3	3	3
Stormwater Management Technician	1	0	0
Building Inspector I	2	2	2
Survey Party Chief	1	1	1
Survey Technician	1	1	1
Administrative Assistant	1	2	2
Office Associate	1	0	0
Total	34	32	32

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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 2013

- ✓ 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.
- ✓ Began discussions on the development of a draft of the updated Washington County Floodplain Ordinance.
- ✓ Continued to assist the Division of Environmental Management (DEM) in the development of a Chesapeake Bay Phase II Watershed Implementation Plan (WIP).
- ✓ Continued to develop recommendations for Subdivision Ordinance Text Amendments.
- ✓ Completed development of a draft procedure for processing revised land development plans.
- ✓ Assisted the Division of Public Works with revisions to the Storm Water Management, Grading, Soil Erosion & Sediment Control Ordinance.
- ✓ Assisted 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, began the process to update the Permits Plus and Accela software applications to Accela Automation.
- ✓ Continued to develop and implement a public education program for land development and building construction permitting issues.
- ✓ Implemented a commercial customer appreciation week.
- ✓ Implemented a Building Safety Month with assistance from the Office of Public Relations and Community Affairs.
- ✓ Drafted and worked toward implementation of Business Friendly Objectives with the input of members of the land development building industry.
- ✓ Reinstated the Washington County Building Code Board of Appeals.

Goals for Fiscal Year 2014

- ✓ 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.
- ✓ Continue discussions on the development of 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 assist the Department of Information Technology 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.
- ✓ Implement a residential customer appreciation week.
- ✓ Implement a Building Safety Month with assistance from the Office of Public Relations and Community Affairs.
- ✓ Continue to work toward implementation of Business Friendly Objectives with the input of members of the land development building industry.
- ✓ Assist the Department of Planning and Zoning on development of text amendments to the Zoning Ordinance.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	286,303	295,630	488,640	193,010	65.29%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	1,162,650	1,156,100	1,084,100	(72,000)	(6.23%)
Total	1,448,953	1,451,730	1,572,740	121,010	8.34%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	1,337,863	1,410,610	1,526,080	115,470	8.19%
Operating	109,026	41,120	44,660	3,540	8.61%
Capital Outlay	2,064	0	2,000	2,000	100.00%
Total	1,448,953	1,451,730	1,572,740	121,010	8.34%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Director, Plan Reviewing and Permitting	1	1	1
Deputy Director, Permitting	1	1	1
Deputy Director, Plan Review	1	1	1
Chief Plans Examiner	1	1	1
Zoning Coordinator	1	1	1
Plan Reviewer	2	2	2
Senior Plans Examiner	1	2	2
Senior Planner	2	2	2
Plans Examiner II	1	1	1
Plans Examiner I	1	1	1
Zoning Inspector	1	1	1
Office Manager	1	1	1
Permits Administrator	1	1	1
Permit Specialist	1	1	1
Permits Technician	2	2	2
Senior Office Associate	1	1	1
Office Associate	1	1	2
Plumbing Board Member	3.5	3.5	3.5
Electrical Board Member	2	2	2
Total	25.5	26.5	27.5

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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 2013

- ✓ Completed Urban Growth Area zoning amendments.
- ✓ Completed analysis and development of Sustainable Growth and Agricultural Preservation mapping.
- ✓ Completed draft of Land Preservation, Parks and Preservation Plan.
- ✓ Adoption of Addressing Ordinance.
- ✓ Adopted Farm Winery and Brewery amendments.

Goals for Fiscal Year 2014

- ✓ Complete Forest Conservation Ordinance amendments.
- ✓ Monitor State regulation and legislative changes for local effects.
- ✓ Implement alternate school mitigation procedures.
- ✓ Begin public participation process for Comprehensive Plan update.
- ✓ Continue ordinance amendments to improve plan review procedures.
- ✓ Complete Town Growth Area zoning amendments.

Funding Sources

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	548,568	649,950	602,750	(47,200)	(7.26%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	6,923	4,000	3,500	(500)	(12.50%)
Total	555,491	653,950	606,250	(47,700)	(7.29%)

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	508,262	630,700	583,000	(47,700)	(7.56%)
Operating	43,479	23,250	23,250	0	0.00%
Capital Outlay	3,750	0	0	0	0.00%
Total	555,491	653,950	606,250	(47,700)	(7.29%)

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Planning and Zoning Director	1	1	1
Chief Planner	1	1	1
Senior Planner	1	0	0
GIS Coordinator	1	1	1
Parks & Environmental Planner	1	1	1
GIS Analyst	1	1	1
Comprehensive Planner	0	1	1
Planner	1	0	0
Administrative Assistant	1	1	1
GIS Technician	1	1	1
Planning Commission Members	3	3	3
Total	12	11	11

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 2013

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

Goals for Fiscal Year 2014

- ✓ Continue to review and process applications for appeals to the Board of Zoning Appeals in an efficient manner.

Funding Sources

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	33,509	33,440	28,440	(5,000)	(14.95%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	15,375	20,000	25,000	5,000	25.00%
Total	48,884	53,440	53,440	0	0.00%

Program Expenditures

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	24,314	26,640	26,640	0	0.00%
Operating	24,570	26,800	26,800	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	48,884	53,440	53,440	0	0.00%

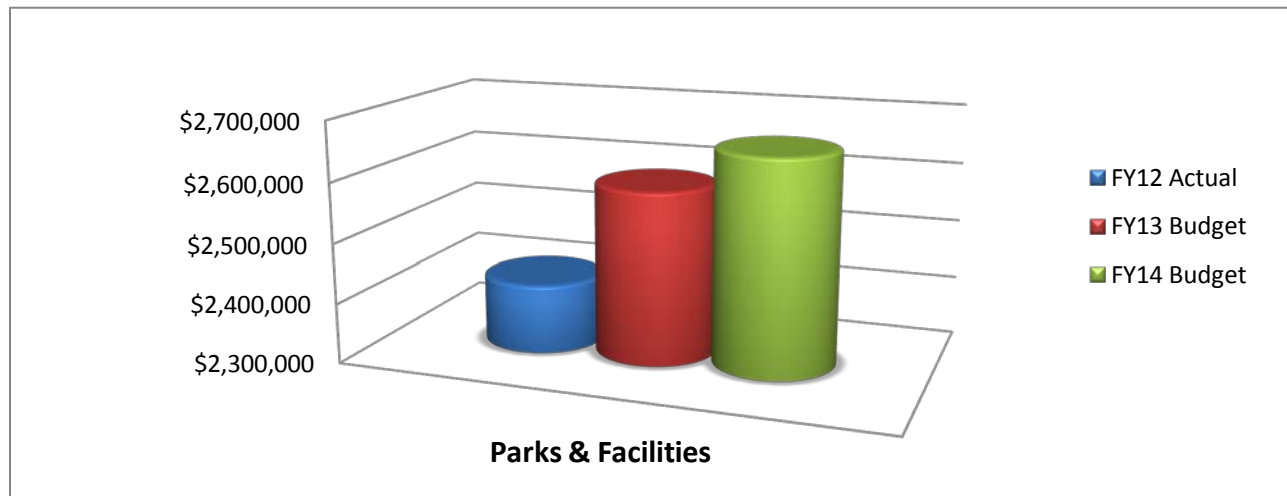
Staffing Summary (FTEs)

Positions	2012	2013	2014
Zoning Appeals Board Members	3.5	3.5	3.5

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General Fund – Parks & Facilities Summary

Category	2012 Actual	2013 Budget	2014 Budget	\$ Change	% Change
Buildings, Grounds & Parks	1,634,380	1,723,010	1,738,780	15,770	0.92%
Martin L. Snook Pool	121,655	128,500	130,190	1,690	1.32%
Fitness & Recreation	660,119	737,130	788,780	51,650	7.01%
Total	2,416,154	2,588,640	2,657,750	69,110	2.67%



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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 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none">✓ Work progresses on Tammany Park – basketball court is complete, playground equipment should be installed June.✓ Disc Golf Course is complete and open at Regional Park.✓ Basketball courts have been overlaid at Martin L. Snook and Clear Spring parks.✓ Fencing has been replaced at three softball fields at Martin L. Snook Park.	<ul style="list-style-type: none">✓ Develop specifications and install lights at Martin L. Snook Park softball fields.✓ Rebuild retaining wall at Martin L. Snook Veterans wall.✓ Resurface tennis courts.✓ Concrete tee areas at Regional Park Disc Golf course.

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	1,546,455	1,647,010	1,659,780	12,770	0.78%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	87,925	76,000	79,000	3,000	3.95%
Total	1,634,380	1,723,010	1,738,780	15,770	0.92%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	1,273,500	1,364,000	1,369,240	5,240	0.38%
Operating	359,290	359,010	369,540	10,530	2.93%
Capital Outlay	1,590	0	0	0	0.00%
Total	1,634,380	1,723,010	1,738,780	15,770	0.92%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
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	7.5	7.5	7.5
Ballfield Attendant	.5	0	0
Park Attendant	9.5	10	10
Total	30.5	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 2013

- ✓ Made American with Disabilities Act (ADA) improvements for the main pool.
- ✓ Updated fixtures in restrooms.

Goals for Fiscal Year 2014

- ✓ Pave the ADA parking lot.
- ✓ Design ADA improvements for wading pool and bid project.

Funding Sources

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	40,102	48,500	36,780	(11,720)	(24.16%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	81,553	80,000	93,410	13,410	16.76%
Total	121,655	128,500	130,190	1,690	1.32%

Program Expenditures

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	79,701	79,930	81,250	1,320	1.65%
Operating	41,954	48,570	48,940	370	0.76%
Capital Outlay	0	0	0	0	0.00%
Total	121,655	128,500	130,190	1,690	1.32%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
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 2013

- ✓ Established and completed in May 2013 credit card capability for the registration process.
- ✓ Offered joint programs with the City of Hagerstown – St. Patrick’s Day Run and aerobic classes in University Park.
- ✓ Reorganized the adults’ sports programs to offer additional weeks and programs for more options.

Goals for Fiscal Year 2014

- ✓ Market and implement the on-line registration process to the citizens of Washington County. Goal is to go live in the fall of 2013.
- ✓ Work with Planning Department and Parks Department to conduct a Recreation & Parks Need Survey. This will be useful for the Land Preservation Plan.
- ✓ Review the fee structure for the Community Recreation Centers.
- ✓ Offer a one mile walk and a music festival with the St. Patrick’s Day event.

Funding Sources

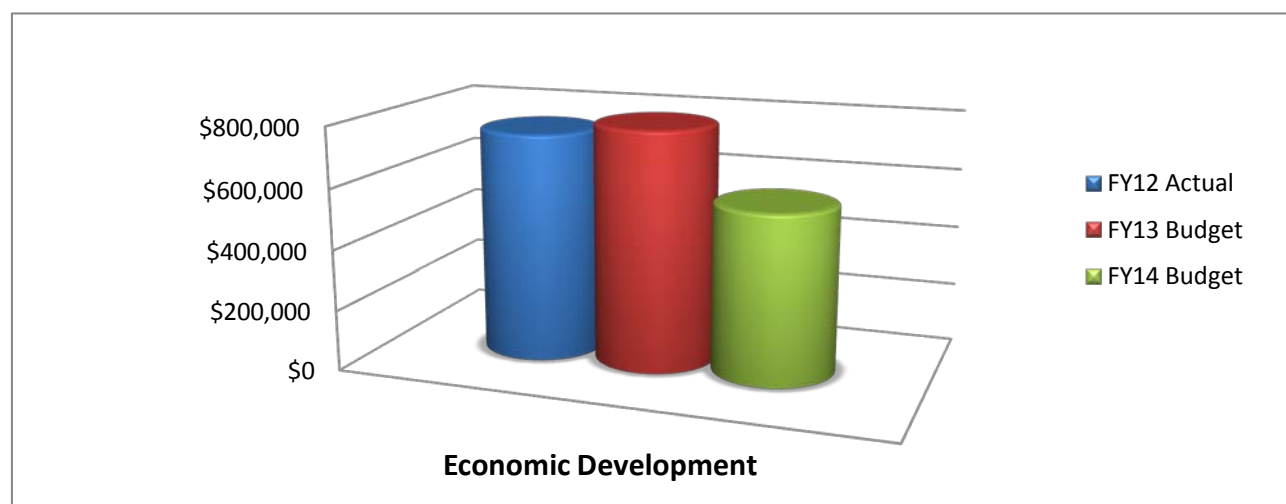
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	638,170	462,130	503,780	41,650	9.01%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	21,949	275,000	285,000	10,000	3.64%
Total	660,119	737,130	788,780	51,650	7.01%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	552,139	598,380	656,280	57,900	9.68%
Operating	107,980	129,010	132,500	3,490	2.71%
Capital Outlay	0	9,740	0	(9,740)	(100.00%)
Total	660,119	737,130	788,780	51,650	7.01%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Fitness and Recreation Director	1	1	1
Recreation Program Coordinator	3	3	3
Office Manager	0	0	1
Senior Office Associate	1	1	0
Recreation Program Worker	94.5	94.5	94.5
Total	99.5	99.5	99.5

General Fund – Economic Development Summary

Category	2012 Actual	2013 Budget	2014 Budget	\$ Change	% Change
Economic Development Commission	756,480	792,620	559,740	(232,880)	(29.38%)
Total	756,480	792,620	559,740	(232,880)	(29.38%)



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Economic Development Commission

Fund:	General Fund	Category:	Economic Development
Program Code:	12500	Contact:	Robert Mandley

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 (EDC) 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 2013

- ✓ Successfully established and implanted the “Washington County Business Outreach” program.
- ✓ Coordinated a business forum in Hancock, Boonsboro, and Sharpsburg for local existing businesses.
- ✓ Finalized the Strategic Economic Development Plan and began implementation of its actions plans.
- ✓ Increased use of Facebook to promote agriculture and ag-tourism.
- ✓ Updated and improved the EDC website using a new in-line editing program called LeftBrain.
- ✓ Coordinated with the City of Hagerstown, State and property brokers to locate a new business in the vacated Unilever building.

Goals for Fiscal Year 2014

- ✓ Become more active in lobbying on legislative issues effecting economic development in Washington County.
- ✓ Implement the Top 5 Strategic Priorities as part of the overall Strategic Economic Development Plan.
- ✓ Integrate cloud technology with advanced database resources.
- ✓ Investigate State and Federal funding sources for innovative agriculture programs.
- ✓ Utilize partners and identify supply chain resources for Washington County businesses.

Funding Sources

Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	756,045	789,620	559,740	(229,880)	(29.11%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	435	3,000	0	(3,000)	(100.00%)
Total	756,480	792,620	559,740	(232,880)	(29.38%)

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	540,616	555,970	388,940	(167,030)	(30.04%)
Operating	213,280	236,650	170,800	(65,850)	(27.83%)
Capital Outlay	2,584	0	0	0	0.00%
Total	756,480	792,620	559,740	(232,880)	(29.38%)

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Economic Development Director	1	1	1
Deputy Director Economic Development	1	0	0
Airport Business Development Specialist	1	0	0
Business Development Specialist	0	1	1
Agricultural Marketing Specialist	1	1	1
Project Coordinator	1	0	0
Business Support Specialist	0	1	1
Fiscal/Research Specialist	1	0	0
Administrative Assistant	1	1	1
Total	7	5	5

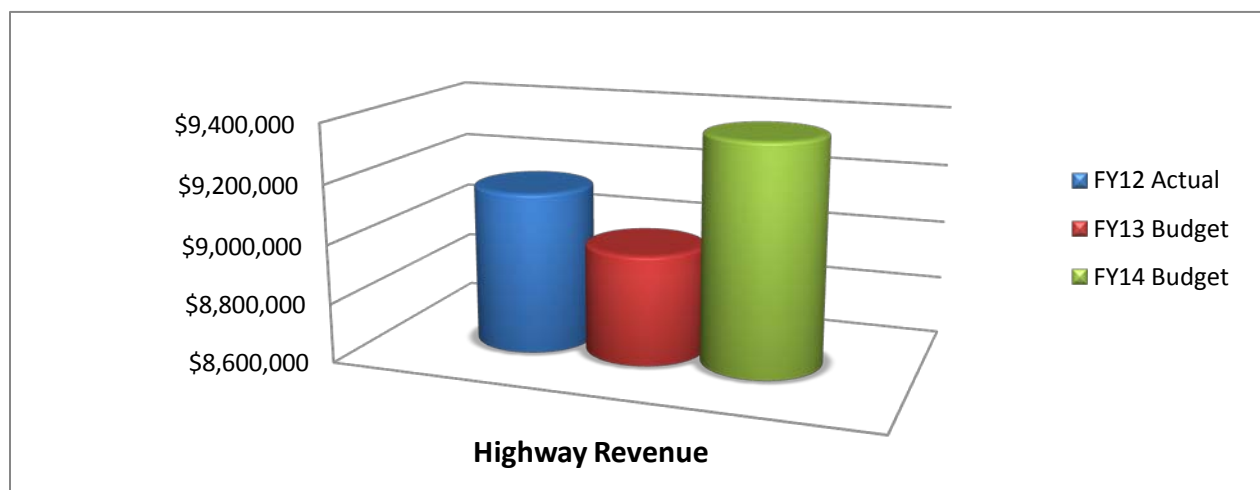
Highway Fund

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Highway Fund Summary

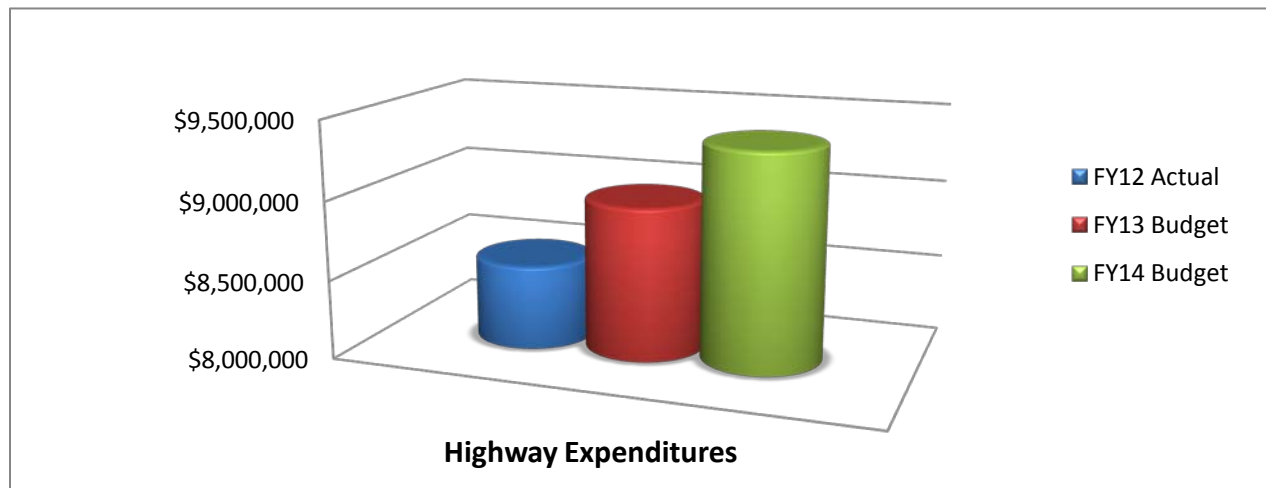
Highway Fund Revenue

Fund	2012 Actual	2013 Budget	2014 Budget	\$ Change	% Change
Highway Fund	9,147,768	8,973,080	9,371,820	398,740	4.44%
Total	9,147,768	8,973,080	9,371,820	398,740	4.44%



Highway Fund Expenditures

Fund	2012 Actual	2013 Budget	2014 Budget	\$ Change	% Change
Highway Fund	8,536,983	8,973,080	9,371,820	398,740	4.44%
Total	8,536,983	8,973,080	9,371,820	398,740	4.44%



Highway

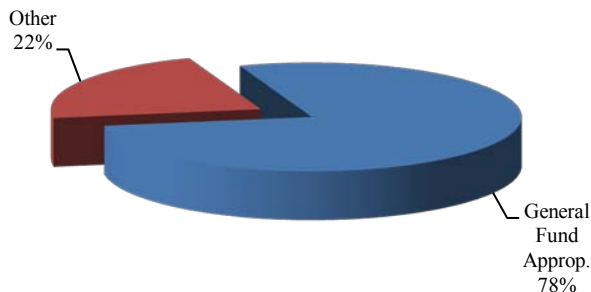
Fund:	Highway	Category:	Special Revenue
Program Code:	20	Contact:	Edwin Plank

Departmental Function:

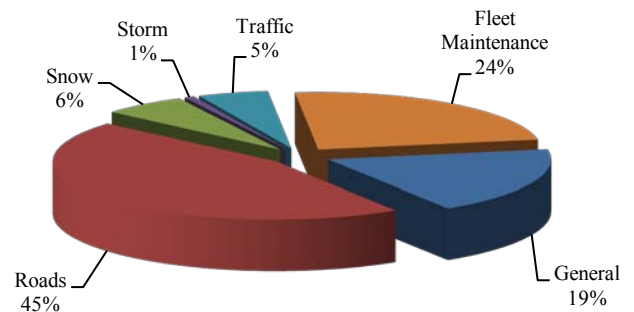
The Washington County Highway Department is responsible for the maintenance of the County's Road system; this includes but is not limited to patching, resurfacing, stabilization of dirt roads, keeping ditch lines clear of debris, mowing along County right of ways, mowing storm water management ponds,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

Fund Summary

Highway Revenue



Highway Expense



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

Department/Agency

Accomplishments in Fiscal Year 2013

- ✓ Purchased new software in order to update all traffic control signs to conform to new Manual on Uniform Traffic Control Devices standards.
- ✓ Completed prep work for the Wireless Communications Department on the last cell tower site on Miller Avenue for the County's new radio system.
- ✓ Purchased Fall Protection and provided training for all Highway locations to make it safe for employees during clean-up operations.
- ✓ Fabricated a steel frame for an airplane at the Airport that was purchased for training exercises for firefighters.

Goals for Fiscal Year 2014

- ✓ Replace underground fuel tanks at Northern Avenue to meet Maryland Department of Environment requirements.
- ✓ Replace underground fuel tanks at the Eastern Section, Smithsburg, to eliminate contamination underground.
- ✓ Procure funding to develop a more cost efficient method of maintaining storm water management ponds.

Detail Summary

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	7,856,020	7,306,020	7,306,020	0	0.00%
Operating and Capital Grants	0	0	0	0	0.00%
Fees/Charges	1,291,748	1,667,060	2,065,800	398,740	23.9%
Total	9,147,768	8,973,080	9,371,820	398,740	4.44%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	5,335,949	5,672,420	5,828,930	156,510	2.76%
Operating	2,847,873	3,084,690	3,326,410	241,720	7.84%
Capital Related Costs	353,161	215,970	216,480	510	0.24%
Total	8,536,983	8,973,080	9,371,820	398,740	4.44%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
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
Lead Construction Specialist	1	1	1
Equipment Operator III	13.5	13.5	13.5
Crew Coordinator/Equip Operator II	1	1	1
Equipment Operator II	24	24	29
Equipment Operator I	26.5	26.5	21.5
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	2012	2013	2014
Auto Services Assistant	1	1	1
Guards	4	4	4
Automotive Body/Paint Technician	1	1	1
Office Associate	.5	.5	.5
Total	97.5	97.5	97.5

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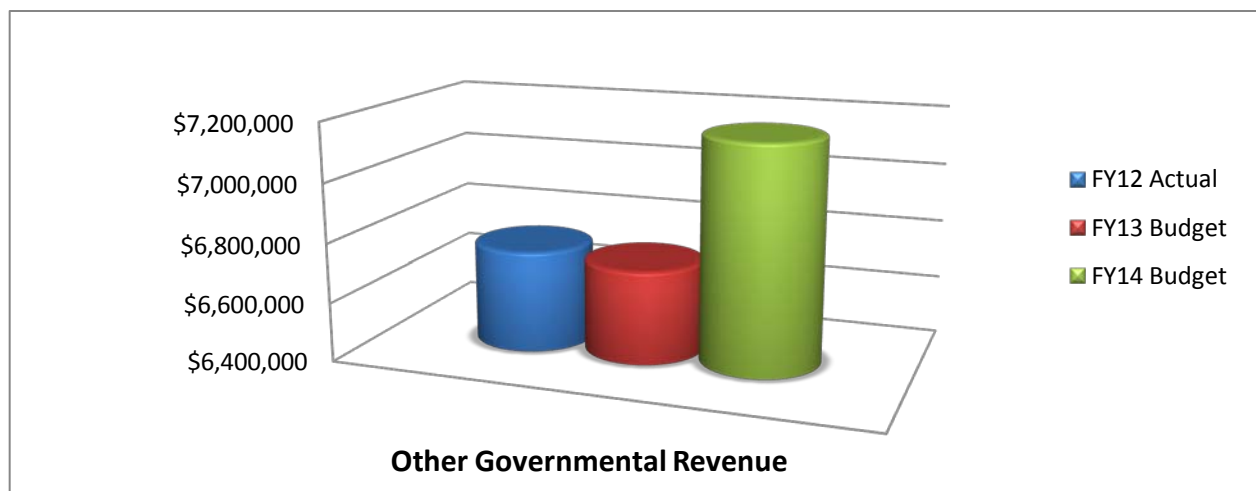
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Other Governmental Funds Summary

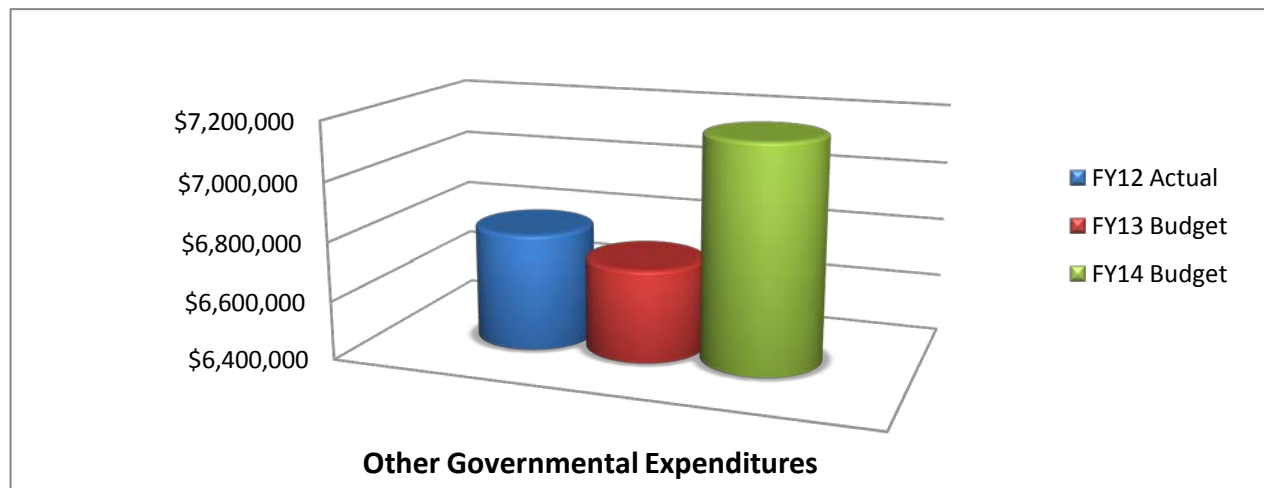
Other Governmental Funds Revenue

Fund	2012 Actual	2013 Budget	2014 Budget	\$ Change	% Change
Agricultural Education Center	136,366	194,500	198,270	3,770	1.94%
Community Grant Management	236,939	250,440	324,650	74,210	29.63%
Inmate Welfare	516,925	486,820	490,920	4,100	0.84%
Gaming	2,038,846	1,987,020	2,073,970	86,950	4.38%
Hotel Rental Tax	1,817,880	2,073,700	2,000,000	(73,700)	(3.55%)
Land Preservation	1,307,488	1,094,200	1,667,690	573,490	52.41%
Contraband	328,761	260,000	25,000	(235,000)	(90.38%)
HEPMPO	360,597	370,010	383,460	13,450	3.64%
Total	6,743,802	6,716,690	7,163,960	447,270	6.66%



Other Governmental Funds Expenditures

Fund	2012 Actual	2013 Budget	2014 Budget	\$ Change	% Change
Agricultural Education Center	188,723	194,500	198,270	3,770	1.94%
Community Grant Management	236,939	250,440	324,650	74,210	29.63%
Inmate Welfare	867,592	486,820	490,920	4,100	0.84%
Gaming	2,031,189	1,987,020	2,073,970	86,950	4.38%
Hotel Rental Tax	1,554,775	2,073,700	2,000,000	(73,700)	(3.55%)
Land Preservation	1,448,702	1,094,200	1,667,690	573,490	52.41%
Contraband	92,260	260,000	25,000	(235,000)	(90.38%)
HEPMPO	377,993	370,010	383,460	13,450	3.64%
Total	6,798,173	6,716,690	7,163,960	447,270	6.66%



Agricultural Education Center

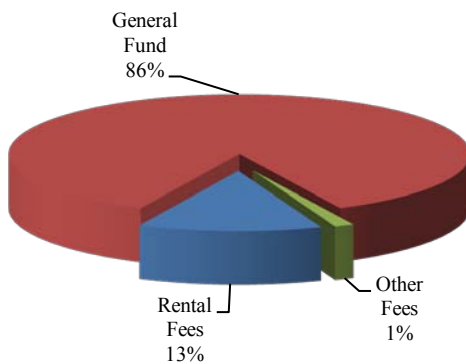
Fund:	Agricultural Education Center	Category:	Governmental Fund
Program Code:	23	Contact:	James Sterling

Departmental Function:

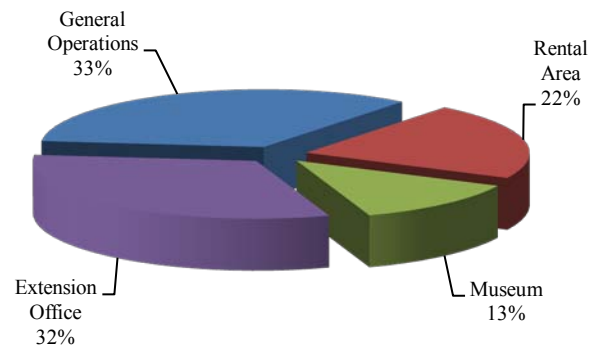
The Agricultural Education Center function is to promote agricultural and youth interest in Washington County and to educate the public about Washington County's agricultural heritage. The site includes a multi-purpose building, four pole barns, horse show arena, tractor pull track, milking parlor, kennel 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



Agricultural Ed Center Expense



The General Fund appropriation accounts for 86% or \$170,070 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 2013

- ✓ Concreted the floor of pole barn #4.
- ✓ Constructed a horse riding trail.
- ✓ Moved and remodeled the Spickler Store.
- ✓ Constructed the Blacksmith Shop.

Goals for Fiscal Year 2014

- ✓ Reconstruct the storm water pond at the track area.
- ✓ Rework water line at the barns.
- ✓ Stabilize access roads.
- ✓ Finish water treatment systems.

Detail Summary

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	100,000	100,850	170,070	69,220	68.64%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	36,366	93,650	28,200	(65,450)	(69.89)%
Total	136,366	194,500	198,270	3,770	1.94%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	48,541	49,610	51,430	1,820	3.67%
Operating	140,182	144,890	146,840	1,950	1.35%
Capital Outlay	0	0	0	0	0.00%
Total	188,723	194,500	198,270	3,770	1.94%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Senior Office Associate	1	1	1
Total	1	1	1

Community Grant Management

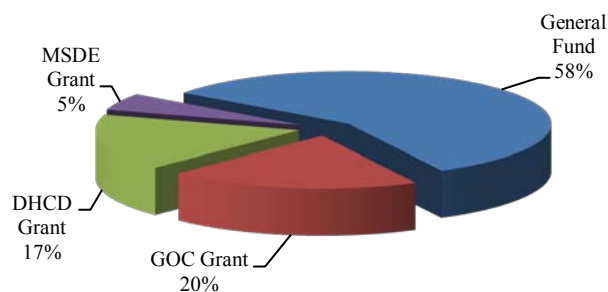
Fund:	Community Grant Management	Category:	Governmental Fund
Program Code:	24	Contact:	James Hovis

Departmental Function:

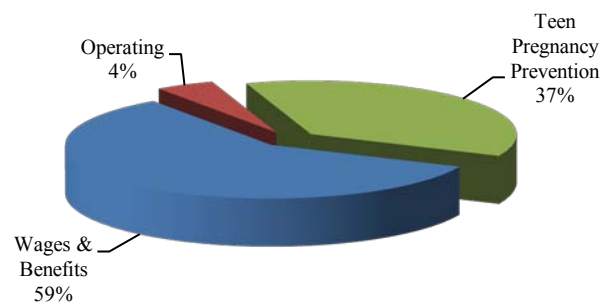
The Office of Community Grant Management is charged with the administration and management of the Local Management Board Initiative, Community Development Block Grant Funding, Neighborhood Conservation Initiative, Board of County Commissioner's Community Organization Funding and Appalachian Regional Commission Funding Programs. In addition, the Office administers a portion of the Hotel Rental Tax and General Fund Contingency funding programs. Our Mission is to provide funding opportunities to local organizations for services and projects that improve the lives of Washington County citizens in a manner that ensures accountability and measured results.

Fund Summary

Community Grant Management Revenue



Community Grant Management Expense



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

Department/Agency

Accomplishments in Fiscal Year 2013

- ✓ Provided \$164,000 in GOC & County funding to evidenced-based teen pregnancy prevention programs.
- ✓ Provided \$176,000 in GOC funding to the Diversion Program, which has a proven record of reducing the number of offenders into the juvenile justice system.
- ✓ Completed the triennial Washington County needs assessment and submitted the document to GOC for approval.
- ✓ Provided \$277,993 in MSDE funding to Healthy Families home visiting program, an evidenced-based program proven to reduce child abuse and neglect.
- ✓ Provided \$125,000 in GOC funding to the Rural Out of School Initiative to prevent destructive behaviors among youth.

Goals for Fiscal Year 2014

- ✓ Obtain funding from HUD and DHCD to encourage home ownership and prevent foreclosures.
- ✓ Successfully obtain economic development funding through the DHCD to attract new businesses or facilitate the expansion of existing businesses in Washington County.
- ✓ Identify and apply for funding that will provide for workforce development through education.
- ✓ Expand the School Based Health Center program to one additional location within the public school system.
- ✓ Add a mental health component to the current School Based Health Center program.

Detail Summary

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	236,939	250,440	186,450	(63,990)	(25.55%)
Grants/Intergovernmental	0	0	138,200	138,200	100.00%
Fees/Charges	0	0	0	0	0.00%
Total	236,939	250,440	324,650	74,210	29.63%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	102,494	112,890	190,350	77,460	68.62%
Operating	15,445	18,250	15,000	(3,250)	(17.81%)
Appropriations	119,000	119,300	119,300	0	0.00%
Total	236,939	250,440	324,650	74,210	29.63%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Director, Children and Youth Services	1	0	0
Grant Manager	0	1	1
Project Coordinator	1	0	0
Senior Grant Manager	1	1	1
Total	3	2	2

Inmate Welfare

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

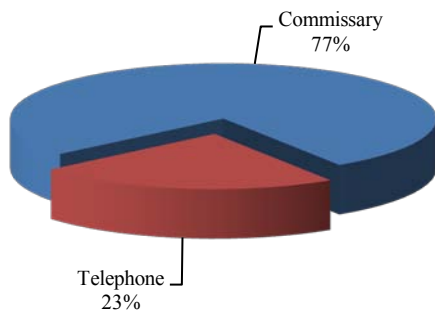
Departmental Function:

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.

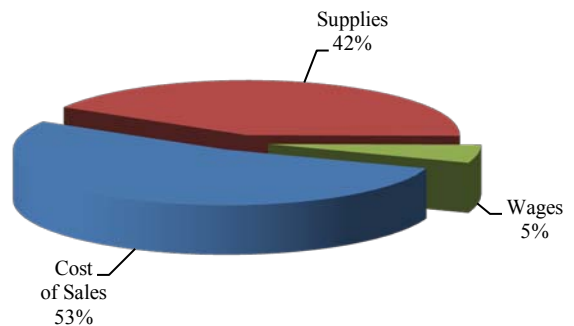
11-903 Each fund is a special continuing, non-lapsing fund. (2) (I) Each fund consists of I 1-profits derived from the sale of good through the commissary operation, telephone and vending machine commissions. See Chapter 27 11-902-11-904 for more details.

Fund Summary

Inmate Welfare Revenue



Inmate Welfare Expense



Commissary sales account for 77% or \$377,920 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 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none">✓ Researched the feasibility of using kiosks on housing pods for the purchase of commissary products.✓ Researched the feasibility of using headphones for televisions on housing pods to reduce noise levels.	<ul style="list-style-type: none">✓ Research the use of web based video visitation as a possible revenue stream.✓ Explore the option of providing indigent inmates two free phone calls per month via the inmate phone system.✓ Establish a committee to plan for expansion of commissary system to include implementing a kiosk purchasing system on each housing unit.

Detail Summary

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental	0	34,540	0	(34,540)	(100.00%)
Fees/Charges	516,925	452,280	490,920	38,640	8.54%
Total	516,925	486,820	490,920	4,100	0.84%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	19,989	25,990	26,320	330	1.27%
Operating	487,937	426,290	464,600	38,310	8.99%
Capital Outlay	359,666	34,540	0	(34,540)	(100.00%)
Total	867,592	486,820	490,920	4,100	0.84%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Inmate Teacher	.5	.5	.5
Total	.5	.5	.5

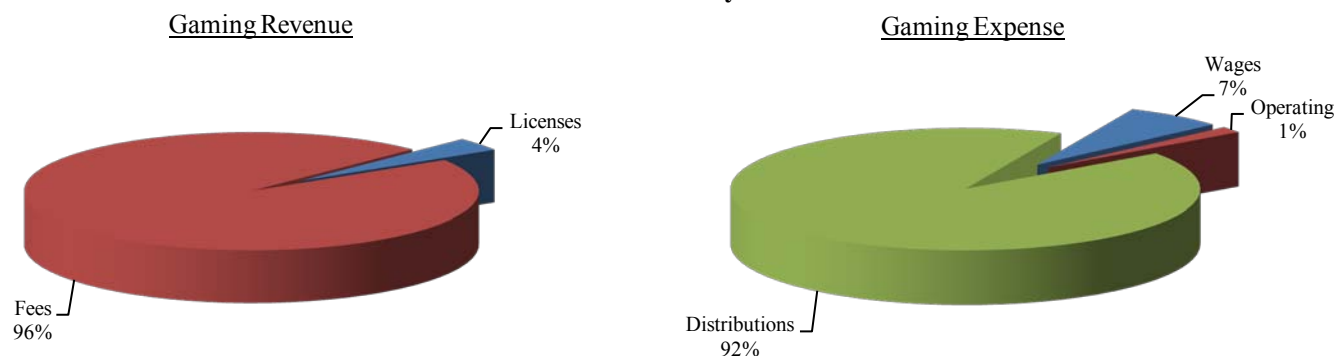
Gaming Fund

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



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 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none">✓ Increased the number of tip jar operators participating in the charitable gaming program.✓ Reduced regulatory non-compliance by providing written correspondence to operators addressing common regulation infractions.✓ Prevented a single piece of Legislation from being introduced in the General Assembly that threatened the charitable gaming program. This was accomplished by educating the General Assembly of the benefits of the program.✓ Began an effort to work with the Public Relations Department to report the “good news” of the charitable gaming program.	<ul style="list-style-type: none">✓ Continue to increase the number of participants in the charitable gaming program by offering the 1st year of licensure free of charge.✓ Increase Gaming Fund revenues 5% by attracting new businesses to participate in the program. This will offset the reduction due to legislative action in 2013.✓ Implement the plan devised with the Public Relations Department to report and publicize the accomplishments of the program, which may result in increased business participation in the program.✓ Protect the charitable gaming program from State control through education and communication with our local Delegation and key members of the General Assembly.

Detail Summary

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Fund Balance Reserve	0	2,500	0	(2,500)	(100.00%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	2,038,846	1,984,520	2,073,970	89,450	4.51%
Total	2,038,846	1,987,020	2,073,970	86,950	4.38%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	161,452	147,780	140,730	(7,050)	(4.77%)
Operating	10,967	34,240	33,240	(1,000)	(2.92%)
Capital Outlay	0	0	0	0	0.00%
Gaming Distributions	1,858,770	1,805,000	1,900,000	95,000	5.26%
Total	2,031,189	1,987,020	2,073,970	86,950	4.38%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Office of Community Development Management Director	0	1	1
Gaming Commission Director	1	0	0
Administrative Assistant	0	0	1
Senior Office Associate	2	2	1
Gaming Inspector	.5	.5	.5
Total	3.5	3.5	3.5

Hotel Rental Tax Fund

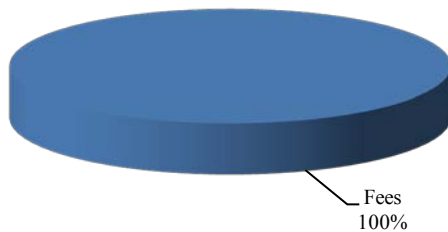
Fund:	Hotel Rental Tax	Category:	Governmental Fund
Program Code:	27	Contact:	Debra Murray

Departmental Function:

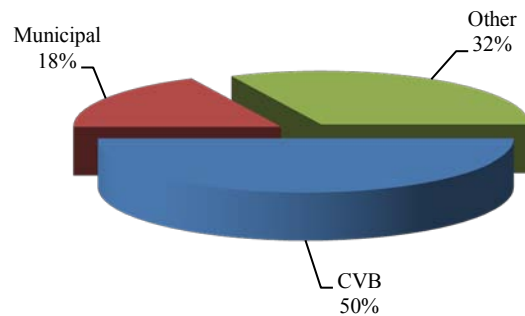
The Hotel Rental Tax fund is used to account for revenue generated by a 6% local Hotel Rental Tax approved under Md. Code Article 24, Title 9, and Subtitle 3 by local resolution. The expenditure of the Hotel Rental Tax revenue is restricted by State statute. The Convention and Visitors Bureau receives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



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

Department/Agency

Accomplishments in Fiscal Year 2013

✓ Not applicable.

Goals for Fiscal Year 2014

✓ Not applicable.

Detail Summary

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental (Fund Balance Reserve)	0	373,700	0	(373,700)	(100.00%)
Fees/Charges	1,817,880	1,700,000	2,000,000	300,000	17.65%
Total	1,817,880	2,073,700	2,000,000	(73,700)	(3.55%)

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	1,554,775	2,073,700	2,000,000	(73,700)	(3.55%)
Capital Outlay	0	0	0	0	0.00%
Total	1,554,775	2,073,700	2,000,000	(73,700)	(3.55%)

Land Preservation Fund

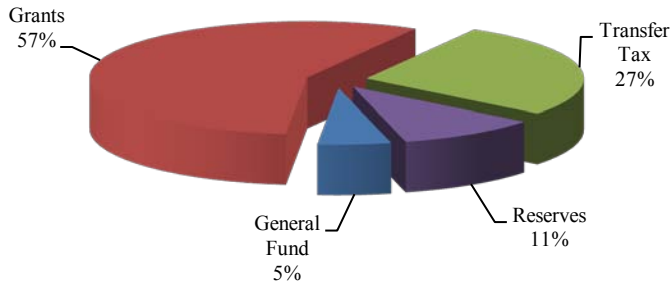
Fund:	Land Preservation Fund	Category:	Governmental Fund
Program Code:	28	Contact:	Eric Seifarth

Departmental Function:

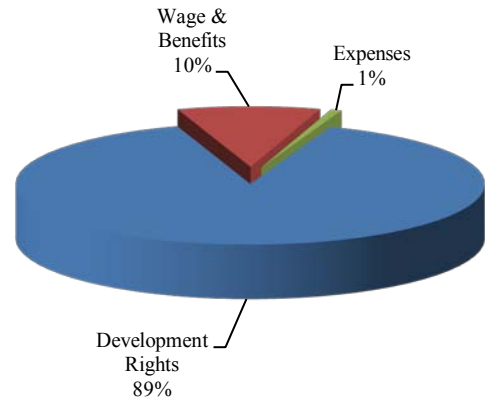
This fund is used to account for programs related to agricultural preservation. At least \$400,000 of the revenues from the County transfer tax is used to purchase permanent easements through an installment purchase program. Also, a portion of the Agricultural transfer tax that is collected by the County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



Land Preservation Expense



Department/Agency

Accomplishments in Fiscal Year 2013

- ✓ 115 acres of Conservation Reserve Enhancement Program easements.
- ✓ 329 acres of Rural Legacy Program easements (Rural Legacy Grant was largest given to any one County).
- ✓ Donated easement component of the above projects was approximately \$424,933.
- ✓ Addition of 2 Ag Districts.
- ✓ Donated easements through Civil War Trust.
- ✓ Revised and re-instituted the Right to Farm Board.

Goals for Fiscal Year 2014

- ✓ Maximize all State and Federal easement funding through Maryland Agriculture Land Preservation Program, Farm and Ranch Protection Program, and Rural Legacy Program.
- ✓ Continue to seek full or partial donations of easements.
- ✓ Work with the Planning Department to encourage policies for agriculture protection.
- ✓ Work with Public Affairs and the Ag Marketing Specialist to build long-term agricultural stability practices and support.
- ✓ Continue working with the Farm Bureau to expand communication that has been established with the Washington County Board of County Commissioners.
- ✓ Employ the use of new funding sources to increase land preservation acreage.
- ✓ Prepare for the upcoming County Installment Payment Program cycle for FY15.

Detail Summary

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	62,161	104,720	90,810	(13,910)	(13.28%)
Grants/Intergovernmental	738,226	369,320	945,780	576,460	156.09%
Fees/Charges/Fund Balance	507,101	620,160	631,100	10,940	1.76%
Total	1,307,488	1,094,200	1,667,690	573,490	52.41%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	122,919	144,860	164,140	19,280	13.31%
Operating	1,325,783	949,340	1,503,550	554,210	58.38%
Capital Outlay	0	0	0	0	0.00%
Total	1,448,702	1,094,200	1,667,690	573,490	52.41%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Rural Preservation Administrator	1	1	1
Land Preservation Planner	1	1	1
Total	2	2	2

Contraband

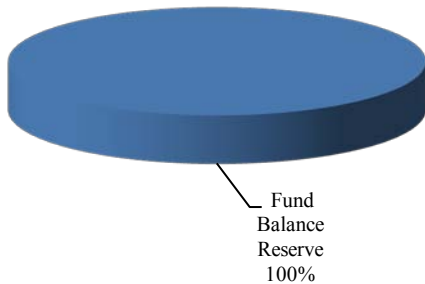
Fund:	Contraband	Category:	Governmental Fund
Program Code:	51	Contact:	Sheriff Douglas Mullendore

Departmental Function:

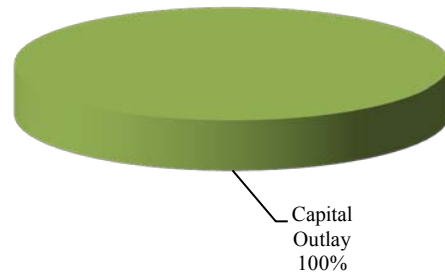
Seized proceeds from controlled dangerous substance related activities. These funds are utilized to enhance operations of the Washington County Sheriff's Office, Washington County State's Attorney's Office and the Hagerstown Police Department.

Fund Summary

Contraband Fund Revenue



Contraband Fund Expense



Department/Agency

Accomplishments in Fiscal Year 2013

- ✓ Provided partial funding for the Mobile Command Post.

Goals for Fiscal Year 2014

- ✓ Purchase Celebrite Cell Phone Download Equipment.

Detail Summary

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Fund Balance Reserve	0	260,000	25,000	(235,000)	(90.38%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	328,761	0	0	0	0.00%
Total	328,761	260,000	25,000	(235,000)	(90.38%)

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	6,761	0	0	0	0.00%
Capital Outlay	85,498	260,000	25,000	(235,000)	(90.38%)
Total	92,259	260,000	25,000	(235,000)	(90.38%)

Hagerstown/Eastern Panhandle Metropolitan Planning Organization (HEPMPO)

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

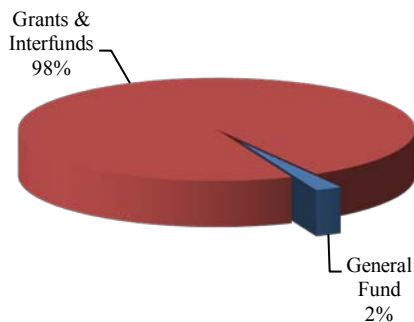
Departmental Function:

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.

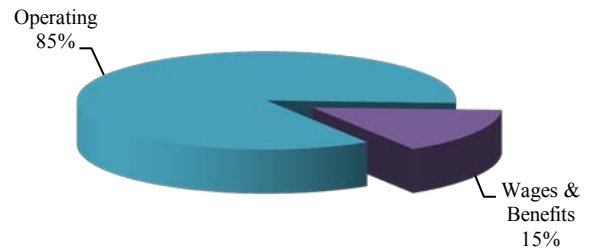
An important part of this planning process is the public's participation in developing short and long-term goals for the regional transportation system. The public is invited to search the website, review the information, and provide HEPMPPO with any feedback regarding transportation issues facing the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

Fund Summary

HEPMPO Revenue



HEPMPO Expense



Department/Agency

Accomplishments in Fiscal Year 2013

- ✓ Continued coordination with regional agencies to update information in our GIS database.
- ✓ Completed a GPS canvass of local recreational trails in Berkeley County.
- ✓ Completed a joint study of the US 340 corridor with Jefferson County.
- ✓ Assisted several agencies in completion of grant applications for Federal programs, such as Safe Routes to School, Transportation Enhancement, and Recreational Trails.

Goals for Fiscal Year 2014

- ✓ Complete the update of the Long Range Transportation Plan.
- ✓ Assist Charles Town, W.Va., in development of a Transportation Element in their Comprehensive Plan.
- ✓ Pursue air quality conformity re-designation of Washington and Berkeley counties for "fine particulates" particle pollution 2.5.
- ✓ Continue to support local transit agencies in survey data collection, Transit Development Plan implementation, and route studies.

Detail Summary

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	4,280	5,240	8,360	3,120	59.54%
Grants/Intergovernmental	356,317	364,770	375,100	10,330	2.83%
Fees/Charges	0	0	0	0	0.00%
Total	360,597	370,010	383,460	13,450	3.64%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	37,662	50,350	58,560	8,210	16.31%
Operating	337,671	319,660	324,900	5,240	1.64%
Capital Outlay	2,660	0	0	0	0.00%
Total	377,993	370,010	383,460	13,450	3.64%

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

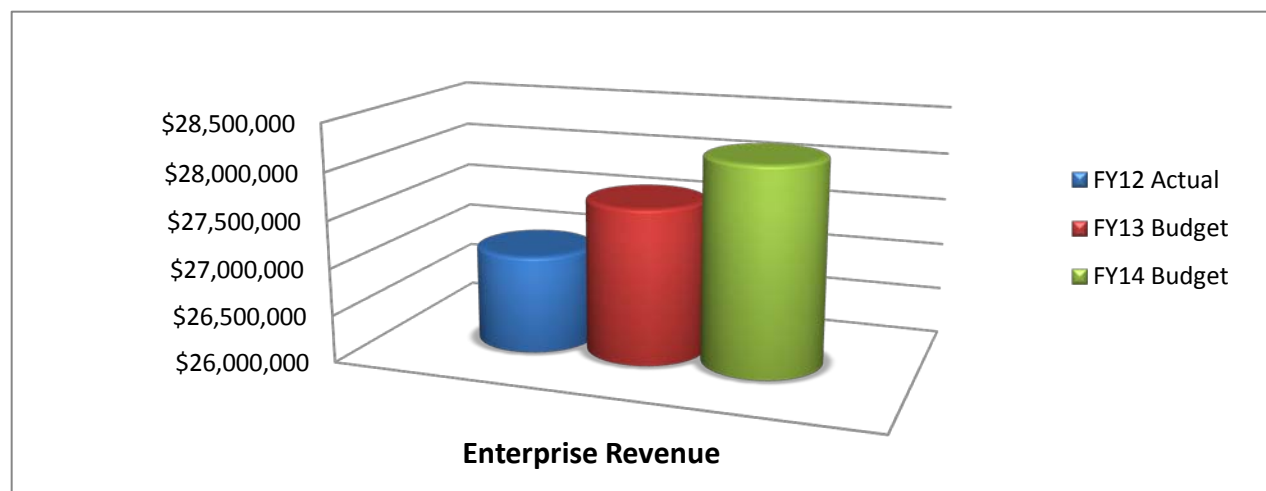
Enterprise Funds

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Enterprise Funds Summary

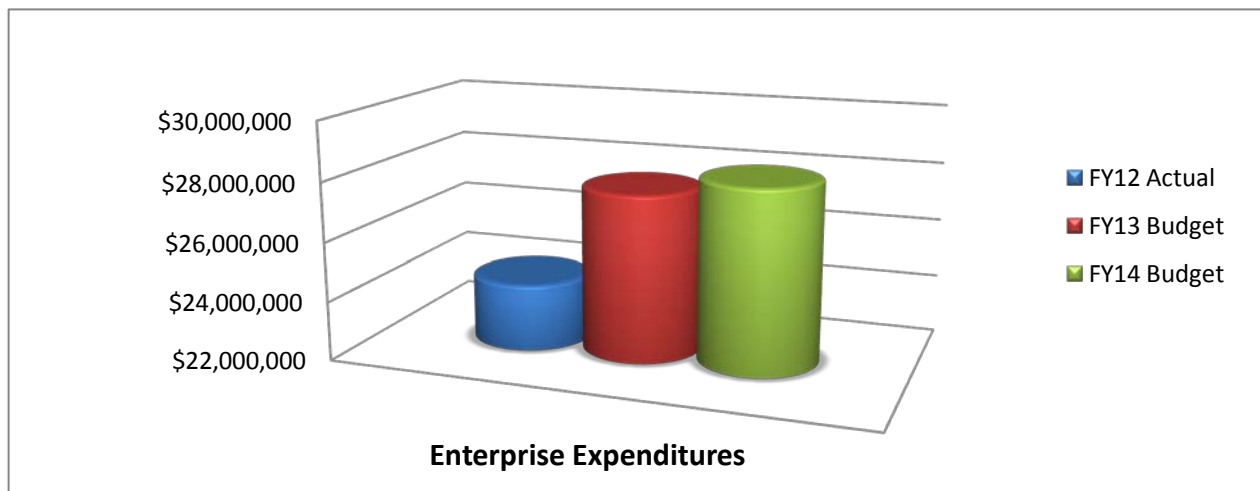
Enterprise Funds Revenue

Fund	2012 Actual	2013 Budget	2014 Budget	\$ Change	% Change
Solid Waste	6,944,457	6,873,470	6,792,140	(81,330)	(1.18%)
Water Quality	14,482,424	15,572,960	16,016,020	443,060	2.85%
Transit	2,164,975	2,203,650	2,297,130	93,480	4.24%
Airport	2,354,945	1,780,830	1,880,960	100,130	5.62%
Golf Course	1,092,776	1,219,380	1,196,140	(23,240)	(1.91%)
Total	27,039,577	27,650,290	28,182,390	532,100	1.92%



Enterprise Funds Expenditures

Fund	2012 Actual	2013 Budget	2014 Budget	\$ Change	% Change
Solid Waste	5,710,288	6,873,470	6,792,140	(81,330)	(1.18%)
Water Quality	12,879,117	15,572,960	16,016,020	443,060	2.85%
Transit	2,305,708	2,203,650	2,297,130	93,480	4.24%
Airport	2,192,081	1,780,830	1,880,960	100,130	5.62%
Golf Course	1,189,252	1,219,380	1,196,140	(23,240)	(1.91%)
Total	24,276,446	27,650,290	28,182,390	532,100	1.92%



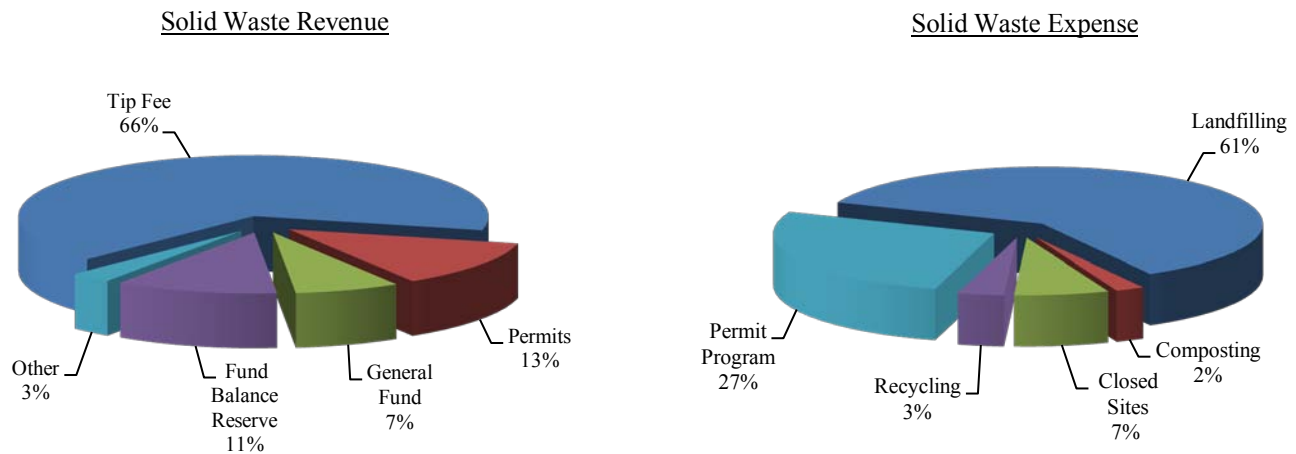
Solid Waste

Fund:	Solid Waste	Category:	Enterprise Fund
Program Code:	21	Contact:	Julie Pippel

Departmental Function:

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

Fund Summary



The Solid Waste operation generates 66% of total revenue or \$4,497,500 from tip fees and 13% or \$849,330 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 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none"> ✓ Completed construction of the Scale House and Wheel Wash Project. ✓ Completed the design of the Wetland Mitigation Project. ✓ Design for the Old City/County Landfill Leachate Upgrades Project is 75% complete. 	<ul style="list-style-type: none"> ✓ Permit and complete construction of the Wetland Mitigation Project. ✓ Complete design and begin construction of the Old City/County Landfill Leachate Upgrades Project. ✓ Evaluate innovative alternatives for Solid Waste processing to enhance environmental responsibility.

Detail Summary

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	542,500	491,360	491,360	0	0.00%
Fund Balance Reserve	0	0	758,960	758,960	100.00%
Grants		0	0	0	0.00%
Fees and Charges	6,401,957	6,382,110	5,541,820	(840,290)	(13.17%)
Total	6,944,457	6,873,470	6,792,140	(81,330)	(1.18%)

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	1,741,534	1,673,050	1,861,410	188,360	11.26%
Operating	2,761,647	3,031,730	2,819,050	(212,680)	(7.02%)
Capital Related Costs	1,207,107	2,168,690	2,111,680	(57,010)	(2.63%)
Total	5,710,288	6,873,470	6,792,140	(81,330)	(1.18%)

Staffing Summary (FTEs)			
Positions	2012	2013	2014
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	7	7	7
Landfill Attendant	4.5	4.5	4.5
Recycling Program Coordinator	1	1	1
Guard	1	1	1
Total	27	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:

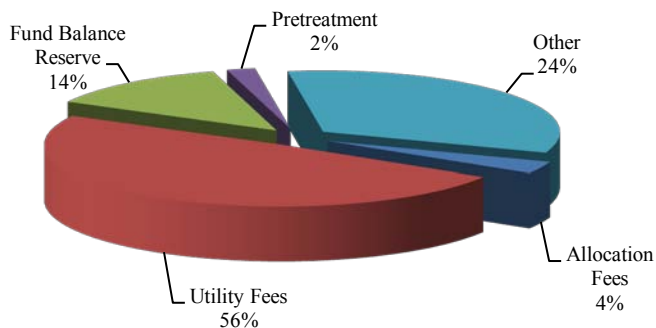
Utility Administration provides supportive services to the Water and Sewer Operations of the Water Quality Department. Services provided include administration, laboratory testing, and maintenance for vehicles and utility facilities. It also renders “contract services” for operating and maintaining other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

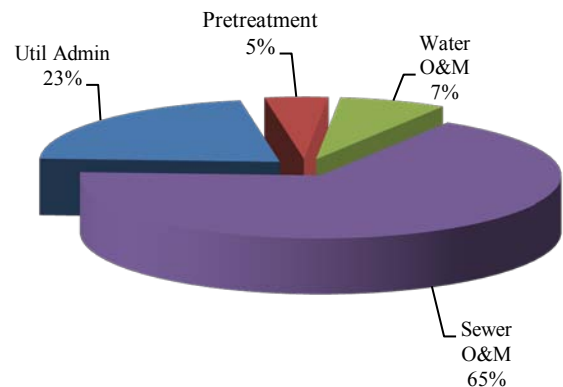
Pretreatment Operations was privatized in 2006 through a long-term lease to a private corporation. As a result, the Pretreatment operational functions are no longer the responsibility of the Water Quality Department. Privatization was accomplished through a long-term process and was supported by the 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



Water Quality Expense



The Water Quality Fund bills utility customers quarterly and \$8,866,900 has been budgeted for FY14 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 \$626,900 – 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 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none"> ✓ Completed construction of the Halfway Sewer Interceptor project. ✓ Completed design of Smithsburg Wastewater Treatment Plant Nitrification Enhancement project. ✓ Completed 80% design of Sharpsburg Water Treatment Plant Intake Line Replacement project. 	<ul style="list-style-type: none"> ✓ Begin design of the Conococheague Wastewater Treatment Plant Enhanced Nutrient Removal upgrade project. ✓ Complete design and begin construction of the Winebrenner Wastewater Treatment Plant Enhanced Nutrient Removal upgrade project. ✓ Begin construction of Smithsburg Wastewater Treatment Plant Nitrification Enhancement project. ✓ Complete design and begin construction of the Sharpsburg Water Treatment Plant Intake Line Replacement project.

Detail Summary

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Fund Balance Reserve	0	0	2,301,000	2,301,000	100.00%
General Fund Support	4,214,786	88,770	84,000	(4,770)	(5.37%)
Grants	0	0	0	0	0.00%
Fees and Charges	10,267,638	15,484,190	13,631,020	(1,853,170)	(11.97%)
Total	14,482,424	15,572,960	16,016,020	443,060	2.85%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	4,985,908	5,361,360	5,499,040	137,680	2.57%
Operating	2,793,776	5,898,000	5,871,800	(26,200)	(.44%)
Capital Related Costs	5,099,433	4,313,600	4,645,180	331,580	7.69%
Total	12,879,117	15,572,960	16,016,020	443,060	2.85%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
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	1	1	1
Watershed Planner	1	1	1
Engineering Technician III	1	1	1
Administrative Assistant**	1	1	1
Senior Office Associate	2	2	3
Office Associate	1	1	0
Chief of Lab Testing**	1	1	1
Chemist**	1	1	1
Lab Technician III**	1	2	2
Lab Technician II**	1	1	1
Lab Technician I**	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	2
Systems Mechanic I	1	1	1
Utilities Construction Inspector	1	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	2012	2013	2014
Senior Chief Plant Operator	1	1	1
Chief Plant Operator	5	5	5
Senior Plant Operator	8	13	14
Plant Operator	10	5	2
Plant Operator Trainee	0	0	1
Senior Collection Operator	9	9	8
Collection Operator Trainee	1	1	2
Electronics Technician	1	1	1
Guard	1	1	1
Total	79	79	79

**Assigned to Director of Environmental Management

Transit

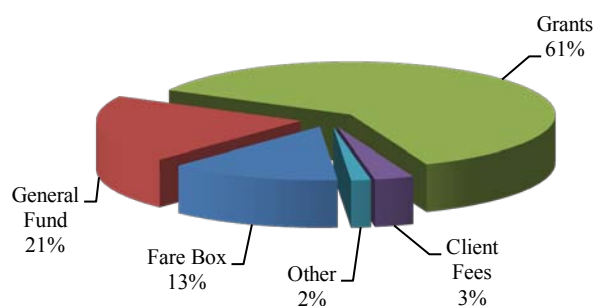
Fund:	Transit	Category:	Enterprise Fund
Program Code:	44	Contact:	Kevin Cerrone

Departmental Function:

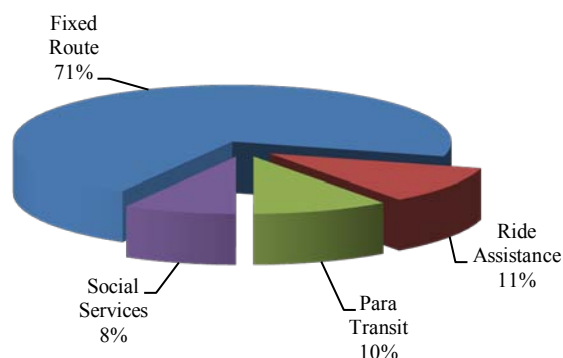
The Public Transit Department provides safe, affordable, dependable and accessible public transportation that enhances the mobility of our customers. Established in 1972, service is provided to Valley Mall, Long Meadow, Williamsport, Maugansville, Robinwood, Smithsburg, Funkstown, and throughout the 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 Revenue



Transit Expense



The Transit Fund's main support is from Federal, State, and Local grants, which account for 61% or \$1,408,000 of the total budget. Client Fees are collections from the participants of the ADA, SSTAP and DSS programs. These fees supplement the grants that support these programs. Fare Box revenue from the Fixed Route service represents 13% of the budget or \$310,000. 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 2013

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

Goals for Fiscal Year 2014

- ✓ Continue with the installation of additional passenger shelters throughout transit system's service area (2-year project).
- ✓ Procure and implement use of ADA Para Transit scheduling software including training of drivers and staff. Accuracy of trip scheduling and efficiencies will be realized.
- ✓ Installation of ticket vending dispenser at the Transfer Center, which will accept credit and debit cards (new for the Transit System). Establish electronic ticket acceptance on transit vehicles as an enhancement to the public.

Detail Summary

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	460,290	472,270	472,270	0	0.00%
Grants	1,250,104	1,330,130	1,408,000	77,870	5.85%
Fees and Charges	454,581	401,250	416,860	15,610	3.89%
Total	2,164,975	2,203,650	2,297,130	93,480	4.24%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	1,463,880	1,508,180	1,551,110	42,930	2.85%
Operating	823,138	695,470	746,020	69,140	7.27%
Capital Related Costs	18,690	0	0	0	0.00%
Total	2,305,708	2,203,650	2,297,130	93,480	4.24%

Staffing Summary (FTEs)			
Positions	2012	2013	2014
Transit Director	1	1	1
Deputy Transit Director	1	1	1
Administrative Assistant	1	1	1
Office Associate	2.5	2.5	2.5
Bus Operator	19	18	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
Van/Shuttle Driver	2.5	2	2
Paratransit Driver	3.5	4.5	4.5
Total	39	38.5	38.5

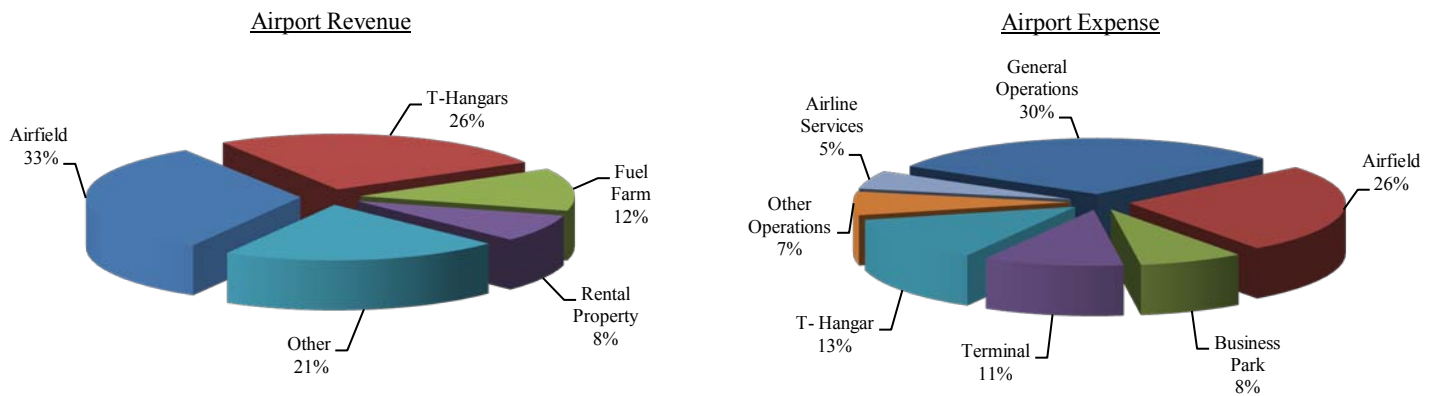
Airport

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 (FAA) regulations, State and County laws.

Fund Summary



T-Hangar revenue accounts for 26% or \$487,070 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 12% or \$232,380 of total revenue, consisting of fees for the use of fuel and maintenance of the Fuel Farm. Revenue from the Airfield is 33% or \$614,210 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 2013	Goals for Fiscal Year 2014
<ul style="list-style-type: none"> ✓ Phase II of the Energy Conservation Plan (ECP) was completed in June 2013. ✓ Awarded contract for Airport Marketing Plan in December 2012. ✓ Completed fair market land value appraisals in July 2012. ✓ Completed environmental assessment of Northwest Quadrant in June 2012. ✓ Sun Air began daily service under the Essential Air service contract to Dulles International Airport in November 2012. ✓ Completed upgrades to Passenger Terminal including a new baggage conveyor system in October 2012. 	<ul style="list-style-type: none"> ✓ Receive final marketing plan and begin implementation by August 2013. ✓ Transition operations from a manual Notice to Airmen System to an electronic reporting system by December 2013. ✓ Complete Phase III of the ECP by June 2014. ✓ Develop a plan to transition to computer based training for FAA requirements by June 2014. ✓ Develop funding sources to repaint all airfield markings by June 2014. ✓ Apply for grants to replace closed-circuit television system in terminal building by June 2014. ✓ Complete Airport building appraisals by July 2013. ✓ Receive new Airport Rescue Firefighting vehicle and place into service by June 2014.

Detail Summary

Funding Sources					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
General Fund Support	0	64,500	64,500	0	0%
Grants	0	72,100	85,000	12,900	17.89%
Fees and Charges	2,354,945	1,644,230	1,731,460	87,230	5.31%
Total	2,354,945	1,780,830	1,880,960	100,130	5.62%

Program Expenditures					
Category	2012 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	651,667	834,190	824,890	(9,300)	(1.11%)
Operating	561,665	653,350	731,190	77,840	11.91%
Capital Related Costs	978,749	293,290	324,880	(31,590)	(10.77%)
Total	2,192,081	1,780,830	1,880,960	(100,130)	(5.62%)

Staffing Summary (FTEs)			
Positions	2012	2013	2014
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	1	1
Equipment Operator	1	1	1
Equipment Operator/Firefighter	2	2	2
Maintenance Worker/Firefighter	6	6	6
Maintenance Worker	.5	.5	.5
Customer Service Representative	0	2	2
Total	15	17.5	17.5

Information Resources

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Frequently Asked Questions

Q. Why does the County require cash reserves?

- A.** Cash reserves are set aside to use in case of emergencies, cash flow, or for unexpected opportunities. These reserves can only be used according to the policy specifications. The County is a multi-million dollar corporation and like household finance, should have a savings account.

Q. What are the County's tax rates?

Major Tax Rates				
Type	Rate	Basis	2014 Budgeted Revenue	Additional Revenue
<i>Real Estate:</i>	\$.948	\$100 assessed value	\$ 119,215,860	-
Increased Rate By	\$.01	\$100 assessed value	-	\$ 1,181,259
<i>Income Tax:</i>	2.80%	Taxable Income	\$ 68,730,000	-
Increase Rate By	.01%	Taxable Income	-	\$ 214,787

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 \$112.6 million are used to support various activities related to educational funding. These include operating funds and debt service costs. In addition to operational funding the County also provides funding for the Capital Improvement Plan of those various organizations. During the recent budget session the County approved 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 2014 the Capital Improvement budget reflects \$17.5 million for education related projects, of which \$9.1 million is State funded. Total educational funding in the fiscal year 2014 budget is \$130.1 million.

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
2014 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.
ASSESSMENT	The process of making the official valuation of property for purposes of taxation.
ASSIGNED FUND BALANCE	A classification of fund balance in governmental-type funds to indicate net resources of the fund that the government intends for a specific purpose. Assigned resources differ from committed in that constraints imposed on assigned resources are more easily modified or removed. For governmental funds other than the General Fund, this is the category for all (positive) residual fund balances.
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.

GLOSSARY OF TERMS

CAPITAL BUDGET	The current fiscal year proposed budget for capital expenditures and the means of financing them.
CAPITAL IMPROVEMENT PLAN (CIP)	A 10 year plan for the provision of the County's long-term facility and infrastructure needs (buildings, roads, parks, and other elements). The plan, which is updated annually, schedules by fiscal year the proposed capital construction phases and related expenditure and financing needs expected to occur during the 10 year period. It is integral to the County's financial plan and is the basis for bond issuance. The funding of projects in the five years beyond the Capital Budget Year is not appropriated and therefore is subject to change with each new budget year.
CAPITAL IMPROVEMENT PROGRAM	A comprehensive program that provides a means for coordinating all departmental and agency project requests into one document. The program is used to forecast the future needs and priorities of the community and plans for the appropriate funding required. Multiple departments are involved in the program to assure all areas of interest and concern are reviewed.
CAPITAL OUTLAY	An appropriation and expenditure category for government assets with a value of \$10,000 or more and a useful life of 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.
COMMITTED FUND BALANCE	A classification of fund balance reported in governmental-type funds to indicate net resources of the fund that the governing body has specified for particular use. To be classified as committed, the resources should have been designated through ordinance or resolution by the government's highest level of authority.

GLOSSARY OF TERMS

COMPONENT UNITS	Legally separate organizations for which the elected officials of the primary government are financially accountable. In addition, the nature and significance of their relationship with the primary government are such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete. The Board of Education of Washington County is a component unit of Washington County Government.
CONSTANT YIELD TAX RATE	A rate which, when applied to the coming year's assessable base, exclusive of the estimated assessed value of property appearing on the tax rolls for the first time (new construction), will produce tax revenue equal to that produced in the current tax year. State law prohibits local taxing authorities from levying a tax rate in excess of the Constant Yield Tax Rate unless they advertise and hold public hearings on their intent to levy a higher rate.
CONTINGENCY RESERVES	Monies budgeted for unanticipated expenses or emergencies, which arise during a fiscal year.
DEBT SERVICE	The annual requirement to finance the County's outstanding indebtedness. It includes both the periodic payment of interest and the redemption of principal.
DEPARTMENT	A primary organizational unit within the County government.
DEPRECIATION	The expiration of the useful life of a fixed asset over a determined period of time attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence. Also, the portion of the cost of a fixed asset charged as an expense during a particular period.
DIVISION	A primary organizational unit within a government department or agency. Divisions are usually responsible for administering basic functions or major programs of a department.
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.

GLOSSARY OF TERMS

EXPENDITURE	A decrease in the net financial resources of the County generally due to the purchase of goods and services, the payment of salaries and benefits, and the payment of debt service.
FISCAL POLICY	The County Government's policies with respect to taxes, spending and debt management as these relate to government services, programs and capital investment. Fiscal policy provides for an agreed-upon set of principles for the planning and programming of government budgets and their funding.
FISCAL YEAR	The 12-month period to which the annual operating and capital budgets and their appropriations apply. The Washington County fiscal year starts on July 1 and ends on June 30.
FIXED ASSETS	Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.
FRINGE BENEFITS	Personnel cost (Social Security Taxes, Life/Disability insurance premiums, Medical/Dental Insurance Premiums, Workers Compensation, etc) supplemental to employees' salary and wages which are paid wholly or in part by the County.
FUND	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
FUND BALANCE	The difference between assets and liabilities reported in a governmental fund. The balance in this account is the cumulative result of actual revenues exceeding expenditures over time.
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.
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.

GLOSSARY OF TERMS

POSITIONS	Identified jobs into which persons may be hired either on a full-time or part-time basis.
PUBLIC HEARINGS	Opportunities for citizens and constituent groups to voice opinions and concerns to public officials. Public hearings are advertised in the local papers. Speakers register to testify. If it is not possible to testify in person at the hearings, written testimony is acceptable and encouraged.
RESERVE	An account used either to set aside budgeted resources that are not required for expenditure in the current budget year or to earmark resources for a specific future purpose.
RESOURCES	Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.
RESTRICTED FUND BALANCE	A classification of fund balance reported in governmental-type funds to indicate net resources of the fund that are subject to constraints imposed by external parties or law.
REVENUE	All funds the County receives, including tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.
SPECIAL REVENUE FUND	A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.
TAX RATE	The amount of tax levied for each one hundred dollars of assessed value.
TIPPING FEE	A fee charged for each ton of solid waste disposed of, or “tipped” at the Solid Waste Transfer Station or Landfill. Each year the County Administrator recommends, and the County Commissioners approves, a tipping fee based on the full cost accounting analysis and market conditions.
UNASSIGNED FUND BALANCE	A classification of fund balance reported in governmental-type funds. This is the residual fund balance category for the General Fund and is used to report negative fund balances in other governmental funds.

ACRONYMS

Acronyms are groups of initials used to avoid repetitive writing or speaking of frequently used titles or phrases. Some of the more common acronyms used in the budget document are as follows:

APFO	Adequate Public Facilities Ordinance
ARC	Appalachian Regional Commission
BOCC	Board of County Commissioners
BOE	Board of Education
CIP	Capital Improvement Program
COMAR	Code of Maryland Annotated Regulations
EMS	Emergency Medical Services
ENR	Enhanced Nutrient Removal
FAQ	Frequently Asked Questions
FEMA	Federal Emergency Management Agency
FMV	Fair Market Value
FTE	Full-Time Equivalent
FTZ	Foreign Trade Zone
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association

ACRONYMS

GIS	Geographic Information System
GO	General Obligation (Bonds)
HCC	Hagerstown Community College
HR	Human Resources
HVAC	Heating, Ventilation, and Air Conditioning Systems
IT	Information Technology
MaCo	Maryland Association of Counties
MCE	Maryland Cooperative Extension
MDA	Maryland Department of Agriculture
MDE	Maryland Department of the Environment
MOE	Maintenance of Effort
NIMS	National Incident Management System
PAYGO	“Pay As You Go” Financing
WCHD	Washington County Health Department
WCPS	Washington County Public Schools