



# Fiscal Year 2015 Operating and Capital Budgets



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Washington County Government  
Maryland**

For the Fiscal Year Beginning

**July 1, 2013**

A handwritten signature in blue ink, reading "Jeffrey R. Egan".

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, 2013. 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*

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July 1, 2014

To the Citizens of Washington County:

We are pleased to present to you the fiscal year 2015 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.

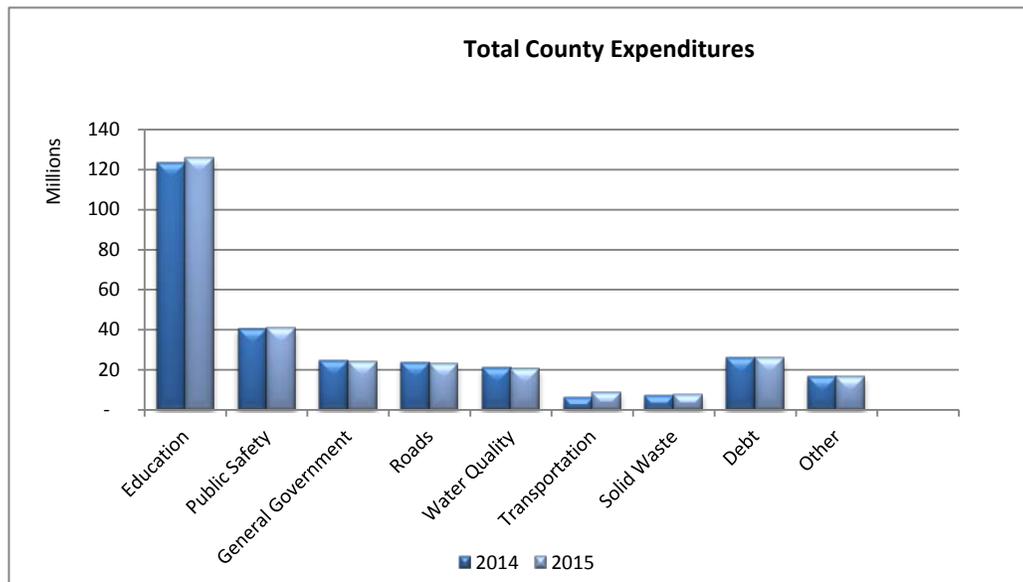
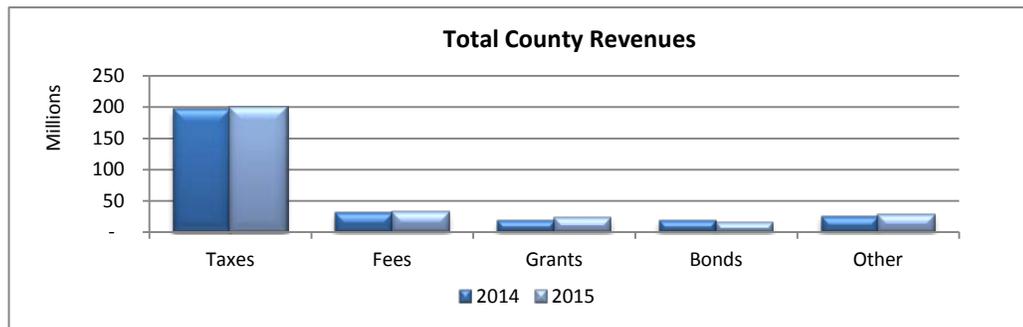
Summary of Approved Budgets for Fiscal Year 2015					
Page Reference	Fund Description	Approved Budget 2014	Approved Budget 2015	Increase (Decrease)	% Change
<b>Operating Funds:</b>					
87	General	\$ 201,189,270	\$ 204,539,010	\$ 3,349,740	1.66%
267	Solid Waste	6,792,140	6,590,000	(202,140)	(2.98%)
269	Water Quality	16,016,020	16,863,860	847,840	5.29%
241	Highway	9,371,820	9,313,250	(58,570)	(0.63%)
275	Airport	1,880,960	1,744,560	(136,400)	(7.25%)
273	Transit	2,297,130	2,379,890	82,760	3.60%
277	Golf Course	1,196,140	1,249,490	53,350	4.40%
		\$ 238,743,480	\$ 242,680,060	\$ 3,936,580	1.65%
<b>Restricted Funds:</b>					
257	Hotel Rental Tax	2,000,000	2,337,000	337,000	16.85%
249	Agricultural Education	198,270	219,390	21,120	10.65%
251	Community Grant Mgmt.	324,650	330,250	5,600	1.72%
253	Inmate Welfare	490,920	480,470	(10,450)	(2.13%)
255	Gaming	2,073,970	2,058,970	(15,000)	(0.72%)
259	Land Preservation	1,667,690	2,440,780	773,090	46.36%
263	Metropolitan Planning Org.	383,460	582,970	199,510	52.03%
261	Contraband	25,000	9,000	(16,000)	(64.00%)
		\$ 7,163,960	\$ 8,458,830	\$ 1,294,870	18.07%
68	<b>Capital Funds</b>	\$ 42,961,500	\$ 46,730,000	\$ 3,768,500	8.77%
<b>Total Approved Budgets</b>		\$ 288,868,940	\$ 297,868,890	\$ 8,999,950	3.12%

The 2015 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 2015 increased by \$9 million or 3.12%. Operating funds increased \$3.9 million or 1.65%. The majority of the increase is related to the General Fund. The Board of Education funding increased by \$.4 million due to the increase in Maintenance of Effort and the State mandated pension. Public Safety budgets increased by \$2.3 million due to increases in insurance costs, inmate medical and food costs, the approval to hire four full-time State's Attorneys, and funding Phase 1 of the Fire Plan.

Restricted funds showed an increase of 18.07% mainly due to increases in Land Preservation based on the availability of grants. Capital funds were increased by \$3.8 million over 2014. The change was mainly the result of increasing the road maintenance miles to be repaired in 2015 as compared to previous years. In addition, Airport projects increased based on available FAA funding. All other project categories stayed within prior year ranges with little change.

The overall approved budget reflects an increase of \$9 million or 3.12%, in total operations. Property tax reflected a 1.07% decrease in 2015 compared to a 1.80% decrease in 2014, reflecting an improving trend. The Income tax budget reflects a 5.09% increase in 2015 compared to a 10.01% increase in 2014. In addition, the County received a \$1.9 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. The Capital Improvement plan was adjusted showing a \$3.8 million increase over 2014. The change was mainly the result of increasing the road maintenance miles to be repaired in 2015 as compared to previous years. In addition, Airport projects increased based on available FAA funding. Changes in total County revenues and expenditures are reflected in the tables below:



**Summary of the 2015 budget:**

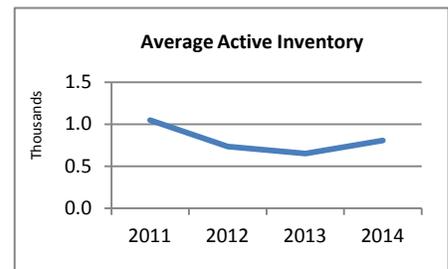
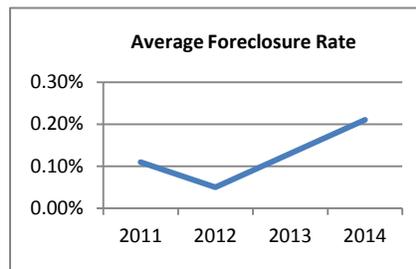
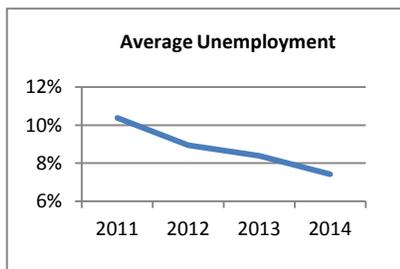
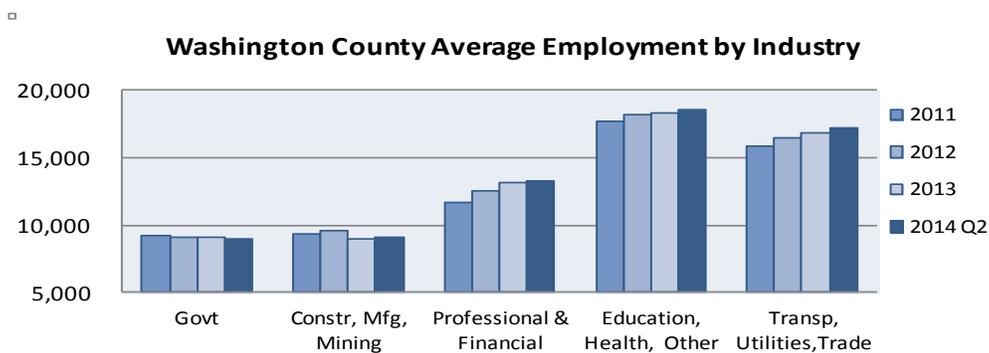
- No tax rate increases were passed. The last tax increased was in 2001.
- Absorbed State Teacher Pension cost of an additional \$.2 million. Total cost absorbed to date is \$4,099,800.
- Provides maintenance of effort funding increase for the Board of Education of \$.2 million.
- Provides capital funding 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 \$3,487.

- Provided public safety with a 5.8% funding increase with four new attorneys in the State’s Attorney’s office, funding increases for the detention center and emergency services and implementation of Phase 1 of the Fire Plan.

The following discussion reflects a more in-depth analysis of the fiscal year 2015 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. 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 have increased slightly, showing signs of positive sustained activity. The County has experienced new and expanding businesses highlighted by the creation of more than 551 new jobs with new investments of \$18.8 million. Significant projects announced in 2013 and 2014 are expected to provide an additional 753 new jobs and an additional \$144 million of new investments. Despite an increase in the foreclosure rate for FY2014, the County economy shows positive signs of modest recovery. Our unemployment trends have consistently improved decreasing from a high of 11.1% in 2011 down to a low of 6.4% in 2014. Other statistical trends such as the number of units sold and the average price of homes sold indicate economic improvement.



## 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 was just upgraded by Standard and Poor’s

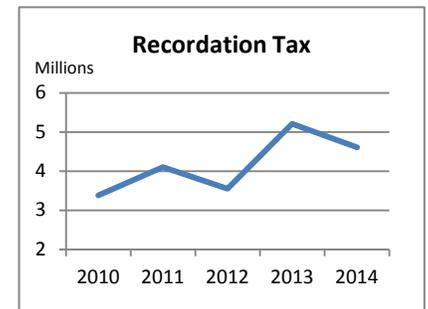
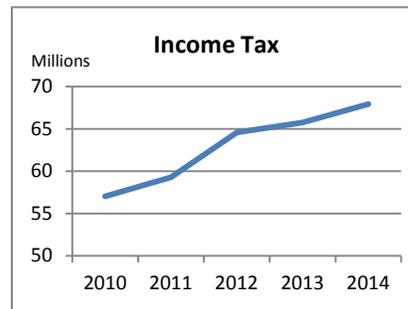
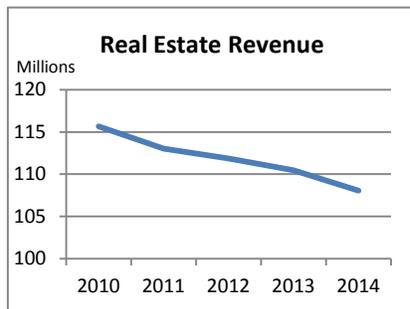
from AA to AA+. This upgrade was based on several factors including financial and economic data. In addition Moody's and Fitch improved the County's rating from stable to positive which will in all likelihood lead to upgrades very shortly. Currently the County is rated AA by Fitch Ratings and Aa2 by Moody's Investors Service. 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 \$3.3 million or 1.66% in fiscal year 2015. This change is summarized as follows:

Revenues which increased by \$3.3 million or 1.66%:

- Property Tax revenue decreased by \$1.3 million or 1.07%. This decrease is mainly due to a 5% decline in the incorporated areas net assessable base resulting in a decrease of \$1.5 million; a decrease in corporate personal property tax revenue due to the economy; and decrease in capital investments.
- Local revenues increased by \$4 million or 5.4% due to 1) an increase in income tax of \$3.5 million related to decreases in unemployment, projected overall wage growth; and 2) an increase in recordation tax based on the slow growth in the housing market and some large scale sale activity.
- Other revenues increased by a net of \$.6 million due to 1) net increases of \$1.4 million in program revenues; and 2) the net decrease in the use of excess fund balance reserves of \$.8 million.
- History of major revenue activity is reflect below:



Expenditures which increased by \$3.3 million or 1.66%:

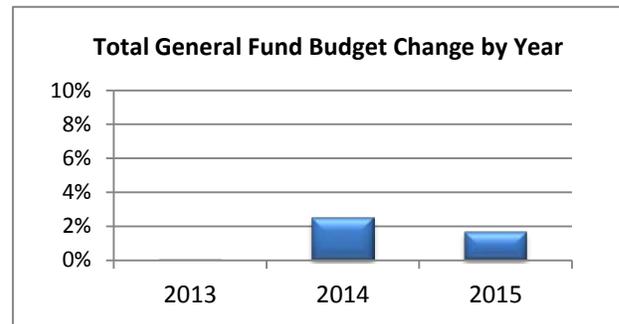
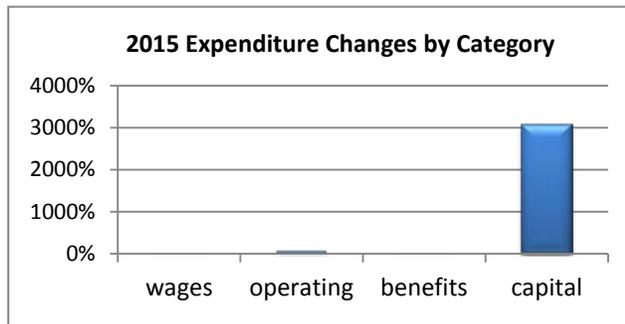
- Provides maintenance of effort funding for the Board of Education of \$.2 million or .24%.
- Funded state teacher pension cost increases of \$.2 million or 4.5%.
- Provided other educational funding increases of \$.1 million or 5%.
- Provided \$2.3 million or 5.8% in public safety for 1) four new attorneys in the State's Attorney office; 2) a new position in the detention center; and 3) increased cost and programs for volunteer emergency services.
- Operating and capital transfers reflect a decrease of \$.2 million of which a majority is related to a \$.8 million decrease in pay-go funding. This decrease is partially offset by an increase in debt service of \$.5 million.
- Washington County has one of the lowest expenditure per capita by County in the State of Maryland reflecting its conservative approach to increased costs and services.
- Overall category changes by percent were as follows:
  - Wages and benefits increased by 5.1%, due to four new positions and step increases
  - Operating and allocations increased by .61%
  - Capital increased by 3070%
  - Overall net increase to budget was 1.66%

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, and economic downturns and/or budget issues with the State of Maryland's structural deficit.

The charts below represent expenditure changes in the 2015 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 2014. 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 fully funding the annual required contribution (ARC) in the amount of \$8.7 million for 2015.

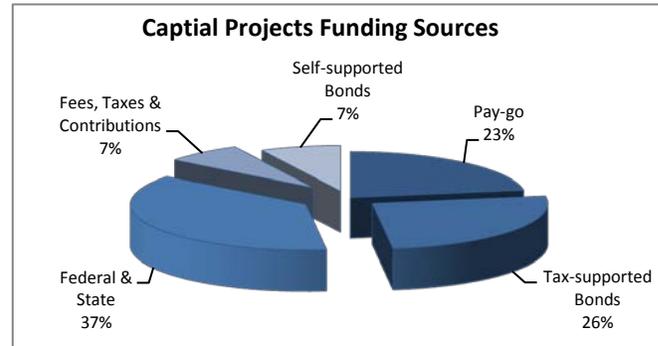
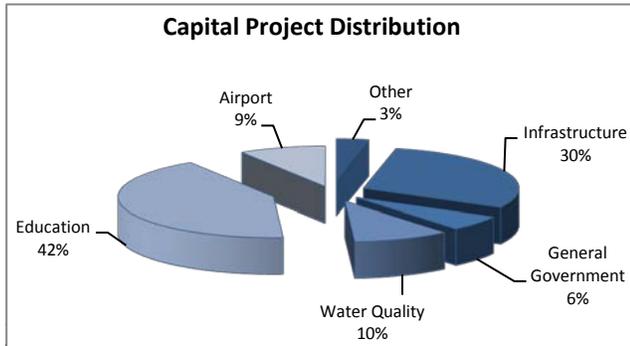
### Capital Improvement Budget

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 2015 is \$47 million, representing an 8.8% increase from the prior year. Major capital projects for fiscal year 2015 include: new schools and educational facility renovations of \$19.6 million for the Board of Education, Hagerstown Community College, and the public library system; \$13.5 million for road improvements, drainage and bridges; \$3.7 million for water and sewer improvements; and \$4.2 million for Airport projects.

The County's Capital Improvement Budget for 2015 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 2015 will be supported with 30% in cash related payments, 33% in borrowing, and 37% 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 \$12 million for 2015. 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.



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 Biological and Enhanced Nutrient Removal projects mandated by the State of Maryland. The remaining capital plan is related to line improvements, system upgrades, and new pumping stations. Funding for the plan includes state grants, debt and cash. The Capital Improvement Budget for fiscal year 2015 is \$3.7 million.

## Solid Waste

Solid Waste tipping fees reflect a decrease of 14.9% for fiscal year 2015 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 involved in a public/private partnership to convert the landfill operations to a Waste-to-Energy facility. Permitting has already begun for this process which is expected to convert at least 95% of the waste to energy sources.

## Conclusion:

As the County prepared the fiscal year 2015 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 2015 Budget Summary:*

- Provides maintenance of effort funding for the Board of Education.
- Meet funding requirements for State pension mandate.
- Funded education and public safety amidst the third straight year of reduce real estate assessment bases.
- Funded additional costs related to the new downtown library.
- Maintained manageable debt levels and ratios.
- Provides remaining phase-in cost for four patrol deputies.

- Funds Phase 1 of the fire plan.
- One of the lowest per capita expenditures of \$3,487 by County in State of Maryland while still maintaining base line services.

### *Critical Challenges Faced in Preparing the Fiscal Year 2015 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 and the fund has seen continued negative financial trends. Because of this the rate for bulk users over 1,000 tons per year has been lowered to \$45 per ton. In addition, the County is involved in a public/private partnership to convert landfill operations to a Waste-to Energy facility. Permitting has already begun for this new process which is expected to convert at least 95% of the waste to energy sources.
- 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 2015 is a major concern.

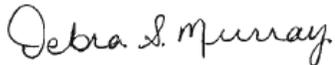
### *Washington County Goals (Highlights):*

- 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.
- Construct a new Senior Center.
- 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.
- Construct and implement chosen alternative for Solid Waste processing to enhance environmental responsibility with a cost effective solution.
- 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.
- 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 2015 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

# *Organization and Community Profile*

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## County Commissioners of Washington County

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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 Community College and a 1978 graduate of Auburn University, with a Bachelor's degree in Education. Mr. Baker is employed as the Washington County Students Trades Coordinator at the Washington County Technical High School. Prior to being elected a County Commissioner, he served from 2002 to 2004 as a member of the Council for the municipality of Clear Spring and as Assistant Mayor for such municipality from 2004 to 2006.



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, Maryland, and is a Master Electrician in five states. In high school, Mr. Barr worked for his father as a field electrician at M/L Electric, Inc., which began in 1927. In 1979, he formed the management team overseeing the service department. In 1984, Mr. Barr bought the company from his father and changed the name to Ellsworth Electric, Inc. He has built the company from 75 to 150 employees. Mr. Barr is active in various service organizations and community projects.



RUTH ANNE CALLAHAM, a first-term County Commissioner, has lived in Washington County since 1977. Retiring in 2003 from the federal government after 23 years of service, she joined Food Resources, a local non-profit, as Executive Director, and retired from that organization in 2011. Ms. Callaham was elected to serve on the Washington County Board of Education (2006-2010), and was appointed to the Board of Commissioners of the Housing Authority of Washington County (1999-2004) and to 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 degree from Mount St. Mary's University.



JEFFREY A. "JEFF" CLINE, a first-term County Commissioner, is a Williamsport resident. Mr. Cline is a graduate of Williamsport High School and Hagerstown Community College, and is currently seeking a Bachelor of Science degree in Organizational Leadership. He has been a realtor since 2003 and is affiliated with Roger Fairbourn Real Estate. He graduated from the Maryland Association of Realtors' 2008 Leadership Academy and received the Graduate of Realtor Institute (GRI) designation. Mr. Cline served on the Williamsport Town Council from 2005 to 2009.



WILLIAM B. "BILL" MCKINLEY, a first-term County Commissioner, 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 past President of the Hagerstown Community College Hawk Booster Club.



## *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 2015*

### **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.
- 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.
- 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.
- Construct and implement chosen alternative for Solid Waste processing to enhance environmental responsibility with a cost effective solution.

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

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

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

- Further work with the Economic Development Commission to support 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.

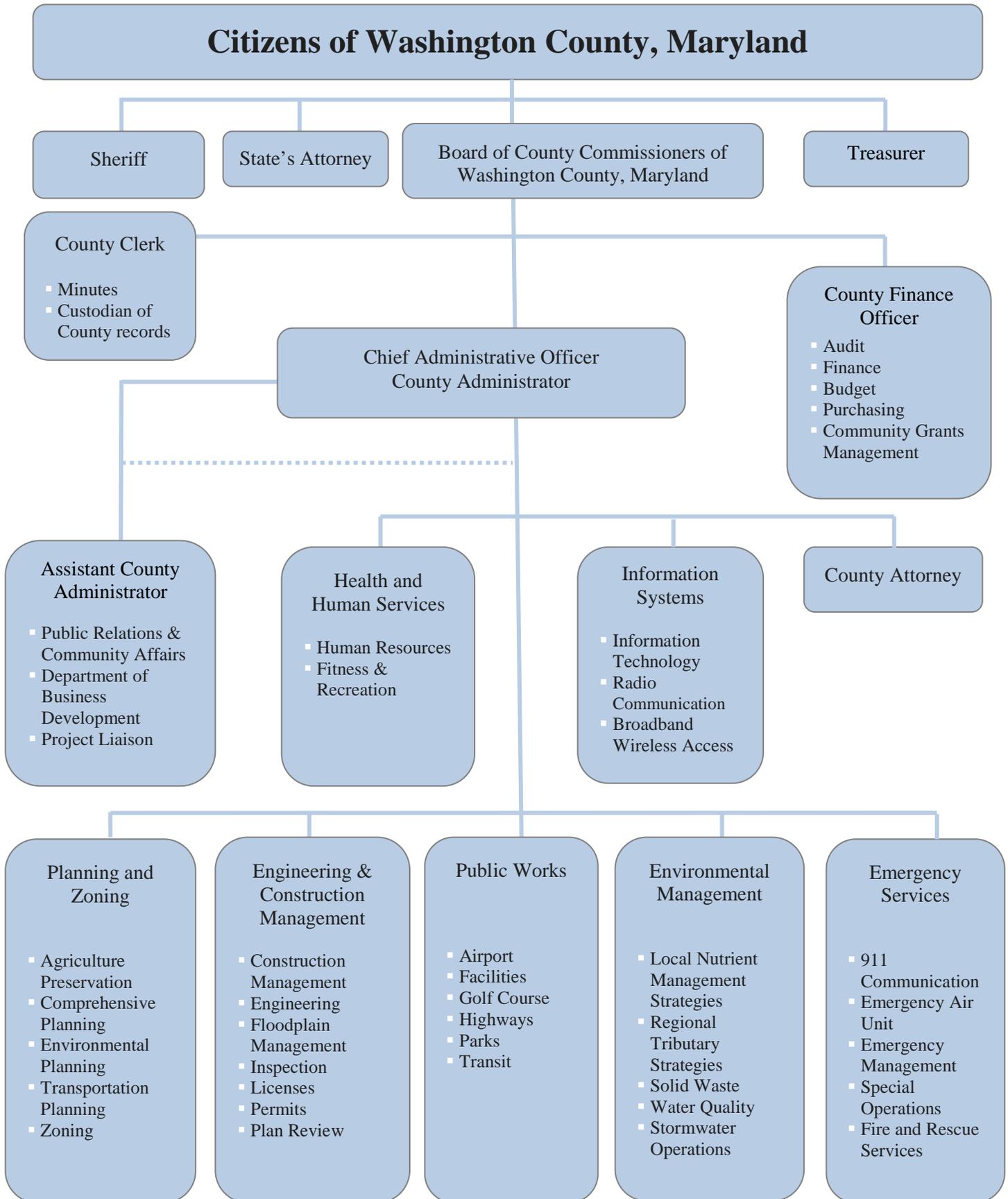
*Matrix of Primary County Goals by Department in Relationship to Funds*

The table below indicates which funds and departments are responsible for the implementation of FY 2015 key goals. Refer to the Budget Details section of this document for each department’s specific activities planned for FY 2015 in support of these goals.

Department/Division	Public Safety	Education	Quality of Life	Environmental Stewardship	Governmental Efficiency	Economic Opportunity
<b>General Fund</b>						
Education:					✓	✓
Board of Education		✓	✓			
Hagerstown Community College		✓	✓			
Washington County Free Library		✓	✓			
Library Maintenance			✓	✓		
Public Safety:					✓	
Sheriff- Judicial	✓					
Sheriff - Process Servers	✓					
Sheriff - Patrol	✓		✓			
Sheriff - Central Booking	✓					
Sheriff - Detention Center	✓					
Sheriff - 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
<b>General Operations (cont'd):</b>						
Purchasing					✓	
Treasurer					✓	
County Attorney			✓		✓	✓
Human Resources					✓	
Central Services					✓	
Information Technology					✓	
<b>Other:</b>						
Women's Commission			✓			
Historic District Commission			✓		✓	
<b>Public Works, Engineering, Construction, Permitting &amp; Planning:</b>						
Public Works Administration	✓		✓		✓	
Engineering			✓	✓	✓	
Construction				✓	✓	
Plan Review & Permitting	✓		✓	✓	✓	
Planning & Zoning			✓	✓	✓	
Zoning Appeals			✓	✓	✓	
<b>Parks &amp; Facilities:</b>						
Buildings, Grounds & Parks			✓		✓	
Martin L. Snook Pool			✓			
Fitness & Recreation			✓			
Business Development			✓	✓	✓	✓
<b>Highway Fund</b>			✓	✓	✓	
<b>Other Governmental Funds:</b>					✓	
Agricultural Education Center		✓				
Community Grant Management			✓			
Inmate Welfare	✓					
Gaming					✓	
Land Preservation				✓	✓	
Contraband	✓					
HEPMPO				✓	✓	✓
<b>Enterprise Funds:</b>					✓	
Solid Waste				✓		
Water Quality				✓		
Transit			✓			
Airport	✓		✓		✓	✓
Golf Course			✓			

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*Personnel Summary by Department*

Summary of Budgeted Positions	2013	2014	2015	Change from 2014 to 2015	% of Employees
General Fund:					
County Commissioners	2.5	2.5	2.5		.25%
County Clerk	1	1	1		.10%
Circuit Court	23	23	23		2.29%
Orphans Court	1.5	1.5	1.5		.15%
State’s Attorney	35	35	39	<b>4</b>	3.88%
County Administrator	2	3	3		.30%
Public Relations & Community Affairs	5	4	4		.40%
Election Board	5.5	5.5	5.5		.55%
Budget & Finance	16	16	16		1.59%
Purchasing	6	6	6		.60%
Treasurer	7.5	7.5	7.5		.75%
County Attorney	5	5	5		.50%
Human Resources	6	6	6		.60%
Planning & Zoning	11	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		1.49%
Sheriff – Judicial	27	27	27		2.69%
Sheriff – Process Servers	2	2	2		.20%
Sheriff – Patrol	91.5	96	96		9.56%
Sheriff – Central Booking	10	10	10		1.00%
Sheriff – Detention	122	122	123	<b>1</b>	12.25%
Sheriff – Narcotics Task Force	6	6	6		.60%
Special Operations	6.5	6.5	6.5		.65%
911 – Communications	56.5	57.5	56.5	<b>(1)</b>	5.63%
Fire & Rescue Operations	11.5	11.5	11.5		1.15%
Emergency Management	2	2	2		.20%
Wireless Communications	5	5	5		.50%
Public Works	6	6	3	<b>(3)</b>	.30%
Engineering	32	32	17	<b>(15)</b>	1.69%
Construction	0	0	19	<b>19</b>	1.89%
Plan Review & Permitting	26.5	27.5	28.5	<b>1</b>	2.84%
Building, Grounds & Parks	30.5	30.5	30.5		3.04%
ML Snook Pool	13	13	13		1.29%
Fitness & Recreation	99.5	99.5	99.5		9.91%
Weed Control	5	5	5		.50%
Business Development	5	5	5		.50%

*Personnel Summary by Department – Continued*

Summary of Budgeted Positions	2013	2014	2015	Change from 2014 to 2015	% of Employees
Highway Fund	97.5	97.5	98	.5	9.76%
Solid Waste Fund	27	27	24	(2)	2.49%
Agricultural Education Center Fund	1	1	1		.10%
Community Grant Management Fund	2	3	3		.30%
Inmate Welfare Fund	.5	.5	.5		.05%
Gaming Fund	3.5	2.5	2.5		.25%
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	78	(1)	7.77%
Transit Fund	38.5	38.5	38.5		3.83%
Airport Fund	17.5	17.5	16.5	(1)	1.64%
Golf Course Fund	17.5	17.5	17.5		1.74%
<b>Total</b>	<b>995.5</b>	<b>1,001.5</b>	<b>1,004</b>	<b>2.5</b>	<b>100.00%</b>

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 2015 Summary of Changes in Positions*

Function	Explanation of Change	Change
<b>State's Attorney</b>	The State's Attorney's Office must now provide attorney coverage at each initial appearance before a District Court Commissioner, 24 hours a day, 7 days a week pursuant to the Court of Appeals decision in DeWolfe v. Richmond decided September 25, 2013. Previously, attorneys did not attend. Four additional Assistant State Attorneys II will be required to cover this unfunded mandate.	4
<b>Sheriff - Detention</b>	A full-time inmate services clerk was approved by the BOCC to perform inmate welfare duties to free up a correctional deputy that formerly performed the duties. The correctional deputy position will be used to address shortage in prisoner transport and reduce overtime.	1
<b>911 - Communications</b>	A vacant emergency communications specialist full-time position was eliminated.	(1)
<b>Public Works</b>	Reduction in employees is due to the reorganization of Public Works, Engineering, Construction, and Plan Review and Permitting.	(3)
<b>Engineering</b>	Reduction in employees is due to the reorganization of Public Works, Engineering, Construction, and Plan Review and Permitting.	(15)
<b>Construction</b>	Increase in employees is due to the reorganization of Public Works, Engineering, Construction, and Plan Review and Permitting.	19
<b>Plan Review and Permitting</b>	An increase in one employee is due to the reorganization of Public Works, Engineering, Construction, and Plan Review and Permitting.	1
<b>Highway Fund</b>	The office associate position was approved by the BOCC to go from part time to full time due to increase in duties.	.5
<b>Solid Waste</b>	The operations supervisor full-time position was eliminated due to reorganization. The full-time equipment operator and weigh clerk positions were vacant and will not be filled based on the anticipation of the new renewable energy waste program. Two part-time weigh clerks were created at no additional cost.	(2)
<b>Water Quality Fund</b>	The infrastructure planner/coordination full-time position was eliminated due to reorganization.	(1)
<b>Airport Fund</b>	The airport fire chief full-time position was vacant and eliminated. The plan for the future is to redefine the duties of other Airport positions.	(1)
<b>Total Change in Positions</b>		<b>2.5</b>

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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, Augustoberfest, and the Alsatia Mummer’s Day Parade.

### Form of Government

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

Under the Code of the Public Local Laws of Washington County (1991 Edition), as amended, being Article 22 of the Code of Public Local Laws of Maryland (the "County Code"), both the executive and legislative functions of the County are vested in the elected, five-member Board of County Commissioners of Washington County (the "Board"). The Board may only exercise such powers as are conferred upon it by the General Assembly of Maryland, including authorization to issue debt to finance its capital projects. Commissioners are elected on a countywide basis and serve four-year terms with no term limits. As authorized by the County Code, the County Commissioners appoint the County Administrator, County Clerk, and Director of Budget and Finance.

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

### 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 257-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 188 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 99 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 38 troopers assigned to the local barrack, which is located just south of Hagerstown. The Hagerstown Police Department has a full-time force of 98 officers. The Hancock Police Department employs 3 full-time and 2 part-time officers. In addition, the Smithsburg Police Department and the Boonsboro Police Department each employ 4 police officers.

The County’s Division of Emergency Services (“DES”) oversees Emergency Communication/911, Emergency Management, Fire Department Special Operations, Fire Department Support Services, and the Emergency Medical Services Operations Program. DES is led by a full-time career Director and 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.

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

### Department of Business Development

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

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

The DBD currently has four 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
2013	149,180
2015 projected	152,200
2020 projected	161,300
2025 projected	170,950

Sources: U.S. Bureau of the Census 1980, 1990, 2000, 2010; Projections by the Maryland Department of Planning 2014.

#### Population Statistics

<b>Age:</b> 19 & under	25.30%
20-64 (workforce age)	60.40%
65 & older	14.30%
Median Age	39.7
<b>Gender:</b> Male	51.10%
Female	48.90%
<b>Race:</b> White	85.20%
Black	10.40%
Other	4.40%

Source: U.S. Bureau of the Census 2010 (updated 2012).

#### County Income

Per Capita Income	\$ 26,093
Median Household Income	\$ 54,239
Average Household Income	\$ 67,874

Sources: U.S. Dept. of Commerce, Bureau of Economic Analysis (2009); U.S. Census Bureau 2010, (updated 2012).

#### 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: 22.1

Public Enrollment: 22,490

- 39 Private Schools

Source: Washington County Board of Education (2013).

#### Housing

##### 2013 Median Selling Price

Washington County	\$ 160,000
Maryland	\$ 261,153

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: U.S. Bureau of the Census for 2010.

**County Water Quality Systems**

	<u>Total # of Services</u>
Full Service Water	1,334
Full Service Sewer	6,896
Collection Service Sewer	3,596
<b>Total</b>	<b>11,826</b>

Source: Washington County Department of Environmental Management, 2013.

**County Building Permits (000s)**

	<u>Number</u>	<u>Value</u>
Residential New	228	\$ 48,547
Other Permits	1,654	\$ 93,245
<b>Total</b>	<b>1,882</b>	<b>\$141,792</b>

Source: Washington County Department of Plan Review and Permitting, 2013.

**County Employment Statistics**

Civilian Labor Force	71,252
Employed	65,557
Unemployed	5,695
Unemployment Rate	8.00%
State Average	6.60%

Source: MD Department of Labor, Licensing & Regulation for 2013.

**Top 15 Employers in Washington County**

	<u>Employer</u>	<u>Employment</u>
1	Washington County Public Schools	2,970
2	Meritus Health, Inc.	2,730
3	Citi	2,700
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	931
9	The Bowman Group, LLP	718
10	Federal Government	705
11	FedEx Ground	648
12	Staples Distribution Center	567
13	Merkle Response Services, Inc.	545
14	Sierra Nevada Corporation	486
15	City of Hagerstown	461

Source: Washington County Department of Business Development, 2013.

**County Business Patterns**

<u>Industry</u>	<u>Total # Establishments</u>
Services	1,172
Retail Trade	610
Construction	363
Other	440
Wholesale Trade	153
Finance, Insurance, Real Estate	337
Transportation/Warehousing	160
Manufacturing	126
Information	56
Utilities	5
Mining	2
Agricultural	1
<b>Total</b>	<b>3,425</b>

Source: U.S. Bureau of the Census 2010, (updated 2013) County Business Patterns.

<b>Top 20 Largest Taxpayers in Washington County as of June 30, 2013 Ranked by Assessed Value</b>
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<u>Taxpayer</u>	<u>Assessed Value</u>
1 PR Valley Limited Partnership	\$ 105,197,030
2 Outlet Village of Hagerstown	101,350,590
3 Potomac Edison	73,641,580
4 FedEx Ground Package System, Inc.	61,693,410
5 Washington Real Estate	59,999,000
6 Bowman Group	58,103,010
7 Staples of Maryland, LLC	51,797,473
8 254 Hagerstown/Citigroup/Citicorp	49,992,770
9 IIT Hagerstown Distribution Center	44,239,000
10 Verizon-Maryland	42,213,440
11 Wal-Mart Stores/Wal-Mart R. E./Sam's R. E/Sam's East	40,606,720
12 Liberty Property Limited	38,486,533
13 FR Hagerstown, LLC	35,189,400
14 GP Hagerstown Limited Partnership	34,932,500
15 Lowe's Home Centers, Inc.	34,199,890
16 Mack Trucks Inc.	29,808,210
17 Tractor Supply Company	29,486,150
18 T. Rowe Price/TRP	27,435,033
19 Norfolk Southern Combined Rail	26,803,660
20 Columbia Gas of Maryland	17,771,210

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

# *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.

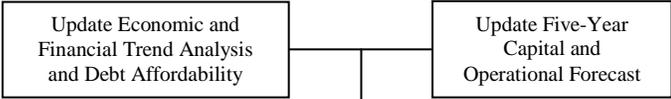
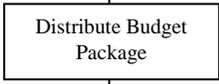
***FINANCIAL  
REPORTING  
POLICIES***

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		October - January
Budget Development Start		October - November
Budget Development Phase		December - January
Review/Modification Phase		January - April
Adoption Phase		May
Start Up Phase		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 1<sup>st</sup>.

#### **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.

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## Amendment to the Budget

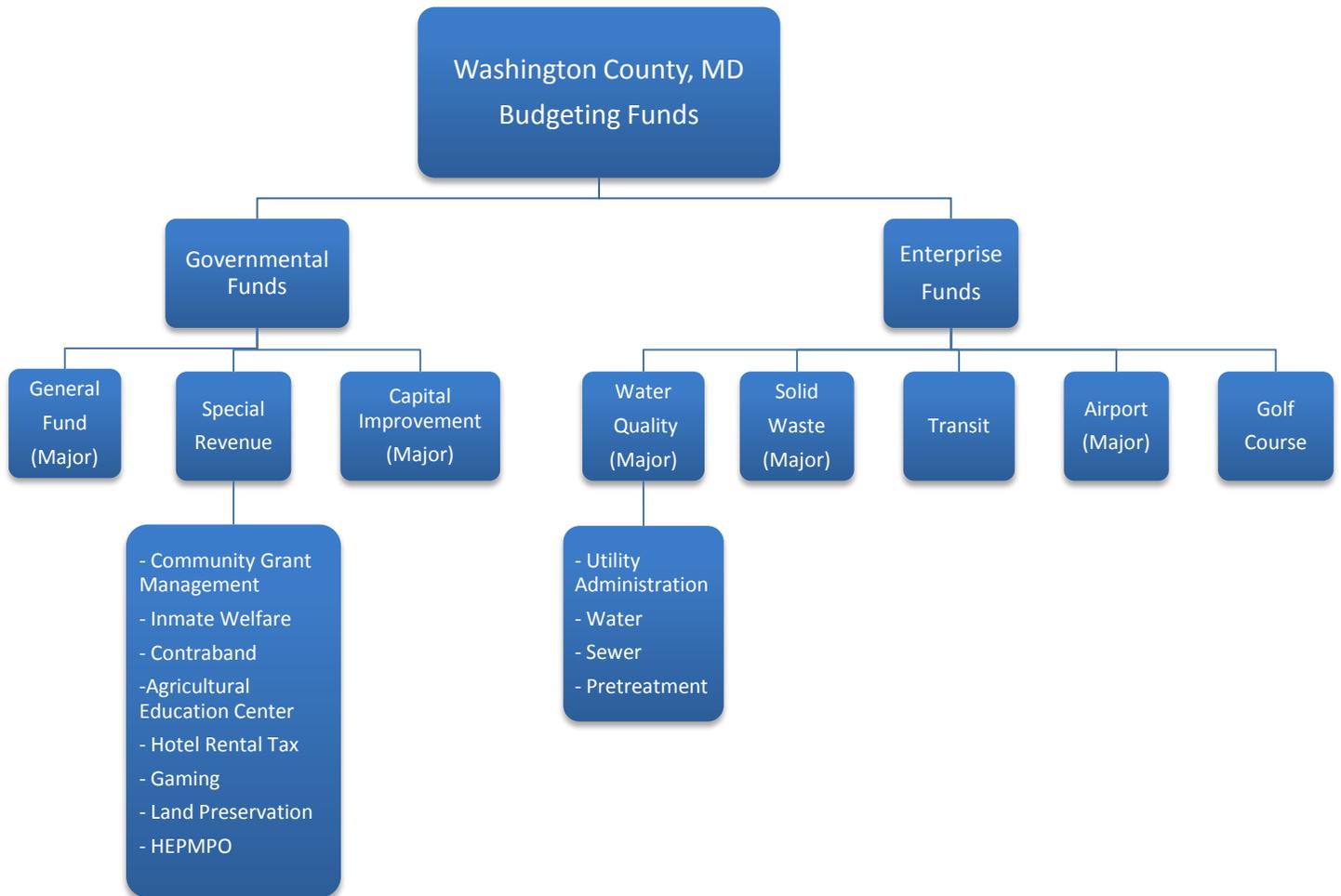
The County's Operating Budgets are adopted at the program/service level and the Capital Improvement Budgets are adopted at the project level. Transfers between programs or projects in excess of \$25,000 require County Commissioner approval. Any transfer out of contingency requires the approval of the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

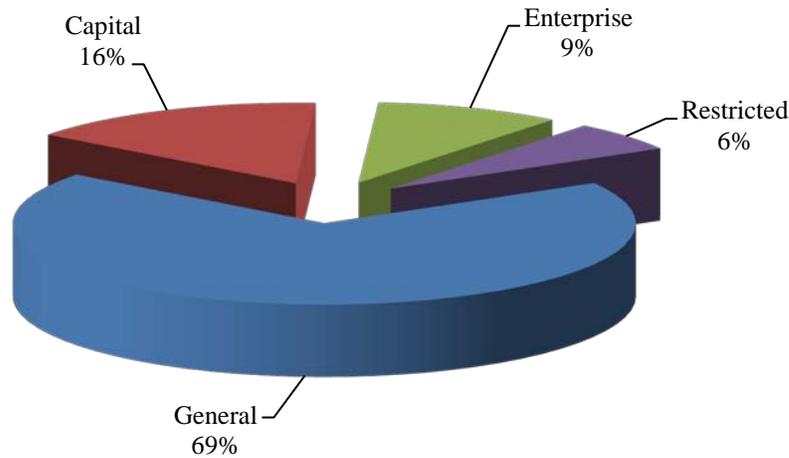
### Fund Summaries

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 2015 Funds




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<i>General Fund:</i>	<i>Major Fund</i>	<i>\$204,539,010</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.

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<i>Capital Improvement Fund:</i>	<i>Major Fund</i>	<i>\$46,730,000</i>
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Capital Improvement Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities. The County maintains several Capital Improvement Funds to ensure legal compliance and proper financial management.

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<i>Enterprise Funds:</i>	<i>\$28,827,800</i>
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Enterprise funds are used to account for operations, including debt service that are financed and operated like a private business – where the intent is for the service to be self-sufficient, with all costs supported primarily by user charges. The County maintains eight Enterprise funds as follows:

- Water Quality Funds – The Water Quality Funds account for all operating activities necessary to provide water, wastewater, and pretreatment services. This includes, but is not limited to administration, operations and maintenance, financing, and related debt service. (\$16,863,860 – 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. (\$6,590,000 – 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. (\$2,379,890 – 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. (\$1,744,560 – 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. (\$1,249,490 – Non-Major Fund)

*Other Governmental Funds*

\$17,772,080

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. \$9,313,250 (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 \$8,458,830 (Non-Major Fund). They are:

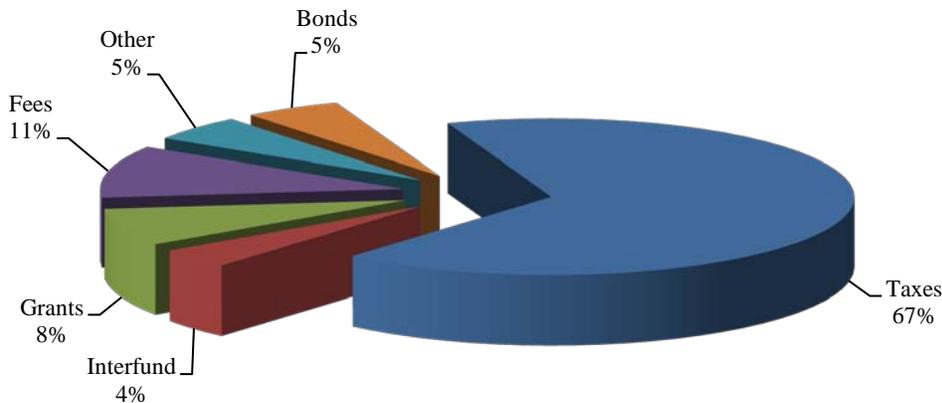
Agricultural Educational Center	\$ 219,390
Community Grant Management	\$ 330,250
Inmate Welfare	\$ 480,470
Land Preservation Fund	\$ 2,440,780
Gaming Fund	\$ 2,058,970
Hotel Rental Tax Fund	\$ 2,337,000
Contraband Fund	\$ 9,000
HEPMPO	\$ 582,970

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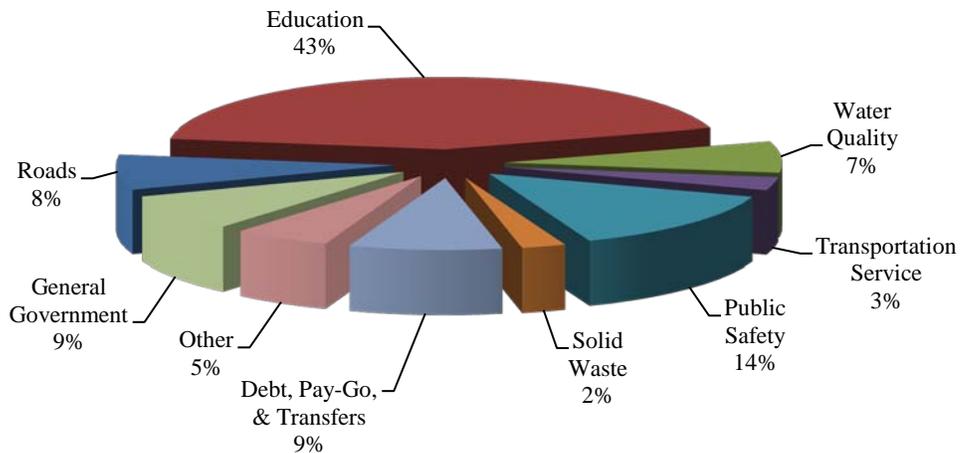
### Total Sources and Uses of County Funds

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 2015.

Where Does the Money Come From?



What Is The Money Used For?



The County’s three major funds are the General, Capital Improvement, and the Enterprise Funds. The following schedule summarizes the revenues and expenditures of those funds for the FY 2015. 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, 2014. 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		
	2013	2014	2015
<b>Revenue (By Major Type):</b>			
Property Tax	122,470,175	119,215,860	117,938,190
Income Tax	65,763,209	68,730,000	72,230,000
Other Local Taxes	7,859,945	7,980,000	8,280,000
Highway User	817,293	843,570	863,360
Interest	372,291	544,500	544,500
Fees	27,769,570	30,723,850	32,066,460
Grants	12,205,936	18,505,190	23,153,030
Other	3,634,210	787,670	2,525,370
Bonds	12,603,032	18,120,000	15,460,000
<b>Subtotal</b>	<b>253,495,661</b>	<b>265,450,640</b>	<b>273,060,910</b>
Transfers	16,223,151	12,926,850	12,179,740
Reserves	0	10,491,450	12,628,240
<b>Total Revenue</b>	<b>269,718,812</b>	<b>288,868,940</b>	<b>297,868,890</b>
<b>Expenditures (By Function):</b>			
Education	117,736,538	123,694,120	126,368,390
Public Safety	38,368,217	40,448,930	44,430,530
State/Community Promotion	9,280,200	6,700,100	6,825,440
Court System	3,761,987	3,951,810	4,432,810
General Government	23,265,573	24,665,320	22,780,750
Parks and Recreation	2,947,622	3,040,750	3,131,890
Water Quality	16,112,694	20,751,320	20,610,860
Roads/Infrastructure	16,059,377	23,906,020	23,112,250
Land Preservation	2,283,482	1,667,690	2,440,780
Solid Waste	7,063,332	6,792,140	7,529,000
Transit System	2,665,710	2,464,130	2,705,890
Airport	2,595,825	3,584,860	5,946,560
Golf Course	1,153,886	1,196,140	1,249,490
<b>Subtotal</b>	<b>243,294,443</b>	<b>262,863,330</b>	<b>271,564,640</b>
Transfers	15,548,559	11,565,080	11,393,970
Debt Service	14,014,466	14,440,530	14,910,280
<b>Total Expenditures</b>	<b>272,857,468</b>	<b>288,868,940</b>	<b>297,898,890</b>
Excess (Deficiency) of Revenues over Expenditures	(3,138,656)	0	0
Other Sources (Uses)	3,039	0	0
GAAP Basis Adjustments	(2,173,851)	0	0
Beginning Fund Balance/Net Equity	331,549,776	326,240,308	326,740,308
Ending Fund Balance/Net Equity (forecast)	326,240,308	326,740,308	327,240,308

Combined Statement of Revenues, Expenditures, and Changes in Undesignated Fund Balance  
Fiscal Year 2015 Budgets – All Funds

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
<b>Revenue (By Major Type):</b>					
Property Tax	117,938,190				117,938,190
Income Tax	72,230,000				72,230,000
Other Local Taxes	6,280,000			2,000,000	8,280,000
Highway User				863,360	863,360
Interest	544,500				544,500
Fees	5,162,090	1,543,000	22,338,180	3,023,190	32,066,460
Grants	1,907,200	17,434,000	1,510,060	2,301,770	23,153,030
Other		1,806,000		719,370	2,525,370
Bonds		15,460,000			15,460,000
<b>Subtotal</b>	204,061,980	36,243,000	23,848,240	8,907,690	273,060,910
Transfers		2,561,000	1,275,540	8,343,200	12,179,740
Reserves	477,030	7,926,000	3,704,020	521,190	12,628,240
<b>Total Revenue</b>	204,539,010	46,730,000	28,827,800	17,772,080	297,868,890
<b>Expenditures (By Function):</b>					
Education	106,738,390	19,630,000			126,368,390
Public Safety	42,103,060	893,000		1,434,470	44,430,530
State/Community	5,880,440			945,000	6,825,440
Court System	4,432,810				4,432,810
General Government	16,294,170	2,848,000		3,638,580	22,780,750
Parks and Recreation	2,785,890	346,000			3,131,890
Water Quality		3,747,000	16,863,860		20,610,860
Roads/Infrastructure		13,799,000		9,313,250	23,112,250
Land Preservation				2,440,780	2,440,780
Solid Waste		939,000	6,590,000		7,529,000
Transit System		326,000	2,379,890		2,705,890
Airport		4,202,000	1,744,560		5,946,560
Golf Course			1,249,490		1,249,490
<b>Subtotal</b>	178,234,760	46,730,000	28,827,800	17,772,080	271,564,640
Transfers	11,393,970				11,393,970
Debt Service	14,910,280				14,910,280
<b>Total Expenditures</b>	204,539,010	46,730,000	28,827,800	17,772,080	297,868,890
Beginning Fund Balance/Net Equity	37,988,347	75,073,598	211,536,931	2,141,432	326,740,308
Estimated Increase (Decrease)	0	0	500,000	0	500,000
Ending Fund Balance/Net Equity (forecast)	37,988,347	75,073,598	212,036,931	2,141,432	327,240,308

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

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
<b>Revenue (By Major Type):</b>					
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
<b>Subtotal</b>	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
<b>Total Revenue</b>	201,189,270	42,961,500	28,182,390	16,535,780	288,868,940
<b>Expenditures (By Function):</b>					
Education	106,206,420	17,487,700			123,694,120
Public Safety	38,433,010	550,000		1,465,920	40,448,930
State/Non-profit	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
<b>Subtotal</b>	175,183,660	42,961,500	28,182,390	16,535,780	262,863,330
Transfers	11,565,080				11,565,080
Debt Service	14,440,530				14,440,530
<b>Total Expenditures</b>	201,189,270	42,961,500	28,182,390	16,535,780	288,868,940
Beginning Fund Balance/Net Equity	37,988,347	75,073,598	211,036,931	2,141,432	326,240,308
Estimated Increase (Decrease)	0	0	500,000	0	500,000
Ending Fund Balance/Net Equity (forecast)	37,988,347	75,073,598	211,536,931	2,141,432	326,740,308

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

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
<b>Revenue (By Major Type):</b>					
Property Tax	122,470,175				122,470,175
Income Tax	65,763,209				65,763,209
Other Local Taxes	5,983,901			1,876,044	7,859,945
Highway User				817,293	817,293
Interest	372,291				372,291
Fees	4,488,993	1,430,276	18,928,959	2,921,342	27,769,570
Grants	3,661,646	4,335,713	1,403,835	2,804,742	12,205,936
Other		2,584,807		1,049,403	3,634,210
Bonds		12,603,032			12,603,032
<b>Subtotal</b>	<b>202,740,215</b>	<b>20,953,828</b>	<b>20,332,794</b>	<b>9,468,824</b>	<b>253,495,661</b>
Transfers		7,142,335	1,188,196	7,892,620	16,223,151
<b>Total Revenue</b>	<b>202,740,215</b>	<b>28,096,163</b>	<b>21,520,990</b>	<b>17,361,444</b>	<b>269,718,812</b>
<b>Expenditures (By Function):</b>					
Education	104,546,598	13,189,940			117,736,538
Public Safety	36,053,880	590,472		1,723,865	38,368,217
State/Community Promotion	5,689,766			3,590,434	9,280,200
Court System	3,761,987				3,761,987
General Government	20,790,675	2,028,589		446,309	23,265,573
Parks and Recreation	2,504,653	249,016		193,953	2,947,622
Water Quality		3,727,552	12,385,142		16,112,694
Roads/Infrastructure		6,920,501		9,138,876	16,059,377
Land Preservation				2,283,482	2,283,482
Solid Waste		1,702,124	5,361,208		7,063,332
Transit System		331,218	2,334,492		2,665,710
Airport		756,574	1,839,251		2,595,825
Golf Course		22,200	1,131,686		1,153,886
<b>Subtotal</b>	<b>173,347,559</b>	<b>29,518,186</b>	<b>23,051,779</b>	<b>17,376,919</b>	<b>243,294,443</b>
Transfers	15,174,859			373,700	15,548,559
Debt Service	14,014,466				14,014,466
<b>Total Expenditures</b>	<b>202,536,884</b>	<b>29,518,186</b>	<b>23,051,779</b>	<b>17,750,619</b>	<b>272,857,468</b>
Excess(Deficiency) of Revenues over Expenditures	203,331	(1,422,023)	(1,530,789)	(389,175)	(3,138,656)
Other Sources (Uses)	3,039				3,039
Increase (Decrease) in Fund Balance	206,370	(1,422,023)	(1,530,789)	(389,175)	(3,135,617)
GAAP Basis Adjustments		4,499,835	(6,673,686)	0	(2,173,851)
Beginning Fund Balance/Net Equity	37,781,977	71,995,786	219,241,406	2,530,607	331,549,776
Ending Fund Balance/Net Equity	37,988,347	75,073,598	211,036,931	2,141,432	326,240,308

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# *Capital Program and Debt Management*

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## *Capital Improvement Program*

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

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

A Ten-year Capital Improvement Plan (“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, the Director of Public Works, and the Director of Engineering and Construction 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 nine-year forecast.

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

## Components of the Capital Program

### *Capital Project Definition*

Capital Projects are included in the Capital Improvement Plan when the project supports or improves infrastructure needs and/or the productive capacity of the County. Projects should have a useful life greater than 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 evaluates the environmental related impact on items such as water quality, flood control, air quality, contamination, etc.

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

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

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

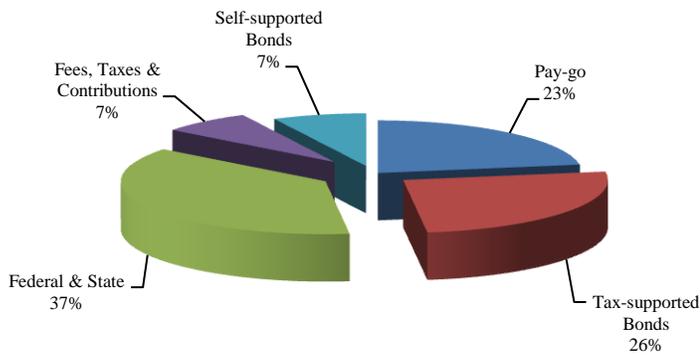
Funding sources in the Capital Improvement Plan are budgeted in each fiscal year in which they will be received. All potential funding sources are considered when developing the Capital Improvement Plan to ensure that projects are funded with appropriate revenue streams. Some projects are funded with 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 2015 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 2015 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.

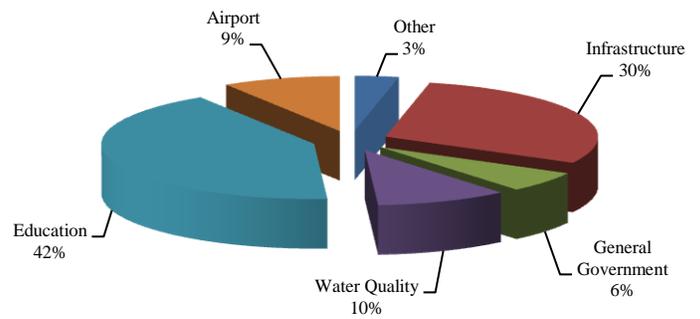
### *FY15 Capital Improvement Budget Overview*

A graphic illustration of planned capital project distribution and funding sources for fiscal year 2015 is shown below. The fiscal year 2015 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. Additions or eliminations of personnel, significant start-up costs, as well as operation and maintenance costs of the new facilities are included in the operating budget. These conservative operating cost estimates include: personnel, equipment maintenance, building maintenance, and other major costs anticipated at the completion of the project. An important consideration in the County’s Capital Improvement Budget is the fiscal impact on the Operating Budget due to the additional debt service cost. Total debt service cost for fiscal 2015 is approximately \$21.6 million.

The ten-year operating budget impact for major projects approved in the fiscal year 2015 Capital Budget are presented in the project detail schedule located in the next section.

## Debt Affordability Analysis

One of the major sources of funding for capital projects is debt. Debt is issued to match the cash flow requirements of the Capital Improvement Plan, while considering the 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 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
2010	855	1,650	.98%	1.46%	6.60%	8.16%	.25%	.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	878	1,549	1.08%	1.52%	7.08%	8.48%	.24%	.33%
2014 estimated	900	1,549	1.14%	1.52%	7.27%	8.48%	.24%	.33%

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	Peer Group Median	Projected	Peer Group Median	Projected	Peer Group Median	Projected	Peer Group Median
2015	930	1,549	1.16%	1.52%	7.34%	8.48%	.24%	.33%
2016	962	1,549	1.19%	1.52%	7.22%	8.48%	.24%	.33%
2017	991	1,549	1.20%	1.52%	7.44%	8.48%	.24%	.33%
2018	1,018	1,549	1.22%	1.52%	7.42%	8.48%	.24%	.33%
2019	1,046	1,549	1.23%	1.52%	7.34%	8.48%	.24%	.33%
2020	1,068	1,549	1.24%	1.52%	7.60%	8.48%	.25%	.33%
2021	1,086	1,549	1.24%	1.52%	7.81%	8.48%	.25%	.33%
2022	1,104	1,549	1.25%	1.52%	7.64%	8.48%	.25%	.33%
2023	1,119	1,549	1.24%	1.52%	7.80%	8.48%	.25%	.33%
2024	1,128	1,549	1.24%	1.52%	8.00%	8.48%	.26%	.33%

Debt Capacity Analysis – Effect of Debt Issuance on Debt Ratios								
Fiscal Year	Debt Per Capita		Debt as a Percent of FMV		Debt Service as a % of General Fund Revenue		Debt Service Per Capita as a % of Income Per Capita	
	Projected	Peer Group Median	Projected	Peer Group Median	Projected	Peer Group Median	Projected	Peer Group Median
2025	1,134	1,549	1.22%	1.52%	8.15%	8.48%	.26%	.33%
2026	1,137	1,549	1.21%	1.52%	8.12%	8.48%	.26%	.33%
2027	1,139	1,549	1.19%	1.52%	8.11%	8.48%	.26%	.33%
2028	1,136	1,549	1.17%	1.52%	8.26%	8.48%	.27%	.33%
2029	1,140	1,549	1.16%	1.52%	7.65%	8.48%	.25%	.33%
2030	1,143	1,549	1.14%	1.52%	7.62%	8.48%	.25%	.33%
2031	1,139	1,549	1.12%	1.52%	7.87%	8.48%	.25%	.33%
2032	1,133	1,549	1.10%	1.52%	7.82%	8.48%	.25%	.33%
2033	1,126	1,549	1.08%	1.52%	7.79%	8.48%	.25%	.33%
2034	1,116	1,549	1.05%	1.52%	7.74%	8.48%	.25%	.33%

*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*

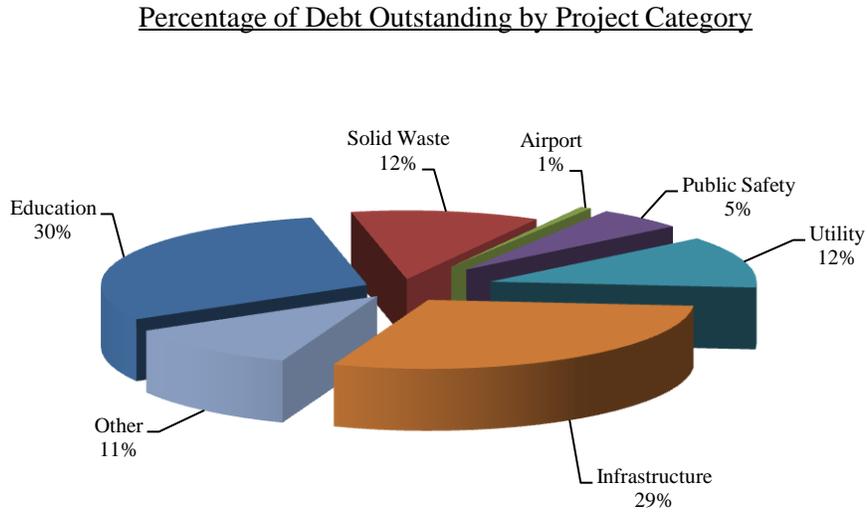
There are multiple factors that can affect the County's affordability to incur future indebtedness, including the County's economy and the availability of adequate financial resources. For that reason the financial ratios and analysis used, take into account the entire County financial condition, as 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 as part of the analysis, so that the known effects of 'Worst' and 'Best' case results can be examined. It is important for the County to monitor its financial condition, 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, 2014, by project category:



The table on the following page shows the current outstanding balance at June 30, 2014, and the estimated impact of debt service on the Operating Budget for FY 2015.

Current Debt Balance and FY 2015 Principal and Interest Costs

Description	FY 2014 Balance	FY 2015 Principal	FY 2015 Interest	Total Debt Service
<b>General Fund:</b>				
2002 Public Improvement & Refunding Bonds	\$ 738,212	\$ 738,212	\$ 34,696	\$ 772,908
2003A Public Improvement & Refunding Bonds	407,430	407,430	15,188	422,618
2005 Public Improvement & Refunding Bonds	7,856,213	2,757,929	314,248	3,072,177
2006 Public Facilities Bonds	980,000	480,000	40,425	520,425
2007 Public Improvement Bonds	10,408,681	556,570	430,541	987,111
2008 Public Improvement Bonds	11,940,902	642,612	484,441	1,127,053
2009 Public Improvement & Refunding Bonds	10,708,032	884,310	385,585	1,269,895
2010 Ser A Public Improvement Bonds	3,645,873	478,042	90,219	568,261
2010 Ser B Build America Bonds	6,957,113	0	231,279	231,279
2010 Refunding Bonds	8,847,454	1,106,120	256,072	1,362,192
2011 Public Improvement Bonds	10,123,055	425,014	385,533	810,547
2012 Public Improvement Bonds	11,633,336	448,350	325,487	773,837
2012 Refunding Bonds	5,672,840	365,510	206,530	572,040
2013 Public Improvement Bonds	12,000,000	445,000	373,150	818,150
2013 Refunding Bonds	12,362,420	0	420,754	420,754
2014 Public Improvement Bonds	14,000,000	470,145	334,502	804,647
MD Water Quality Solid Waste Refinancing	1,655,523	33,357	16,555	49,912
MD Water Quality Resh Capping Ph 1	3,521,220	254,989	35,215	290,204
Total General Fund Existing Debt	\$ 133,458,304	\$ 10,493,590	\$ 4,380,420	\$ 14,874,010
2015 Planned Debt:				
2015 Public Improvement Bonds	12,000,000	0	0	0
Total General Fund Debt	\$ 145,458,304	\$ 10,493,590	\$ 4,380,420	\$ 14,874,010
<b>Highway:</b>				
2008 Public Improvement Bonds	\$ 2,305,263	\$ 124,060	\$ 93,530	\$ 217,590
Total Highway Existing Debt	\$ 2,305,263	\$ 124,060	\$ 93,530	\$ 217,590
<b>Solid Waste:</b>				
2002 Public Improvement & Refunding Bonds	\$ 66,788	\$ 66,788	\$ 3,139	\$ 69,927
2003A Public Improvement & Refunding Bonds	7,570	7,570	1,358	8,928
2005 Public Improvement & Refunding Bonds	233,787	82,071	9,352	91,423
2007 Public Improvement Bonds	2,121,319	113,430	87,746	201,176
2009 Public Improvement Bonds	2,158,343	275,867	77,437	353,304
2010 Ser A Public Improvement Bonds	1,443,176	189,228	35,712	224,940
2010 Ser B Build America Bonds	2,753,894	0	91,547	91,547
2010 Refunding Bonds	2,607,546	338,880	75,378	414,258
2011 Public Improvement Bonds	2,976,945	124,986	113,376	238,362
2012 Refunding Bonds	35,170	4,490	1,220	5,710
2013 Refunding Bonds	177,580	0	6,146	6,146
MD Water Quality Solid Waste Refinancing	4,548,238	91,643	45,482	137,125
MD Water Quality 40 West Cell 3	1,488,344	132,457	16,367	148,824
Total Solid Waste Fund Debt	\$ 20,618,700	\$ 1,427,410	\$ 564,260	\$ 1,991,670

Current Debt Balance and FY 2015 Principal and Interest Costs

Description	FY2014 Balance	FY 2015 Principal	FY 2015 Interest	Total Debt Service
<b>Airport</b>				
2003A Public Improvement & Refunding Bonds	\$ 40,000	\$ 40,000	\$ 750	\$ 40,750
2012 Refunding Bonds	1,196,990	200,000	40,450	240,450
Total Airport Existing Debt	\$ 1,236,990	\$ 240,000	\$ 41,200	\$ 281,200
<b>Water Quality:</b>				
1996 Series A Project & Refunding Bonds	\$ 3,722,693	\$ 515,205	\$ 984,795	\$ 1,500,000
2008 Public Improvement Bonds	1,083,835	58,328	43,971	102,299
2009 Public Improvement & Refunding Bonds	2,993,625	154,824	108,066	262,890
2010 Ser A Public Improvement Bonds	630,951	82,730	15,613	98,343
2010 Ser B Build America Bonds	1,203,993	0	40,024	40,024
2012 Public Improvement Bonds	5,491,664	211,650	248,140	459,790
MD Water Quality Series BNR	1,393,229	189,110	23,685	212,795
MD Water Quality Cono. Refinancing 2004	1,090,000	1,090,000	4,360	1,094,360
MD Water Quality Pretreat. Refinancing 2004	3,906,063	420,000	15,624	435,624
MD Water Quality Halfway I & I	376,542	27,273	3,772	31,045
Total Water Quality Existing Debt	\$ 21,892,595	\$ 2,749,120	\$ 1,488,050	\$ 4,237,170
2015 Public Improvement Bonds	3,460,000	0	0	0
MD Water Quality Winebrenner	6,392,900	0	0	0
Total Water Quality Debt	\$ 31,745,495	\$ 2,749,120	\$ 1,488,050	\$ 4,237,170
Total Existing and 2015 Planned Debt	\$ 201,364,752	\$ 15,034,180	\$ 6,567,460	\$ 21,601,640

*Bonded Limit Summary as of June 30, 2014*

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, 2014 the unused authorization available for issuance of general obligation bonds was \$60,672,722.

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, 2014	
Assessed Value of Property in Washington County	\$ 12,462,102,000
Debt Limit: % of Assessed Value	10%
Water Quality Borrowing Limitation	1,246,210,200
Water Quality Debt	21,892,595
Debt Margin	1,224,317,605
Ratio of Water Quality Debt to Assessed Value	.18%

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

Description	<i>Fiscal Year</i>		
	2013 Actual	2014 Budget	2015 Budget

Revenue (By Major Type):

Fees	\$ 1,430,276	\$ 1,542,900	\$ 1,543,000
Grants	4,335,713	13,668,900	17,434,000
Other	2,584,807	108,000	1,806,000
Bonds	12,603,032	18,120,000	15,460,000
Subtotal	20,953,828	33,439,800	36,243,000
Transfers	7,142,335	3,935,500	2,561,000
Capital Reserves	0	5,586,200	7,926,000
 Total Revenue	 28,096,163	 42,961,500	 46,730,000

Expenditures (By Function):

Education	13,189,940	17,487,700	19,630,000
Public Safety	590,472	550,000	893,000
General Government	2,028,589	3,400,400	2,848,000
Parks and Recreation	249,016	383,000	346,000
Water Quality	3,727,552	4,735,300	3,747,000
Roads/Infrastructure	6,920,501	14,534,200	13,799,000
Solid Waste	1,702,124	0	939,000
Transit System	331,218	167,000	326,000
Airport	756,574	1,703,900	4,202,000
Golf Course	22,200	0	0
 Total Expenditures	 29,518,186	 42,961,500	 46,730,000

Net Difference	(1,422,023)	0	0
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Project Detail of Major Projects – Fiscal Year 2015

Project Name	Project Description	Project Budget	Operating Impact
West City Elementary School – Phase 1	A new 56,818 SF facility to house a 3-round, Pre-K through 5th Grade elementary school with a capacity of 471 students, with a core space sized for a 5-round school to accommodate future expansion. Provisions have been made within this budget request for an expanded gymnasium for community use in partnership with the Buildings, Grounds and Parks Department. This project will allow the closing and consolidation of two aging, inadequate elementary school facilities: Winter Street and Conococheague Elementary.	\$ 8,878,000	\$ 5,000
Student Center Expansion	The College/Student Center currently houses student service functions such as the campus store, food service, meeting space, student activities and student government. With the anticipated enrollment growth over the next several years, these spaces will need to be expanded to continue to provide basic services.	5,087,000	89,150
Pavement Maintenance and Rehabilitation Program	This project includes the modification of county-wide pavement maintenance program targeting rehabilitation of county highway pavement, as required. Techniques may include but not be limited to road reclamation, bituminous concrete overlay, crack sealing, and surface treatment. Individual projects will be determined on an annual basis consistent with the County's overall Pavement Management Program.	4,259,000	-
Conococheague Wastewater Treatment Plant	This project will plan, design, and construct upgrades required to meet Maryland Department of the Environment Enhanced Nutrient Removal strategy.	2,952,000	-
Capital Maintenance – Board of Education	Projects vary depending on the conditions, safety, security, and utility requirements. The Comprehensive Maintenance Plan outlines specific projects over the next five years. Projects include improved lighting, sidewalk replacements, paving repairs, flooring repairs, door replacement, large painting projects, locker replacement, interior renovations, and security system installations. Projects are targeted to reduce deferred maintenance.	2,782,000	-
Bester Elementary (Replacement School)	Construct a new 71,671 SF school to replace the existing Bester Elementary on the existing site. The new school is planned as a four-round school, increasing the student capacity of this school from 511 students to 608 students. The existing school building will be demolished to make room for appropriate drives and play fields. Provisions have been made within this budget request to include an expanded gymnasium for community use.	2,684,000	5,000
Taxiway A and D Rehabilitation	This project consists of the rehabilitation of Taxiway A between Taxiway G and N; rehabilitation of Taxiway D between Runway 9/27 and Taxiway F; and rehabilitation of Taxiway D between Runway 9/27 and Taxiway A. Existing Taxiway lighting will be replaced with energy efficient LED lighting.	2,237,000	-

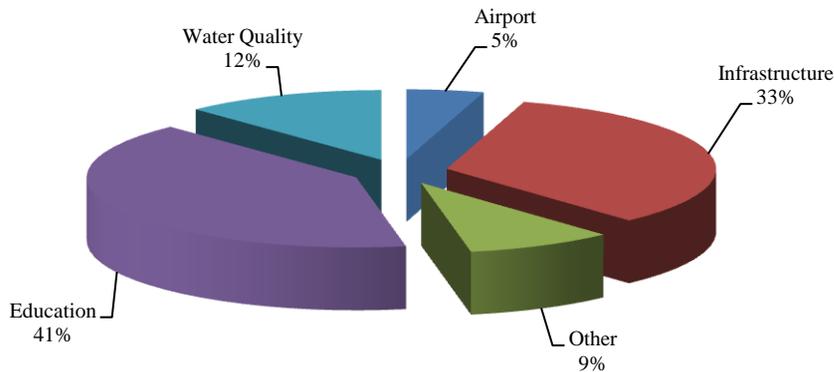
Project Name	Project Description	Project Budget	Operating Impact
County Admin Building Renovations	This project is for Renovations to the County Administration Building (1st and 2nd floors); primarily the first floor of 100 West Washington Street. The project includes first floor ADA improvements and a combined rear entrance to both 100 West Washington and 120 West Washington Street buildings.	\$ 1,710,000	\$ -
Professional Court Extended – Phase I/Bridge over Antietam Creek	The project involves the extension of Professional Court over Antietam Creek to a point 200' east of the proposed bridge. This project will connect to the proposed Professional Boulevard Extended Phase II (Project 1071) roadway that connects to Yale Drive Extended (Project 1093). The project length is approximately 1,000 LF (including bridge). The project includes construction of a four lane closed section undivided roadway and the construction of a four lane bridge over Antietam Creek.	1,397,000	1,000
Highway Equipment & Vehicle Replacement Program	This project will replace vehicles and heavy/specialized equipment for maintenance and construction activity.	1,000,000	-
Southern Blvd I	The project involves the construction of Southern Boulevard between East Oak Ridge Drive near South Pointe Drive to Frederick Street (US 40A). The project includes construction of a four lane divided open section roadway and new intersections at each extent of the project, a roundabout at Frederick Street and a roundabout at East Oak Ridge Drive.	918,000	2,520
Stormwater Retrofits	This project includes the construction of SWM systems based on Best Management Practices such as bio-swales, bio-filters, permeable pavements, ponds, wetlands, etc. along roadways, in parks, and on other county properties to satisfy the National Pollutant Discharge Elimination Systems.	860,000	-
Land Acquisition – Airport	This project is for land acquisition to promote future economic development of the Airport.	816,000	-
Stream Restoration at Various Locations	This project will restore stream banks at various locations on the Antietam Creek and Conococheague Creek to improve water quality.	715,000	-
Yale Drive Extended – Phase I	The 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. The project includes the construction of two roundabout intersections.	714,000	2,250
Yale Drive Extended – Phase II	The project involves the expansion of Yale Drive Extended - Phase I (Project RDI053) and partial construction of Professional Boulevard.	714,000	1,800
Eastern Blvd Widening – Phase I	This project will widen Eastern Boulevard from MD Rt 64 (Jefferson Boulevard) to Security Road from the existing 2-lane roadway to a 4-lane divided roadway. This project includes drainage improvements and traffic signal modifications.	510,000	2,900

Project Name	Project Description	Project Budget	Operating Impact
Antietam WwTP – Facility Improvements	The project will upgrade the facility to meet current and future EPA and MDE permit requirements.	\$ 510,000	\$ -
Marsh Pike Sidewalk Extension	This Safe Route to School project will provide an ADA accessible sidewalk from Paramount Elementary School to the Spring Valley Subdivision (ADC Map 11, Grid H-10). The work also includes drainage improvements.	506,000	-

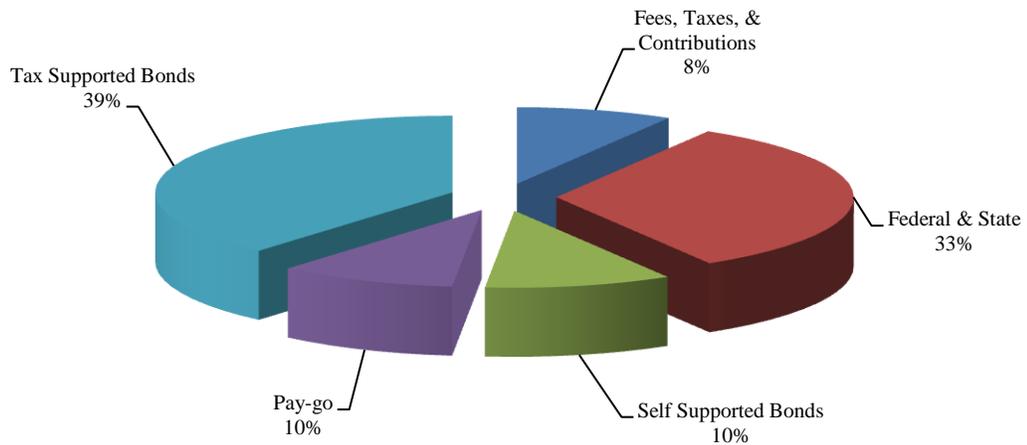
### Ten Year Capital Improvement Plan Summary

The following graphs illustrate the projects by category and the funding sources that are currently scheduled for FY 2015 thru FY 2024. 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 \$402,820,000.

Project Categories for FY2015 thru FY2024



Funding Sources for FY2015 thru FY2024



**Washington County, Maryland  
Capital Improvement 10yr Summary  
Fiscal Year 2015 – 2024**

Project	Ten Year Capital Program								
	Total	Prior Appr.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 - 2024
<b>Project Costs</b>									
Airport	20,118,500	1,428,500	4,202,000	2,255,000	2,201,000	1,329,000	1,450,000	633,000	6,620,000
Bridges	23,542,477	5,148,477	798,000	3,821,000	4,526,000	1,673,000	1,180,000	1,187,000	5,209,000
Drainage	14,267,500	1,570,500	1,575,000	878,000	968,000	2,257,000	2,179,000	1,321,000	3,519,000
Education	193,766,300	29,305,300	19,630,000	17,792,000	6,122,000	18,556,000	16,288,000	14,061,000	72,012,000
General Government	17,062,755	5,128,755	2,848,000	811,000	964,000	1,190,000	1,551,000	774,000	3,796,000
Parks & Recreation	2,372,589	375,589	346,000	73,000	241,000	346,000	374,000	336,000	281,000
Public Safety	15,283,100	1,177,100	893,000	884,000	583,000	702,000	638,000	1,288,000	9,118,000
Railroad Crossings	1,608,000	134,000	273,000	0	284,000	0	295,000	0	622,000
Road Improvement	147,340,810	44,703,810	11,153,000	9,753,000	13,388,000	10,402,000	7,767,000	11,347,000	38,827,000
Solid Waste	6,475,500	1,801,500	939,000	26,000	27,000	27,000	1,985,000	28,000	1,642,000
Transit	9,107,726	1,528,726	326,000	334,000	265,000	348,000	2,518,000	1,246,000	2,542,000
Water Quality	68,227,419	24,050,419	3,747,000	7,287,000	9,878,000	1,535,000	1,786,000	12,117,000	7,827,000
<b>TOTAL</b>	<b>519,172,676</b>	<b>116,352,676</b>	<b>46,730,000</b>	<b>43,914,000</b>	<b>39,447,000</b>	<b>38,365,000</b>	<b>38,011,000</b>	<b>44,338,000</b>	<b>152,015,000</b>
<b>Funding Sources</b>									
General Fund	40,034,151	15,330,151	1,800,000	2,272,000	2,420,000	2,202,000	2,205,000	2,550,000	11,255,000
Highway Fund	2,300,000	800,000	150,000	150,000	150,000	150,000	150,000	150,000	600,000
Hotel Rental Fund	1,600,000	0	337,000	0	440,000	276,000	258,000	289,000	0
Solid Waste Fund	1,036,328	782,328	0	26,000	27,000	27,000	28,000	28,000	118,000
Utility Admin Fund	1,502,100	379,100	78,000	158,000	27,000	59,000	149,000	152,000	500,000
Water Fund	1,192,300	535,300	102,000	26,000	306,000	29,000	31,000	31,000	132,000
Sewer Fund	3,595,549	2,621,549	64,000	52,000	180,000	151,000	121,000	78,000	328,000
Airport Fund	380,300	71,300	30,000	31,000	32,000	32,000	33,000	34,000	117,000
Tax Supported Bond	190,647,683	34,647,683	12,000,000	16,000,000	16,000,000	16,000,000	16,000,000	16,000,000	64,000,000
Self Supported Bond	45,876,270	4,951,270	3,460,000	7,051,000	6,559,000	1,296,000	3,442,000	10,726,000	8,391,000
Transfer Tax	15,769,100	1,269,100	1,000,000	1,100,000	1,200,000	1,300,000	1,400,000	1,500,000	7,000,000
Excise Tax - Schools	6,660,400	1,392,400	242,000	289,000	336,000	429,000	522,000	600,000	2,850,000
Excise Tax - Roads	1,663,320	430,320	69,000	81,000	94,000	119,000	145,000	145,000	580,000
Excise Tax - Other	737,800	466,800	15,000	18,000	20,000	26,000	32,000	32,000	128,000
Excise Tax - Library	129,900	6,900	7,000	8,000	10,000	12,000	14,000	15,000	57,000
Excise Tax - Non-Residential	5,437,905	787,905	210,000	260,000	360,000	460,000	560,000	560,000	2,240,000
APFO Fees - Roads	84,099	84,099	0	0	0	0	0	0	0
Capital Reserve - General	17,757,020	10,901,020	6,856,000	0	0	0	0	0	0
Capital Reserve - Airport	55,000	0	55,000	0	0	0	0	0	0
Capital Reserve - Solid Waste	1,776,200	837,200	939,000	0	0	0	0	0	0
Capital Reserve - Transit	33,000	0	33,000	0	0	0	0	0	0
Capital Reserve - Sewer	43,000	0	43,000	0	0	0	0	0	0
Federal Grant	37,611,939	10,017,939	4,821,000	3,901,000	4,708,000	1,415,000	3,291,000	1,500,000	7,958,000
State Grant	134,781,312	29,940,312	12,613,000	9,845,000	3,907,000	13,832,000	9,630,000	9,948,000	45,066,000
Contributions	8,468,000	100,000	1,806,000	2,646,000	2,671,000	550,000	0	0	695,000
<b>TOTAL</b>	<b>519,172,676</b>	<b>116,352,676</b>	<b>46,730,000</b>	<b>43,914,000</b>	<b>39,447,000</b>	<b>38,365,000</b>	<b>38,011,000</b>	<b>44,338,000</b>	<b>152,015,000</b>

Project Detail of Major Projects – Fiscal Years 2015 - 2024

Project Name	Project Description	Ten Year Project Budget
Pavement Maintenance and Rehabilitation Program	This project includes the modification of county-wide pavement maintenance program targeting rehabilitation of county highway pavement, as required. Techniques may include but not be limited to road reclamation, bituminous concrete overlay, crack sealing, and surface treatment. Individual projects will be determined on an annual basis consistent with the County's overall Pavement Management Program.	\$ 46,345,000
Western Heights Middle School Modernization	The project includes renovation of 113,970 square feet built in 1983 and an addition of 21,345 square feet for expanded community gym, music, science, art and support programs.	28,015,000
E. Russell Hicks Middle School	The project will provide a partial renovation (103,131 square feet) and an addition of 12,914 square feet.	21,081,000
Sharpsburg Elementary Replacement	Construction of 63,818 S.F. replacement building to support 471 students.	20,147,000
West City Elementary School – Phase 1 – Began in FY 2013	A new 56,818 SF facility to house a 3-round, Pre-K through 5th Grade elementary school with a capacity of 471 students, with a core space sized for a 5-round school to accommodate future expansion. Provisions have been made within this budget request for an expanded gymnasium for community use in partnership with the Buildings, Grounds and Parks Department. This project will allow the closing and consolidation of two aging, inadequate elementary school facilities: Winter Street and Conococheague Elementary.	18,003,000
Capital Maintenance – Board of Education	Projects vary depending on the conditions, safety, security, and utility requirements. The Comprehensive Maintenance Plan outlines specific projects over the next five years. Projects include improved lighting, sidewalk replacements, paving repairs, flooring repairs, door replacement, large painting projects, locker replacement, interior renovations, and security system installations. Projects are targeted to reduce deferred maintenance.	16,282,000
Conococheague Wastewater Treatment Plant – ENR Upgrades – Began in FY 2006	This project will plan, design, and construct upgrades required to meet Maryland Department of the Environment (MDE) Enhanced Nutrient Removal (ENR) strategy.	14,758,000

Project Name	Project Description	Ten Year Project Budget
Police, Fire and Emergency Services Training Facility	As the need for police, fire, and emergency services continues to grow, the need for a facility for training emergency personnel grows as well. Such a facility would be centralized to the area, easily accessible, and utilized by state, county and local police departments, correctional guards, and security guards. Classroom training for fire and emergency services departments, that predominantly takes place currently in local fire houses, would be held in this facility. This project would be a natural extension of similar training already offered at HCC, such as the Emergency Medical Technician and Administration of Justice programs.	\$ 14,502,000
Student Center Expansion – Began in FY 2012	The College/Student Center currently houses student service functions such as the campus store, food service, meeting space, student activities and student government. With the anticipated enrollment growth over the next several years, these spaces will need to be expanded to continue to provide basic services.	11,344,000
Smithsburg Wastewater Treatment Plant – Facility Improvements Began in FY 2010	The project will upgrade the facility to address the MDE strategy for ENR and expand capacity to address growth needs of the area.	11,296,000

Project	Projected Costs		Budget				Ten Year Capital Program					
	*FTE	Operating	Total	Prior Appr.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future	
<b>Project Costs</b>												
<b>Airport</b>												
Capital Equipment - Airport	0.0	1,000	3,940,000	0	412,000	364,000	371,000	378,000	385,000	392,000	1,638,000	
Fuel Farm Relocation	0.0	0	1,918,000	0	0	0	0	886,000	1,032,000	0	0	
Land Acquisition - Airport	0.0	0	816,000	0	816,000	0	0	0	0	0	0	
T-Hanger 1, 2 and 3 Replacement	0.0	0	1,778,000	0	0	31,000	32,000	32,000	33,000	34,000	1,616,000	
Taxiway A and D Rehabilitation	0.0	0	3,637,000	1,400,000	2,237,000	0	0	0	0	0	0	
Taxiway C and Roadway Loop Rehab	0.0	0	2,023,000	0	180,000	1,843,000	0	0	0	0	0	
Taxiway T Construction	0.0	400	966,000	0	0	0	0	0	0	168,000	798,000	
Runway 9/27 Rehabilitation	0.0	0	2,568,000	0	0	0	0	0	0	0	2,568,000	
Building 18 Partial Roof Replacement	0.0	0	58,500	28,500	30,000	0	0	0	0	0	0	
Air Traffic Control Tower Replacement	0.0	0	260,000	0	171,000	17,000	0	33,000	0	39,000	0	
Passenger Terminal Hold Room Expansion	0.0	2,000	2,000,000	0	202,000	0	1,798,000	0	0	0	0	
Airport Security System Enhancements	0.0	0	154,000	0	154,000	0	0	0	0	0	0	
<b>Airport Total</b>	<b>0.0</b>	<b>3,400</b>	<b>20,118,500</b>	<b>1,428,500</b>	<b>4,202,000</b>	<b>2,255,000</b>	<b>2,201,000</b>	<b>1,329,000</b>	<b>1,450,000</b>	<b>633,000</b>	<b>6,620,000</b>	
<b>Bridges</b>												
Hopewell Road Culvert 02/01	0.0	0	297,100	5,100	0	292,000	0	0	0	0	0	
Bridge Inspection & Inventory	0.0	0	538,100	192,100	0	156,000	0	22,000	0	168,000	0	
Dogstreet Road Bridge W5932P	0.0	0	1,055,400	166,400	0	0	889,000	0	0	0	0	
Spur Road Culvert 07/16	0.0	0	291,000	0	46,000	245,000	0	0	0	0	0	
Leiters Mill Road Bridge W2292	0.0	0	1,212,400	1,202,400	10,000	0	0	0	0	0	0	
Old Roxbury Road Bridge W5372	0.0	0	4,133,077	900,077	0	26,000	3,207,000	0	0	0	0	
Poffenberger Road Bridge W4011	0.0	0	737,900	685,900	0	52,000	0	0	0	0	0	
Poffenberger Road Bridge W4012	0.0	0	1,409,000	1,305,000	0	104,000	0	0	0	0	0	
Hopewell Road Culvert 02/02	0.0	0	232,100	10,100	0	222,000	0	0	0	0	0	
Mousetown Road Culvert 06/02	0.0	0	251,300	16,300	235,000	0	0	0	0	0	0	
Keedysville Road Bridge W5651	0.0	0	1,427,600	257,600	0	1,170,000	0	0	0	0	0	
Crystal Falls Drive Bridge W3051	0.0	0	1,346,500	405,500	0	941,000	0	0	0	0	0	
Wright Road Culvert 02/06	0.0	0	184,000	2,000	0	182,000	0	0	0	0	0	
Sprecher Road Bridge W5661	0.0	0	246,000	0	246,000	0	0	0	0	0	0	
Sprecher Road Bridge W5662	0.0	0	256,000	0	256,000	0	0	0	0	0	0	
Rinehart Road Culvert 14/03	0.0	0	323,000	0	0	0	6,000	317,000	0	0	0	
Kretsinger Road Culvert 14/01	0.0	0	301,000	0	0	0	0	301,000	0	0	0	
Frog Eye Road Culvert 11/06	0.0	0	558,000	0	0	0	0	558,000	0	0	0	
Cleaning and Painting of Steel Bridges	0.0	0	424,000	0	0	0	424,000	0	0	0	0	
Wright Road Culvert 02/05	0.0	0	228,000	0	5,000	223,000	0	0	0	0	0	
Keefer Road Bridge 15/20	0.0	0	183,000	0	0	0	0	183,000	0	0	0	
Burnside Bridge Road Culvert 01/03	0.0	0	292,000	0	0	0	0	292,000	0	0	0	
Greenspring Furnace Road Culvert 15/15	0.0	0	381,000	0	0	0	0	0	381,000	0	0	
Harpers Ferry Road Culvert 11/02	0.0	0	521,000	0	0	0	0	0	521,000	0	0	
Back Road Culvert 11/03	0.0	0	278,000	0	0	0	0	0	278,000	0	0	
Long Hollow Road Culvert 05/07	0.0	0	281,000	0	0	0	0	0	0	281,000	0	
Hoffman's Inn Road Culvert 05/06	0.0	0	289,000	0	0	0	0	0	0	289,000	0	
Henline Road Culvert 05/05	0.0	0	423,000	0	0	0	0	0	0	423,000	0	
Bridge Scour Repairs	0.0	0	208,000	0	0	208,000	0	0	0	0	0	
Bowie Road Culvert	0.0	0	274,000	0	0	0	0	0	0	13,000	261,000	
Remsburg Road Culvert	0.0	0	280,000	0	0	0	0	0	0	13,000	267,000	
Lanes Road Culvert 15/12	0.0	0	280,000	0	0	0	0	0	0	0	280,000	
Greenbrier Road Culvert 16/14	0.0	0	309,000	0	0	0	0	0	0	0	309,000	
Taylors Landing Road Bridge W7101	0.0	0	1,150,000	0	0	0	0	0	0	0	1,150,000	
Mooreville Road Culvert 15/21	0.0	0	333,000	0	0	0	0	0	0	0	333,000	
Draper Road Culvert 04/07	0.0	0	390,000	0	0	0	0	0	0	0	390,000	
Draper Road Culvert 04/08	0.0	0	354,000	0	0	0	0	0	0	0	354,000	
Welty Church Road Culvert 14/06	0.0	0	313,000	0	0	0	0	0	0	0	313,000	
Willow Road Culvert 05/10	0.0	0	296,000	0	0	0	0	0	0	0	296,000	
Broadfording Road Culvert 04/03	0.0	0	425,000	0	0	0	0	0	0	0	425,000	
Gruber Road Bridge 04/10	0.0	0	279,000	0	0	0	0	0	0	0	279,000	
Ashton Road Culvert 04/06	0.0	0	392,000	0	0	0	0	0	0	0	392,000	
Yarrowsburg Road Bridge W6191	0.0	0	160,000	0	0	0	0	0	0	0	160,000	
<b>Bridges Total</b>	<b>0.0</b>	<b>0</b>	<b>23,542,477</b>	<b>5,148,477</b>	<b>798,000</b>	<b>3,821,000</b>	<b>4,526,000</b>	<b>1,673,000</b>	<b>1,180,000</b>	<b>1,187,000</b>	<b>5,209,000</b>	

\* FTE - Full Time Equivalent

\*\* Seperate Entities

Project	Projected Costs		Budget				Ten Year Capital Program				
	*FTE	Operating	Total	Prior Appr.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future
<b>Project Costs</b>											
<b>Drainage</b>											
Interstate Industrial Park Stormwater Mgmt	0.0	0	661,000	0	0	0	0	0	661,000	0	0
Stream Restoration at Various Locations	0.0	0	2,882,600	665,600	715,000	0	42,000	432,000	0	45,000	983,000
Stormwater Retrofits	0.0	0	8,857,900	904,900	860,000	878,000	894,000	912,000	928,000	945,000	2,536,000
Shank Road Drainage	0.0	0	162,000	0	0	0	0	0	162,000	0	0
Hoffmaster and Harpers Ferry Road Drainage	0.0	0	945,000	0	0	0	32,000	913,000	0	0	0
Harpers Ferry Road Drainage, 3600 Block	0.0	0	397,000	0	0	0	0	0	66,000	331,000	0
Brookfield Avenue Drainage	0.0	0	116,000	0	0	0	0	0	116,000	0	0
Broadfording Church Road Culvert	0.0	0	246,000	0	0	0	0	0	246,000	0	0
<b>Drainage Total</b>	<b>0.0</b>	<b>0</b>	<b>14,267,500</b>	<b>1,570,500</b>	<b>1,575,000</b>	<b>878,000</b>	<b>968,000</b>	<b>2,257,000</b>	<b>2,179,000</b>	<b>1,321,000</b>	<b>3,519,000</b>
<b>Board of Education</b>											
Relocatable Classrooms	0.0	0	936,000	0	0	0	0	0	0	0	936,000
Capital Maintenance - BOE	0.0	0	23,384,000	7,102,000	2,782,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
Bester Elementary (Replacement School)	0.0	5,000	22,881,500	20,197,500	2,684,000	0	0	0	0	0	0
E. Russell Hicks Middle School (Reno/Addition)	0.0	5,000	21,081,000	0	0	0	0	0	0	0	21,081,000
West City Elementary School - Phase I	0.0	5,000	18,903,000	900,000	8,878,000	7,280,000	1,845,000	0	0	0	0
Sharpsburg Elementary School- Replacement	0.0	5,000	20,147,000	0	0	0	1,802,000	8,004,000	8,407,000	1,934,000	0
Western Heights Middle School Modernization	0.0	5,000	28,015,000	0	0	0	0	0	1,870,000	10,416,000	15,729,000
Concepts for High School Capacity	0.0	0	4,521,000	0	0	0	0	0	0	0	4,521,000
Concepts for Elementary Capacity	0.0	0	3,256,000	0	0	0	0	0	0	0	3,256,000
<b>Board of Education Total</b>	<b>0.0</b>	<b>25,000</b>	<b>143,124,500</b>	<b>28,199,500</b>	<b>14,344,000</b>	<b>8,780,000</b>	<b>5,147,000</b>	<b>9,504,000</b>	<b>11,777,000</b>	<b>13,850,000</b>	<b>51,523,000</b>
<b>Hagerstown Community College</b>											
Campus Operations Building	2.0	118,980	5,727,000	0	0	0	0	0	0	0	5,727,000
Student Center Expansion	2.0	89,150	12,199,800	855,800	5,087,000	6,257,000	0	0	0	0	0
Technology Center Renovation	0.0	0	7,832,000	0	0	0	0	0	0	0	7,832,000
Police, Fire and Emerg Svcs Training Facility	6.0	666,000	14,502,000	0	0	0	965,000	9,040,000	4,497,000	0	0
Central Utility Plant Upgrade	0.0	0	2,939,000	0	192,000	2,747,000	0	0	0	0	0
Teacher Education Center	0.5	25,000	3,812,000	0	0	0	0	0	0	196,000	3,616,000
<b>Hagerstown Community College</b>	<b>10.5</b>	<b>899,130</b>	<b>47,011,800</b>	<b>855,800</b>	<b>5,279,000</b>	<b>9,004,000</b>	<b>965,000</b>	<b>9,040,000</b>	<b>4,497,000</b>	<b>196,000</b>	<b>17,175,000</b>
<b>Public Libraries</b>											
Hancock Public Library Replacement	1.5	55,625	3,630,000	250,000	7,000	8,000	10,000	12,000	14,000	15,000	3,314,000
<b>Public Libraries Total</b>	<b>1.5</b>	<b>55,625</b>	<b>3,630,000</b>	<b>250,000</b>	<b>7,000</b>	<b>8,000</b>	<b>10,000</b>	<b>12,000</b>	<b>14,000</b>	<b>15,000</b>	<b>3,314,000</b>
<b>General Government</b>											
Contingency - General Fund	0.0	0	1,254,055	358,055	0	0	212,000	0	220,000	0	464,000
Bond Issuance Costs	0.0	0	1,371,000	352,000	98,000	99,000	100,000	100,000	101,000	102,000	419,000
Financial System Management & Upgrades	0.0	10,000	1,038,100	561,100	102,000	104,000	32,000	32,000	33,000	34,000	140,000
General - Equipment and Vehicle Replacement Program	0.0	0	2,624,000	404,000	204,000	208,000	212,000	216,000	220,000	224,000	936,000
Systemic Improvements Buildings	0.0	0	2,545,000	325,000	204,000	208,000	212,000	216,000	220,000	224,000	936,000
County Admin Bldg Renovations	0.0	0	3,940,100	2,230,100	1,710,000	0	0	0	0	0	0
Renovate Massey Shell Bldg - Balt. St.	0.0	32,500	1,007,000	0	0	0	0	426,000	581,000	0	0
Information Systems Replacement Program	0.0	0	2,206,500	311,500	151,000	156,000	159,000	162,000	176,000	190,000	901,000
Broadband Wireless Network Infrastructure	0.0	0	384,000	237,000	36,000	36,000	37,000	38,000	0	0	0
Accela Software Upgrade	0.0	0	693,000	350,000	343,000	0	0	0	0	0	0
<b>General Government Total</b>	<b>0.0</b>	<b>42,500</b>	<b>17,062,755</b>	<b>5,128,755</b>	<b>2,848,000</b>	<b>811,000</b>	<b>964,000</b>	<b>1,190,000</b>	<b>1,551,000</b>	<b>774,000</b>	<b>3,796,000</b>
<b>Parks &amp; Recreation</b>											
BR Capital Equipment Replacement Program	0.0	0	923,589	215,589	204,000	52,000	53,000	54,000	55,000	56,000	234,000
Kemps Mill Park	1.0	19,500	931,000	0	0	0	106,000	270,000	275,000	280,000	0
Tree Forestation	0.0	0	130,000	20,000	20,000	0	21,000	0	22,000	0	47,000
Chestnut Grove Park, Overlay Parking lot	0.0	0	40,000	0	0	0	40,000	0	0	0	0
Park Land Acquisition	0.0	0	202,000	100,000	102,000	0	0	0	0	0	0
Tennis Courts, Resurfacing	0.0	0	146,000	40,000	20,000	21,000	21,000	22,000	22,000	0	0
<b>Parks &amp; Recreation Total</b>	<b>1.0</b>	<b>19,500</b>	<b>2,372,589</b>	<b>375,589</b>	<b>346,000</b>	<b>73,000</b>	<b>241,000</b>	<b>346,000</b>	<b>374,000</b>	<b>336,000</b>	<b>281,000</b>

\* FTE - Full Time Equivalent  
\*\* Seperate Entities

Project	Projected Costs		Budget		Ten Year Capital Program						
	*FTE	Operating	Total	Prior Appr.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future
<b>Project Costs</b>											
<b>Public Safety</b>											
Replacement Emergency Services/9-1-1 Center	0.0	457,000	90,000	0	0	0	0	0	0	0	90,000
Backup Generator Emergency Shelter	0.0	1,000	179,000	0	179,000	0	0	0	0	0	0
Communication Tower(s) various locations	0.0	0	544,000	0	0	208,000	0	108,000	0	112,000	116,000
Detention Center Renovations	4.0	177,045	7,221,000	0	0	0	0	0	33,000	616,000	6,572,000
Emergency Svcs Equip & Vehicle Program	0.0	0	1,872,500	240,500	306,000	260,000	159,000	162,000	165,000	112,000	468,000
Law Enforcement - Fleet Replacement Program	0.0	0	5,376,600	936,600	408,000	416,000	424,000	432,000	440,000	448,000	1,872,000
<b>Public Safety Total</b>	<b>4.0</b>	<b>635,045</b>	<b>15,283,100</b>	<b>1,177,100</b>	<b>893,000</b>	<b>884,000</b>	<b>583,000</b>	<b>702,000</b>	<b>638,000</b>	<b>1,288,000</b>	<b>9,118,000</b>
<b>Railroad Crossings</b>											
Railroad Crossing Improvements	0.0	0	1,608,000	134,000	273,000	0	284,000	0	295,000	0	622,000
<b>Railroad Crossings Total</b>	<b>0.0</b>	<b>0</b>	<b>1,608,000</b>	<b>134,000</b>	<b>273,000</b>	<b>0</b>	<b>284,000</b>	<b>0</b>	<b>295,000</b>	<b>0</b>	<b>622,000</b>
<b>Road Improvement</b>											
Pavement Maintenance and Rehab Program	0.0	0	63,556,160	17,211,160	4,259,000	4,342,000	4,426,000	4,509,000	4,593,000	4,676,000	19,540,000
Longmeadow Road	0.0	3,600	588,000	60,000	0	0	0	0	0	0	528,000
Eastern Boulevard Extended	0.0	3,960	9,917,250	285,250	0	0	0	0	0	0	9,632,000
Southern Boulevard I	0.0	2,520	8,917,100	6,023,100	918,000	1,976,000	0	0	0	0	0
E. Oak Ridge Drive/South Pointe Signal	0.0	1,000	349,000	0	0	0	0	0	0	117,000	232,000
Eastern Boulevard Widening Phase I	0.0	2,900	8,253,100	7,743,100	510,000	0	0	0	0	0	0
Eastern Boulevard Widening Phase II	0.0	2,160	7,312,300	641,300	195,000	0	3,342,000	3,134,000	0	0	0
Wagaman Road Realignment	0.0	360	1,020,000	0	0	0	0	0	0	0	1,020,000
Transportation ADA	0.0	0	1,625,200	759,200	77,000	87,000	88,000	87,000	87,000	87,000	353,000
Eastern Blvd. at Antietam Drive Intersection Improvement	0.0	360	3,358,000	502,000	0	1,414,000	1,442,000	0	0	0	0
Yale Drive Extended - Phase II	0.0	1,800	3,471,640	2,757,640	714,000	0	0	0	0	0	0
Professional Boulevard Extended - Phase II	0.0	2,880	6,962,500	1,434,500	0	0	0	0	0	2,222,000	3,306,000
Professional Boulevard Extended - Ph I/Bridge over Antietam Creek	0.0	1,000	9,913,000	125,000	1,397,000	260,000	1,484,000	1,776,000	2,317,000	2,554,000	0
Yale Drive Extended - Phase I	0.0	2,250	6,237,360	5,523,360	714,000	0	0	0	0	0	0
MD Rt 144 and Western MD Pkwy Roundabout	0.0	360	1,026,000	0	20,000	468,000	538,000	0	0	0	0
Mt Aetna Road Spot Improvements	0.0	2,520	420,000	0	0	0	0	0	0	0	420,000
Meadow View Dr and Oak Hill Ave Roundabout	0.0	360	520,000	0	0	0	0	0	0	0	520,000
Valley Mall Road Improvements	0.0	1,360	423,700	86,700	337,000	0	0	0	0	0	0
Valley Mall Area Road Improvements Phase II	0.0	0	1,015,000	0	220,000	0	795,000	0	0	0	0
Battery Backup Op for Signalized Intersections	0.0	0	278,000	60,000	0	218,000	0	0	0	0	0
Colonial Park East Subdivision Traffic Calming	0.0	360	355,000	168,000	31,000	156,000	0	0	0	0	0
Medical Campus Road Signal	0.0	1,000	440,000	0	0	0	440,000	0	0	0	0
Marsh Pike Sidewalk Extension	0.0	0	506,000	0	506,000	0	0	0	0	0	0
Highway Central Section - New Facility	0.0	20,000	2,220,000	0	204,000	208,000	212,000	216,000	220,000	224,000	936,000
HWY Equip and Vehicle Replacement Program	0.0	0	7,363,500	1,323,500	1,000,000	520,000	530,000	540,000	550,000	560,000	2,340,000
Highway Maintenance Shop - Western Section	0.0	2,500	386,000	0	51,000	104,000	91,000	140,000	0	0	0
HWY Western Section - Fuel Tank Replacement	0.0	0	907,000	0	0	0	0	0	0	907,000	0
<b>Road Improvement Total</b>	<b>0.0</b>	<b>53,250</b>	<b>147,340,810</b>	<b>44,703,810</b>	<b>11,153,000</b>	<b>9,753,000</b>	<b>13,388,000</b>	<b>10,402,000</b>	<b>7,767,000</b>	<b>11,347,000</b>	<b>38,827,000</b>
<b>Solid Waste</b>											
Contingency - Solid Waste	0.0	0	465,500	211,500	0	26,000	27,000	27,000	28,000	28,000	118,000
Close Out Cap - Rubble Fill	0.0	0	2,038,400	81,400	0	0	0	0	1,957,000	0	0
Hancock Landfill - Gas Flares	0.0	0	656,400	279,400	377,000	0	0	0	0	0	0
City/County Leachate Upgrades	0.0	23,000	1,535,200	1,229,200	306,000	0	0	0	0	0	0
40 West Pavement Rehab and Bridge Repair	0.0	0	684,000	0	0	0	0	0	0	0	684,000
Seal Coating Closed Facilities	0.0	0	840,000	0	0	0	0	0	0	0	840,000
40 West Landfill Wetland Modifications	0.0	0	179,000	0	179,000	0	0	0	0	0	0
40 West Landfill Abutment Washout	0.0	0	77,000	0	77,000	0	0	0	0	0	0
<b>Solid Waste Total</b>	<b>0.0</b>	<b>23,000</b>	<b>6,475,500</b>	<b>1,801,500</b>	<b>939,000</b>	<b>26,000</b>	<b>27,000</b>	<b>27,000</b>	<b>1,985,000</b>	<b>28,000</b>	<b>1,642,000</b>

\* FTE - Full Time Equivalent  
\*\* Seperate Entities

Project	Projected Costs		Budget				Ten Year Capital Program				
	*FTE	Operating	Total	Prior Appr.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future
<b>Project Costs</b>											
<b>Transit</b>											
Fixed Route Bus Replacement Program	0.0	0	4,995,600	924,600	0	0	0	0	2,153,000	857,000	1,061,000
ADA Bus Replacement	0.0	0	798,000	65,000	71,000	74,000	0	78,000	90,000	109,000	311,000
Vehicle Maintenance Program	0.0	0	3,314,126	539,126	255,000	260,000	265,000	270,000	275,000	280,000	1,170,000
<b>Transit Total</b>	<b>0.0</b>	<b>0</b>	<b>9,107,726</b>	<b>1,528,726</b>	<b>326,000</b>	<b>334,000</b>	<b>265,000</b>	<b>348,000</b>	<b>2,518,000</b>	<b>1,246,000</b>	<b>2,542,000</b>
<b>Water Quality</b>											
<b>Utility Administration</b>											
Contingency - Utility Admin	0.0	0	436,600	182,600	0	26,000	27,000	27,000	28,000	28,000	118,000
General Building Improvements	0.0	0	1,211,000	101,000	0	0	0	0	550,000	560,000	0
Laboratory Rehab of Ventilation System	0.0	0	270,000	0	0	0	0	270,000	0	0	0
WQ Equip and Vehicle Replacement Program	0.0	0	1,161,000	172,000	78,000	132,000	0	32,000	121,000	124,000	502,000
<b>Utility Administration Total</b>	<b>0.0</b>	<b>0</b>	<b>3,078,600</b>	<b>455,600</b>	<b>78,000</b>	<b>158,000</b>	<b>27,000</b>	<b>329,000</b>	<b>699,000</b>	<b>712,000</b>	<b>620,000</b>
<b>Wastewater Utility</b>											
Contingency - Sewer	0.0	0	405,939	60,939	0	0	0	0	55,000	56,000	234,000
Smithsburg WwTP - Facility Improvements	0.0	10,000	16,549,970	5,253,970	0	0	0	0	0	11,296,000	0
Pump Station Upgrades - Various Stations	0.0	0	1,833,700	783,700	0	520,000	530,000	0	0	0	0
Conococheague Wastewater Treatment Plant	0.0	0	31,104,410	16,346,410	2,952,000	5,903,000	5,903,000	0	0	0	0
Replace PO 2 Pump Station	0.0	0	1,349,000	0	0	0	1,349,000	0	0	0	0
Potomac Edison Pump Station & Force Main	0.0	0	1,544,000	0	0	0	1,544,000	0	0	0	0
Antietam WwTP - Facility Improvements	0.0	0	1,690,000	580,000	510,000	0	0	0	0	0	600,000
Roof replacement at Conococheague WwTP	0.0	0	208,000	0	0	208,000	0	0	0	0	0
General WwTP Improvements	0.0	0	2,551,000	0	0	312,000	0	0	0	0	2,239,000
Collection System Rehabilitation Project	0.0	0	2,515,000	0	0	0	0	810,000	825,000	0	880,000
Sandy Hook WwTP	0.0	0	812,000	0	0	0	0	0	0	0	812,000
Heavy Sewer EQP and VEH Replacement	0.0	0	518,000	60,000	64,000	10,000	138,000	108,000	22,000	22,000	94,000
Upgrade Grinder Pump	0.0	0	212,000	0	41,000	42,000	42,000	43,000	44,000	0	0
<b>Wastewater Utility Total</b>	<b>0.0</b>	<b>10,000</b>	<b>61,293,019</b>	<b>23,085,019</b>	<b>3,567,000</b>	<b>6,995,000</b>	<b>9,506,000</b>	<b>961,000</b>	<b>946,000</b>	<b>11,374,000</b>	<b>4,859,000</b>
<b>Water Utility</b>											
Contingency - Water	0.0	0	430,800	154,800	0	26,000	27,000	29,000	31,000	31,000	132,000
WQ Water Main and Meter Replacement	0.0	0	1,693,000	203,000	102,000	0	318,000	0	0	0	1,070,000
Sandy Hook Water Treatment Plant EQP	0.0	0	110,000	0	0	0	0	0	110,000	0	0
General Water Treatment Plant Improvements	0.0	0	488,000	152,000	0	108,000	0	0	0	0	228,000
Sharpsburg Water Treatment Plant	0.0	0	216,000	0	0	0	0	216,000	0	0	0
Mt Aetna Water System Improvements	0.0	0	570,000	0	0	0	0	0	0	0	570,000
Highfield and Sharpsburg Water Storage Tank	0.0	0	348,000	0	0	0	0	0	0	0	348,000
<b>Water Utility Total</b>	<b>0.0</b>	<b>0</b>	<b>3,855,800</b>	<b>509,800</b>	<b>102,000</b>	<b>134,000</b>	<b>345,000</b>	<b>245,000</b>	<b>141,000</b>	<b>31,000</b>	<b>2,348,000</b>
<b>Water Quality Total</b>	<b>0.0</b>	<b>10,000</b>	<b>68,227,419</b>	<b>24,050,419</b>	<b>3,747,000</b>	<b>7,287,000</b>	<b>9,878,000</b>	<b>1,535,000</b>	<b>1,786,000</b>	<b>12,117,000</b>	<b>7,827,000</b>
<b>TOTAL</b>	<b>17.0</b>	<b>1,766,450</b>	<b>519,172,676</b>	<b>116,352,676</b>	<b>46,730,000</b>	<b>43,914,000</b>	<b>39,447,000</b>	<b>38,365,000</b>	<b>38,011,000</b>	<b>44,338,000</b>	<b>152,015,000</b>
County Operating Impact	5.0	786,695									
**Board of Education	0.0	25,000									
**Community College	10.5	899,130									
**Library	1.5	55,625									
<b>Total</b>	<b>17.0</b>	<b>1,766,450</b>									

\* FTE - Full Time Equivalent  
 \*\* Seperate Entities

	Budget Year			Ten Year Capital Program					
	Total	Prior Appr.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future
<b>Funding Sources</b>									
General Fund	40,034,151	15,330,151	1,800,000	2,272,000	2,420,000	2,202,000	2,205,000	2,550,000	11,255,000
Highway Fund	2,300,000	800,000	150,000	150,000	150,000	150,000	150,000	150,000	600,000
Hotel Rental Fund	1,600,000	0	337,000	0	440,000	276,000	258,000	289,000	0
Solid Waste Fund	1,036,328	782,328	0	26,000	27,000	27,000	28,000	28,000	118,000
Utility Admin Fund	1,502,100	379,100	78,000	158,000	27,000	59,000	149,000	152,000	500,000
Water Fund	1,192,300	535,300	102,000	26,000	306,000	29,000	31,000	31,000	132,000
Sewer Fund	3,595,549	2,621,549	64,000	52,000	180,000	151,000	121,000	78,000	328,000
Airport Fund	380,300	71,300	30,000	31,000	32,000	32,000	33,000	34,000	117,000
Tax Supported Bond	190,647,683	34,647,683	12,000,000	16,000,000	16,000,000	16,000,000	16,000,000	16,000,000	64,000,000
Self Supported Bond	45,876,270	4,951,270	3,460,000	7,051,000	6,559,000	1,296,000	3,442,000	10,726,000	8,391,000
Transfer Tax	15,769,100	1,269,100	1,000,000	1,100,000	1,200,000	1,300,000	1,400,000	1,500,000	7,000,000
Excise Tax - Schools	6,660,400	1,392,400	242,000	289,000	336,000	429,000	522,000	600,000	2,850,000
Excise Tax - Roads	1,663,320	430,320	69,000	81,000	94,000	119,000	145,000	145,000	580,000
Excise Tax - Other	737,800	466,800	15,000	18,000	20,000	26,000	32,000	32,000	128,000
Excise Tax - Library	129,900	6,900	7,000	8,000	10,000	12,000	14,000	15,000	57,000
Excise Tax - Non-Residential	5,437,905	787,905	210,000	260,000	360,000	460,000	560,000	560,000	2,240,000
APFO Fees - Roads	84,099	84,099	0	0	0	0	0	0	0
Capital Reserve - General	17,757,020	10,901,020	6,856,000	0	0	0	0	0	0
Capital Reserve - Airport	55,000	0	55,000	0	0	0	0	0	0
Capital Reserve - Solid Waste	1,776,200	837,200	939,000	0	0	0	0	0	0
Capital Reserve - Transit	33,000	0	33,000	0	0	0	0	0	0
Capital Reserve - Sewer	43,000	0	43,000	0	0	0	0	0	0
Federal Grant	37,611,939	10,017,939	4,821,000	3,901,000	4,708,000	1,415,000	3,291,000	1,500,000	7,958,000
State Grant	134,781,312	29,940,312	12,613,000	9,845,000	3,907,000	13,832,000	9,630,000	9,948,000	45,066,000
Contributions	8,468,000	100,000	1,806,000	2,646,000	2,671,000	550,000	0	0	695,000
<b>TOTAL</b>	<b>519,172,676</b>	<b>116,352,676</b>	<b>46,730,000</b>	<b>43,914,000</b>	<b>39,447,000</b>	<b>38,365,000</b>	<b>38,011,000</b>	<b>44,338,000</b>	<b>152,015,000</b>

# General Fund

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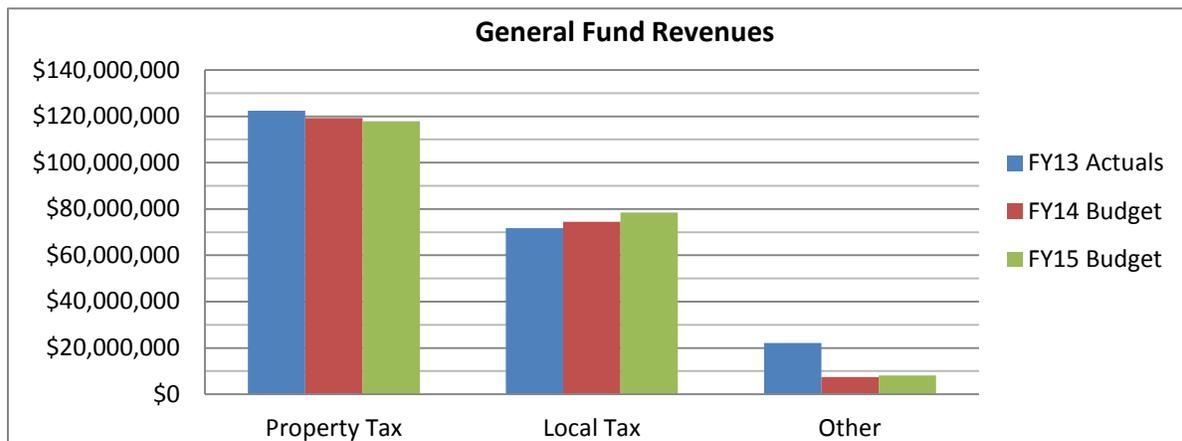
### *General Fund – Revenue Summary*

Category	2013 Actual	2014 Budget	2015 Budget	\$ Change	% Change
Property Tax	122,470,175	119,215,860	117,938,190	(1,277,670)	(1.07%)
Local Taxes	71,747,110	74,500,000	78,510,000	4,010,000	5.38%
Interest Earnings	372,291	544,500	544,500	0	0.00%
Charges for Services:					
Plan Review and Permitting	1,075,726	1,084,100	1,351,800	267,700	24.69%
Planning and Zoning	16,285	28,500	18,700	(9,800)	(34.39%)
Parks and Recreation	457,731	458,710	460,710	2,000	0.44%
Public Safety	1,716,799	1,494,950	1,711,290	216,340	14.47%
Other	1,222,452	653,490	1,619,590	966,100	147.84%
Grants for Operations	3,661,646	1,914,200	1,907,200	(7,000)	(0.37%)
Excess Fund Balance Reserve	0	1,294,960	477,030	(817,930)	(63.16%)
Bond Proceeds	13,587,566	0	0	0	0.00%
<b>Total</b>	<b>216,327,781</b>	<b>201,189,270</b>	<b>204,539,010</b>	<b>3,349,740</b>	<b>1.66%</b>

#### 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 \$196.4 million of total General Fund revenues. Detail of the revenue sources and the underlying assumptions can be read on pages 79-85.

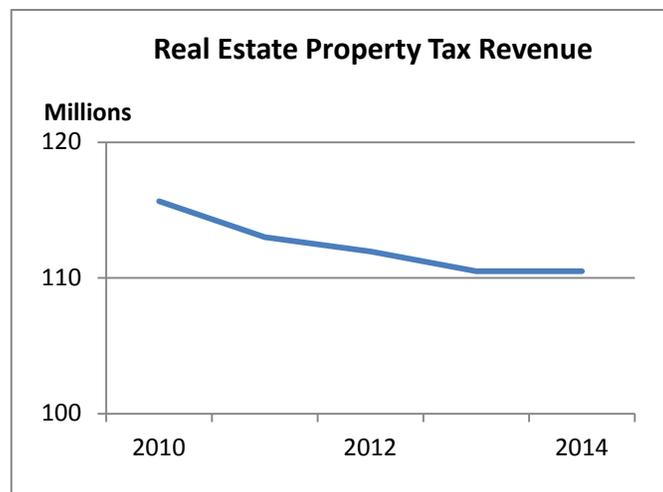


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### General Fund – Revenue Detail

Property Tax					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Real Estate Tax	110,455,066	107,702,080	106,636,980	(1,065,100)	(0.99%)
Corporate Personal Property Tax	13,154,665	12,405,580	12,124,470	(281,110)	(2.27%)
State Administrative Fees	(909,441)	(542,030)	(568,460)	(26,430)	4.48%
Interest on Property Taxes	484,167	480,000	480,000	0	0.00%
Payment in Lieu of Taxes	289,067	272,100	275,000	2,900	1.07%
Enterprise Tax Reimbursement	241,594	303,760	264,190	(39,570)	(13.03%)
Service Charge – Semi-Annual	129,802	120,000	130,000	10,000	8.33%
Tax Sale Penalty and Other Fees	50,474	45,000	50,000	5,000	11.11%
Enterprise Zone Tax Credit	(485,232)	(607,520)	(528,380)	79,140	(13.03%)
Agricultural Tax Credit	(359,193)	(385,000)	(350,000)	35,000	(9.09%)
New Jobs Tax Credit	(25,481)	(19,600)	(19,600)	0	0.00%
Historical Tax Credit	(2,219)	(6,000)	(5,000)	1,000	(16.67%)
County Homeowners Tax	(268,949)	(260,000)	(260,000)	0	0.00%
Other Credits	(627)	(2,500)	(1,000)	1,500	(60.00%)
Discount Allowed – Property Tax	(303,023)	(310,000)	(310,000)	0	0.00%
Federal Payment in Lieu of Taxes	19,505	19,990	19,990	0	0.00%
<b>Total</b>	<b>122,470,175</b>	<b>119,215,860</b>	<b>117,938,190</b>	<b>(1,277,670)</b>	<b>(1.07%)</b>

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 57.7% 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 \$117.9 million for FY 2015, which is a decrease of \$1.28 million or 1.07%. 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](http://www.dat.state.md.us/sdatweb/stats). Below is a graph showing the trend analysis of Real Estate Property tax revenue from 2010 to the first quarter of 2014.

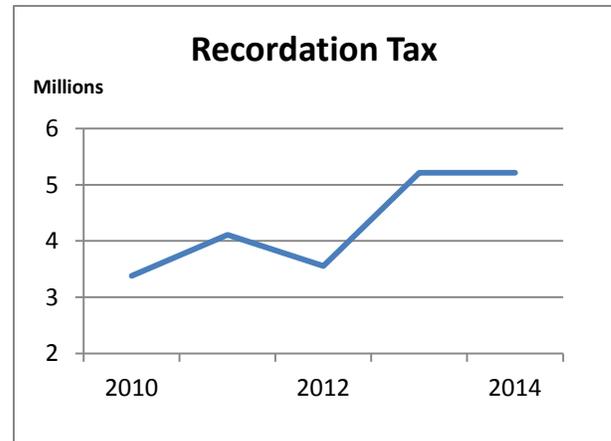
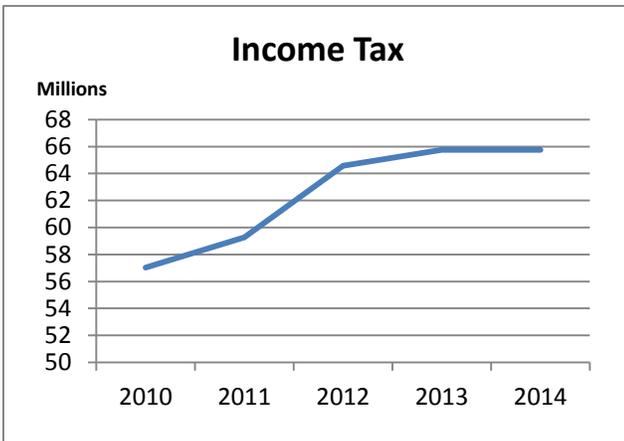


Local Taxes					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Income Tax	65,763,209	68,730,000	72,230,000	3,500,000	5.09%
Admissions and Amusement Tax	308,149	300,000	310,000	10,000	3.33%
Recordation Tax	5,213,999	5,000,000	5,500,000	500,000	10.00%
Trailer Tax	461,753	470,000	470,000	0	0.00%
<b>Total</b>	<b>71,747,110</b>	<b>74,500,000</b>	<b>78,510,000</b>	<b>4,010,000</b>	<b>5.38%</b>

Local Taxes are projected to increase by \$4.0 million or 5.38% in FY 2015. Income and Recordation Tax account for 99% of this category. The Income Tax is the second largest revenue source for the County, representing 35.3% 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 \$5.5 million and is based on current trends and projected economic outlooks, excluding one-time revenues.

Below are graphs showing the trend analysis of Income and Recordation tax revenues from 2010 to the first quarter of 2014.



Interest Earnings					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Interest Income – Investments	295,683	500,000	500,000	0	0.00%
Interest Income – Municipal Investment	32,377	40,000	40,000	0	0.00%
Interest Income – Other	44,231	4,500	4,500	0	0.00%
<b>Total</b>	<b>372,291</b>	<b>544,500</b>	<b>544,500</b>	<b>0</b>	<b>0.00%</b>

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	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Miscellaneous Licenses	700	900	800	(100)	(11.11%)
Building Permits – Residential	166,697	170,910	202,400	31,490	18.42%
Building Permits – Commercial	137,744	120,500	130,000	9,500	7.88%
Municipal Fees	9,100	18,000	10,000	(8,000)	(44.44%)
Electrical Licenses Fees	10,200	6,500	75,000	68,500	1053.85%
Electrical Permit – Residential	148,660	175,290	210,350	35,060	20.00%
Electrical Permit – Commercial	115,307	120,000	168,500	48,500	40.42%
HVAC Registration Fees	2,890	2,000	2,000	0	0.00%
HVAC – Residential	79,373	90,000	105,800	15,800	17.56%
HVAC – Commercial	36,207	40,000	40,000	0	0.00%
Other Permit Fees	35,055	45,000	45,000	0	0.00%
Plumbing Licenses Fees	4,020	4,000	4,000	0	0.00%
Plumbing Permits – Residential	86,257	90,000	132,000	42,000	46.67%
Plumbing Permits – Commercial	32,369	35,500	50,400	14,900	41.97%
Drawings/Blue Line Prints	325	500	250	(250)	(50.00%)
Review Fees	175,244	150,700	135,000	(15,700)	(10.42%)
Other Planning Fees	27,220	9,000	35,000	26,000	288.89%
Fines and Forfeitures	0	300	300	0	0.00%
Reimbursed Expenses	8,358	5,000	5,000	0	0.00%
<b>Total</b>	<b>1,075,726</b>	<b>1,084,100</b>	<b>1,351,800</b>	<b>267,700</b>	<b>24.69%</b>

Permitting revenue is projected to increase by \$267,700 for FY 2015. Electrical licenses are renewed bi-annually and FY2015 is a renewal year.

Charges for Services – Planning and Zoning					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Zoning Appeals	13,325	25,000	16,000	(9,000)	(36.00%)
Rezoning	2,080	2,000	2,000	0	0.00%
Development Fees	450	1,000	300	(700)	(70.00%)
Other Planning Fees	430	500	400	(100)	(20.00%)
<b>Total</b>	<b>16,285</b>	<b>28,500</b>	<b>18,700</b>	<b>(9,800)</b>	<b>(34.39%)</b>

Plan review fees are projected to total \$18,700. The major revenue source in this category is zoning fees, which generates \$16,000. Development fees include site plan and subdivision review. Fees vary from project to project depending on the number of lots or acres in the subdivision.

Charges for Services – Parks and Recreation					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Parks:					
Sale of Wood	12,305	13,000	10,000	(3,000)	(23.08%)
Rental Fees	40,110	35,000	40,000	5,000	14.29%
Ball Field Fees	12,680	10,800	10,800	0	0.00%
Ball Field Lighting Fees	6,780	3,500	3,500	0	0.00%
Concession Stands	8,618	6,500	6,500	0	0.00%
Contributions	996	1,000	1,000	0	0.00%
Program Fees	7,042	9,000	9,000	0	0.00%
Fuel	1,484	1,500	1,500	0	0.00%
Martin L. Snook Pool:					
Pool Fees	52,457	71,410	71,410	0	0.00%
Concession Fees	16,736	22,000	22,000	0	0.00%
Recreation:					
Program Fees	298,523	285,000	285,000	0	0.00%
<b>Total</b>	<b>457,731</b>	<b>458,710</b>	<b>460,710</b>	<b>2,000</b>	<b>0.44%</b>

Parks and Recreation revenue are projected to produce \$460,710 for FY 2015. 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 \$40,000 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	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Sheriff – Judicial:					
Sheriff Fees	53,884	45,000	45,000	0	0.00%
Peace Order Service	4,560	1,500	5,000	3,500	233.33%
Sheriff – Process Servers:					
Peace Order Service	253,713	230,000	255,000	25,000	10.87%
Sheriff – Patrol:					
Parking Violations	926	400	400	0	0.00%
Fines & Forfeitures	0	7,500	0	(7,500)	(100.00%)
School Bus Camera Fines	0	0	15,000	15,000	100.00%
Sale of Publications	6,419	5,000	5,000	0	0.00%
Reimbursed Expenses	124,460	119,000	121,000	2,000	1.68%
Sheriff – Central Booking:					
Rental Income	15,720	15,720	15,720	0	0.00%
Sheriff – Detention:					
Housing Federal Prisoners	77	0	0	0	0.00%
Housing State Prisoners	275,085	200,000	250,000	50,000	25.00%
Home Detention Fees	28,758	36,950	25,000	(11,950)	(32.34%)
Prisoners Release Program Fees	43,578	37,380	44,000	6,620	17.71%
Alien Inmate Reimbursement	16,848	25,000	15,000	(10,000)	(40.00%)
Social Security Income	12,285	16,000	18,000	2,000	12.50%
Reimbursed Expenses	114,530	10,000	120,000	110,000	1100.00%
Sheriff – Narcotics Task Force:					
Reimbursed Expenses	249,628	248,980	272,000	23,020	9.25%
Emergency Services:					
EMCS Salary Reimbursement	15,600	15,600	15,600	0	0.00%
False Alarm Fines	60,995	61,350	70,000	8,650	14.10%
Reimbursed Expenses	424,874	405,630	405,630	0	0.00%
Wireless Communications:					
Rental - Other	14,859	13,940	13,940	0	0.00%
<b>Total</b>	<b>1,716,799</b>	<b>1,494,950</b>	<b>1,711,290</b>	<b>216,340</b>	<b>14.47%</b>

Public Safety is projected to generate fees of \$1.71 million for FY 2015. 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	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Circuit Court:					
Reimbursed Jurors	71,985	80,000	80,000	0	0.00%
Reimbursed Expense	8,420	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	3,115	4,500	2,500	(2,000)	(44.44%)
Engineering:					
Other Permit Fees	300	500	0	(500)	(100.00%)
Fines & Forfeitures	100	1,000	0	(1,000)	(100.00%)
Review Fees	7,000	5,500	0	(5,500)	(100.00%)
Other Planning Fees	210	250	0	(250)	(100.00%)
Drawings/Blue Line Prints	1,150	1,500	1,500	0	0.00%
Construction:					
Other Permit Fees	0	0	500	500	100.00%
Fines & Forfeitures	0	0	1,000	1,000	100.00%
Review Fees	0	0	5,500	5,500	100.00%
Other Planning Fees	0	0	250	250	100.00%
Information Technology:					
Digital Data Fees	7,522	1,000	3,500	2,500	250.00%
Other Planning Fees (GIS Plots)	112	100	100	0	0.00%
Weed Control:					
Weed Control Fees	196,603	169,670	192,170	22,500	13.26%
General:					
Gain/Loss – Sale of Asset	22,801	25,000	25,000	0	0.00%
Rental – Building	121,821	114,470	109,070	(5,400)	(4.72%)
Rental – Utilities	8,076	0	0	0	0.00%
Reimburse Administrative	13,133	15,000	15,000	0	0.00%
Reimburse Expense – Other	5,015	15,000	15,000	0	0.00%
Election Filing Fees	575	1,600	100	(1,500)	(93.75%)
Miscellaneous	673,686	100,000	1,050,000	950,000	950.00%
Sheriff Auxiliary	21,657	40,000	40,000	0	0.00%
Bad Check Fee	700	1,200	1,200	0	0.00%
Lease Income	1	0	0	0	0.00%
Cash Drawer Over (Under)	(1,478)	0	0	0	0.00%
<b>Total</b>	<b>1,222,452</b>	<b>653,490</b>	<b>1,619,590</b>	<b>966,100</b>	<b>147.84%</b>

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

Grants for Operations					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Judicial – Nonsupport	173,414	150,000	150,000	0	0.00%
Patrol:					
State Aid for Police	388,156	599,000	599,000	0	0.00%
State:					
Alcoholic Beverage Licenses	6,845	9,000	9,000	0	0.00%
Trader’s Licenses	219,049	210,000	210,000	0	0.00%
Court Costs and Fines	118,031	50,000	50,000	0	0.00%
Marriage Ceremony Fees	3,890	4,000	4,000	0	0.00%
911 Fees	884,565	837,000	830,000	(7,000)	(0.84%)
Marriage Licenses	58,795	55,000	55,000	0	0.00%
Other	135	200	200	0	0.00%
Programs	27,862	0	0	0	0.00%
Operating Grants	1,780,904	0	0	0	0.00%
<b>Total</b>	<b>3,661,646</b>	<b>1,914,200</b>	<b>1,907,200</b>	<b>(7,000)</b>	<b>(0.37%)</b>

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.

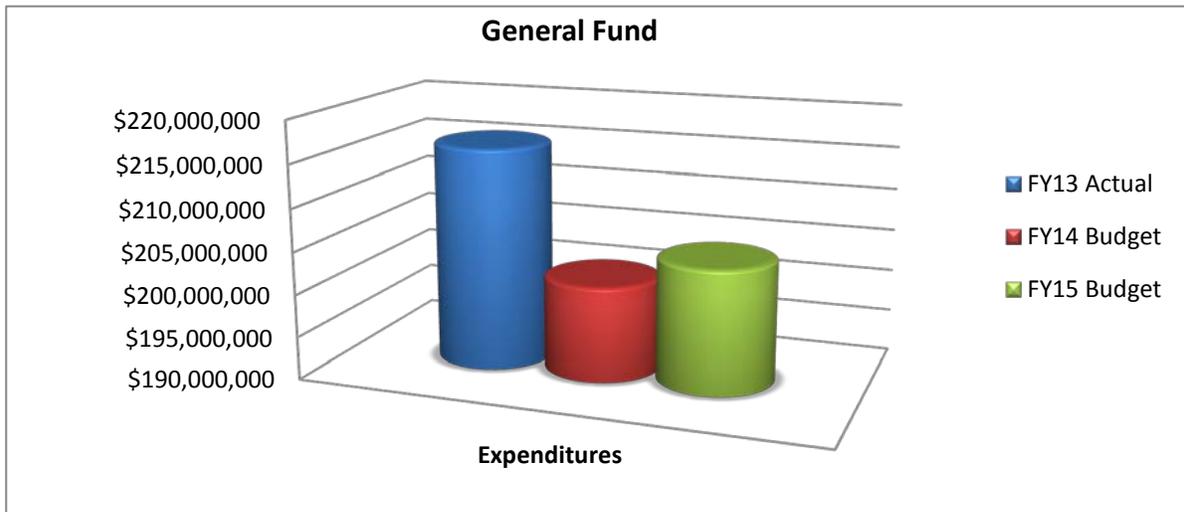
Other					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Excess Fund Balance Reserve	0	1,294,960	477,030	(817,930)	(63.16%)
Bond Proceeds	13,587,566	0	0	0	0.00%
<b>Total</b>	<b>13,587,566</b>	<b>1,294,960</b>	<b>477,030</b>	<b>(817,930)</b>	<b>(63.16%)</b>

<b>GRAND TOTAL</b>	<b>216,327,781</b>	<b>201,189,270</b>	<b>204,539,010</b>	<b>3,349,740</b>	<b>1.66%</b>
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*General Fund – Expenditure Summary*

Category	2013 Actual	2014 Budget	2015 Budget	\$ Change	% Change
Education	104,546,598	106,206,420	106,738,390	531,970	0.50%
Public Safety	36,053,880	39,789,830	42,103,060	2,313,230	5.81%
Transfers	42,773,852	26,542,500	26,304,250	(238,250)	(0.90%)
Court System	3,761,987	4,164,350	4,432,810	268,460	6.45%
State Functions	4,005,810	4,066,680	4,197,020	130,340	3.21%
Community Funding	1,683,956	1,683,420	1,683,420	0	0.00%
General Operations	12,231,770	8,213,860	8,205,210	(8,650)	(0.11%)
Buildings	1,258,094	1,430,190	1,366,660	(63,530)	(4.44%)
Other	1,815,191	28,220	2,000	(26,220)	(92.91%)
Medical	12,470	15,400	15,000	(400)	(2.60%)
Public Works	483,242	626,930	326,970	(299,960)	(47.85%)
Engineering	2,510,981	2,728,510	1,480,510	(1,248,000)	(45.74%)
Construction	0	0	1,814,830	1,814,830	100.00%
Plan Review & Permitting	1,420,738	1,671,900	1,841,550	169,650	10.15%
Planning & Zoning	558,743	693,890	691,940	(1,950)	(0.28%)
Parks & Facilities	2,504,653	2,743,090	2,785,890	42,800	1.56%
Business Development	499,446	584,080	549,500	(34,580)	(5.92%)
<b>Total</b>	<b>216,121,411</b>	<b>201,189,270</b>	<b>204,539,010</b>	<b>3,349,740</b>	<b>1.66%</b>



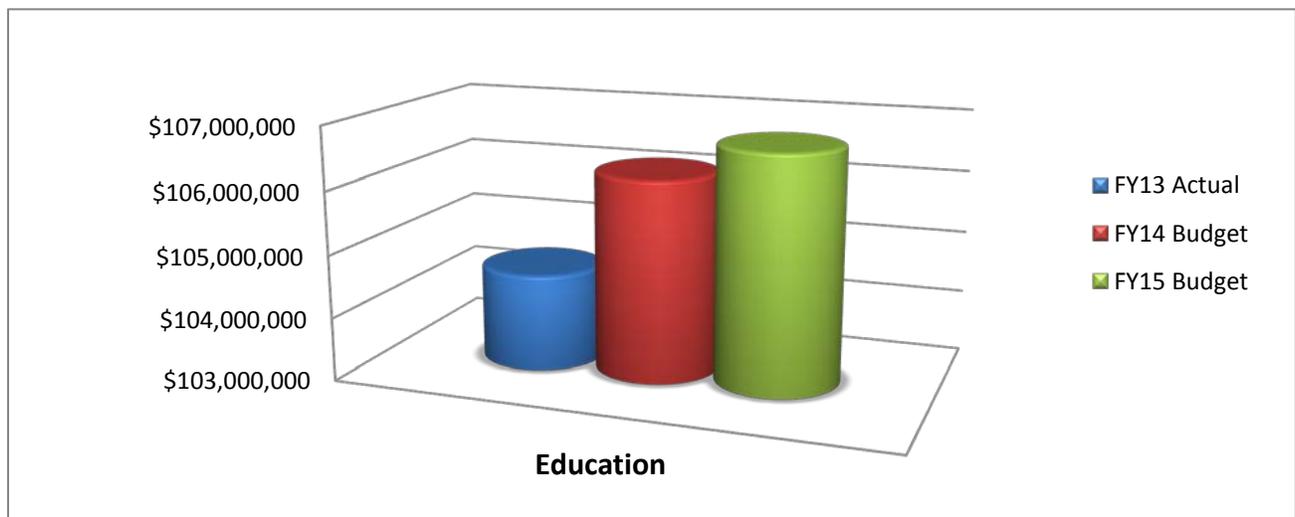
General Fund expenditures are classified first by function or program, such as, education, public safety, courts, etc. This representation can be seen above, with the largest categories being education, public safety, and operating and capital transfers. You will see that total appropriations increased by 1.66% or \$3.3 million from FY14. 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	2013 Actual	2014 Budget	2015 Budget	\$ Change	% Change
Board of Education	92,951,603	94,453,580	94,845,550	391,970	0.41%
Hagerstown Community College	8,865,010	8,965,010	8,965,010	0	0.00%
Free Library	2,702,330	2,752,330	2,892,330	140,000	5.09%
Library Branch Maintenance	27,655	35,500	35,500	0	0.00%
<b>Total</b>	<b>104,546,598</b>	<b>106,206,420</b>	<b>106,738,390</b>	<b>531,970</b>	<b>0.50%</b>



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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 22,500 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 2014**

- ✓ Installed and implemented new student information reporting system.
- ✓ Implemented common core curriculum and related assessments.
- ✓ Relocated central office facilities to renovated, replacement building on Downsville Pike.
- ✓ Selected new Financial and Human Resources Management Information System.
- ✓ Replaced and enhanced classroom technology equipment.
- ✓ Entered final stage of construction for Bester Elementary replacement school.
- ✓ Finalized initiatives associated with Race to the Top grant funding.

**Goals for Fiscal Year 2015**

- ✓ Continue implementation of the Maryland College and Career Ready Standards (formally Common Core State Standards) and related curriculum.
- ✓ Continue development of virtual high school program.
- ✓ Implement major portions of Financial and Human Resources Management Information System.
- ✓ Enhance pre-kindergarten program by expanding from four days a week to five days a week.
- ✓ Continue to replace and enhance technology equipment.
- ✓ Explore possibility of creating a downtown academic hub.
- ✓ Demolish old Bester School building.
- ✓ Demolish old central office located on Commonwealth Avenue.

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	92,951,603	94,453,580	94,845,550	391,970	0.41%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>92,951,603</b>	<b>94,453,580</b>	<b>94,845,550</b>	<b>391,970</b>	<b>0.41%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	3,094,113	3,921,880	4,099,800	214,050	0.24%
Operating	89,857,490	90,531,700	90,745,750	177,920	4.54%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>92,951,603</b>	<b>94,453,580</b>	<b>94,845,550</b>	<b>391,970</b>	<b>0.41%</b>

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
2015	4,099,702	4,099,800

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
2015	90,745,750	90,745,750	0

Composite Cost Per Pupil			
Fiscal Year	Budgeted Cost	Enrollment	Cost Per Pupil
2012	241,580,765	22,235	10,865
2013	247,779,539	22,402	11,061
2014	251,642,186	22,495	11,187
2015	259,328,230	22,562(proj.)	11,494

## *Hagerstown Community College*

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

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### **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.

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### **Accomplishments in Fiscal Year 2014**

- ✓ Graduated 705 students in degree and certificate programs.
- ✓ Successfully piloted the STEMM Middle College Program where capable high school students can earn their high school diploma and a STEMM associate degree or certificate concurrently. Received a \$387,000 grant from the Maryland State Department of Education (MSDE) for the Maryland Early College Innovation Fund. Recipient of the MSDE Award of Excellence for the 2014 Outstanding Post-Secondary Program for Career and Technology Education.
- ✓ Continued to be a leader among Maryland community colleges in enrolling high school students in early college programs.
- ✓ Completely revamped and launched a new website with a new design, improved search capabilities and improved features.
- ✓ Increased online enrollment by 11.5% from the prior fiscal year.
- ✓ Completed design work for the expansion of the Student Center.
- ✓ Received the National College Testing Center Certification.
- ✓ Published and released a history of the College titled "The Community's College: The Remarkable Journey of Hagerstown Community College 1946-2012".
- ✓ Successfully upgraded the learning management system and developed a method to ensure regular and consistent student evaluations of online courses.

### **Goals for Fiscal Year 2015**

- ✓ Finalize the self-study report in preparation for a spring accreditation visit by the Middle States Commission on Higher Education.
- ✓ Implement an Honors Program dedicated to meeting the needs of students, both career and transfer, who desire more rigorous academic experiences through unique and challenging opportunities.
- ✓ Increase participation in the STEMM Middle College program from 10 to 60 students by adding more timely recruitment and marketing components, providing additional program tracks, and expanding academic advising components.
- ✓ Expand regional student recruitment for under-subscribed programs.
- ✓ Continue the academic development project with an emphasis on academic standards and outcomes assessment.
- ✓ Shift the emphasis from measuring student success to enhancing student success by applying best practices in academic support services, master class scheduling, student career counseling, retention, and program completion.
- ✓ Expand online academic programs and begin to provide online student services to meet emerging student needs and preferences.
- ✓ Complete the Student Center Expansion, ARCC Roof Replacement, construction of the Energy House and design work for the Central Utility Plant Upgrade.
- ✓ Conduct a feasibility study for a Weekend College degree model.
- ✓ Expand continuing education offerings for allied health workers and other career professionals.

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	8,865,010	8,965,010	8,965,010	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>8,865,010</b>	<b>8,965,010</b>	<b>8,965,010</b>	<b>0</b>	<b>0.00%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	8,865,010	8,965,010	8,965,010	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>8,865,010</b>	<b>8,965,010</b>	<b>8,965,010</b>	<b>0</b>	<b>0.00%</b>

Services Provided or Clients Served (Unduplicated)			
Programs	2013	2014*	Projected 2015
Credit	7,101	6,748	7,000
Non-Credit	7,901	7,808	7,800
<b>Total</b>	<b>15,002</b>	<b>14,556</b>	<b>14,800</b>

\*Unofficial (awaiting summer enrollment)

*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 2014**

- ✓ Completed and opened the new Central Library in downtown Hagerstown.
- ✓ Closed three temporary branches and reintegrated collections into new Central.
- ✓ Began planning for a new branch in Hancock.
- ✓ Installed radio-frequency identification technology in the new Central Branch.
- ✓ Completed new branding for library system.

**Goals for Fiscal Year 2015**

- ✓ Replace public access computers in Clear Spring, Sharpsburg and Keedysville branches.
- ✓ Plan a series of approximately four programs focusing on World War I.
- ✓ Produce three programs for school children focusing on Science, Technology, Engineering and Mathematics.
- ✓ Provide a monthly Children’s Film Series at Central and two of the branches.
- ✓ Finalize site plans for a new Hancock Branch.
- ✓ Partner with Maryland Symphony Orchestra to provide a series of five music related lectures.
- ✓ Continue to partner with the Barbara Ingram School for the Arts as their campus library.

**Funding Sources**

Category	Funding Sources				
	2013	2014	2015	Change	
	Actual	Budget	Budget	\$	%
General Fund Support	2,702,330	2,752,330	2,892,330	140,000	5.09%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>2,702,330</b>	<b>2,752,330</b>	<b>2,892,330</b>	<b>140,000</b>	<b>5.09%</b>

Program Expenditures						
Category	2013 Actual	2014 Budget	2015 Budget	Change		
				\$	%	
Wages and Benefits	0	0	0	0	0.00%	
Operating	2,702,330	2,752,330	2,892,330	140,000	5.09%	
Capital Outlay	0	0	0	0	0.00%	
<b>Total</b>	<b>2,702,330</b>	<b>2,752,330</b>	<b>2,892,330</b>	<b>140,000</b>	<b>5.09%</b>	

Services Provided or Clients Served			
Programs	2012	2013	
Circulation of library materials	946,291	1,009,042	
Children's Story Hours	1,256	1,041	
Informational Programs for Adults	259	1,600	
Registration of new borrowers	5,168	4,874	
Reference questions answered	112,817	104,156	
Number of computer center users	50,341	44,404	

*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 2014**

- ✓ Added solar panels to Boonsboro Library.

**Goals for Fiscal Year 2015**

- ✓ Complete the reapply of water coat on exposed woods.

**Funding Sources**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	28,256	35,500	35,500	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>28,256</b>	<b>35,500</b>	<b>35,500</b>	<b>0</b>	<b>0.00%</b>

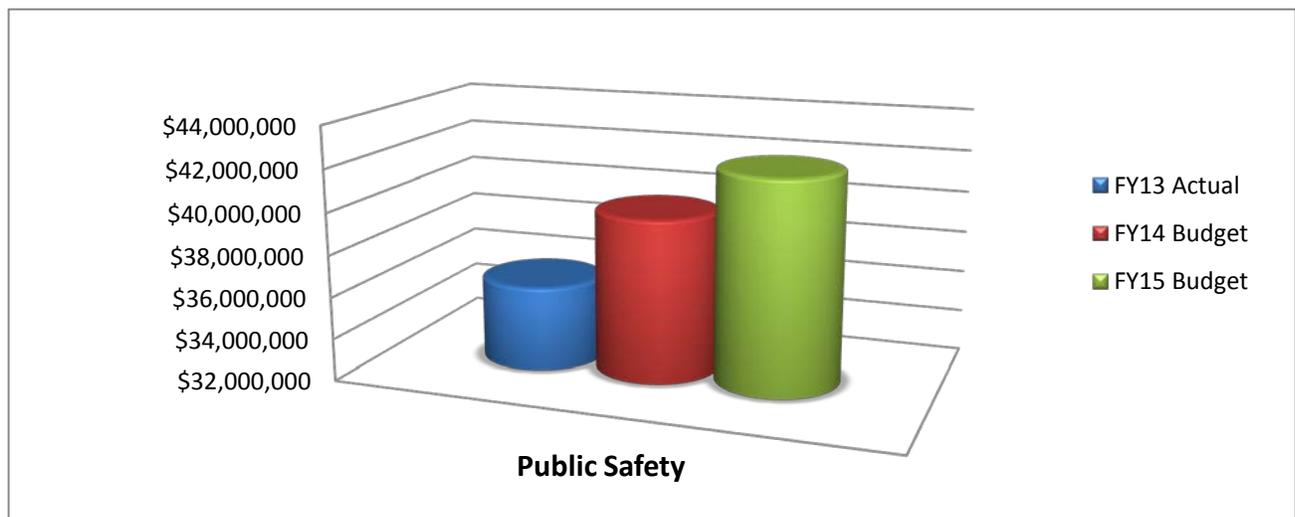
**Program Expenditures**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	28,256	35,500	35,500	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>28,256</b>	<b>35,500</b>	<b>35,500</b>	<b>0</b>	<b>0.00%</b>

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*General Fund – Public Safety Summary*

Category	2013 Actual	2014 Budget	2015 Budget	\$ Change	% Change
Sheriff – Judicial	1,941,142	2,151,740	2,271,750	120,010	5.58%
Sheriff – Process Servers	121,932	124,210	127,920	3,710	2.99%
Sheriff – Patrol	7,985,024	8,981,860	9,534,430	552,570	6.15%
Sheriff – Central Booking	736,002	821,160	832,960	11,800	1.44%
Sheriff – Detention Center	11,371,552	12,626,840	13,200,620	573,780	4.54%
Sheriff – Narcotics Task Force	587,806	606,440	632,430	25,990	4.29%
Civil Air Patrol	3,600	3,600	3,600	0	0.00%
Fire & Rescue Volunteer Services	5,824,758	6,471,150	7,056,310	585,160	9.04%
Fire & Rescue Operations	1,107,922	1,068,800	1,181,960	113,160	10.59%
Air Unit	34,373	27,040	43,770	16,730	61.87%
Special Operations	309,710	358,920	384,020	25,100	6.99%
911 – Communications	3,692,520	3,964,620	4,165,790	201,170	5.07%
Emergency Management	111,271	117,700	124,520	6,820	5.79%
Wireless Communications	1,044,749	1,293,700	1,343,660	49,960	3.86%
Humane Society of Washington County	1,160,050	1,172,050	1,199,320	27,270	2.33%
Sheriff Auxiliary	21,469	0	0	0	0.00%
<b>Total</b>	<b>36,053,880</b>	<b>39,789,830</b>	<b>42,103,060</b>	<b>2,313,230</b>	<b>5.81%</b>



*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 2014**

- ✓ Child support served 2,666 summons and 276 warrants. Judicial deputies served 19,958 summonses and worked 6,400 court room security hours.

**Goals for Fiscal Year 2015**

- ✓ To send all court house deputies to Sovereign Citizen training.
- ✓ To improve security at the court house through grant funded improvements provided by the administration office of the courts.

**Funding Sources**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	1,709,284	1,955,240	2,075,250	120,010	6.14%
Grants/Intergovernmental	173,414	150,000	150,000	0	0.00%
Fees/Charges	58,444	46,500	46,500	0	0.00%
<b>Total</b>	<b>1,941,142</b>	<b>2,151,740</b>	<b>2,271,750</b>	<b>120,010</b>	<b>5.58%</b>

**Program Expenditures**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	1,794,337	1,981,330	2,109,820	128,490	6.49%
Operating	139,078	170,410	161,930	(8,480)	(4.98%)
Capital Outlay	7,727	0	0	0	0.00%
<b>Total</b>	<b>1,941,142</b>	<b>2,151,740</b>	<b>2,271,750</b>	<b>120,010</b>	<b>5.58%</b>

Positions	
Title	FTE
Deputy Sheriff Captain	1
Deputy Sheriff Lieutenant	1
Deputy Sheriff Sergeant	1
Deputy Sheriff Corporal	1
Deputy Sheriff First Class	12
Deputy First Class (Security)	4
Administrative Assistant	1
Senior Office Associate	3
Guards	3
<b>Total</b>	<b>27</b>

*Sheriff – Process Servers*

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

**Departmental Function:**

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

**Accomplishments in Fiscal Year 2014**

- ✓ The process servers generated 252,647 for District Court summons, rent notices, and eviction notices.

**Goals for Fiscal Year 2015**

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

**Funding Sources**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	(131,781)	(105,790)	(122,080)	(16,290)	(15.40%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	253,713	230,000	250,000	20,000	8.70%
<b>Total</b>	<b>121,932</b>	<b>124,210</b>	<b>127,920</b>	<b>3,710</b>	<b>2.99%</b>

**Program Expenditures**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	115,155	117,880	122,280	4,400	3.73%
Operating	6,777	6,330	5,640	(690)	(10.90%)
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>121,932</b>	<b>124,210</b>	<b>127,920</b>	<b>3,710</b>	<b>2.99%</b>

Positions	
Title	FTE
Senior Office Associate	1
Process Server	1
<b>Total</b>	<b>2</b>

## *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 2014

- ✓ A plan has been created and we are currently obtaining quotes to renovate the old communication area.
- ✓ Accreditation is pending on our July hearing.
- ✓ School speed zone evaluation was completed.
- ✓ Fatal accidents were reduced by 37.5%.

#### Goals for Fiscal Year 2015

- ✓ Complete the construction of the communication area.
- ✓ Identify and target individuals involved in heroin related activity.
- ✓ Use targeted recruitment activities to maintain a work force reflective of the community's ethnic and gender population.
- ✓ Train our personnel to understand and effectively enforce the new legislative bills that will be going into affect.

#### Funding Sources

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	7,465,063	8,250,960	8,794,030	543,070	6.58%
Grants/Intergovernmental	388,156	599,000	599,000	0	0.00%
Fees/Charges	131,805	131,900	141,400	9,500	7.20%
<b>Total</b>	<b>7,985,024</b>	<b>8,981,860</b>	<b>9,534,430</b>	<b>552,570</b>	<b>6.15%</b>

#### Program Expenditures

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	6,906,919	7,886,910	8,413,880	526,970	6.68%
Operating	1,019,302	1,094,950	1,120,550	25,600	2.34%
Capital Outlay	58,803	0	0	0	0.00%
<b>Total</b>	<b>7,985,024</b>	<b>8,981,860</b>	<b>9,534,430</b>	<b>552,570</b>	<b>6.15%</b>

Positions	
Title	FTE
Sheriff	1
Colonel	1
Major	1
Captain	2
Lieutenant	6
Sergeant	8
Corporal	3
Deputy First Class	43
Deputy	16
Office Manager	1
Administrative Assistant	1
Senior Office Associate	3
Auto Services Technician	1
Public Safety Systems Manager	1
Public Safety Information Technology Specialist	1
Property/Planning/Fleet Management/Grants Coordinator	1
Personnel and Training Coordinator	1
Sex Offender Compliance Officer	1
Sergeant Training	1
Sex Offender Registrar	1
GIS/Crime Analyst	1
Investigator/Property Clerk	1
<b>Total</b>	<b>96</b>

## 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 2014

- ✓ Upgraded computer work stations to Windows 7 operating system.
- ✓ Developed and implemented a tracking process for the collection of DNA.
- ✓ Upgraded the current live scan equipment to Criminal Justice Information Services standards.

#### Goals for Fiscal Year 2015

- ✓ Develop and implement a process to comply with the Richmond Decision.
- ✓ Increase the number of cameras to eliminate blind spots.
- ✓ Evaluate the current operational efficiency and determine the need for additional work stations.
- ✓ Work with the State of Maryland to participate in the Dashboard Pilot Program.

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	720,282	805,440	817,240	11,800	1.47%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	15,720	15,720	15,720	0	0.00%
<b>Total</b>	<b>736,002</b>	<b>821,160</b>	<b>832,960</b>	<b>11,800</b>	<b>1.44%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	716,885	793,630	807,790	14,160	1.78%
Operating	19,117	27,530	25,170	(2,360)	(8.57%)
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>736,002</b>	<b>821,160</b>	<b>832,960</b>	<b>11,800</b>	<b>1.44%</b>

Positions	
Title	FTE
Lieutenant	1
Detention Officer First Class	6
Detention Officer	3
<b>Total</b>	<b>10</b>

*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 2014**

- ✓ Implemented the CorEMR – Electronic Medical Records System software program and provided training to medical personnel.
- ✓ Established a committee to plan for expansion of the commissary system.
- ✓ Developed priority list and cost estimates to have renovations and upgrades completed for existing housing units.
- ✓ Updated the job descriptions, criteria and costs for the Day Reporting Center.

**Goals for Fiscal Year 2015**

- ✓ Work with the County Administrator and County Commissioners to fund the creation of the Day Reporting Center.
- ✓ Write request for proposal or Prepare Sole-Source procurement for Commissary expansion based upon Committee Report.
- ✓ Establish a housing plan for each housing unit for renovations without inmates in unit during the renovations.
- ✓ Utilize staffing and workload analysis to determine the need for any additional staffing or modifications to existing operations.

Funding Sources						
Category	2013	2014	2015	Change		
	Actual	Budget	Budget	\$	%	
General Fund Support	10,880,391	12,301,510	12,728,620	427,110	3.47%	
Grants/Intergovernmental	0	0	0	0	0.00%	
Fees/Charges	491,161	325,330	472,000	146,670	45.08%	
<b>Total</b>	<b>11,371,552</b>	<b>12,626,840</b>	<b>13,200,620</b>	<b>573,780</b>	<b>4.54%</b>	

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	8,503,092	9,620,280	10,009,170	388,890	4.04%
Operating	2,831,902	3,006,560	3,189,320	182,760	6.08%
Capital Outlay	36,558	0	2,130	2,130	100.00%
<b>Total</b>	<b>11,371,552</b>	<b>12,626,840</b>	<b>13,200,620</b>	<b>573,780</b>	<b>4.54%</b>

Positions	
Title	FTE
Detention Major	1
Deputy Sheriff Major	1
Detention Captain	2
Detention Lieutenant	4
Detention Sergeant	12
Detention Corporal	3
Detention Officer First Class	64
Detention Officer	24
Classification Counselor	3
Senior Building Maintenance Mechanic	1
Building Maintenance Mechanic	2
Inmate Services Clerk	1
Senior Office Associate	3
Administrative Assistant	1
Inmate Account Administrator	1
<b>Total</b>	<b>123</b>

*Sheriff – 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 2014**

- ✓ Completed a joint investigation with the Drug Enforcement Administration (DEA) charging a local dentist with prescription medication violations.
- ✓ Acquired several handheld cameras to improve surveillance and document investigations.
- ✓ Seized over 2,000 packages of synthetic marijuana.

**Goals for Fiscal Year 2015**

- ✓ Conduct a joint investigation with the DEA to target an upper level heroin distributor.
- ✓ Acquire new body wire equipment.
- ✓ Work in conjunction with Hagerstown Police Department/ Washington County Sheriff's Office Criminal Investigative Units to address heroin problem.

**Funding Sources**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	338,178	357,460	360,430	2,970	0.83%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	249,628	248,980	272,000	23,020	(9.25%)
<b>Total</b>	<b>587,806</b>	<b>606,440</b>	<b>632,430</b>	<b>25,990</b>	<b>4.29%</b>

**Program Expenditures**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	333,103	364,430	382,920	18,490	5.07%
Operating	242,703	242,010	249,510	7,500	3.10%
Capital Outlay	12,000	0	0	0	0.00%
<b>Total</b>	<b>587,806</b>	<b>606,440</b>	<b>632,430</b>	<b>25,990</b>	<b>4.29%</b>

Positions	
Title	FTE
Assistant State's Attorney III	1
Assistant State's Attorney II	1
Intelligence Analyst	1
Senior Office Associate	1
Legal Secretary	1
Criminal Gang Intelligence Analyst	1
<b>Total</b>	<b>6</b>

*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 2014**

- ✓ Attended Arlington National Ceremony for Wreaths Across America with 25 cadets.
- ✓ Attended the Wreath Laying Ceremony at the Pentagon with 25 cadets.
- ✓ Completed Community Emergency Response Team training and achieved certifications for 30 cadets and senior members.
- ✓ Completed the Special Olympic project at St. James Academy.
- ✓ Completed the Veteran’s Day service project at Hickory Elementary.

**Goals for Fiscal Year 2015**

- ✓ Attend Arlington National Ceremony for Wreaths Across America with 20 to 25 cadets.
- ✓ Attend the Capitol in Washington, DC for wreaths laying with 20 to 25 cadets.
- ✓ Conduct a service project for the Special Olympics at St. James Academy with 15 cadets.
- ✓ Conduct a Veteran’s Day service project at Hickory Elementary.
- ✓ Send seven cadets to Regional Cadet Leadership School South at Seymour Johnson Air Force Base in North Carolina.
- ✓ Train one senior member to obtain the Mission Pilot Rating.
- ✓ Train one senior member to be Ground Group Leader.
- ✓ Achieve “O” Flights for all active cadets within the squadron.

**Funding Sources**

Category	2013 Actual	2014 Budget	2015 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%
<b>Total</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>0</b>	<b>0.00%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 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%
<b>Total</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>0</b>	<b>0.00%</b>

Services Provided Clients Served			
Programs	2013	2014	2015
Aerospace Education and Leadership	X	X	X
Development Cadet Program			
Each cadet is provided 5 hours of flying in our Cessna 172 and 5 glider flights	X	X	X
Our plane stands ready to serve Washington County Department of Emergency Services 24 hours/7 days for missing persons	X	X	X
Drug Demand Reduction	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*

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

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### **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 2014**

- ✓ Fire Plan Committee submitted Phase I of Fire Plan for County Commissioner approval.
- ✓ Responder physicals consistently over 90% complete.
- ✓ Secured winter apparel for fire police.
- ✓ Reorganized Recruitment and Retention Committee.
- ✓ 94 new volunteers.
- ✓ Cadet Program received National Volunteer Fire Award for Best Cadet Fire Training Program in Nation.
- ✓ Safety Officers 100 & 200 routinely responding to incidents enhancing incident scene safety.
- ✓ Safety Committee actively interacted with member companies, improving safety standards, created Web Based Safety Resource Library to share information.
- ✓ Accidents and insurance claims substantially reduced from prior years.
- ✓ Improved timeliness of First Report of Injury filings.
- ✓ Initiated county wide new member orientation and training meeting beginning quarterly.
- ✓ Applied for and received SAFER Grant for recruitment and retention officer; and program funding with additional equipment for Cadet Program.

### **Goals for Fiscal Year 2015**

- ✓ Hire a recruitment and retention volunteer coordinator.
- ✓ Implement a redefined recruitment and retention program with a goal of 150 new volunteers retained the first year of the SAFER Grant.
- ✓ The EMS committee will recommend expanded changes and re-evaluation of the current EMS Plan.
- ✓ Combine the current EMS Plan and the evolving Fire Plan into a comprehensive Emergency Services Response Plan.
- ✓ Initiate enhanced Administrative Officer Training Program.
- ✓ Enhance a new member training by the Association.
- ✓ Additional reductions in insurance claims and maintaining timeliness of first report filings.
- ✓ Increase physical compliance timeliness to above 90%.
- ✓ Increase activity from the Safety Committee by disseminating more information to the companies.

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	5,824,758	6,471,150	7,056,310	585,160	9.04%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>5,824,758</b>	<b>6,471,150</b>	<b>7,056,310</b>	<b>585,160</b>	<b>9.04%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	1,167,371	1,527,970	1,887,240	359,270	23.51%
Operating	4,657,387	4,943,180	5,169,070	225,890	4.57%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>5,824,758</b>	<b>6,471,150</b>	<b>7,056,310</b>	<b>585,160</b>	<b>9.04%</b>

Services Provided or Clients Served			
Programs	2013	2014	2015
Not Provided			
<b>Total</b>			

## *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 2014

- ✓ Deployment of Project Lifesaver Program countywide utilizing Paramedic 1810 and 1820.
- ✓ Performed HC Standard Patient Tracking Device training along with exercise deployment.
- ✓ Realigned staffing to incorporate Assistant Director of Emergency Medical Services (EMS) and part-time advanced life support personnel.
- ✓ Developed and coordinated training program with Hagerstown Community College for advanced life support internships and continuing education.
- ✓ Integrated new EMS reporting system changes.
- ✓ Revised county Quality Assurance/Quality Improvement plan in accordance with Maryland Institute of EMS System Code of Maryland Regulations.

#### Goals for Fiscal Year 2015

- ✓ Implement high performance CPR training and database to include:
  - High performance manual CPR, Lucas II devices, and crew resource management;
  - Purchase CODESTAT software and develop record management program to review and correlate data from all cardiac arrests to which Washington County EMS resources respond.
- ✓ Implement the usage of TeleStaff to track and verify station staffing according to the current EMS Plan and Board of County Commissioners funding.
- ✓ Review RSI Program for effectiveness and the need for any expansion.
- ✓ Review Ventilator Program for effectiveness and the need for any expansion.
- ✓ EMS Plan is currently under review so the completion of that review / revision.

#### Funding Sources

Category	2013		2014		2015		Change	
	Actual	Budget	Budget	Budget			\$	%
General Fund Support	1,107,922	1,068,800	1,181,960	1,181,960	113,160	10.59%		
Grants/Intergovernmental	0	0	0	0	0	0.00%		
Fees/Charges	0	0	0	0	0	0.00%		
Total	1,107,922	1,068,800	1,181,960	1,181,960	113,160	10.59%		

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	805,192	820,490	931,590	111,100	13.54%
Operating	298,380	248,310	250,370	2,060	0.83%
Capital Outlay	4,350	0	0	0	0.00%
<b>Total</b>	<b>1,107,922</b>	<b>1,068,800</b>	<b>1,181,960</b>	<b>113,160</b>	<b>10.59%</b>

Positions	
Title	FTE
Assistant Director, Emergency Medical Services	1
Advanced Life Support Technician II	8
Advanced Life Support Technician I	2.5
<b>Total</b>	<b>11.5</b>

*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 2014**

- ✓ Developed a schedule and started bid design for Air Unit replacement / rehabilitation.
- ✓ Continued to develop various recruitment/retention strategies.
- ✓ Continued to develop alternatives and strategies for enhanced station operation including additional parking and storage.

**Goals for Fiscal Year 2015**

- ✓ Continue with the bid design for replacement/refurbishment of Air Unit that allows for necessary capacities to fill new self-contained breathing apparatus as outlined in current Capital Improvement Plan budget.
- ✓ Continue to develop various recruitment/retention strategies.
- ✓ Develop in-station efficiencies specific to heating, lighting, and general maintenance.

**Funding Sources**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	34,373	27,040	43,770	16,730	61.87%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>34,373</b>	<b>27,040</b>	<b>43,770</b>	<b>16,730</b>	<b>61.87%</b>

**Program Expenditures**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	34,373	27,040	27,770	730	2.70%
Capital Outlay	0	0	16,000	16,000	100.00%
<b>Total</b>	<b>34,373</b>	<b>27,040</b>	<b>43,770</b>	<b>16,730</b>	<b>61.87%</b>

Services Provided or Clients Served			
Programs	2013	2014	2015
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 2014

- ✓ Continued to support the local fire/rescue departments.
- ✓ Continued to work with community and business partners.
- ✓ Pursued grants to minimize costs to the citizens.
- ✓ Worked with county departments to reduce associated costs for training.

#### Goals for Fiscal Year 2015

- ✓ Provide three training opportunities for local fire/rescue departments to meet the challenges and dangers of specific rescue environments.
- ✓ Provide public support and incident management for multiple county events.
- ✓ Develop staffing goals in order to provide minimum of two staffed positions on a 24/7 basis.
- ✓ Provide training to ensure that all personnel are trained to meet National Fire Protection Association 1006 and 1670 standards for the rescue technician.

#### Funding Sources

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
				General Fund Support	309,710
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	309,710	358,920	384,020	25,100	6.99%

#### Program Expenditures

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
				Wages and Benefits	209,111
Operating	96,275	126,600	127,700	1,100	0.87%
Capital Outlay	4,324	0	24,000	24,000	100.00%
Total	309,710	358,920	384,020	25,100	6.99%

Positions	
Title	FTE
Part-Time Firefighter	6.5
<b>Total</b>	<b>6.5</b>

*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 2014**

- ✓ Back-Up Center renovations continuation – generator, 9-1-1 workstations, and fiber installation.
- ✓ Increase percentage of fully cross trained personnel to include 21 percent of personnel.
- ✓ Completion of the TeleStaff automatic call function and shift bidding process.

**Goals for Fiscal Year 2015**

- ✓ Completion of Back-Up Center renovation project.
- ✓ Increase percentage of fully cross trained personnel from 21 percent to 35 percent personnel.
- ✓ Installation of new phone systems both primary and Back-Up Communications Center.
- ✓ Installation of fiber diversity for telephone from central office to back-up center.
- ✓ Increase number of quality assurance evaluations completed by 20 percent.
- ✓ Develop and implement quarterly back-up center evacuation exercises.
- ✓ Expand TeleStaff automatic call function processes.

**Funding Sources**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	2,306,486	2,645,040	2,844,560	199,520	7.54%
Grants/Intergovernmental	884,565	837,000	830,000	(7,000)	(0.84%)
Fees/Charges	501,469	482,580	491,230	8,650	1.79%
<b>Total</b>	<b>3,692,520</b>	<b>3,964,620</b>	<b>4,165,790</b>	<b>201,170</b>	<b>5.07%</b>

**Program Expenditures**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	3,183,106	3,506,660	3,716,120	209,460	5.97%
Operating	480,677	457,960	449,670	(8,290)	(1.81%)
Capital Outlay	28,737	0	0	0	0.00%
<b>Total</b>	<b>3,692,520</b>	<b>3,964,620</b>	<b>4,165,790</b>	<b>201,170</b>	<b>5.07%</b>

Positions	
Title	FTE
Director Division of Emergency Services	1
Deputy Director of Emergency Services	1
Director of Emergency Communications	1
Deputy Director-Communications (Operations)	1
Deputy Director-Communications (Administrative)	1
Information Technology Administrator	1
Professional Services Administrator	1
Emergency Communications Supervisor	3
Emergency Communications Assistant Supervisor	3
Emergency Communications Specialist	36
(PT) Emergency Communications Specialist	6.5
Administrative Assistant	1
<b>Total</b>	<b>56.5</b>

## *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 2014

- ✓ Continued to offer Community Emergency Response Team (CERT) courses.
- ✓ Provided public outreach by continuing to build out Emergency Notification System.
- ✓ Updated two plans: Basic Emergency Operations Plan; Continuity of Operations Phase 2 – County Administration.
- ✓ Completed the new Mobile Command Unit.
- ✓ Assisted /developed a full scale exercise with Hagerstown Regional Airport.
- ✓ Provided additional advanced Incident Command Series courses.
- ✓ Secured additional virtual sites for Washington County Virtual Emergency Response Program.
- ✓ Acquired additional Incident Management Team Training.
- ✓ Expanded Emergency Operations Center (EOC) capabilities.

### Goals for Fiscal Year 2015

- ✓ To fully implement a Search and Rescue Program (SAR) by fall of 2014. By having a SAR Committee, Washington County is taking a proactive and unified approach to these types of events. Positive impact to citizens of the County.
- ✓ To continue to amend annexes and appendices to our Emergency Operations Plan in order to align with National Response Framework, National Disaster Recovery Framework, and Maryland’s Emergency Planning Program. Intended to complete five annex revisions by July 2015.
- ✓ To have the new Comprehensive Emergency Management Program “mapped” out and the first phase ready for implementation by July 2015. The new program will consist of a new EOC; organizing Emergency Management (EM) Citizen Volunteers into more “job specific” rolls; expanding/organizing the CERT; involvement with the Department of Plans and Permitting to further Hazard Mitigation efforts; and educate/involve all County divisions/departments in EM and EOC operations.
- ✓ At the end of FY2015, conduct an internal assessment of the EM program using guidelines from National Fire Protection Association 1600 and the Emergency Management Accreditation Program for possible submission for accreditation.

### Funding Sources

Category	2013		2014		2015		Change	
	Actual	Budget	Budget	Budget				
					\$	%		
General Fund Support	111,271	117,700	117,700	124,520	6,820	5.79%		
Grants/Intergovernmental	0	0	0	0	0	0.00%		
Fees/Charges	0	0	0	0	0	0.00%		
Total	111,271	117,700	117,700	124,520	6,820	5.79%		

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	65,413	90,640	96,170	5,530	6.10%
Operating	32,147	27,060	28,350	1,290	4.77%
Capital Outlay	13,711	0	0	0	0.00%
<b>Total</b>	<b>111,271</b>	<b>117,700</b>	<b>124,520</b>	<b>6,820</b>	<b>5.79%</b>

Positions	
Title	FTE
Emergency Management Coordinator	1
Emergency Planner	1
<b>Total</b>	<b>2</b>

*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 2014**

- ✓ Completed construction of South County Tower Site.
- ✓ Corrected multiple issues with 911 dispatch consoles.
- ✓ Worked on fire station alerting systems to increase reliability.
- ✓ Completed re-programming of all subscriber equipment.

**Goals for Fiscal Year 2015**

- ✓ Replace 911 dispatch consoles.
- ✓ Upgrade communications system from version 7.7 to version 7.14.
- ✓ Continue working on reliability issues for fire station alerting systems.

**Funding Sources**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	1,029,889	1,279,760	1,329,720	49,960	3.90%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	14,860	13,940	13,940	0	0.00%
<b>Total</b>	<b>1,044,749</b>	<b>1,293,700</b>	<b>1,343,660</b>	<b>49,960</b>	<b>3.86%</b>

**Program Expenditures**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	386,051	428,000	453,560	25,560	5.97%
Operating	642,503	865,700	890,100	24,400	2.82%
Capital Outlay	16,195	0	0	0	0.00%
<b>Total</b>	<b>1,044,749</b>	<b>1,293,700</b>	<b>1,343,660</b>	<b>49,960</b>	<b>3.86%</b>

Positions	
Title	FTE
Deputy Director, Wireless Communications	1
Wireless Communications Specialist	3
Wireless Communications Technician	1
<b>Total</b>	<b>5</b>

*Humane Society of Washington County*

Fund:	General Fund	Category:	Public Safety
Program Code:	93100	Contact:	Ellen Taylor

**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 2014**

- ✓ Accepted as participant (one of 50 shelters across the US) in ASPCA Rachel Ray 100K Challenge.
- ✓ First Quarter 2014 Live Release Rate = 76%.
- ✓ 1/2013 – 12/2013 Live Release Rate = 43%. Up from 30%/2012, 29%/2011, 31%/2010, and 27%/2009.
- ✓ 5,750 field services responses 7/1/13 to 4/30/14.
- ✓ 752 animals cared for by Washington County citizens assisted via public assistance programs.
- ✓ Over 300 Washington County residents received assistance from Pet Food Pantry.
- ✓ Interim Executive Director/Director of Operations received certification as a Certified Animal Welfare Administrator (CAWA) and Certified Dialogue Education Administrator (CDEP).
- ✓ Implementation of ASPCA Meet-your-Match cat adoption program, “Feline-ality”.

**Goals for Fiscal Year 2015**

- ✓ Achieve and maintain annual Live Release Rate of 50% or above.
- ✓ Offer five rabies vaccination/microchip clinics throughout Washington County.
- ✓ Conduct 24 community education events for adults and children.
- ✓ At least three field services officers receive nationally certified in humane investigations.
- ✓ Spay/Neuter Clinic operational for shelter animals by 1/2/2015.
- ✓ Win ASPCA Rachel Ray 100K Challenge by achieving highest # of live releases compared to same period (June/July/August) last year.
- ✓ Establish and maintain transfer relationships with five new breed placement/rescue groups.
- ✓ 752 animals cared for by Washington County citizens assisted via public assistance programs.

Funding Sources					
Category	2013	2014	2015	Change	
	Actual	Budget	Budget	\$	%
General Fund Support	1,160,050	1,172,050	1,199,320	27,270	2.33%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>1,160,050</b>	<b>1,172,050</b>	<b>1,199,320</b>	<b>27,270</b>	<b>2.33%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	1,160,050	1,172,050	1,199,320	27,270	2.33%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>1,160,050</b>	<b>1,172,050</b>	<b>1,199,320</b>	<b>27,270</b>	<b>2.33%</b>

Services Provided or Clients Served			
Programs	FY 2013	FY 2014	Projected FY 2015
SNAP animals altered	652	556	600
Animal Control – total field calls for service	3,352	5,750	5,800
Total Animals Sheltered	5,333	5,248	5,600
Shelter Visitors	27,334	28,341	28,540

*General Fund – Transfers Summary*

Category	2013 Actual	2014 Budget	2015 Budget	\$ Change	% Change
Operating Transfers	9,119,359	9,551,970	9,593,970	42,000	0.44%
Capital Transfers	33,654,493	16,990,530	16,710,280	(280,250)	(1.65%)
<b>Total</b>	<b>42,773,852</b>	<b>26,542,500</b>	<b>26,304,250</b>	<b>(238,250)</b>	<b>(0.90%)</b>



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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	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	9,119,359	9,551,970	9,593,970	42,000	0.44%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>9,119,359</b>	<b>9,551,970</b>	<b>9,593,970</b>	<b>42,000</b>	<b>0.44%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	9,119,359	9,551,970	9,593,970	42,000	0.44%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>9,119,359</b>	<b>9,551,970</b>	<b>9,593,970</b>	<b>42,000</b>	<b>0.44%</b>

Category Funding Breakdown					
Program	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Highway	7,456,020	7,674,690	7,788,090	113,400	1.48%
Solid Waste	491,360	491,360	491,360	0	0.00%
Agricultural Education Center	100,850	172,770	189,190	16,420	9.50%
Community Grant Management	226,515	205,330	248,280	42,950	20.92%
Land Preservation	91,870	100,420	96,810	(3,610)	(3.59%)
HEPMPO	4,165	11,850	7,510	(4,340)	(36.62%)
Utility Administration	70,576	84,000	95,820	11,820	14.07%
Transit	472,270	532,420	472,270	(60,150)	(11.30%)
Airport	64,500	105,410	14,500	(90,910)	(86.24%)
Golf Course	102,690	135,170	151,590	16,420	12.15%
Municipalities in Lieu	38,543	38,550	38,550	0	0.00%
<b>Total</b>	<b>9,119,359</b>	<b>9,551,970</b>	<b>9,593,970</b>	<b>42,000</b>	<b>0.44%</b>

## 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	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	33,654,493	16,990,530	16,710,280	(280,250)	(1.65%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>33,654,493</b>	<b>16,990,530</b>	<b>16,710,280</b>	<b>(280,250)</b>	<b>(1.65%)</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	33,654,493	16,990,530	16,710,280	(280,250)	(1.65%)
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>33,654,493</b>	<b>16,990,530</b>	<b>16,710,280</b>	<b>(280,250)</b>	<b>(1.65%)</b>

Category Funding Breakdown					
Program	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Capital Improvement Projects	6,055,500	2,550,000	1,800,000	(750,000)	(29.41%)
Debt Service	27,598,993	14,440,530	14,910,280	469,750	3.25%
<b>Total</b>	<b>33,654,493</b>	<b>16,990,530</b>	<b>16,710,280</b>	<b>(280,250)</b>	<b>(1.65%)</b>

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*General Fund – Court System Summary*

Category	2013 Actual	2014 Budget	2015 Budget	\$ Change	% Change
Circuit Court	1,282,825	1,387,600	1,439,400	51,800	3.73%
Orphans Court	27,982	29,820	29,820	0	0.00%
State’s Attorney	2,451,180	2,746,930	2,963,590	216,660	7.89%
<b>Total</b>	<b>3,761,987</b>	<b>4,164,350</b>	<b>4,432,810</b>	<b>268,460</b>	<b>6.45%</b>



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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 2014**

- ✓ Obtained security grant funding from the State for security enhancements.
- ✓ Maintained status within the State as a highly efficient mid-size court for our timely and expeditious disposition of cases in spite of having two judges retire and one seat not yet being filled.

**Goals for Fiscal Year 2015**

- ✓ Prepare for an additional judgeship by working with the County to obtain space in the courthouse for a new chambers area and courtroom.
- ✓ Continue to dispose of cases before the court in a timely manner.

**Funding Sources**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	1,202,420	1,290,600	1,342,400	51,800	4.01%
Grants/Intergovernmental	71,985	88,500	88,500	0	0.00%
Fees/Charges	8,420	8,500	8,500	0	0.00%
<b>Total</b>	<b>1,282,825</b>	<b>1,387,600</b>	<b>1,439,400</b>	<b>51,800</b>	<b>3.73%</b>

**Program Expenditures**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	1,052,722	1,142,100	1,195,150	53,050	4.64%
Operating	228,904	245,500	244,250	(1,250)	(0.51%)
Capital Outlay	1,199	0	0	0	0.00%
<b>Total</b>	<b>1,282,825</b>	<b>1,387,600</b>	<b>1,439,400</b>	<b>51,800</b>	<b>3.73%</b>

Positions	
Title	FTE
Drug Court Coordinator	1
Executive Office Assistant	1
Family Services Coordinator	1
Permanency Planning Liaison	1
Court Reporter	7
Assignment Clerk/Jury Coordinator	1
Assignment Clerk I	3
Legal Secretary	5
Bailiff	3
<b>Total</b>	<b>23</b>

*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 2014**

Not Provided

**Goals for Fiscal Year 2015**

Not Provided

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	27,982	29,820	29,820	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>27,982</b>	<b>29,820</b>	<b>29,820</b>	<b>0</b>	<b>0.00%</b>

Program Expenditures					
Category	2013 Actual	2013 Budget	2014 Budget	Change	
				\$	%
Wages and Benefits	26,813	26,820	26,820	0	0.00%
Operating	1,169	3,000	3,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>27,982</b>	<b>29,820</b>	<b>29,820</b>	<b>0</b>	<b>0.00%</b>

Positions	
Title	FTE
Orphans Court Judge	1.5
<b>Total</b>	<b>1.5</b>

Services Provided		
	2013	2014*
Total New Proceedings Established	10,068	982
Personal Representative/Interested Person/Party /Contacts	5,787	4,805
Safekeeping Wills/Codicils Received	1,271	1,169
Safekeeping Wills/Codicils Removed	1,240	988
Docket Entries Recorded	16,315	15,832
Claims Recorded	477	447
Number of Receipts Issued	3,864	3,581
Number of Billing Invoices Issued	276	221
Number of Disbursements (Checks written)	88	77
Number of Hearings Established	186	168
Number of Hearings Held	82	91
Number of Accounts	675	632

\*Statistics are for the period of July 1, 2013, through June 18, 2014.

*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 2014**

- ✓ State's Attorney office was able to provide a high level of support for victims of crime in time of diminishing resources.

**Goals for Fiscal Year 2015**

- ✓ The State's Attorney office will be working to provide the seven day coverage mandated by the Court of Appeals in the Richmond decision in hearings before District Court Commissioners.

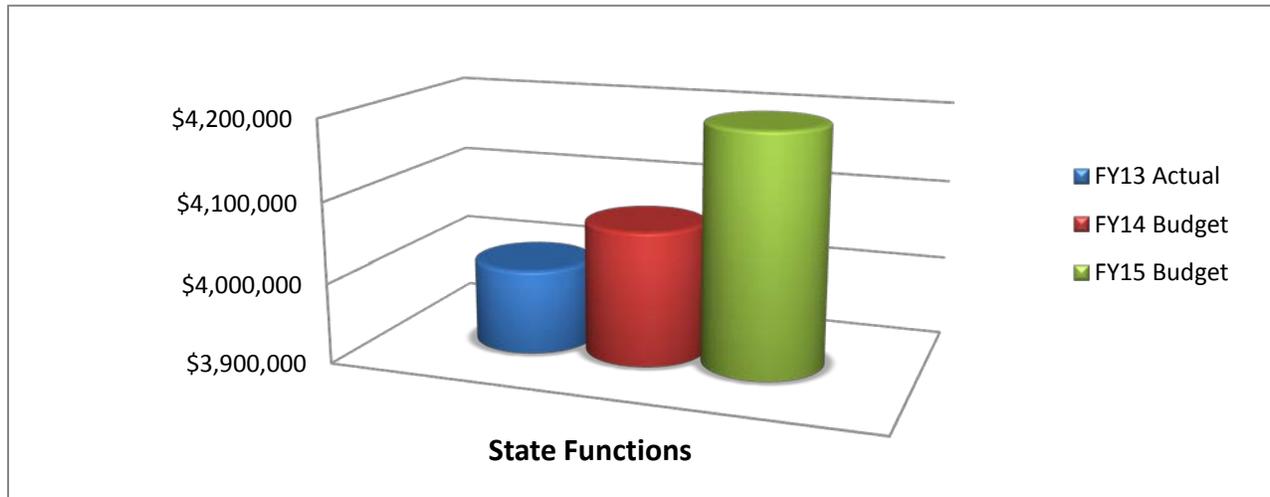
Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	2,391,232	2,678,230	2,894,890	216,660	8.09%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	59,948	68,700	68,700	0	0.00%
<b>Total</b>	<b>2,451,180</b>	<b>2,746,930</b>	<b>2,963,590</b>	<b>216,660</b>	<b>7.89%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	2,314,525	2,580,380	2,805,760	225,380	8.73%
Operating	136,655	166,550	157,830	(8,720)	(5.24%)
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>2,451,180</b>	<b>2,746,930</b>	<b>2,963,590</b>	<b>216,660</b>	<b>7.89%</b>

Positions	
Title	FTE
State's Attorney	1
Deputy State's Attorney	2
Assistant State's Attorney III	2
Assistant State's Attorney II	10
Victim/Witness Unit Director	1
Victim/Witness Coordinator	3
Diversion Alternative Director	1
Senior Investigator	1
Investigator	2
Caseworker	2
Office Manager	1
Legal Secretary	1
Team Leader-State Attorney	2
Senior Office Associate	8
Work Crew Supervisor	1
(PT) Assistant State's Attorney II	1
<b>Total</b>	<b>39</b>

*General Fund – State Functions Summary*

Category	2013 Actual	2014 Budget	2015 Budget	\$ Change	% Change
Health Department	2,339,270	2,339,270	2,339,270	0	0.00%
Social Services	324,050	324,050	331,990	7,940	2.45%
Agricultural Extension Service	249,720	249,720	264,380	14,660	5.87%
Election Board	785,645	847,340	926,970	79,630	9.40%
Soil Conservation	125,130	126,630	132,240	5,610	4.43%
Weed Control	174,015	169,670	192,170	22,500	13.26%
Gypsy Moth Program	7,980	10, 000	10, 000	0	0.00%
<b>Total</b>	<b>4,005,810</b>	<b>4,066,680</b>	<b>4,197,020</b>	<b>130,340</b>	<b>3.21%</b>



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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 2014

- ✓ Implemented billing process for sexually transmitted infection clinics.
- ✓ Increased reimbursements in family planning and immunization services.
- ✓ Provided free Flu Mist vaccines to elementary students in public and private schools.
- ✓ Improved access to HIV testing by having daily walk-in testing services available.
- ✓ Healthy Families Program received national accreditation.
- ✓ Implemented State mandate to utilize Best Available Technology for all new onsite disposal systems seamlessly.
- ✓ Achieved 98% of mandated food service facility inspections with 33% of Maryland Department of Health and Mental Hygiene recommendations for minimum staffing levels.

#### Goals for Fiscal Year 2015

- ✓ Ensure all 7<sup>th</sup> grade students receive new requirement for Tdap and meningococcal vaccines prior to school entry.
- ✓ Ensure all kindergarten students are up-to-date on vaccines prior to school entry.
- ✓ Successfully implement nurse monitoring program for Maryland's Community First Choice Program.
- ✓ Maintain safety net services for underinsured and uninsured.
- ✓ Finish installation of Environmental Health PatTrac Program.
- ✓ Increase amount of Bay Restoration Fund grant to reduce the number of people on waiting list.

Funding Sources						
Category	2013 Actual	2014 Budget	2015 Budget	Change		
				\$	%	
General Fund Support	2,339,270	2,339,270	2,339,270	0	0.00%	
Grants/Intergovernmental	0	0	0	0	0.00%	
Fees/Charges	0	0	0	0	0.00%	
Total	2,339,270	2,339,270	2,339,270	0	0.00%	

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	2,339,270	2,339,270	2,339,270	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>2,339,270</b>	<b>2,339,270</b>	<b>2,339,270</b>	<b>0</b>	<b>0.00%</b>

Clients / Contacts				
Programs	FY 2013 Actual		FY 2014* (03/31/14)	
	Clients	Contacts	Clients	Contacts
<b>Behavioral Health:</b>				
Cameo	26	5,836	31	4,078
Catoctin Summit Adolescent Program (CSAP)	70	9,135	54	6,974
Drug-Free Workplace Services (572)	164	269	102	127
Drug Court Treatment	23	829	20	254
Jail Substance Abuse (JSAP)	213	3,637	206	2,794
Trauma/Addictions/Mental Health/Recovery-TAMAR	139	1,532	122	943
Mental Health Adult Services	218	2,555	237	2,215
Mental Health Adolescent Services	74	1,002	50	721
Outpatient Services	2,370	19,275	1,649	13,464
Recovery System of Care	278	1,420	273	1,123
Family Investment Screenings	1,233	1,625	899	1,161
Re-Entry Case Management	41	777	N/A	N/A
Adult (Geriatric) Evaluation	220	294	200	219
HIV Case Management	151	6,247	164	5,177
Audiology	243	254	N/A	N/A
Communicable Disease Control (3722)	658	900	426	641
Influenza Vaccine	1,126	1,126	419	419
Seasonal Flu Mist Vaccines	3,083	3,680	2,896	3,329
HIV Testing and Counseling	529	N/A	366	N/A
Dental	557	1,341	543	1,028
Family Planning/Reproductive Health	1,006	1,954	766	1,386
High Risk Children	99	124	N/A**	N/A**
High Risk Prenatal/Postpartum	145	247	N/A**	N/A**
Personal Care Case Management	76	710	78	547
Sexually Transmitted Disease Control	604	759	344	415
Tuberculosis Control	211	516	102	223

Clients / Contacts				
Programs	FY 2013 Actual		FY 2014* (03/31/14)	
	Clients	Contacts	Clients	Contacts
<b>Environmental Health:***</b>				
<b>Complaints</b>	254	381	218	327
<b>Permits:</b>				
Septic Permits	154	627	75	312
New Permits	54	270	22	73
Repair Permits	100	357	53	239
Well Permits	124	434	98	323
Building Permits	352	880	259	853
Campground Permits	14	14	0	0
Mobile Home Permits	18	18	18	18
Spa Permits	9	18	9	18
Bathing Beach Permits	1	1	0	0
Pool Permits	73	146	20	40
Burn Permits	4	4	5	5
Exotic Bird Permits	2	2	2	2
Food Permits	767	1918	790	1975
Environmental Inspections	585	585	269	269
Monitoring Inspections	476	476	144	144
Opening Inspections	19	29	25	35
Pre-Opening Inspections	21	42	20	40
Re-Inspections	13	13	6	6
Temporary Food Permits	886	1772	626	1252
Remodeled Food Facility Plan Review	11	17	20	31
New Food Facility Plan Review	7	11	12	19
<b>Tests:</b>				
Daycares	132	99	103	81
Non-Communities	77	60	77	25
COPs Issued	46	0	25	0
Health Department Tested	22	53	15	34
Private Lab	24	0	10	0
<b>Animal Bites</b>	477	716	305	458
Number of Positives	8	16	6	12
Number of Quarantines	340	425	204	255

\*FY 2014 includes first 3 quarters only

\*\*Maternal and Child Health Nurse Home Visiting Program discontinued due to funding cuts and layoffs.

\*\*\* 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*

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

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### **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 2014

- ✓ During FY 14, 98% of the aged or disabled adults in adult foster care were maintained in the community outside of long term care facilities.
- ✓ One hundred percent of the vulnerable adults who received Adult Services did not have a re-occurrence of abuse or neglect finding by Adult Protective Services within 6 months.
- ✓ During FY 14, an average of 16 disabled adults per month were assisted by County funding to live successfully in Adult Foster Care homes.
- ✓ Ninety percent of students who participated in attendance or behavioral groups or initiatives demonstrated improvement.
- ✓ Bridged 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.
- ✓ Promoted fatherhood involvement by holding four fatherhood awareness events during FY 14.
- ✓ One hundred and nineteen parents participated in Family Center programs.
- ✓ One hundred and eleven children participated in Family Center programs.
- ✓ Eighty-seven percent of participants made quarterly progress toward at least one established goal.
- ✓ Twenty-two participants received their GED or high school diploma.
- ✓ Four father involvement events were held in the community with 494 dads and children participating.
- ✓ Eighty-five fathers participated in the DADS Connection Program during FY 14.

#### Goals for Fiscal Year 2015

- ✓ During FY 15, 93% of the aged or disabled adults receiving Adult Foster Care will be maintained in the community outside of a long term care facility.
- ✓ During FY 15, re-occurrence of abuse or neglect of vulnerable adults within 6 months will be prevented in 95% of those receiving Adult Services.
- ✓ Eighty-five percent 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 180 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 FY 15.
- ✓ One hundred parents will participate in Family Center programs.
- ✓ Ninety-five children will participate in Family Center programs.
- ✓ Eighty percent 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.
- ✓ Forty fathers will participate in the DADS Connection Program during FY 15.

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	324,050	324,050	331,990	7,940	2.45%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>324,050</b>	<b>324,050</b>	<b>331,990</b>	<b>7,940</b>	<b>2.45%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	324,050	324,050	331,990	7,940	2.45%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>324,050</b>	<b>324,050</b>	<b>331,990</b>	<b>7,940</b>	<b>2.45%</b>

Services Provided or Clients Served			
Programs	2013 Actual	2014 Budget	2015 Estimate
Adult Foster Care	32	26	25
School Family Liaison (Family School Partnership)			
Families	162	158	180
Children	379	339	375
Family Support Center			
Adults	109	100	100
Children	93	95	95
<b>Total</b>	<b>775</b>	<b>718</b>	<b>775</b>

*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 2014**

- ✓ Provided trusted research-based information to nearly 14,000 Washington County youth and adults.
- ✓ Assisted local agricultural producers in enhancing their practices as well as their profitability leading to a safer and more affordable food supply.
- ✓ Completed nutrient management plans on over 30,000 acres of land in Washington County.
- ✓ Through the Master Gardener Program, provided solutions to over 8,500 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 1 schools and day camps with ongoing nutrition and health education.
- ✓ Increased opportunities for youth to succeed through the 4-H club programs, 4-H in-school enrichment, and the 4-H camping program.
- ✓ Directed 200 volunteers who donated nearly 17,000 hours throughout Washington County.

**Goals for Fiscal Year 2015**

- ✓ Provide innovative, educational programs to at least 14,000 Washington County youth and adults in order to deliver measurable results impacting the economy, environment, and community.
- ✓ Assist local agricultural producers with establishing more sustainable and profitable practices resulting in a safe, affordable, and accessible food supply. This includes the completion of at least 30,000 acres in nutrient management planning.
- ✓ Build human capacity by recruiting and/or maintaining at least 200 UME volunteers to achieve desired community outcomes in Washington County.

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	249,720	249,720	264,380	14,660	5.87%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>249,720</b>	<b>249,720</b>	<b>264,380</b>	<b>14,660</b>	<b>5.87%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	249,720	249,720	264,380	14,660	5.87%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>249,720</b>	<b>249,720</b>	<b>264,380</b>	<b>14,660</b>	<b>5.87%</b>

Category Funding Breakdown					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
UME Service	210,990	210,990	225,650	14,660	6.95%
County Cooperative Extension	38,730	38,730	38,730	0	0.00%
<b>Total</b>	<b>249,720</b>	<b>249,720</b>	<b>264,380</b>	<b>14,660</b>	<b>5.87%</b>

Services Provided or Clients Served		
Programs	2013	2014
Agriculture & Natural Resources	1,500 clients reached through 110 workshops, seminars and consultations.	1,618 clients reached through 109 workshops, seminars and individual consultations.
Nutrient Management Plans written and updated	601 Nutrient management plans written and/or updated for 43,135 acres.	Nutrient management plans written and/or updated for 30,000 acres.
Home Horticulture	- 97 Master Gardeners volunteered 6,300 hours throughout Washington County reaching 5,244 clients. - 2,000 horticulture consultations conducted at 32 plant clinics.	- 100 Master Gardeners volunteered 7,000 hours along with the educator conducting workshops, seminars, and events reaching 5,392 clients. - 2,426 horticulture consultations conducted at 32 plant clinics. - 755 horticulture problems solved in-office for clients.
Family & Consumer Sciences	- 371 clients reached through 24 workshops and seminars. - 176 youth reached weekly at Ruth Anne Monroe Primary School	- 847 clients reached through 54 workshops and seminars. - 266 youth reached weekly at Ruth Anne Monroe Primary School & Lincolnshire Elementary.

## Services Provided or Clients Served

Programs	2013	2014
Expanded Food & Nutrition Education Program	641 youth and adults reached through 294 classes.	2,611 youth and adults reached through 366 classes.
4-H Youth Development Programs	<ul style="list-style-type: none"> <li>- 2,085 youth and adults reached through 141 trainings as well as school enrichment and day camp programs.</li> <li>- 274 youth enrolled in the Washington County 4-H club program with 65 volunteers donating nearly 10,000 hours.</li> </ul>	<ul style="list-style-type: none"> <li>- 4,362 youth and adults reached through 242 trainings as well as school enrichment and day camp programs.</li> <li>- 293 youth enrolled in the Washington County 4-H club program with 100 volunteers donating nearly 10,000 hours.</li> </ul>

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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 2014**

- ✓ Located a facility to be used for Early Voting for 2014.
- ✓ Recruited, appointed and trained over 500 election workers in preparation for the 2014 elections.
- ✓ Conducted 32 training classes for the election workers.
- ✓ Launched our Facebook page, Twitter account and updated our website.
- ✓ Cross trained office personnel in various duties including deceased, in-actives and criminal convictions.
- ✓ Provided absentee voting for residents of 15 nursing facilities and issued 350 absentee ballots to the residents for the 2014 Primary Election.
- ✓ Tested three versions of the updated software for the electronic poll books in preparation for the 2014 elections.

**Goals for Fiscal Year 2015**

- ✓ Research requirements and funding for a combined Election Board Office, warehouse, training facility and Early Voting Center by 11/30/14.
- ✓ Locate and secure a permanent facility for 2016 Early Voting and election worker training classes by 6/30/15.
- ✓ Recruit an additional 100 election workers by August 1 to have available for the upcoming November 4 General Election.
- ✓ Provide required refresher training to 550 election workers during August and September in preparation for the November 4 General Election.
- ✓ Combine several polling places by 6/30/15.
- ✓ Implement new voting system project by 6/30/15.

**Funding Sources**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	785,070	845,740	926,870	81,130	9.59%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	575	1,600	100	(1,500)	(93.75%)
<b>Total</b>	<b>785,645</b>	<b>847,340</b>	<b>926,970</b>	<b>79,630</b>	<b>9.40%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	59,552	65,100	68,970	3,870	5.94%
Operating	719,322	782,240	858,000	75,760	9.69%
Capital Outlay	6,771	0	0	0	0.00%
<b>Total</b>	<b>785,645</b>	<b>847,340</b>	<b>926,970</b>	<b>79,630</b>	<b>9.40%</b>

Positions	
Title	FTE
Election Clerk	2.5
Election Board Member	2.5
Contractual Attorney	.5
<b>Total</b>	<b>5.5</b>

## *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 2014

- ✓ Obtained Federal grant funds for two stream restoration projects in the Antietam Creek Watershed.
- ✓ Completed 144 Best Management Practices on County farms.
- ✓ Completed 66 soil conservation plans for 6,506 acres.
- ✓ Obtained Chesapeake Bay Trust Fund grant to fund four positions - two planners and two technicians.
- ✓ Conducted 41 Nutrient trading baseline assessments to assess future nutrient trading potential.
- ✓ Certified two additional Agricultural Stewards.
- ✓ Delivered \$1,559,607 State and Federal cost share funds to County farmers.

#### Goals for Fiscal Year 2015

- ✓ Complete two funded stream restoration projects.
- ✓ Finalize grant agreement and complete construction of stream restoration at Kiwanis Park in cooperation with the City of Hagerstown on Antietam Creek.
- ✓ Complete 150 Best Management Practices on County farms.
- ✓ Complete 80 conservation plans on 7,500 acres.
- ✓ Continue grant funding from Chesapeake Bay Trust fund for four positions - two planners and two technicians.
- ✓ Certify four additional farms as Agricultural Stewards.
- ✓ Deliver a minimum of 1.5 million in State and Federal cost share funds to farmers.

#### Funding Sources

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	125,130	126,630	132,240	5,610	4.43%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>125,130</b>	<b>126,630</b>	<b>132,240</b>	<b>5,610</b>	<b>4.43%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	125,130	126,630	132,240	5,610	4.43%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>125,130</b>	<b>126,630</b>	<b>132,240</b>	<b>5,610</b>	<b>4.43%</b>

Services Provided or Clients Served				
Services	2013 Goal	2014 Goal	2015 Goal	
Soil Conservation and Water Quality Plans (in acres)	10,000	9,000	7,500	
Best Management Practices	150	150	150	
Cost Share (in dollars)	800,000	800,000	1,500,000	
Forest Conservation Act	0	0	1	
Urban Reviews	800	800	800	
Stream Projects	1	1	2	
Cover Crop Acres	9,000	9,000	9,000	
Information/Education Projects	7	8	8	

## *Weed Control*

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

### Departmental Function:

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

#### Accomplishments in Fiscal Year 2014

- ✓ Increased level of contacts, inspections and weed advisory activities and decreasing complaints.
- ✓ Assisted Maryland Department of Natural Resources with invasive weed control in forest lands.
- ✓ Provide technical assistance and services to 204 farmers, land managers and governmental agencies.
- ✓ Weed Control Program personnel worked 6,450 hours toward noxious and invasive weed control for Washington County.

#### Goals for Fiscal Year 2015

- ✓ Increase public awareness of the need for controlling noxious and invasive weeds through presentations to five community organization meetings.
- ✓ Expand and develop the Washington County Weed Control Program web page.
- ✓ Host an interagency conference in the fall on noxious and invasive weed control to include area state, county and city/town personnel.

#### Funding Sources

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	196,603	169,670	192,170	22,500	13.26%
<b>Total</b>	<b>196,603</b>	<b>169,670</b>	<b>192,170</b>	<b>22,500</b>	<b>13.26%</b>

#### Program Expenditures

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	118,071	108,370	109,600	1,230	1.14%
Operating	55,944	61,300	61,300	0	0.00%
Capital Outlay	0	0	21,270	21,270	100.00%
<b>Total</b>	<b>174,015</b>	<b>169,670</b>	<b>192,170</b>	<b>22,500</b>	<b>13.26%</b>

Positions	
Title	FTE
Weed Control Coordinator	.5
Assistant Weed Control Coordinator	1
Weed Control Technician	3.5
<b>Total</b>	<b>5</b>

## *Gypsy Moth Program*

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

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### 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.

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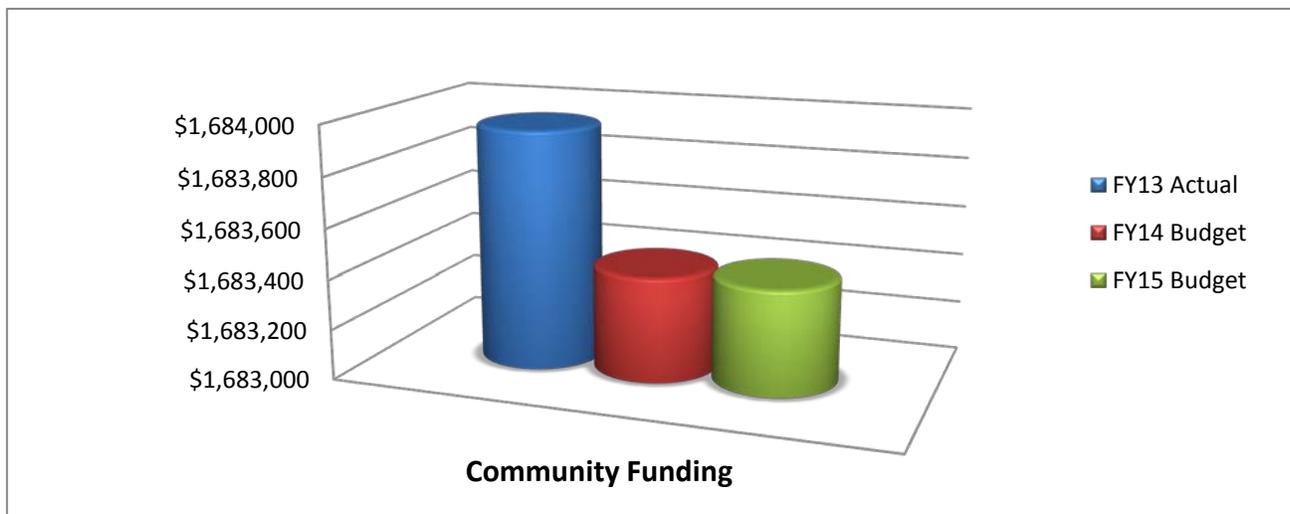
Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	7,980	10,000	10,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>7,980</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>0.00%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	7,980	10,000	10,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>7,980</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>0.00%</b>

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*General Fund – Community Funding Summary*

Category	2013 Actual	2014 Budget	2015 Budget	\$ Change	% Change
Community Funding	1,683,956	1,683,420	1,683,420	0	0.00%
<b>Total</b>	<b>1,683,956</b>	<b>1,683,420</b>	<b>1,683,420</b>	<b>0</b>	<b>0.00%</b>



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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 2014

- ✓ Held two application workshops to assist current and new applicants with application preparation.
- ✓ Assisted 33 organizations with the preparation and submission of their first COF Grant Report.
- ✓ The COF Committee has obtained a much better understanding of the organizations that apply for funding and the roles they serve in our community.

#### Goals for Fiscal Year 2015

- ✓ Hold a workshop providing grant reporting instruction to funding recipients.
- ✓ Compile a summary report to the Board of County Commissions detailing the “return on investment” for the funding provided.
- ✓ Improve the quality of applications received through personalized reviews with the organizations.

#### Funding Sources

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	1,683,956	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%
<b>Total</b>	<b>1,683,956</b>	<b>1,683,420</b>	<b>1,683,420</b>	<b>0</b>	<b>0.00%</b>

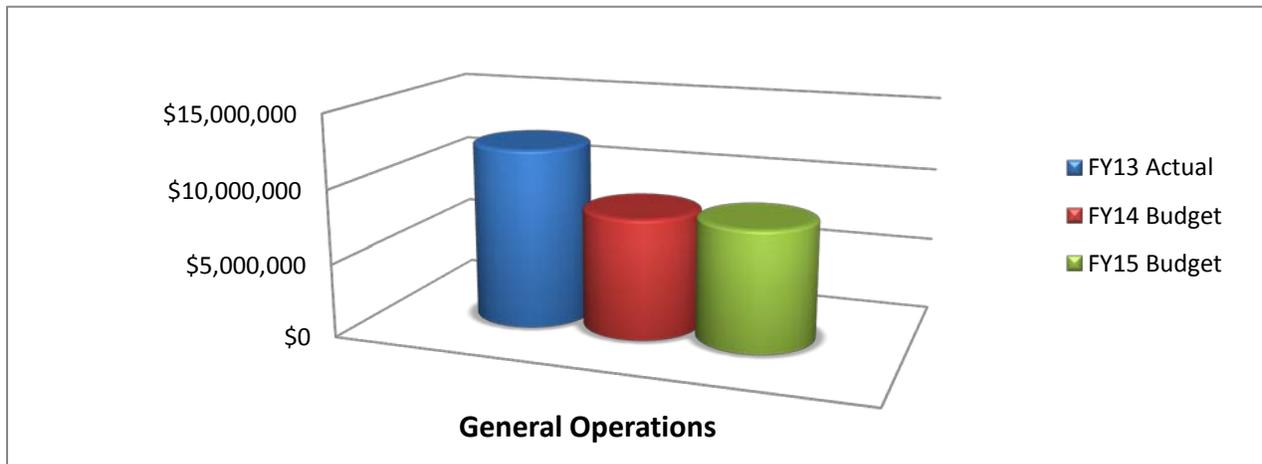
#### Program Expenditures

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	1,683,956	1,683,420	1,683,420	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>1,683,956</b>	<b>1,683,420</b>	<b>1,683,420</b>	<b>0</b>	<b>0.00%</b>

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*General Fund – General Operations Summary*

Category	2013 Actual	2014 Budget	2015 Budget	\$ Change	% Change
County Commissioners	192,207	211,260	213,890	2,630	1.24%
County Clerk	82,512	91,070	95,290	4,220	4.63%
County Administrator	233,105	263,400	406,840	143,440	54.46%
Public Relations & Community Affairs	319,285	475,350	373,530	(101,820)	(21.42%)
Budget and Finance	1,221,531	1,332,860	1,404,360	71,500	5.36%
Independent Accounting and Audit	69,500	80,000	70,000	(10,000)	(12.50%)
Purchasing	418,944	460,570	491,340	30,770	6.68%
Treasurer	428,697	467,150	409,070	(58,080)	(12.43%)
County Attorney	516,493	623,350	650,690	27,340	4.39%
Human Resources	682,501	627,360	648,350	20,990	3.35%
Central Services	184,737	201,040	201,770	730	0.36%
Information Technology	1,750,699	1,855,800	2,035,800	180,000	9.70%
General Operations	6,131,559	1,524,650	1,204,280	(320,370)	(21.01%)
<b>Total</b>	<b>12,231,770</b>	<b>8,213,860</b>	<b>8,205,210</b>	<b>(8,650)</b>	<b>(0.11%)</b>



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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 2014**

- ✓ Promoted Economic Development Commission (EDC) strategic initiatives.
- ✓ Formalized the school mitigation process.
- ✓ Awarded bid for construction of the Senior Center.
- ✓ Initiated Emergency Services Advisory Committee.
- ✓ Supported environmental management initiatives.
- ✓ Review business friendly permitting objectives.
- ✓ Promoted public relations and marketing programs to highlight Washington County attributes.
- ✓ Constructed budgeted infrastructure improvements.
- ✓ Improved permitting timeframes and processes.
- ✓ Completed construction of Washington County Regional Library.
- ✓ Improved recreational opportunities in Washington County.
- ✓ Worked with municipalities to support local initiatives.

**Goals for Fiscal Year 2015**

- ✓ Continue the Business Retention and Outreach Program and identify business climate successes and challenges.
- ✓ Continue promotion of Strategic Economic Development Plan implementation steps as well as the Hagerstown Regional Airport Marketing Plan.
- ✓ Support innovative environmental initiatives to promote County and community sustainability.
- ✓ Construct the Senior Center.
- ✓ Construct budgeted infrastructure improvements.
- ✓ Support broadband connectivity within the County to ensure adequate access.
- ✓ Advocate for additional funding for implementation of state-mandated initiatives and to supplant Highway User Revenue reductions.
- ✓ Work with municipalities to support local initiatives.

**Funding Sources**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	192,207	211,260	213,890	2,630	1.24%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>192,207</b>	<b>211,260</b>	<b>213,890</b>	<b>2,630</b>	<b>1.24%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	184,339	198,310	200,940	2,630	1.33%
Operating	7,868	12,950	12,950	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>192,207</b>	<b>211,260</b>	<b>213,890</b>	<b>2,630</b>	<b>1.24%</b>

Positions	
Title	FTE
Commissioner - President	.5
Commissioner	2
<b>Total</b>	<b>2.5</b>

*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 2014**

- ✓ Updated sections of the Boards/Commissions website.
- ✓ Completed online training and received certification as the designee for Maryland's Open Meetings Act.
- ✓ Participated in activities of the Maryland Municipal Clerk's Association.

**Goals for Fiscal Year 2015**

- ✓ Improve/update the Boards/Commissions website to provide more public information and attract qualified applicants.
- ✓ Update all Boards/Commissions governing documents and mission statements.
- ✓ Plan the swearing-in activities of the newly elected Board of County Commissioners.

**Funding Sources**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	82,512	91,070	95,290	4,220	4.63%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>82,512</b>	<b>91,070</b>	<b>95,290</b>	<b>4,220</b>	<b>4.63%</b>

**Program Expenditures**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	61,554	67,270	71,490	4,220	6.27%
Operating	20,958	23,800	23,800	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>82,512</b>	<b>91,070</b>	<b>95,290</b>	<b>4,220</b>	<b>4.63%</b>

Positions	
Title	FTE
County Clerk	1
<b>Total</b>	<b>1</b>

## *County Administrator*

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

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### **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 27<sup>th</sup>, 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 2014**

- ✓ Selected alternative revenue sources for Solid Waste operations through waste to renewable energy and solar panel installation.
- ✓ Implemented first five Strategic Economic Development Plan Goals.
- ✓ Promoted Engineering and Operational Project completion.
- ✓ Evaluated upcoming and needed legislative initiatives for impact to County residents and fiscal capability.
- ✓ Prepare for fiscal requirements and implications for FY2015.
- ✓ Evaluated opportunities for additional revenue enhancement.
- ✓ Engaged the public to the latest information using current social media and technology.
- ✓ Encouraged County residents to become more involved with their local government.
- ✓ Monitored current Capital Projects and enhance needed services to County residents.
- ✓ Enhanced business development and marketing initiatives.
- ✓ Provided efficient and correct information to County citizens about current events through Washington County’s webpage.

#### **Goals for Fiscal Year 2015**

- ✓ Continue the implementation of plans for alternative and renewable energy through Solid Waste operations.
- ✓ Integrate Director of Business Development to continue innovative business and economic development initiatives utilizing the Strategic Economic Development Plan.
- ✓ Evaluate upcoming and needed legislative initiatives for impact to County residents and fiscal capability.
- ✓ Prepare for fiscal requirements and implications for FY2016.
- ✓ Continue to increase County presence through web, marketing, public relations, outreach and advertising efforts.
- ✓ Continue the maintenance and improvement of all County facilities and buildings to include renovation of the County Administration Building Complex.
- ✓ Evaluate opportunities for additional revenue enhancement.
- ✓ Monitor current capital projects and enhance needed services to County residents

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	233,105	263,400	406,840	143,440	54.46%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>233,105</b>	<b>263,400</b>	<b>406,840</b>	<b>143,440</b>	<b>54.46%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	204,740	234,030	377,470	143,440	61.29%
Operating	28,365	29,370	29,370	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>233,105</b>	<b>263,400</b>	<b>406,840</b>	<b>143,440</b>	<b>54.46%</b>

Positions	
Title	FTE
County Administrator	1
Assistant County Administrator	1
Executive Office Assistant	1
<b>Total</b>	<b>3</b>

*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 2014**

- ✓ Developed communications strategies to better inform citizens of County events, services and how to utilize information.
- ✓ Continued phase two of County Government rebranding to include all departments and implement new logo roll out to internal stakeholders.
- ✓ Assisted with implementation of Hagerstown Regional Airport Marketing Plan and the Strategic Economic Development Plan.
- ✓ Increased social media presence through blogging tools and photo sharing interface to include establishing a mobile web presence through a third party application
- ✓ Increased public understanding of County decisions, initiatives, and departments through web and newsletter opportunities.
- ✓ Investigated converting the current email distribution methods to the public by utilizing an email marketing strategy tool.
- ✓ Continued increasing community presence through partnerships, public education, and outreach events.
- ✓ Continued to provide assistance to businesses through the plan review, permitting, and inspection processes.

**Goals for Fiscal Year 2015**

- ✓ Continue to increase digital presence through marketing, public relations, and advertising efforts.
- ✓ Expand email/newsletter distribution lists to maximize local, state, and national reach.
- ✓ Implement Vocus capabilities to pitch County news and marketing items to targeted industry publications (print and digital).
- ✓ Continue to increase engagement of County residents through targeted and grassroots outreach events.
- ✓ Conduct focus groups/surveys to better understand the different avenues residents receive news and gauge interest level on subject matter.
- ✓ Implement new visual images (photo and video) to capture Washington County assets and integrate into overall County marketing and outreach materials.
- ✓ Continue assistance with implementation of Hagerstown Regional Airport Marketing Plan and the Strategic Economic Development Plan.
- ✓ Continue to provide assistance to businesses through the plan review, permitting, and inspection processes.

**Funding Sources**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	319,285	475,350	373,530	(101,820)	(21.42%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>319,285</b>	<b>475,350</b>	<b>373,530</b>	<b>(101,820)</b>	<b>(21.42%)</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	181,889	380,800	278,980	(101,820)	(26.74%)
Operating	119,372	94,550	94,550	0	0.00%
Capital Outlay	18,024	0	0	0	0.00%
<b>Total</b>	<b>319,285</b>	<b>475,350</b>	<b>373,530</b>	<b>(101,820)</b>	<b>(21.42%)</b>

Positions	
Title	FTE
Public Relations and Community Affairs Manager	1
Marketing Specialist	1
Project Liaison	1
Communications Coordinator	1
<b>Total</b>	<b>4</b>

## *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 2014

- ✓ Started the implementation of the new billing and receivable software.
- ✓ Started using laser fiche to store payroll related documents.
- ✓ Upgraded the Capital Improvement Program software.

#### Goals for Fiscal Year 2015

- ✓ Complete the implementation of the new billing and receivable software.
- ✓ Implement procedures for the volunteer fire and rescue companies to report financial information to the Department of Budget and Finance for monitoring.
- ✓ Restructure the department and redefine job duties to improve operations.

#### Funding Sources

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	1,221,531	1,332,860	1,404,360	71,500	5.36%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>1,221,531</b>	<b>1,332,860</b>	<b>1,404,360</b>	<b>71,500</b>	<b>5.36%</b>

#### Program Expenditures

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	1,164,582	1,282,760	1,354,260	71,500	5.57%
Operating	55,559	50,100	50,100	0	0.00%
Capital Outlay	1,390	0	0	0	0.00%
<b>Total</b>	<b>1,221,531</b>	<b>1,332,860</b>	<b>1,404,360</b>	<b>71,500</b>	<b>5.36%</b>

Positions	
Title	FTE
Director of Budget and Finance	1
Deputy Director of Budget and Finance	2
Accounting Supervisor	1
Senior Accountant	1
Accountant	1
Budget Analyst	1
Fiscal Analyst	1
Accounts Payable Supervisor	1
Accounts Receivable Supervisor	1
Payroll Manager	1
Grant Analyst	1
Accounts Receivable Specialist	2
Accounts Payable Technician	2
<b>Total</b>	<b>16</b>

*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	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	69,500	80,000	70,000	(10,000)	(12.50%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>69,500</b>	<b>80,000</b>	<b>70,000</b>	<b>(10,000)</b>	<b>(12.50%)</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	69,500	80,000	70,000	(10,000)	(12.50%)
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>69,500</b>	<b>80,000</b>	<b>70,000</b>	<b>(10,000)</b>	<b>(12.50%)</b>

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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 2014

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

#### Goals for Fiscal Year 2015

- ✓ Continue to apply enhancements to the Purchasing Department web site to educate users with additional user-friendly information.
- ✓ Obtain the Achievement of Excellence in Procurement Award from the National Procurement Institute (NPI).
- ✓ Move the multi-part change order process to a one-part change order form with an electronic distribution process.
- ✓ Implement fax processing from employee's desktops.

#### Funding Sources

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	415,829	456,070	488,840	32,770	7.19%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	3,115	4,500	2,500	(2,000)	(44.44%)
<b>Total</b>	<b>418,944</b>	<b>460,570</b>	<b>491,340</b>	<b>30,770</b>	<b>6.68%</b>

#### Program Expenditures

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	391,060	436,580	463,350	26,770	6.13%
Operating	27,884	23,990	27,990	4,000	16.67%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>418,944</b>	<b>460,570</b>	<b>491,340</b>	<b>30,770</b>	<b>6.68%</b>

Positions	
Title	FTE
Purchasing Director	1
Buyer	1
Procurement Specialist I	1
Procurement Specialist II	1
Procurement Technician	2
<b>Total</b>	<b>6</b>

*Treasurer*

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

**Departmental Function:**

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

**Accomplishments in Fiscal Year 2014**

- ✓ Assisted Washington County and certain municipalities with collection of delinquent water and sewer obligations.
- ✓ Incorporated software upgrade into tax billing and collection.

**Goals for Fiscal Year 2015**

- ✓ Restructure online bill pay and online tax inquiry to provide greater access to information.
- ✓ Migrate utility payment processing to new software platform.
- ✓ Remove "high bid premium" from tax sale to simplify the bidding process.
- ✓ Work with municipalities to find solutions for abandoned/neglected property.

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	428,697	467,150	409,070	(58,080)	(12.43%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>428,697</b>	<b>467,150</b>	<b>409,070</b>	<b>(58,080)</b>	<b>(12.43%)</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	326,121	368,650	364,570	(4,080)	(1.11%)
Operating	102,576	98,500	44,500	(54,000)	(54.82%)
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>428,697</b>	<b>467,150</b>	<b>409,070</b>	<b>(58,080)</b>	<b>(12.43%)</b>

Positions	
Title	FTE
Treasurer	1
Chief Deputy Treasurer	1
Deputy Treasurer	2
Accounts Receivable Technician	1
Cashier	2.5
<b>Total</b>	<b>7.5</b>

*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 2014**

- ✓ Assisted the Board of County Commissioners and County staff in the review and revision of the Adequate Public Facilities Ordinance school mitigation process.
- ✓ Implemented 2013 legislation and drafted legislation for the 2014 legislation session.
- ✓ Worked closely with the Department of Business Development to begin to restructure the policies relating to the Foreign Trade Zone Sites in the County.
- ✓ Assisted the Parks and Recreation Department and Soil Conservation in the initial stages of development of the Antietam Water Trail.
- ✓ Assisted the Department of Planning and Zoning in the initial stages of rewriting the Washington County Zoning Ordinance.

**Goals for Fiscal Year 2015**

- ✓ Implement 2014 legislation and draft legislation for the 2015 legislative session.
- ✓ Continue the defense of the County in the Fairplay Fire Company litigation.
- ✓ Continue to work closely with Department of Business Development 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 continued development of the Antietam Water Trail.
- ✓ Continue to assist the Department of Planning and Zoning in the rewrite of the Washington County Zoning Ordinance.

**Funding Sources**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	516,493	623,350	650,690	27,340	4.39%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>516,493</b>	<b>623,350</b>	<b>650,690</b>	<b>27,340</b>	<b>4.39%</b>

**Program Expenditures**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	448,746	525,800	560,440	34,640	6.59%
Operating	67,747	97,550	90,250	(7,300)	(7.48%)
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>516,493</b>	<b>623,350</b>	<b>650,690</b>	<b>27,340</b>	<b>4.39%</b>

Positions	
Title	FTE
County Attorney	1
Deputy County Attorney	1
Assistant County Attorney	1
Legal Assistant	1
Legal Secretary	1
<b>Total</b>	<b>5</b>

## *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 2014

- ✓ Completed the remainder of the implementation of the electronic documentation storage system for personnel records through Laser Fiche.
- ✓ Completed the process of updating all Human Resources (HR) policies by HR. All have been passed on to legal.
- ✓ Graduated the first group of participants in the Going for the Gold Program. A second group of 20 participants began the three level process in fall 2013.
- ✓ Completed Phase II of upgrading to HR – Ben Admin – through HR, Information Technology Department, and consultant.
- ✓ Began using E-Services for downtown locations as part of open enrollment of benefits for FY 2015.
- ✓ Provided regular newsletters, blogs and information pieces as part of a County wide wellness program.

#### Goals for Fiscal Year 2015

- ✓ Complete the process of scanning all benefits files into Laser Fiche.
- ✓ Continue the process of implementing E-Services Module County wide.
- ✓ Continue county employee participation and completion of Going for the Gold Program.
- ✓ Complete the process of updating HR policies with approval by Board of County Commissioners and inclusion in an updated employee handbook.
- ✓ Begin use of Power DMX as tool for distribution and use of materials such as policies to County employees.

#### Funding Sources

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	682,501	627,360	648,350	20,990	3.35%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	682,501	627,360	648,350	20,990	3.35%

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	493,397	502,860	523,850	20,990	4.17%
Operating	189,104	124,500	124,500	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>682,501</b>	<b>627,360</b>	<b>648,350</b>	<b>20,990</b>	<b>3.35%</b>

Positions	
Title	FTE
Director of Human Resources	1
Benefits Manager	1
Risk Management Administrator	1
Safety Compliance Administrator	1
Human Resources Administrator	1
Administrative Assistant	1
<b>Total</b>	<b>6</b>

*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 2014**

- ✓ Reviewed/evaluated and implemented the purchase of supplies for the postage machine from various vendors for cost savings.
- ✓ Evaluated and implemented County departments' use of correct envelopes for mail to result in postage cost savings.
- ✓ Evaluated and replaced the folder/insert machine resulting in efficiency and cost savings.

**Goals for Fiscal Year 2015**

- ✓ Add more volunteers to the list of substitutes for the Central Services employee.
- ✓ Train additional persons on the folding machine.
- ✓ Train additional persons to process bulk mail.
- ✓ Assign additional duties to the Central Services employee.

**Funding Sources**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	184,737	201,040	201,770	730	0.36%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>184,737</b>	<b>201,040</b>	<b>201,770</b>	<b>730</b>	<b>0.36%</b>

**Program Expenditures**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	46,714	51,340	54,970	3,630	7.07%
Operating	138,023	149,700	146,800	(2,900)	(1.94%)
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>184,737</b>	<b>201,040</b>	<b>201,770</b>	<b>730</b>	<b>0.36%</b>

Positions	
Title	FTE
Senior Office Associate	1
<b>Total</b>	<b>1</b>

## 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 2014

- ✓ Implemented Oracle's FMLA processing and enabled e-Benefits to facilitate employee self-service functionality.
- ✓ Completed Washington County Broadband Wireless Access backbone migration to 4.9GHz.
- ✓ Started the migration process to move the County's legacy general and utility billing system to a web based platform that includes on-line payment capability.
- ✓ Completed a systematic review and evaluation of the County's data and storage infrastructure and addressed network and data storage management issues.
- ✓ Migrated 100+ obsolete Windows XP desk top computers to a virtualized Windows 7 Professional platform.

#### Goals for Fiscal Year 2015

- ✓ Complete the migration process to move the County's legacy general and utility billing and Permits Plus system to a web based platform that includes on-line payment capability.
- ✓ Begin moving targeted business applications to cloud based providers in order to reduce cost and increase system availability.
- ✓ Complete the migration of all remaining Windows XP computers to a virtualized Windows 7 Professional platform.
- ✓ Upgrade computing infrastructure to accommodate increased server and workstation virtualization.
- ✓ Develop an interactive FEMA common operating picture infrastructure and resource map for EMS/911 use in the Emergency Operations Center.

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	1,743,065	1,854,700	2,032,200	177,500	9.57%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	7,634	1,100	3,600	2,500	227.27%
<b>Total</b>	<b>1,750,699</b>	<b>1,855,800</b>	<b>2,035,800</b>	<b>180,000</b>	<b>9.70%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	1,126,151	1,283,340	1,324,190	40,850	3.18%
Operating	550,387	572,460	711,610	139,150	24.31%
Capital Outlay	74,161	0	0	0	0.00%
<b>Total</b>	<b>1,750,699</b>	<b>1,855,800</b>	<b>2,035,800</b>	<b>180,000</b>	<b>9.70%</b>

Positions	
Title	FTE
Director of Information Systems	1
Deputy Director of Information Technology	1
GIS Manager	1
Database Administrator	1
Senior Technical Support Analyst	1
Systems Analyst	1
GIS Database Administrator	1
IT Services Specialist III	1
Technical Support Analyst II	2
IT Services Specialist II	3
IT Services Specialist I	1
GIS Specialist - IT	1
<b>Total</b>	<b>15</b>

## General Operations

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

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### 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.

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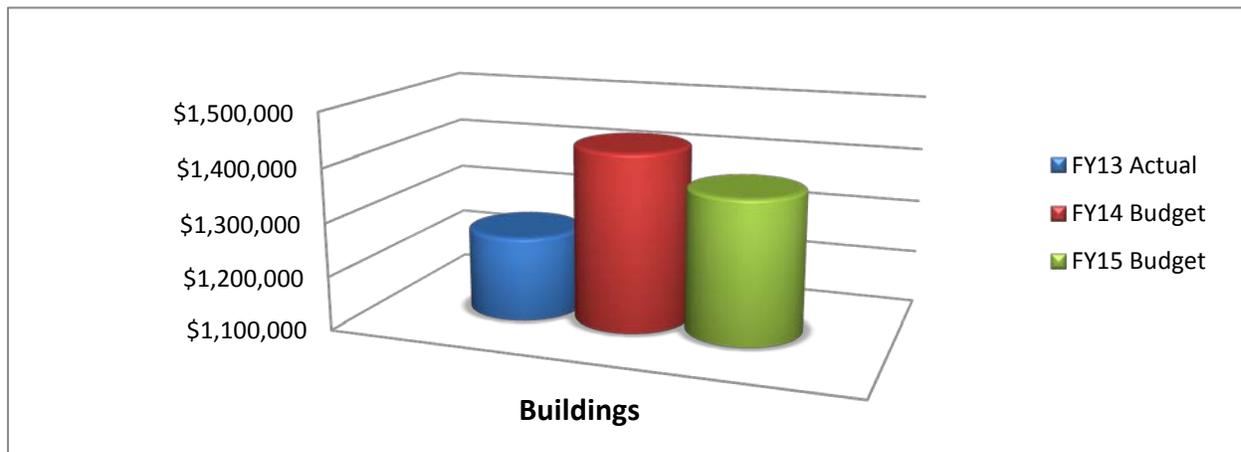
Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	6,131,559	1,524,650	1,204,280	(320,370)	(21.01%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>6,131,559</b>	<b>1,524,650</b>	<b>1,204,280</b>	<b>(320,370)</b>	<b>(21.01%)</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	5,724,895	1,091,280	694,270	(397,010)	(36.38%)
Operating	406,664	433,370	510,010	76,640	17.68%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>6,131,559</b>	<b>1,524,650</b>	<b>1,204,280</b>	<b>(320,370)</b>	<b>(21.01%)</b>

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### *General Fund – Buildings Summary*

Category	2013 Actual	2014 Budget	2015 Budget	\$ Change	% Change
Martin Luther King Center	87,892	117,320	108,700	(8,620)	(7.35%)
Administration Building	195,471	256,700	219,600	(37,100)	(14.45%)
Administration Building II	77,645	96,460	91,850	(4,610)	(4.78%)
Court House	539,398	567,550	562,730	(4,820)	(0.85%)
County Office Building	194,819	217,490	214,610	(2,880)	(1.32%)
Administration Annex	50,126	59,220	55,720	(3,500)	(5.91%)
Dwyer Center	28,106	31,390	31,390	0	0.00%
Rental Properties	2,867	2,000	2,000	0	0.00%
Public Facilities Annex	81,770	82,060	80,060	(2,000)	(2.44%)
<b>Total</b>	<b>1,258,094</b>	<b>1,430,190</b>	<b>1,366,660</b>	<b>(63,530)</b>	<b>(4.44%)</b>



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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 2014

- ✓ Massey Building - performed lead paint stabilization, painted building, and covered windows with metal sheeting.
- ✓ Administration Building II - demo and remodeling of backup 911 center.
- ✓ County Office Building - replaced 4<sup>th</sup> floor chiller and reworked duct work.
- ✓ Courthouse - replaced court room 1 ceiling tile and painted.

#### Goals for Fiscal Year 2015

- ✓ Court House - replace boilers.
- ✓ Administration Building - replace boiler.
- ✓ County Office Building - replace chiller.
- ✓ Administration Building II - finish remodeling of backup 911 center, remodel Planning Department's office suites and remodel 3<sup>rd</sup> floor office suite.

#### Funding Sources

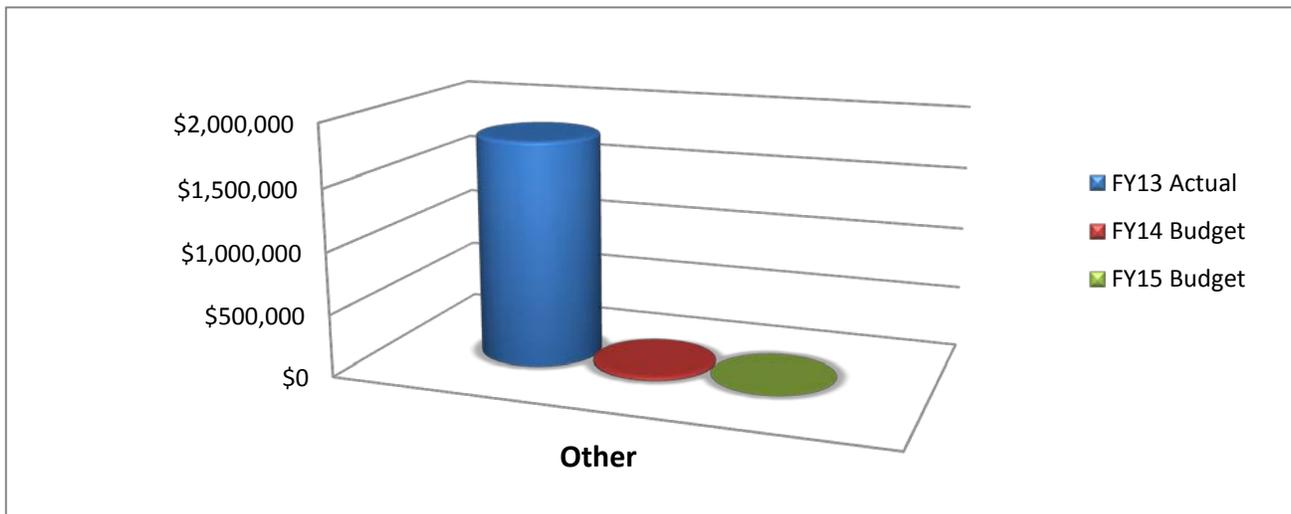
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	1,258,040	1,430,190	1,366,660	(63,530)	(4.44%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>1,258,040</b>	<b>1,430,190</b>	<b>1,366,660</b>	<b>(63,530)</b>	<b>(4.44%)</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	290,415	320,570	308,930	(11,640)	(3.63%)
Operating	966,978	1,109,620	1,057,730	(51,890)	(4.68%)
Capital Outlay	647	0	0	0	0.00%
<b>Total</b>	<b>1,258,040</b>	<b>1,430,190</b>	<b>1,366,660</b>	<b>(63,530)</b>	<b>(4.44%)</b>

Positions	
Title	FTE
Deputy Director of Parks, Recreation & Facilities	1
Building Maintenance Supervisor	1
Maintenance Leadworker	1
Maintenance Worker	2
<b>Total</b>	<b>5</b>

*General Fund – Other Summary*

Category	2013 Actual	2014 Budget	2015 Budget	\$ Change	% Change
Women’s Commission	2,250	2,000	2,000	0	0.00%
Historic District Commission	220	350	0	(350)	(100.00%)
Grants	1,812,721	25,870	0	(25,870)	(100.00%)
<b>Total</b>	<b>1,815,191</b>	<b>28,220</b>	<b>2,000</b>	<b>(26,220)</b>	<b>(92.91%)</b>



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*Women's Commission*

Fund:	General Fund	Category:	Other
Program Code:	11100	Contact:	Stacy Nicole

**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 2014**

- ✓ Women's Commission became members of the National Association of Commissions for Women.
- ✓ Increased membership with appointing seven new board members.
- ✓ Held a Circle of Sisters event.
- ✓ Met with a board member of H.E.A.L of Washington County on the statistics of obesity in the county.
- ✓ Partnered with other local women leaders and Habitat for Humanity for "Red Shirt Day."

**Goals for Fiscal Year 2015**

- ✓ Support our community.
- ✓ Increase Women's Commission awareness.
- ✓ Increase the membership and build partnerships.
- ✓ Seek sponsorship for activities within the community.
- ✓ Include all members of Washington County (not just Hagerstown).

**Funding Sources**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	2,250	2,000	2,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>2,250</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>	<b>0.00%</b>

**Program Expenditures**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	2,250	2,000	2,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>2,250</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>	<b>0.00%</b>

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*Historic District Commission*

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

**Departmental Function:**

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

**Accomplishments in Fiscal Year 2014**

- ✓ Reviewed and approved various building and demolition permits on historic buildings.
- ✓ Reviewed and recommended approval of National Register nominations.
- ✓ Approved multiple property owner tax credit applications for restoration and preservation activities.

**Goals for Fiscal Year 2015**

- ✓ Adopt Local Design guidelines.
- ✓ Continue plan reviews as required.
- ✓ Contribute to Comprehensive Plan update.

**Funding Sources**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	220	350	0	(350)	(100.00%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>220</b>	<b>350</b>	<b>0</b>	<b>(350)</b>	<b>(100.00%)</b>

**Program Expenditures**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	(350)	(100.00%)
Operating	220	350	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>220</b>	<b>350</b>	<b>0</b>	<b>(350)</b>	<b>(100.00%)</b>

Services Provided or Clients Served

Programs	2013	2014	2015
Plan review (building permit or tax credit)	7	7	7
State or federal funded project review	3	3	3
Advising opportunities	6	6	6

## 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 2014

✓ Not applicable.

#### Goals for Fiscal Year 2015

✓ Not applicable.

### Funding Sources

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	0	25,870	0	(25,870)	(100.00%)
Grants/Intergovernmental	1,812,721	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>1,812,721</b>	<b>25,870</b>	<b>0</b>	<b>(25,870)</b>	<b>(100.00%)</b>

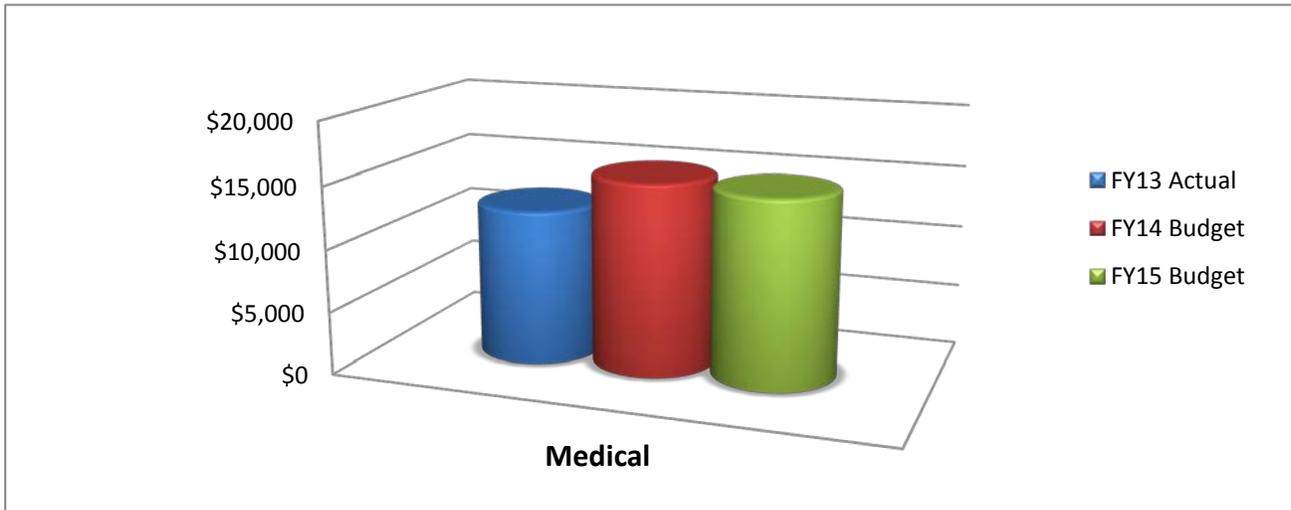
### Program Expenditures

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	405,566	25,870	0	(25,870)	(100.00%)
Operating	845,616	0	0	0	0.00%
Capital Outlay	561,539	0	0	0	0.00%
<b>Total</b>	<b>1,812,721</b>	<b>25,870</b>	<b>0</b>	<b>(25,870)</b>	<b>(100.00%)</b>

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*General Fund – Medical Summary*

Category	2013 Actual	2014 Budget	2015 Budget	\$ Change	% Change
Medical Examiner	12,470	15,000	15,000	0	0.00%
Pauper Burial	0	400	0	(400)	(100.00%)
<b>Total</b>	<b>12,470</b>	<b>15,400</b>	<b>15,000</b>	<b>(400)</b>	<b>(2.60%)</b>



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*Medical Examiner*

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

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**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.

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Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	12,470	15,000	15,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>12,470</b>	<b>15,000</b>	<b>15,000</b>	<b>0</b>	<b>0.00%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	12,470	15,000	15,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>12,470</b>	<b>15,000</b>	<b>15,000</b>	<b>0</b>	<b>0.00%</b>

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*Pauper Burial*

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

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**Departmental Function:**

The County provides a proper burial for indigents.

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Funding Sources						
Category	2013 Actual	2014 Budget	2015 Budget	Change		
				\$	%	
General Fund Support	0	400	0	(400)	(100.00%)	
Grants/Intergovernmental	0	0	0	0	0.00%	
Fees/Charges	0	0	0	0	0.00%	
<b>Total</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>(400)</b>	<b>(100.00%)</b>	

Program Expenditures						
Category	2013 Actual	2014 Budget	2015 Budget	Change		
				\$	%	
Wages and Benefits	0	0	0	0	0.00%	
Operating	0	400	0	(400)	(100.00%)	
Capital Outlay	0	0	0	0	0.00%	
<b>Total</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>(400)</b>	<b>(100.00%)</b>	

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

Category	2013 Actual	2014 Budget	2015 Budget	\$ Change	% Change
Public Works	483,242	626,930	326,970	(299,960)	(47.85%)
Engineering	2,510,981	2,728,510	1,480,510	(1,248,000)	(45.74%)
Construction	0	0	1,814,830	1,814,830	100.00%
Plan Review and Permitting	1,420,738	1,671,900	1,841,550	169,650	10.15%
Planning and Zoning	518,421	640,450	638,500	(1,950)	(0.30%)
Zoning Appeals	40,322	53,440	53,440	0	0.00%
<b>Total</b>	<b>4,973,704</b>	<b>5,721,230</b>	<b>6,155,800</b>	<b>434,570</b>	<b>7.60%</b>



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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 maintenance of the County's public works infrastructure in an economic and environmentally responsible manner. Manage the County's Municipal Separate Storm Sewer National Pollutant Discharge Elimination System permit. Oversee the County's Floodplain Management Program. Provide policy guidance to the operating departments of County Transit System, County Parks and Facilities, the Hagerstown Regional Airport and County Highways within Public Works.

**Accomplishments in Fiscal Year 2014**

- ✓ Completed a survey to determine potential sites for a new Central Section Highway Department facility.
- ✓ Completed design contract, advertised, awarded and completed construction of Hangar 17 Roof Replacement Project.
- ✓ Completed Senior Center design contract, advertised and awarded construction contract.
- ✓ Completed design and implemented required installations for a Back-up 911 Center and Emergency Operations Center.
- ✓ Design of Highway Sign Inventory System 90% complete.
- ✓ Completed the redesign of Public Works' websites.
- ✓ Maintenance and tracking of Private Development Agreements and Bonding (total of \$18.5 million).

**Goals for Fiscal Year 2015**

- ✓ Complete a study to select a site for the Central Section Highway Department facility.
- ✓ Initiate the process to become a participating community in the National Flood Insurance Program's Community Rating System.
- ✓ In conjunction with geographic information system (GIS), plan implementation of County wide mapping of storm water drainage.
- ✓ In conjunction with GIS, identify pervious and impervious areas County wide in anticipation of Washington County's MS4 Permit.
- ✓ In conjunction with GIS, develop a web map for public use of County wide storm water management structures.
- ✓ Determine and implement additional tree forestation areas per memorandum of agreement with Washington County Soil Conservation District.

**Funding Sources**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	483,242	626,930	326,970	(299,960)	(47.85%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>483,242</b>	<b>626,930</b>	<b>326,970</b>	<b>(299,960)</b>	<b>(47.85%)</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	454,838	591,940	301,140	(290,800)	(49.13%)
Operating	27,292	34,990	25,830	(9,160)	(26.18%)
Capital Outlay	1,112	0	0	0	0.00%
<b>Total</b>	<b>483,242</b>	<b>626,930</b>	<b>326,970</b>	<b>(299,960)</b>	<b>(47.85%)</b>

Positions	
Title	FTE
Director of Public Works	1
Stormwater Management Coordinator	1
Public Works Document Coordinator	1
<b>Total</b>	<b>3</b>

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Fund:	General Fund	Category:	Engineering & Construction Management
Program Code:	11620	Contact:	Robert Slocum

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**Departmental Function:**

Plan, budget, survey, engineer, manage, and inspect construction of infrastructure improvements in the Washington County Capital Improvement Plan (CIP). 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 2014**

- ✓ Secured Maryland Department of Environment 319h funding, Appalachian Regional Commission funding, and Federal aid bridge funding.
- ✓ Completed design for fuel center remediation at Eastern Section and began design of fuel center upgrades at Central Section for Highway Department.
- ✓ Completed design for Yale Drive Extended; Underpass Way-Railway Lane Intersection improvements; Senior Center; and various bridge and culvert projects.
- ✓ Began design of Eastern Boulevard Phase II and Eastern Boulevard Extended.
- ✓ Completed construction on the Central Library; Miller Avenue Communication Tower; Broadfording Road culverts; Leitersburg-Smithsburg Road culverts; Greensburg Road stream restoration; Valley Mall Road at Underpass Way intersection improvements; Pavement Maintenance Program (paved 8 miles on hot mix asphalt contract and paved 40 miles on the chip seal contract); and Airport Hangar 17.
- ✓ Began construction on Marble Quarry Road Bridge; Lincolnshire sidewalk extension; Coffman Farms Road Bridge; railroad crossing sign and pavement markings; Burnside Bridge Road Bridge; and Old Forge Road Bridge.

**Goals for Fiscal Year 2015**

- ✓ Adapt to new CAD template.
- ✓ Issue Right of Way Acquisition brochure.
- ✓ Propose plan and budget for design standards.
- ✓ Develop traffic count database.
- ✓ Secure Transportation Alternatives funding.
- ✓ Complete occupancy of 100 and 120 West Washington Street.
- ✓ Rehabilitate 80 West Baltimore Street to meet code and customer satisfaction.
- ✓ Secure and utilize State and Federal funds for bridge, safety, and water quality improvement projects.
- ✓ Plan, design, and construct storm water management projects to meet National Pollutant Discharge Elimination System (NPDES) requirements.
- ✓ Plan, design, and construct various transportation Americans with Disabilities Act projects.
- ✓ Provide the most cost effective means for inspection, maintenance, and repair of County bridges and culverts.
- ✓ Complete design of various road, bridge, and culvert projects - Shawley Drive, Leiters Mill Road Bridge, Garis Shop Road Bridge, Hopewell Road culverts, Wright Road culverts, and Marsh Pike sidewalk extension.
- ✓ Begin construction on various road, bridge, and culvert projects - Eastern Boulevard Widening Phase I, Yale Drive Extended, Southern Boulevard, Sprecher Road Bridges, Mt. Lena Road Bridge, Harpers Ferry Road culvert, Mt. Aetna Road culvert, and Londontowne Road culvert.
- ✓ Complete construction of Robinwood Drive Corridor, and Underpass Way-Railway Lane intersection improvements.
- ✓ Complete installation of bus shelters in coordination with the Transit Department.
- ✓ Identify NPDES permit and work in progress projects for CIP.

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	2,502,221	2,719,760	1,479,010	(1,240,750)	(45.62%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	8,760	8,750	1,500	(7,250)	(82.86%)
<b>Total</b>	<b>2,510,981</b>	<b>2,728,510</b>	<b>1,480,510</b>	<b>(1,248,000)</b>	<b>(45.74%)</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	2,387,214	2,602,350	1,422,090	(1,180,260)	(45.35%)
Operating	123,767	126,160	58,420	(67,740)	(53.69%)
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>2,510,981</b>	<b>2,728,510</b>	<b>1,480,510</b>	<b>(1,248,000)</b>	<b>(45.74%)</b>

Positions	
Title	FTE
Director of Engineering and Construction Management	1
Deputy Director, Engineering	1
Civil Engineer	2
Structural Engineer	1
Engineer	1
Transportation Engineer	1
Real Property Administrator	1
Chief of Survey	1
Survey Party Chief	1
GIS Analyst	1
Engineer Technician III	3
Office Manager	1
Survey Technician	1
<b>Total</b>	<b>16</b>

## Engineering & Construction Management – Construction

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Fund:	General Fund	Category:	Engineering & Construction Management
Program Code:	11630	Contact:	Richard Eichelberger

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### Departmental Function:

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

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#### Accomplishments in Fiscal Year 2014

- ✓ Completed the transition to a independent department within the Division of Engineering and Construction Management- new division.
- ✓ Took responsible charge of active County projects.
- ✓ Responded to 30,678 building/trade inspections.
- ✓ Performed 2,067 construction inspections (SWM, roads, utilities, etc.).
- ✓ Investigated 269 service requests.
- ✓ Performed 178 triennial inspection for storm water structures required to be inspected and maintained.
- ✓ Executed virtually all inspections in 24 hours or less.
- ✓ Participated in Commercial Customer Appreciation Week, Building Safety Month, and the Home Show.
- ✓ Expanded the role of the inspectors to provide services for both capital and private development projects as needed.
- ✓ Participated in the Accela Coordinating Committee.
- ✓ Continued customer satisfaction with all facets of the department.
- ✓ Continued evaluation of departmental policies/procedures to streamline efficiency.
- ✓ Provided project management and inspection services in support of Engineering Department/ CIP projects.
- ✓ Opened the Central Library.
- ✓ Began Robinwood II Corridor construction.

#### Goals for Fiscal Year 2015

- ✓ Maintain 24 hour or less response time to all inspection requests.
- ✓ Continue participation with the Accela task force to assist with the software upgrade.
- ✓ Continue to evaluate departmental policies/procedures for efficiency.
- ✓ Complete the transition of the inspector plan review approvals and comments being documented in the Permits Plus workflow folder.
- ✓ Provide further integration with the project managers and inspectors to provide assistance between each group as a possible cost saving measure.
- ✓ Assist with the code review process for draft addendum to the 2015 International Code Council codes.
- ✓ Continue customer satisfaction with all facets of the department.
- ✓ Continue training the building/trade/construction inspectors to assist with CIP projects as needed.
- ✓ Continue to provide project management and inspection services in support of Engineering Department/CIP projects.
- ✓ Complete Robinwood II Corridor construction.
- ✓ Begin Senior Center construction.
- ✓ Certify all construction inspectors in State Highway Administration hot mix asphalt inspections.
- ✓ Track CIP project change order rate.
- ✓ Continue excellence in coordination with design staff and permit staff.
- ✓ Participate in the Home Show.
- ✓ Participate in Boonsboro Green Fest.
- ✓ Replace and retrain promoted inspectors.

Funding Sources						
Category	2013 Actual	2014 Budget	2015 Budget	Change		
				\$	%	
General Fund Support	0	0	1,807,580	1,807,580	100.00%	
Grants/Intergovernmental	0	0	0	0	0.00%	
Fees/Charges	0	0	7,250	7,250	100.00%	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,814,830</b>	<b>1,814,830</b>	<b>100.00%</b>	

Program Expenditures						
Category	2013 Actual	2014 Budget	2015 Budget	Change		
				\$	%	
Wages and Benefits	0	0	1,738,640	1,738,640	100.00%	
Operating	0	0	76,190	76,190	100.00%	
Capital Outlay	0	0	0	0	0.00%	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,814,830</b>	<b>1,814,830</b>	<b>100.00%</b>	

Positions	
Title	FTE
Deputy Director, Construction	1
Senior Project Architect Manager	1
Combination Inspector	1
Project Manager	4
Electrical Inspector II	1
Electrical Inspector I	2
Plumbing Inspector I	1
Plumbing Inspector II	1
Building Inspector II	1
Building Inspector I	2
Construction Inspector	4
Administrative Assistant	1
<b>Total</b>	<b>20</b>

*Engineering & Construction Management – Plan Review and Permitting*

Fund:	General Fund	Category:	Engineering & Construction Management
Program Code:	11610	Contact:	Terry R. Irwin

**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 2014**

- ✓ Continued to enhance the automated tracking system using Permits Plus, Geographic Information Systems, and Microsoft Access to track plan review and permitting submittals, comments and approvals of land development activity.
- ✓ Continued discussions on the development of a draft of the updated Washington County Floodplain Ordinance.
- ✓ Continued to assist the Department of Information Technology 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.
- ✓ Continued to work toward implementation of Business Friendly Objectives with the input of members of the land development building industry.
- ✓ Assisted the Department of Planning and Zoning with development of text amendments to the Zoning Ordinance.

**Goals for Fiscal Year 2015**

- ✓ Continue training of permit technician staff.
- ✓ Quantify and present resource/needs assessment.
- ✓ Utilize existing resources in a flexible manner.
- ✓ Restore business hours for permit applications.
- ✓ Prepare for 2015 Code cycle.
- ✓ Consider various code amendments.
- ✓ Streamline PWA processing.
- ✓ Streamline traffic study processing.
- ✓ Provide support to Accela Automation upgrade.
- ✓ Assist the Department of Planning and Zoning with development of text amendments to the Zoning Ordinance.
- ✓ Continue to work toward implementation of Business Friendly Objectives with the input of members of the land development building industry.

Funding Sources						
Category	2013 Actual	2014 Budget	2015 Budget	Change		
				\$	%	
General Fund Support	345,011	587,800	489,750	(98,050)	(16.68%)	
Grants/Intergovernmental	0	0	0	0	0.00%	
Fees/Charges	1,075,727	1,084,100	1,351,800	267,700	24.69%	
<b>Total</b>	<b>1,420,738</b>	<b>1,671,900</b>	<b>1,841,550</b>	<b>169,650</b>	<b>10.15%</b>	

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	1,367,229	1,625,240	1,798,750	173,510	10.68%
Operating	53,509	44,660	42,800	(1,860)	(4.16%)
Capital Outlay	0	2,000	0	(2,000)	(100.00%)
<b>Total</b>	<b>1,420,738</b>	<b>1,671,900</b>	<b>1,841,550</b>	<b>169,650</b>	<b>10.15%</b>

Positions	
Title	FTE
Deputy Director, Plan Reviewing and Permitting	1
Chief of Permitting	1
Chief of Plan Review	1
Chief Plans Examiner	1
Zoning Coordinator	1
Plan Reviewer and Floodplain Manager	1
Senior Plans Examiner	1
Plan Reviewer	2
Senior Planner	2
Plans Examiner II	1
Plans Examiner I	2
Zoning Inspector	1
Office Manager	1
Permits Administrator	1
Permits Technician	3
Senior Office Associate	2
Office Associate	1
Plumbing Board Member	3.5
Electrical Board Member	2
<b>Total</b>	<b>28.5</b>

## 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 2014

- ✓ Forest Conservation amendments were adopted.
- ✓ Adopted school mitigation contribution standards and procedures.
- ✓ Recertification of Agricultural Preservation Program.
- ✓ Completed the Planning Commission analysis of Town Growth Area zoning amendments.
- ✓ Revised and adopted the Solid Waste Management and Recycling Plan.
- ✓ Adopted the Land Preservation, Parks and Recreation Plan.

#### Goals for Fiscal Year 2015

- ✓ Complete draft of Water and Sewerage Plan update.
- ✓ Achieve final adoption of Town Growth Area zoning amendments.
- ✓ Complete analysis and update of GIS land use layer.
- ✓ Achieve final determination on septic bill mapping.
- ✓ Begin Comprehensive Plan update.
- ✓ Implement Forest Banking Program.

Funding Sources						
Category	2013 Actual	2014 Budget	2015 Budget	Change		
				\$	%	
General Fund Support	515,461	636,950	635,800	(1,150)	(0.18%)	
Grants/Intergovernmental	0	0	0	0	0.00%	
Fees/Charges	2,960	3,500	2,700	(800)	(22.86%)	
<b>Total</b>	<b>518,421</b>	<b>640,450</b>	<b>638,500</b>	<b>(1,950)</b>	<b>(0.30%)</b>	

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	503,267	617,200	616,500	(700)	(0.11%)
Operating	15,154	23,250	22,000	(1,250)	(5.38%)
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>518,421</b>	<b>640,450</b>	<b>638,500</b>	<b>(1,950)</b>	<b>(0.30%)</b>

Positions	
Title	FTE
Planning and Zoning Director	1
Chief Planner	1
GIS Coordinator	1
Parks & Environmental Planner	1
GIS Analyst	1
Comprehensive Planner	1
Administrative Assistant	1
GIS Technician	1
Planning Commission Members	3
<b>Total</b>	<b>11</b>

## *Zoning Appeals*

Fund:	General Fund	Category:	Planning and Zoning
Program Code:	10810	Contact:	Terry Irwin

### 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 2014

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

#### Goals for Fiscal Year 2015

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

#### Funding Sources

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	26,997	28,440	37,440	9,000	31.65%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	13,325	25,000	16,000	(9,000)	(36.00%)
<b>Total</b>	<b>40,322</b>	<b>53,440</b>	<b>53,440</b>	<b>0</b>	<b>0.00%</b>

#### Program Expenditures

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	17,133	26,640	26,640	0	0.00%
Operating	23,189	26,800	26,800	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>40,322</b>	<b>53,440</b>	<b>53,440</b>	<b>0</b>	<b>0.00%</b>

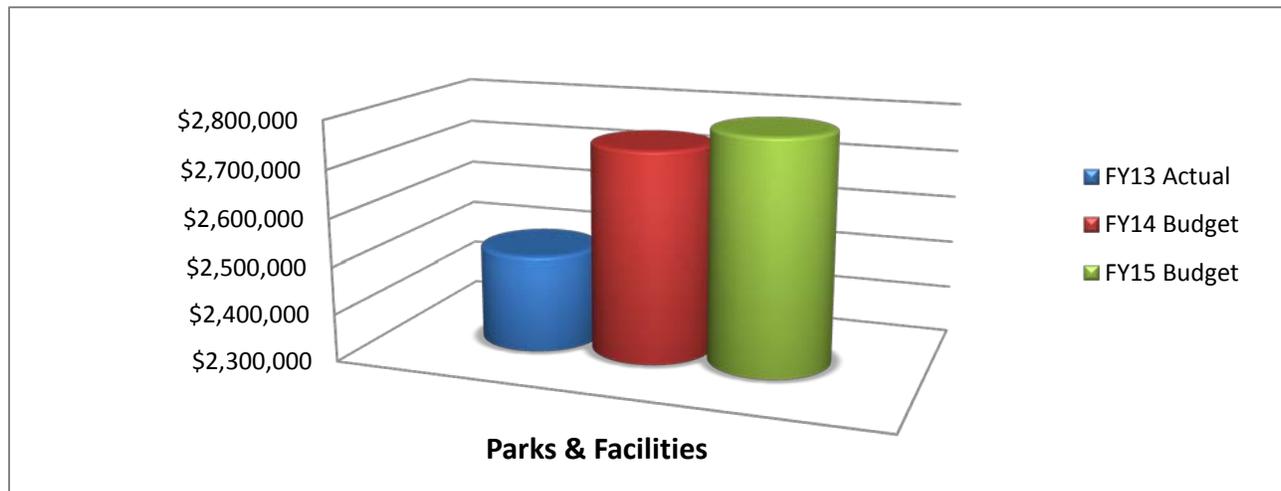
#### Positions

Title	FTE
Zoning Appeals Board Members	3.5
<b>Total</b>	<b>3.5</b>

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*General Fund – Parks & Facilities Summary*

Category	2013 Actual	2014 Budget	2015 Budget	\$ Change	% Change
Buildings, Grounds & Parks	1,649,631	1,803,220	1,837,750	34,530	1.91%
Martin L. Snook Pool	104,593	130,190	123,700	(6,490)	(4.99%)
Fitness & Recreation	750,429	809,680	824,440	14,760	1.82%
<b>Total</b>	<b>2,504,653</b>	<b>2,743,090</b>	<b>2,785,890</b>	<b>42,800</b>	<b>1.56%</b>



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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 2014**

- ✓ Installed new lighting at Martin L. Snook softball fields.
- ✓ Resurfaced tennis courts at Woodland Way Park.
- ✓ Installed 36 hole Disc Golf Course at Regional Park.

**Goals for Fiscal Year 2015**

- ✓ Replace retaining wall at Martin L. Snook Park.
- ✓ Resurface tennis courts at North High and Martin L. Snook Park.
- ✓ Purchase additional park land.

**Funding Sources**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	1,559,616	1,722,920	1,755,450	32,530	1.89%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	90,015	80,300	82,300	2,000	2.49%
<b>Total</b>	<b>1,649,631</b>	<b>1,803,220</b>	<b>1,837,750</b>	<b>34,530</b>	<b>1.91%</b>

**Program Expenditures**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	1,296,169	1,433,680	1,473,750	40,070	2.79%
Operating	343,409	369,540	364,000	(5,540)	(1.50%)
Capital Outlay	10,053	0	0	0	0.00%
<b>Total</b>	<b>1,649,631</b>	<b>1,803,220</b>	<b>1,837,750</b>	<b>34,530</b>	<b>1.91%</b>

Positions	
Title	FTE
Parks and Facilities Director	1
Field Operations Supervisor	1
Assistant Field Operations Supervisor	1
Facility/Special Events Coordinator	1
Equipment Operator/Mechanic	2
Maintenance Trades worker	2
Senior Office Associate	2
Park/Playground Inspector	1
Maintenance Leadworker	2
Maintenance Worker	7.5
Park Attendant	10
<b>Total</b>	<b>30.5</b>

*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 2014**

- ✓ Updated the concession area.
- ✓ Replaced the shower fixtures.

**Goals for Fiscal Year 2015**

- ✓ Install ramp in wading pool, pave parking lot, add sun screens, and redo plumbing in wading pool.

**Funding Sources**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	35,400	36,780	30,290	(6,490)	(17.65%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	69,193	93,410	93,410	0	0.00%
<b>Total</b>	<b>104,593</b>	<b>130,190</b>	<b>123,700</b>	<b>(6,490)</b>	<b>(4.99%)</b>

**Program Expenditures**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	75,856	81,250	81,250	0	0.00%
Operating	28,737	48,940	42,450	(6,490)	(13.26%)
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>104,593</b>	<b>130,190</b>	<b>123,700</b>	<b>(6,490)</b>	<b>(4.99%)</b>

Positions	
Title	FTE
Pool Manager	.5
Assistant Pool Manager	.5
Head Lifeguard	.5
Lifeguard	8
Cashier	4
<b>Total</b>	<b>13</b>

## *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 2014

- ✓ Implemented the on-line registration process.
- ✓ Recreation & Parks Need Survey completed and out to the public.
- ✓ Increased the fee for birthday parties at the Community Recreation Centers.
- ✓ Offered more activities for citizens at the St. Patrick’s Day City Center event.

#### Goals for Fiscal Year 2015

- ✓ Offer youth instructional soccer clinics throughout the County. Partner with Hagerstown Soccer Club to offer free clinics.
- ✓ Develop a comprehensive plan based on the results of the Recreation & Parks Needs Survey.
- ✓ Partner with the City of Hagerstown Fire Department and the Alastia Club for our annual 2 mile run before the Mummer’s Parade to provide funds for the Coats for Kids project.
- ✓ Work with County Attorney & Washington County Public Schools to update the memorandum of understanding for the Community Recreation Centers.

#### Funding Sources

Category	2013		2014		2015	
	Actual	Budget	Budget	Budget	Change	
					\$	%
General Fund Support	451,905	524,680	539,440	14,760	2.81%	
Grants/Intergovernmental	0	0	0	0	0.00%	
Fees/Charges	298,524	285,000	285,000	0	0.00%	
Total	750,429	809,680	824,440	14,760	1.82%	

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	621,669	677,180	695,590	18,410	2.72%
Operating	120,259	132,500	128,850	(3,650)	(2.75%)
Capital Outlay	8,501	0	0	0	0.00%
<b>Total</b>	<b>750,429</b>	<b>809,680</b>	<b>824,440</b>	<b>14,760</b>	<b>1.82%</b>

Positions	
Title	FTE
Fitness and Recreation Director	1
Recreation Program Coordinator	3
Office Manager	1
Recreation Program Worker	94.5
<b>Total</b>	<b>99.5</b>

*General Fund – Business Development Summary*

Category	2013 Actual	2014 Budget	2015 Budget	\$ Change	% Change
Department of Business Development	499,446	584,080	549,500	(34,580)	(5.92%)
<b>Total</b>	<b>499,446</b>	<b>584,080</b>	<b>549,500</b>	<b>(34,580)</b>	<b>(5.92%)</b>



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*Department of Business Development*

Fund:	General Fund	Category:	Business Development
Program Code:	12500	Contact:	Sarah Lankford Sprecher

**Departmental Function:**

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

**Accomplishments in Fiscal Year 2014**

- ✓ Secured over \$5M in State support of Washington County existing businesses/projects.
- ✓ Assisted with securing the “Sustainable Community” designation for PenMar/Cascade.
- ✓ Engaged in lobbying on legislative issues effecting economic development in Washington County.
- ✓ Implemented the Top 5 Strategic Priorities as part of the overall Strategic Economic Development Plan.
- ✓ Integrated cloud technology with advanced database resources.
- ✓ Investigated State and Federal funding sources for innovative agriculture programs.
- ✓ Utilized partners and identify supply chain resources for Washington County businesses.
- ✓ Help develop a new business resource webpage with several community partners.
- ✓ Continued the Business Retention and Outreach Program.

**Goals for Fiscal Year 2015**

- ✓ Continue the Business Retention and Outreach Program and identify business climate successes and challenges.
- ✓ Complete the Manufacturing Supply Chain Study.
- ✓ Develop criteria and platform to support a more comprehensive business database.
- ✓ Review, update, and republish all incentive program material and documentation.
- ✓ Continue implementing initiatives in the Strategic Economic Development Plan.
- ✓ Continue targeted industry outreach through increased business development activity.
- ✓ Continue to utilize the skills matrix to identify and retain diverse talent on the Hagerstown-Washington County Economic Development Commission Board.
- ✓ Strengthen Agricultural Development database through the use of a subscription with Hoover’s.

**Funding Sources**

Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	499,446	584,080	549,500	(34,580)	(5.92%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>499,446</b>	<b>584,080</b>	<b>549,500</b>	<b>(34,580)</b>	<b>(5.92%)</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	309,343	413,280	379,700	(33,580)	(8.13%)
Operating	177,504	170,800	169,800	(1,000)	(0.59%)
Capital Outlay	12,599	0	0	0	0.00%
<b>Total</b>	<b>499,446</b>	<b>584,080</b>	<b>549,500</b>	<b>(34,580)</b>	<b>(5.92%)</b>

Positions	
Title	FTE
Economic Development Director	1
Business Development Specialist	1
Agricultural Marketing Specialist	1
Business Support Specialist	1
Administrative Assistant	1
<b>Total</b>	<b>5</b>

# *Highway Fund*

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### Highway Fund Summary

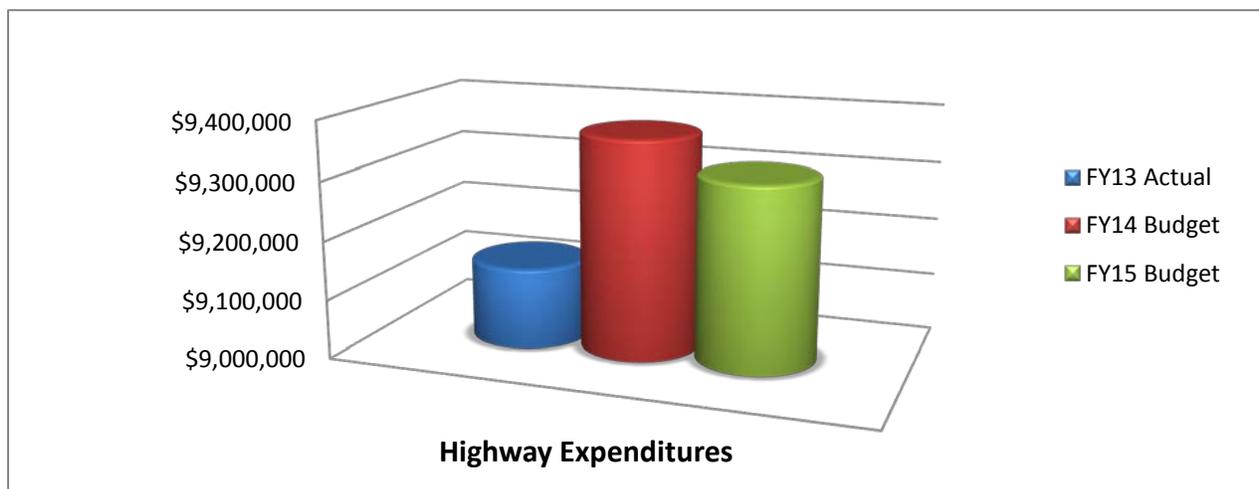
#### Highway Fund Revenue

Fund	2013 Actual	2014 Budget	2015 Budget	\$ Change	% Change
Highway Fund	9,139,841	9,371,820	9,313,250	(58,570)	(0.63%)
<b>Total</b>	<b>9,139,841</b>	<b>9,371,820</b>	<b>9,313,250</b>	<b>(58,570)</b>	<b>(0.63%)</b>



### Highway Fund Expenditures

Fund	2013 Actual	2014 Budget	2015 Budget	\$ Change	% Change
Highway Fund	9,138,876	9,371,820	9,313,250	(58,570)	(0.63%)
<b>Total</b>	<b>9,138,876</b>	<b>9,371,820</b>	<b>9,313,250</b>	<b>(58,570)</b>	<b>(0.63%)</b>



## *Highway*

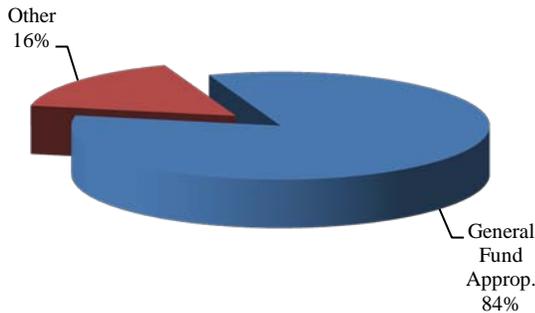
Fund:	Highway	Category:	Special Revenue
Program Code:	20	Contact:	Edwin Plank

### Departmental Function:

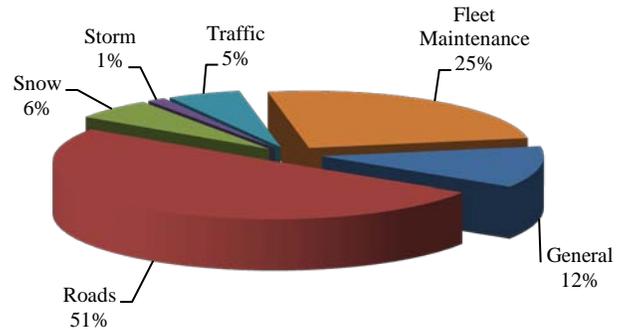
The Washington County Highway Department is responsible for the maintenance of the County's Road system; this includes but is not limited to patching, resurfacing, stabilization of dirt roads, keeping ditch lines clear of debris, mowing along County right of ways, mowing storm water management ponds, 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 2014

- ✓ Purchased additional mower for storm water management pond maintenance.
- ✓ Completed work on Miller Avenue cell tower site for radio system saving the County approximately \$300,000.
- ✓ Began tracking all storm water management pond costs to help develop a cost efficient method of maintaining storm water ponds.

#### Goals for Fiscal Year 2015

- ✓ Replace underground fuel tanks at Northern Avenue to meet Maryland Department of Environment requirements.
- ✓ Replace underground fuel tanks at Eastern Section in Smithsburg to eliminate contamination underground.
- ✓ Procure funding to develop a more cost efficient method of maintaining storm water management ponds.
- ✓ Need to establish tracking systems for all road signs to meet new Manual on Uniform Traffic Control Devices requirements and Federal regulations.

**Detail Summary**

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	7,456,020	7,306,020	7,788,090	482,070	6.60%
Operating and Capital Grants	0	0	0	0	0.00%
Fees/Charges	1,683,821	2,065,800	1,525,160	(540,640)	(26.17%)
<b>Total</b>	<b>9,139,841</b>	<b>9,371,820</b>	<b>9,313,250</b>	<b>(58,570)</b>	<b>(0.63%)</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	5,521,286	5,828,930	6,496,010	667,080	11.44%
Operating	3,339,373	3,326,410	2,817,240	(509,170)	(15.31%)
Capital Related Costs	278,217	216,480	0	(216,480)	(100.00%)
<b>Total</b>	<b>9,138,876</b>	<b>9,371,820</b>	<b>9,313,250</b>	<b>(58,570)</b>	<b>(0.63%)</b>

Positions	
Title	FTE
Highway Director	1
Office Manager	1
Senior Office Associate	1
Section Supervisor	5
Assistant Section Supervisor	4
Lead Construction Specialist	1
Equipment Operator III	13.5
Crew Coordinator/Equip Operator II	1
Equipment Operator II	30
Equipment Operator I	20.5
Traffic Control/Safety Supervisor	1
Sign Mechanic	3
Fleet Manager	1
Assistant Fleet Manager	1
Automotive Service Technician	5
Fleet Services Coordinator	1
Welder	1
Auto Services Assistant	1
Guards	4
Automotive Body/Paint Technician	1
Office Associate	1
<b>Total</b>	<b>98</b>

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## *Other Governmental Funds*

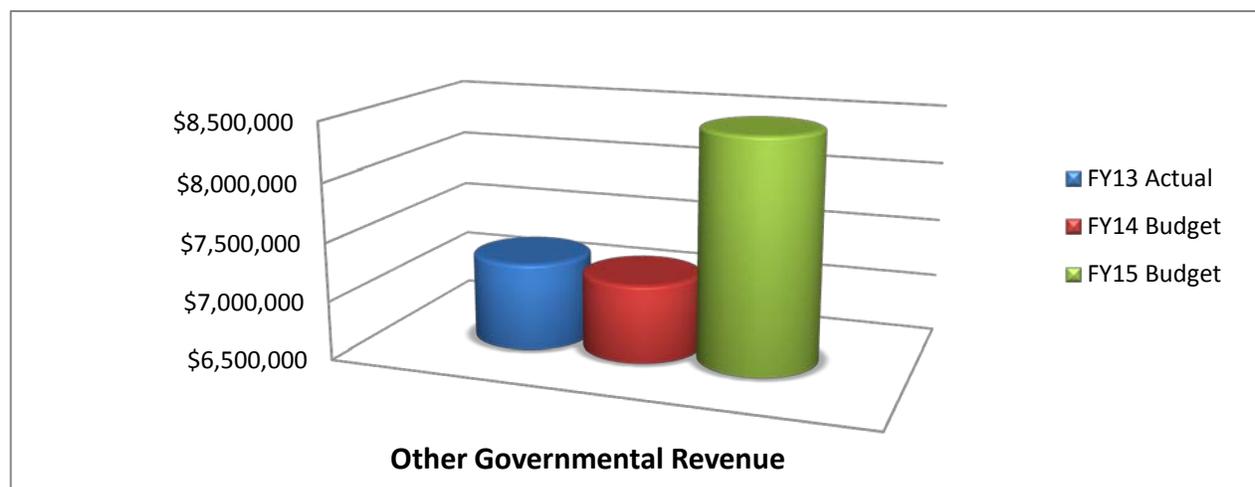
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## *Other Governmental Funds Summary*

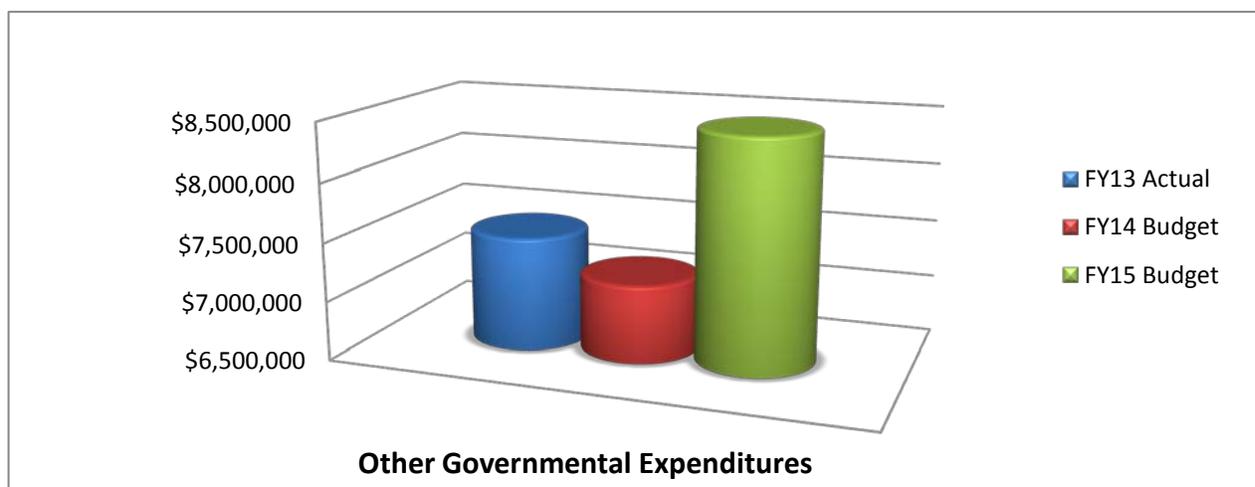
### Other Governmental Funds Revenue

Fund	2013 Actual	2014 Budget	2015 Budget	\$ Change	% Change
Agricultural Education Center	132,375	198,270	219,390	21,120	10.65%
Community Grant Management	226,515	324,650	330,250	5,600	1.72%
Inmate Welfare	501,976	490,920	480,470	(10,450)	(2.13%)
Gaming	2,068,145	2,073,970	2,058,970	(15,000)	(0.72%)
Hotel Rental Tax	1,876,044	2,000,000	2,337,000	337,000	16.85%
Land Preservation	2,122,681	1,667,690	2,440,780	773,090	46.36%
Contraband	51,284	25,000	9,000	(16,000)	(64.00%)
HEPMPO	270,775	383,460	582,970	199,510	52.03%
<b>Total</b>	<b>7,249,795</b>	<b>7,163,960</b>	<b>8,458,830</b>	<b>1,294,870</b>	<b>18.07%</b>



### Other Governmental Funds Expenditures

Fund	2013 Actual	2014 Budget	2015 Budget	\$ Change	% Change
Agricultural Education Center	193,953	198,270	219,390	21,120	10.65%
Community Grant Management	226,515	324,650	330,250	5,600	1.72%
Inmate Welfare	512,737	490,920	480,470	(10,450)	(2.13%)
Gaming	2,066,502	2,073,970	2,058,970	(15,000)	(0.72%)
Hotel Rental Tax	1,652,949	2,000,000	2,337,000	337,000	16.85%
Land Preservation	2,283,481	1,667,690	2,440,780	773,090	46.36%
Contraband	260,999	25,000	9,000	(16,000)	(64.00%)
HEPMPO	280,067	383,460	582,970	199,510	52.03%
<b>Total</b>	<b>7,477,203</b>	<b>7,163,960</b>	<b>8,458,830</b>	<b>1,294,870</b>	<b>18.07%</b>



*Agricultural Education Center*

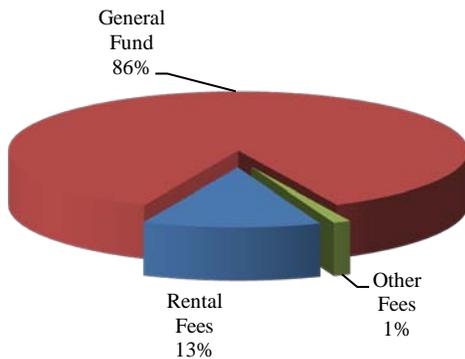
Fund:	Agricultural Education Center	Category:	Governmental Fund
Program Code:	23	Contact:	James Sterling

**Departmental Function:**

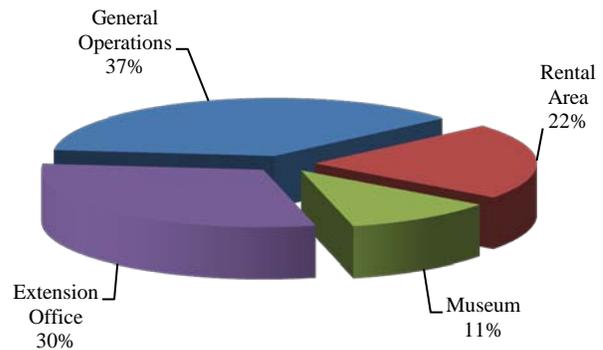
The Agricultural Education Center function is to promote agricultural and youth interest in Washington County and to educate the public about Washington County’s agricultural heritage. The site includes a multi-purpose building, four pole barns, horse show arena, tractor pull track, milking parlor, kennel 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 \$89,190 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 2014**

- ✓ Upgraded the water system in the rental area barns to increase pressure and volume.
- ✓ Drilled a new well to increase water volume.
- ✓ Installed a new public address system in the rental area.
- ✓ Laid a concrete floor in Barn # 3.
- ✓ Finished installation of approved water treatment systems at rental area and Extension Office.
- ✓ Added stone access roads around the rental area.
- ✓ Extended electric and added foundation to Rural Heritage Village.

**Goals for Fiscal Year 2015**

- ✓ Install walkway from parking lot to Rural Heritage Village.
- ✓ Redo drainage through the Rural Heritage Village.
- ✓ Extend public access system to the track area.
- ✓ Extend water system to the Rural Heritage Village.

**Detail Summary**

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	100,850	170,070	189,190	19,120	11.24%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	31,525	28,200	30,200	2,000	7.09%
<b>Total</b>	<b>132,375</b>	<b>198,270</b>	<b>219,390</b>	<b>21,120</b>	<b>10.65%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	49,558	51,430	63,850	12,420	24.15%
Operating	144,395	146,840	155,540	8,700	5.92%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>193,953</b>	<b>198,270</b>	<b>219,390</b>	<b>21,120</b>	<b>10.65%</b>

Positions	
Title	FTE
Senior Office Associate	1
<b>Total</b>	<b>1</b>

## Community Grant Management

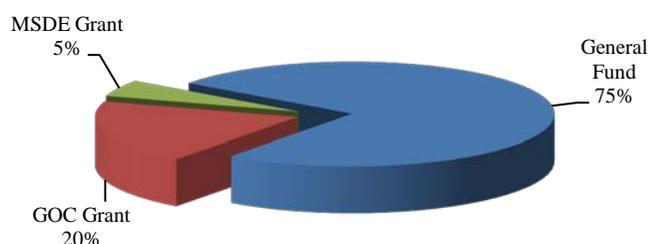
Fund:	Community Grant Management	Category:	Governmental Fund
Program Code:	24	Contact:	James Hovis

### Departmental Function:

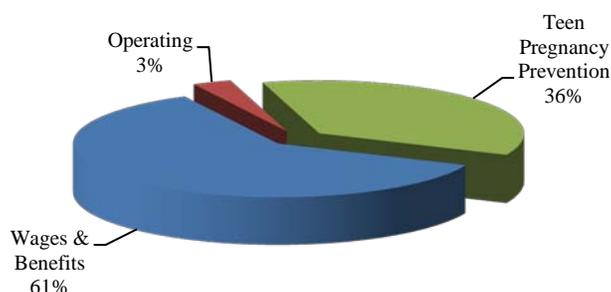
The Office of Community Grant Management is charged with the administration and management of the Local Management Board Initiative, Community Development Block Grant Funding, Neighborhood Conservation Initiative, Board of County Commissioner’s Community Organization Funding and Appalachian Regional 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 grant funds for the programs, as well as the program costs, are not presented.

### Department/Agency

#### Accomplishments in Fiscal Year 2014

- ✓ Obtained \$715,000 in Housing and Urban Development funding through DHCD to encourage homeownership and prevent foreclosures.
- ✓ Submitted an Economic Development Grant to DHCD seeking \$1.0 million to assist a local business with an expansion.
- ✓ Assisted Volvo with an application to the State of Maryland for EARN Grant funds, which will be used to train the local work force in high demand jobs.
- ✓ Enhanced the School Based Health Centers by funding a mental health professional to provide services to students free of charge at high risk schools.
- ✓ Obtained \$588,657 to fund Americans with Disabilities Act improvements to County office buildings.

#### Goals for Fiscal Year 2015

- ✓ Obtain additional funds for the expansion of the number of clinical hours for School Based Mental Health Services.
- ✓ Provide an increase in funding to prioritized programs of the Local Management Board.
- ✓ Obtain funding from Appalachian Regional Commission and CDBG to provide opportunities for economic development.
- ✓ Develop procedures to manage pass-through grants to other County agencies.
- ✓ Obtain basic accounting principles training for all Grant Management staff.

### Detail Summary

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	226,515	186,450	248,280	61,830	33.16%
Grants/Intergovernmental	81,969	138,200	81,970	(56,230)	(40.69%)
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>308,484</b>	<b>324,650</b>	<b>330,250</b>	<b>5,600</b>	<b>1.72%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	178,552	190,350	200,790	10,440	5.48%
Operating	10,726	15,000	10,160	(4,840)	(32.27%)
Appropriations	119,206	119,300	119,300	0	0.00%
<b>Total</b>	<b>308,484</b>	<b>324,650</b>	<b>330,250</b>	<b>5,600</b>	<b>1.72%</b>

Positions	
Title	FTE
Director of Community Grant Management	1
Senior Grant Manager	1
Grant Manager	1
<b>Total</b>	<b>3</b>

## *Inmate Welfare*

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

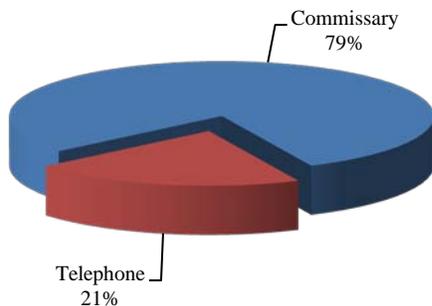
### Departmental Function:

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

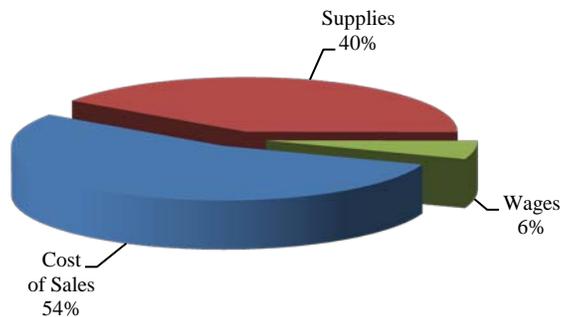
11-903 Each fund is a special continuing, non-lapsing fund. (2) (I) Each fund consists of I 1-profits derived from the sale of good through the commissary operation, telephone and vending machine commissions. See Chapter 27 11-902-11-904 for more details.

### Fund Summary

Inmate Welfare Revenue



Inmate Welfare Expense



Commissary sales account for 79% or \$380,470 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 2014

- ✓ Established a committee to plan for the expansion of the commissary system to include implementing a purchasing system on each housing unit.
- ✓ Researched the use of web based video visitation for future expansion.
- ✓ Explored options available for providing indigent inmates free phone calls via the inmate phone system.

#### Goals for Fiscal Year 2015

- ✓ Write request for proposal or Prepare Sole-Source procurement for Commissary expansion based upon Committee Report.
- ✓ Review current commissary offerings and identify the need for any modifications.
- ✓ Analyze the impact of lost revenues caused by the Federal Communications Commission ruling on inmate phone calls and identify potential areas of new revenue.

**Detail Summary**

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	501,976	490,920	480,470	(10,450)	(2.13%)
<b>Total</b>	<b>501,976</b>	<b>490,920</b>	<b>480,470</b>	<b>(10,450)</b>	<b>(2.13%)</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	25,072	26,320	26,220	(100)	(0.38%)
Operating	460,319	464,600	454,250	(10,350)	(2.23%)
Capital Outlay	27,346	0	0	0	0.00%
<b>Total</b>	<b>512,737</b>	<b>490,920</b>	<b>480,470</b>	<b>(10,450)</b>	<b>(2.13%)</b>

Positions	
Title	FTE
Inmate Teacher	.5
<b>Total</b>	<b>.5</b>

## *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. Also, compliance of gaming laws and regulations of non-profit clubs and for-profit taverns and restaurants is monitored. Responsibilities include the accurate collection and management of monies deposited to the Gaming Fund for distributions which are then allocated by an appointed seven-member panel to fire and rescue companies and local charities. This office also issues licenses and regulates coin-operated amusement devices throughout the County.

### Fund Summary



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

### Department/Agency

#### Accomplishments in Fiscal Year 2014

- ✓ Increased the number of small businesses participating in the program by a net figure of two.
- ✓ Gaming fund revenues are on track to meet or exceed FY13 revenues, which will offset the forced revenue reduction as a result of legislation enacted in October 2013.
- ✓ There were no efforts in the 2014 session of the General Assembly to assume management or control of the Charitable Gaming Program.

#### Goals for Fiscal Year 2015

- ✓ Attract at least two new qualified businesses to participate in the Charitable Gaming Program.
- ✓ Hold at least one meeting with tip jar wholesalers to discuss a method to stimulate sales.
- ✓ Communicate with key members of the General Assembly in order to maintain local control of charitable gaming.
- ✓ Increase gaming fund revenues by 5% through promotion of the program.

**Detail Summary**

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Fund Balance Reserve	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	2,068,145	2,073,970	2,058,970	(15,000)	(0.72%)
<b>Total</b>	<b>2,068,145</b>	<b>2,073,970</b>	<b>2,058,970</b>	<b>(15,000)</b>	<b>(0.72%)</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	152,552	140,730	150,030	9,300	0.07%
Operating	13,691	33,240	18,940	(14,300)	(43.02%)
Capital Outlay	0	0	0	0	0.00%
Gaming Distributions	1,900,259	1,900,000	1,890,000	(10,000)	(0.53%)
<b>Total</b>	<b>2,066,502</b>	<b>2,073,970</b>	<b>2,058,970</b>	<b>(15,000)</b>	<b>(0.72%)</b>

Positions	
Title	FTE
Administrative Assistant	1
Senior Office Associate	1
Gaming Inspector	.5
<b>Total</b>	<b>2.5</b>

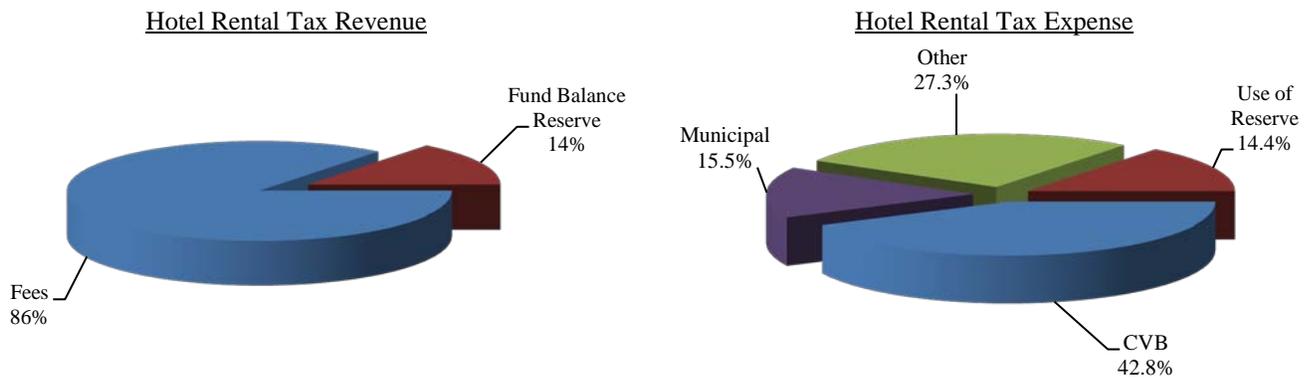
## *Hotel Rental Tax Fund*

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% of collected fees to promote tourism. Municipalities receive a portion of the tax revenue based on population with each one receiving a minimum of \$15,000; the remaining amount is distributed as approved by the County Commissioners to promote tourism, to encourage economic development, or to promote cultural and/or recreational activities in Washington County.

### **Fund Summary**



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

### **Department/Agency**

**Accomplishments in Fiscal Year 2014**

**Goals for Fiscal Year 2015**

✓ Not applicable.

✓ Not applicable.

### Detail Summary

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental (Fund Balance Reserve)	0	0	377,000	377,000	100.00%
Fees/Charges	1,876,044	2,000,000	2,000,000	0	0.00%
<b>Total</b>	<b>1,876,044</b>	<b>2,000,000</b>	<b>2,337,000</b>	<b>337,000</b>	<b>16.85%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	1,652,949	2,000,000	2,337,000	337,000	100.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>1,652,949</b>	<b>2,000,000</b>	<b>2,337,000</b>	<b>337,000</b>	<b>16.85%</b>

## *Land Preservation Fund*

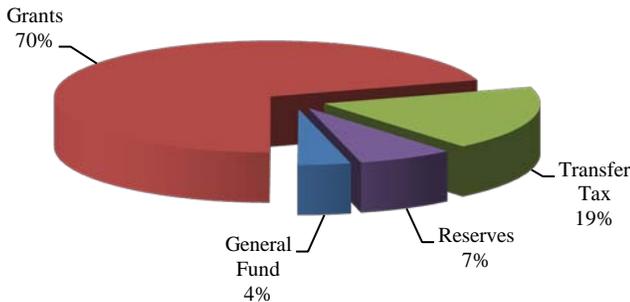
Fund:	Land Preservation Fund	Category:	Governmental Fund
Program Code:	28	Contact:	Eric Seifarth

### Departmental Function:

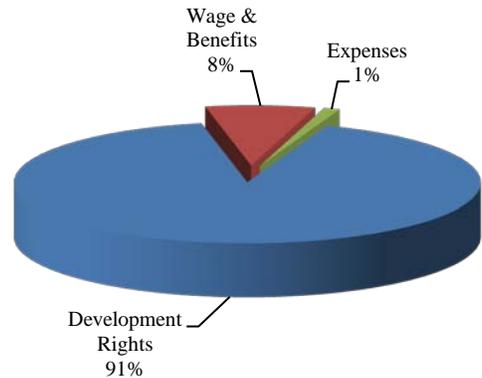
This fund is used to account for programs related to agricultural preservation. At least \$400,000 of the revenues from the County transfer tax is used to purchase permanent easements through an installment purchase program. Also, a portion of the Agricultural transfer tax that is collected by the County 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 2014

- ✓ 150.69 acres of Maryland Agricultural Land Preservation Foundation easements.
- ✓ 355.79 acres of Rural Legacy Program easements.
- ✓ 15 acres of Civil War Trust easements.
- ✓ 1.09 acres of Maryland Environmental Trust donated easement.
- ✓ Four new agricultural preservation districts.
- ✓ Continued Installment Payment Program (IPP) - \$525,589.08; 111.19 (equals one tenth of total acreage since IPP is paid over ten years).
- ✓ Total FY14 donated easements valued at \$262,915.

#### Goals for Fiscal Year 2015

- ✓ Maximize all State and Federal easement funding through Maryland Agriculture Land Preservation Program, Farm and Ranch Protection Program, Conservation Reserve Enhancement 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 State and Federal agencies in order to streamline easements and speed up processes.
- ✓ Work with Public Affairs and the Ag Marketing Specialist to build long-term agricultural stability practices and support.
- ✓ Investigate new sources of possible funding for preservation.
- ✓ Evaluate properties for the next IPP cycle.
- ✓ Seek options to attain goal of 50,000 preserved acres despite shortage of funding.

**Detail Summary**

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	91,869	90,810	96,810	6,000	6.61%
Grants/Intergovernmental	1,592,299	945,780	1,712,530	766,750	81.07%
Fees/Charges/Fund Balance	438,513	631,100	631,440	340	0.05%
<b>Total</b>	<b>2,122,681</b>	<b>1,667,690</b>	<b>2,440,780</b>	<b>773,090</b>	<b>46.36%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	159,407	164,140	185,080	20,940	12.76%
Operating	2,124,074	1,503,550	2,255,700	752,150	50.02%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>2,283,481</b>	<b>1,667,690</b>	<b>2,440,780</b>	<b>773,090</b>	<b>46.36%</b>

Positions	
Title	FTE
Rural Preservation Administrator	1
Land Preservation Planner	1
<b>Total</b>	<b>2</b>

## Contraband

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

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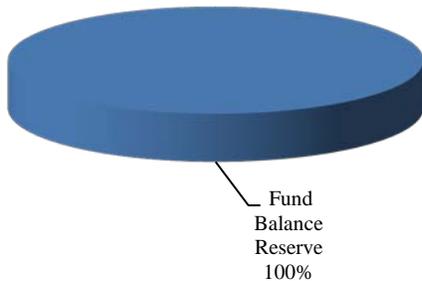
### Departmental Function:

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.

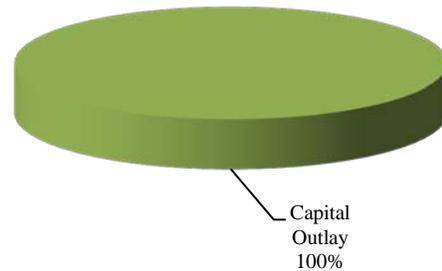
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### Fund Summary

#### Contraband Fund Revenue



#### Contraband Fund Expense



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### Department/Agency

#### Accomplishments in Fiscal Year 2014

- ✓ Purchased Cellbrite cell phone data extraction device.

#### Goals for Fiscal Year 2015

- ✓ Purchase handheld surveillance pole camera system for joint City/County Special Response Team.

**Detail Summary**

<b>Funding Sources</b>					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Fund Balance Reserve	0	25,000	9,000	(16,000)	(64.00%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	51,284	0	0	0	0.00%
<b>Total</b>	<b>51,284</b>	<b>25,000</b>	<b>9,000</b>	<b>(16,000)</b>	<b>(64.00%)</b>

<b>Program Expenditures</b>					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	999	0	0	0	0.00%
Capital Outlay	260,000	25,000	9,000	(16,000)	(64.00%)
<b>Total</b>	<b>260,999</b>	<b>25,000</b>	<b>9,000</b>	<b>(16,000)</b>	<b>(64.00%)</b>

*Hagerstown/Eastern Panhandle Metropolitan Planning Organization (HEPMPO)*

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

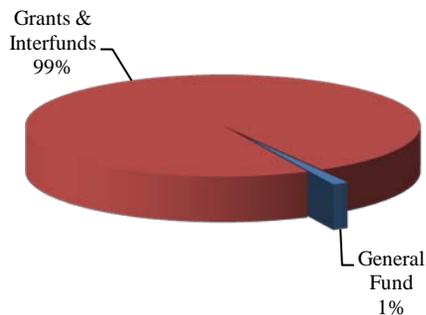
**Departmental Function:**

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 HEPMPO coordinates the federally mandated transportation planning process in the Hagerstown-Martinsburg Urbanized Area, a designation resulting from the 1990 and 2000 Census.

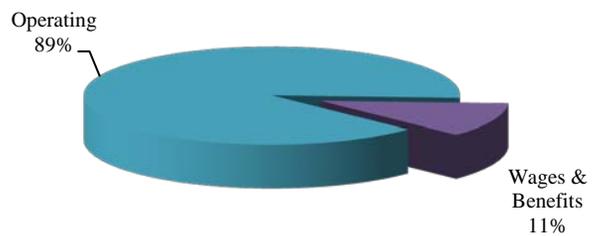
An important part of this planning process is the public's participation in developing short and long-term goals for the regional transportation system. The public is invited to search the website, review the information, and provide HEPMPO with any feedback regarding transportation issues facing the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

**Fund Summary**

HEPMPO Revenue



HEPMPO Expense



**Department/Agency**

**Accomplishments in Fiscal Year 2014**

- ✓ Completed and adopted the Long Range Transportation Plan for the HEPMPO region.
- ✓ Completed the Charles Town Transportation Study.
- ✓ Adopted a new FY 2014-2017 Transportation Improvement Program.
- ✓ Coordinated with West Virginia Department of Transportation and Maryland Department of Environment in submitting our re-designation request to be attainment of the critical air pollutant PM 2.5.
- ✓ 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 2015**

- ✓ Complete a regional Bicycle and Pedestrian Study.
- ✓ Assist the Eastern Panhandle Transit Authority in development and completion of a Transit Development Plan update.
- ✓ Continue to support local governmental bodies in the application and implementation of grant applications.

**Detail Summary**

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	4,165	8,360	7,510	(850)	(10.17%)
Grants/Intergovernmental	266,610	375,100	575,460	200,360	53.42%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>270,775</b>	<b>383,460</b>	<b>582,970</b>	<b>199,510</b>	<b>52.03%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	42,726	58,560	66,020	7,460	12.74%
Operating	237,341	324,900	516,950	192,050	59.11%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>280,067</b>	<b>383,460</b>	<b>582,970</b>	<b>199,510</b>	<b>52.03%</b>

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*

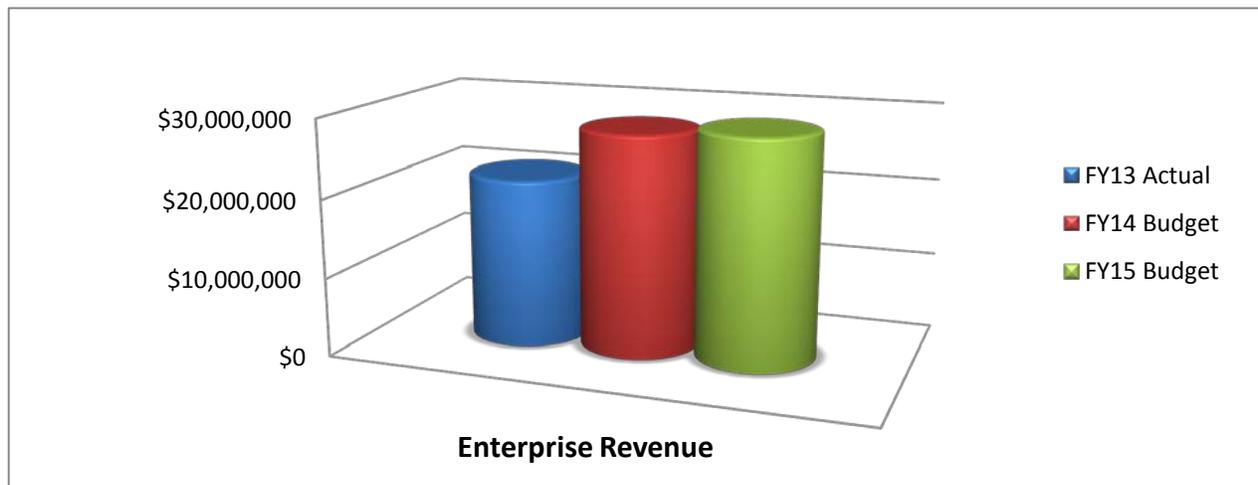
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*Enterprise Funds Summary*

**Enterprise Funds Revenue**

Fund	2013 Actual	2014 Budget	2015 Budget	\$ Change	% Change
Solid Waste	5,470,262	6,792,140	6,590,000	(202,140)	(2.98%)
Water Quality	10,441,146	16,016,020	16,863,860	847,840	5.29%
Transit	2,318,707	2,297,130	2,379,890	82,760	3.60%
Airport	2,288,372	1,880,960	1,744,560	(136,400)	(7.25%)
Golf Course	1,002,503	1,196,140	1,249,490	53,350	4.40%
<b>Total</b>	<b>21,520,990</b>	<b>28,182,390</b>	<b>28,827,800</b>	<b>645,410</b>	<b>2.29%</b>



### Enterprise Funds Expenditures

Fund	2013 Actual	2014 Budget	2015 Budget	\$ Change	% Change
Solid Waste	5,361,208	6,792,140	6,590,000	(202,140)	(2.98%)
Water Quality	12,385,142	16,016,020	16,863,860	847,840	5.29%
Transit	2,334,492	2,297,130	2,379,890	82,760	3.60%
Airport	1,839,251	1,880,960	1,744,560	(136,400)	(7.25%)
Golf Course	1,131,686	1,196,140	1,249,490	53,350	4.40%
<b>Total</b>	<b>23,051,779</b>	<b>28,182,390</b>	<b>28,827,800</b>	<b>645,410</b>	<b>2.29%</b>



## *Solid Waste*

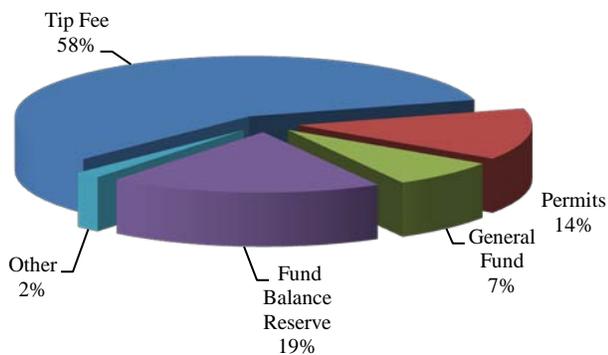
Fund:	Solid Waste	Category:	Enterprise Fund
Program Code:	21	Contact:	Julie Pippel

### Departmental Function:

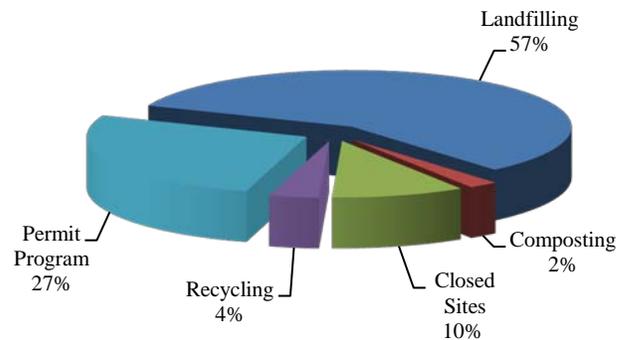
To protect the environment and public health by providing safe, reliable, efficient and cost effective solid waste disposal and recycling services for our customers.

### Fund Summary

Solid Waste Revenue



Solid Waste Expense



The Solid Waste operation generates 58% of total revenue or \$3,828,250 from tip fees and 14% or \$911,000 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 2014

- ✓ Opened new scale house and wheel wash facility.
- ✓ Permit and complete construction of the Wetland Mitigation Project.
- ✓ Completed design and began construction of the Old City/County Landfill Leachate Upgrades Project.
- ✓ Evaluated innovative alternatives for Solid Waste processing to enhance environmental responsibility.

#### Goals for Fiscal Year 2015

- ✓ Solar project at the 40 West, Resh Road and Rubble Landfills.
- ✓ Begin construction on Phase I of the Waste to Renewable Energy Project.
- ✓ Completion of the City-County Landfill Leachate Upgrades.

### Detail Summary

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	491,360	491,360	491,360	0	0.00%
Fund Balance Reserve	0	758,960	1,242,100	481,140	63.66%
Grants	0	0	0	0	0.00%
Fees and Charges	4,978,902	5,541,820	4,856,540	(685,280)	(12.37%)
<b>Total</b>	<b>5,470,262</b>	<b>6,792,140</b>	<b>6,590,000</b>	<b>(202,140)</b>	<b>(2.98%)</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	1,689,119	1,861,410	1,772,250	(89,160)	(4.79%)
Operating	2,334,551	2,819,050	2,803,090	(15,960)	(0.57%)
Capital Related Costs	1,337,538	2,111,680	2,014,660	(97,020)	(4.59%)
<b>Total</b>	<b>5,361,208</b>	<b>6,792,140</b>	<b>6,590,000</b>	<b>(202,140)</b>	<b>(2.98%)</b>

Positions	
Title	FTE
Deputy Director Solid Waste and Watershed	1
Assistant Solid Waste Director	1
Weigh Clerk	5.5
Administrative Assistant	1
Senior Office Associate	1
Weigh Clerk/Recycling Assistant	1
Auto Service Specialist	2
Solid Waste Equipment Operator	6
Landfill Attendant	4.5
Recycling Program Coordinator	1
Guard	1
<b>Total</b>	<b>25</b>

## *Water Quality*

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

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### **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.

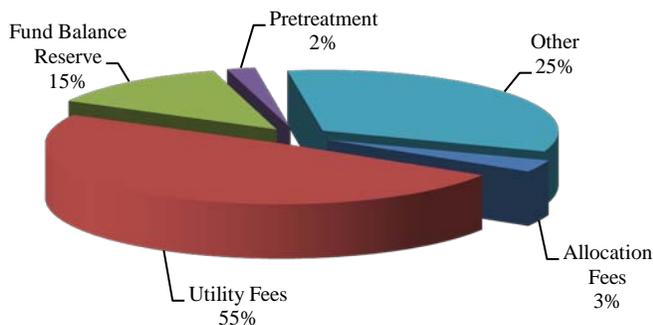
Water and Sewer Operations provide safe, reliable, and cost effective water and sewer services to the customers of the Water Quality Department with respect to construction, operations, maintenance, and management of systems in compliance with local, state, and federal regulations. These services provide 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.

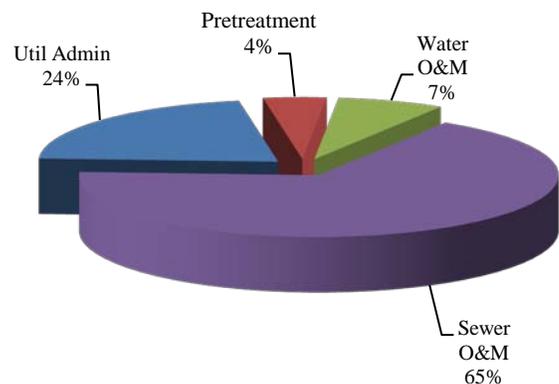
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### **Fund Summary**

Water Quality Revenue



Water Quality Expense



The Water Quality Fund bills utility customers quarterly and \$9,243,600 has been budgeted for FY15 or 55% 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 \$562,280 – 3% 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 2014**

- ✓ Completed design of the Winebrenner Wastewater Treatment Plant Enhanced Nutrient Removal Upgrade Project.
- ✓ Began Design of the Conococheague Wastewater Treatment Plant Enhanced Nutrient Removal Upgrade Project.
- ✓ Completed design of the Sharpsburg Water Treatment Plant Intake Line Replacement Project.
- ✓ Substantial construction completion of Smithsburg Wastewater Treatment Plant Nitrification Enhancement Project.

**Goals for Fiscal Year 2015**

- ✓ Begin construction of the Winebrenner Wastewater Treatment Plant Enhanced Nutrient Removal Upgrade Project.
- ✓ Complete design and begin construction of the Conococheague Wastewater Treatment Plant Enhanced Nutrient Removal Upgrade Project.
- ✓ Begin construction of the Sharpsburg Water Treatment Plant Intake Line Replacement project.

**Detail Summary**

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Fund Balance Reserve	0	2,301,000	2,461,920	160,920	6.99%
General Fund Support	70,576	84,000	95,820	11,820	14.07%
Grants	0	0	0	0	0.00%
Fees and Charges	10,370,570	13,631,020	14,306,120	675,100	4.95%
<b>Total</b>	<b>10,441,146</b>	<b>16,016,020</b>	<b>16,863,860</b>	<b>847,840</b>	<b>5.29%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	5,208,278	5,499,040	6,135,240	636,200	11.57%
Operating	2,923,717	5,871,800	6,241,450	369,650	6.29%
Capital Related Costs	4,253,147	4,645,180	4,487,170	(158,010)	(3.40%)
<b>Total</b>	<b>12,385,142</b>	<b>16,016,020</b>	<b>16,863,860</b>	<b>847,840</b>	<b>5.29%</b>

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

Positions	
Title	FTE
Senior Chief Plant Operator	1
Chief Plant Operator	5
Senior Plant Operator	15
Plant Operator	1
Senior Collection Operator	8
Collection Operator Trainee	2
Electronics Technician	1
Guard	1
<b>Total</b>	<b>78</b>

\*\*Assigned to Director of Environmental Management

*Transit*

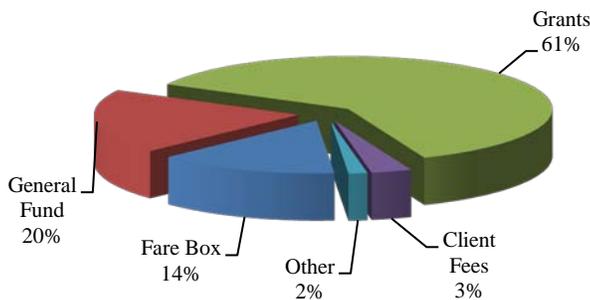
Fund:	Transit	Category:	Enterprise Fund
Program Code:	44	Contact:	Kevin Cerrone

**Departmental Function:**

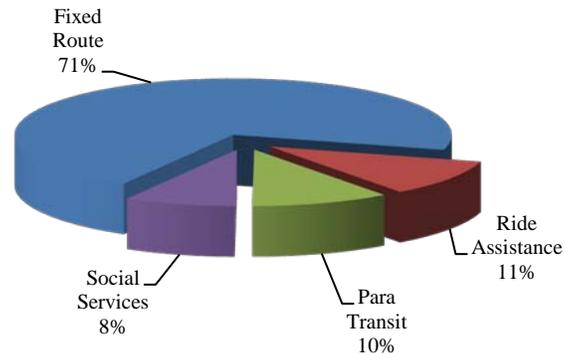
The Public Transit Department provides safe, affordable, dependable and accessible public transportation that enhances the mobility of our customers. Established in 1972, service is provided to Valley Mall, Long Meadow, Williamsport, Maugansville, Robinwood, Smithsburg, Funkstown, and throughout the 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 \$1,455,760 of the total budget. Client Fees are collections from the participants of the ADA, SSTAP and DSS programs. These fees supplement the grants that support these programs. Fare Box revenue from the Fixed Route service represents 14% of the budget or \$340,000. The Transit Fund by nature is heavily dependent on grants and will continue to require that support to maintain the same level of service.

**Department/Agency**

**Accomplishments in Fiscal Year 2014**

- ✓ Successfully installed five passenger shelters on main routes of the transit system’s service area (2-year project).
- ✓ Procured and implemented use of ADA Paratransit scheduling software. Trained drivers and staff. Accuracy of trip scheduling and efficiencies has already been noted within the first six months of operation.
- ✓ Procured ticket vending dispenser machine for use at the Transfer Center. Installation will allow the acceptance of credit/debit cards for passenger fare media (new for the Transit System).

**Goals for Fiscal Year 2015**

- ✓ Passenger shelter installations will continue with five additional bus stops. Sites will be established and engineered for developer(s) to facilitate construction of concrete pad, sidewalks, etc.
- ✓ Solicitation and procurement of vehicle (bus) surveillance cameras (grant funded) to assist transit operations with risk management documenting behaviors as needed.
- ✓ Take receipt of, and place in service three new transit vehicles replacing four older units (18 month project).

### Detail Summary

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	459,070	472,270	472,270	0	0.00%
Grants	1,395,169	1,408,000	1,455,760	47,760	3.39%
Fees and Charges	464,468	416,860	451,860	35,000	8.40%
<b>Total</b>	<b>2,318,707</b>	<b>2,297,130</b>	<b>2,379,890</b>	<b>82,760</b>	<b>3.60%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	1,522,270	1,511,110	1,665,820	154,710	10.24%
Operating	799,022	746,020	714,070	(31,950)	(4.28%)
Capital Related Costs	13,200	0	0	0	0.00%
<b>Total</b>	<b>2,334,492</b>	<b>2,297,130</b>	<b>2,379,890</b>	<b>82,760</b>	<b>3.60%</b>

Positions	
Title	FTE
Transit Director	1
Deputy Transit Director	1
Administrative Assistant	1
Office Associate	2
Office Associate II	.5
Bus Operator	18
Transit Fleet and Facility Manager	1
Transit Fleet Technician	2
Transportation Mechanic	.5
Custodian	1
Driver Supervisor	1
Transit Line Service Attendant	3
Van/Shuttle Driver	2
Paratransit Driver	4.5
<b>Total</b>	<b>38.5</b>

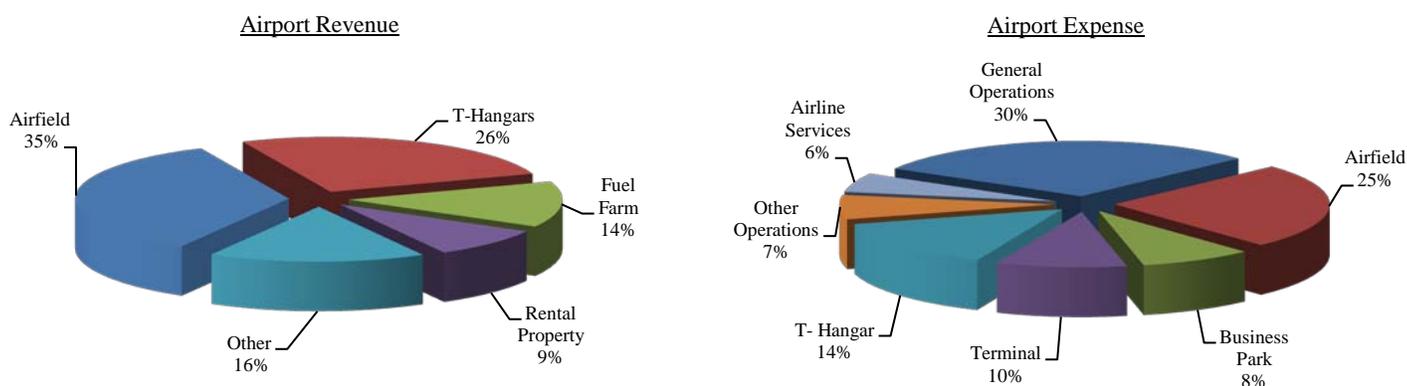
## *Airport*

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 \$460,650 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 14% or \$235,170 of total revenue, consisting of fees for the use of fuel and maintenance of the Fuel Farm. Revenue from the Airfield is 35% or \$609,170 of total revenue, which is mainly from rental of Corporate Hangars. The Other revenue is grants, terminal rent and concession fees. The Other Operations expense includes the Fuel Farm, Firefighting, and Rental departments.

### Department/Agency

#### Accomplishments in Fiscal Year 2014

- ✓ Marketing plan was presented to Board of County Commissioners in August 2013.
- ✓ Transitioned from a Manual Notice to Airmen System to an electronic reporting system.
- ✓ Secured funding and completed repainting of airfield markings.
- ✓ Completed Airport building appraisals.
- ✓ Received a 1999 Airport rescue firefighting vehicle from Maryland Aviation Administration to replace existing 1980 vehicle.
- ✓ Received a new Emergency One Airport Rescue Firefighting vehicle.
- ✓ Received a new John Deere boom bank flail mower.
- ✓ Replaced all terminal interior lighting with energy efficient LED lighting.

#### Goals for Fiscal Year 2015

- ✓ Find a replacement for operations and security manager and change title to deputy director no later than July 15, 2014.
- ✓ Attract two new aviation related businesses to the airport by the end of the fiscal year.
- ✓ Continue to work with Allegiant to gain additional service by the end of the fiscal year.
- ✓ Develop a plan to transition to computer based training for all FAA training requirements no later than June 2015.
- ✓ Continue efforts of the Energy Conservation Task Force.

### Accomplishments in Fiscal Year 2014

- ✓ Received a 2014 operations vehicle to replace an existing 1992 vehicle.
- ✓ Increased Airport Advisory Commission from five to seven members.

### Goals for Fiscal Year 2015

- ✓ Secure funding to contract with an Airport marketing consultant to assist in implementation of the Comprehensive Strategic Marketing Plan no later than September 2014.
- ✓ Work with the County Public Relations Department to solicit businesses to advertise in terminal light box displays and obtain a 90% success rate by January 1, 2015.

### Detail Summary

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	64,500	64,500	64,500	0	0.00%
Grants	8,666	85,000	54,300	(30,700)	(36.12%)
Fees and Charges	2,215,206	1,731,460	1,625,760	(105,700)	(6.10%)
<b>Total</b>	<b>2,288,372</b>	<b>1,880,960</b>	<b>1,744,560</b>	<b>(136,400)</b>	<b>(7.25%)</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	700,635	824,890	801,550	(23,340)	(2.83%)
Operating	588,167	731,190	631,810	(99,380)	(13.59%)
Capital Related Costs	550,449	324,880	311,200	(13,680)	(4.21%)
<b>Total</b>	<b>1,839,251</b>	<b>1,880,960</b>	<b>1,744,560</b>	<b>(136,400)</b>	<b>(7.25%)</b>

Positions	
Title	FTE
Airport Director	1
Operations Manager	1
Maintenance Supervisor	1
Administrative Assistant	1
Office Associate	1
Equipment Operator	1
Equipment Operator/Firefighter	2
Maintenance Worker/Firefighter	6
Maintenance Worker	.5
Customer Service Representative	2
<b>Total</b>	<b>16.5</b>

## Golf Course

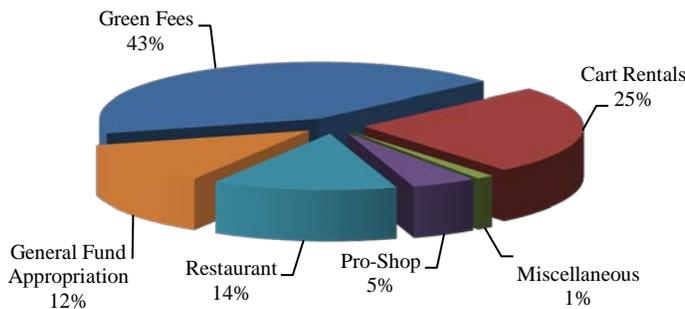
Fund:	Golf Course	Category:	Enterprise Fund
Program Code:	46	Contact:	Darrell Whittington

### Departmental Function:

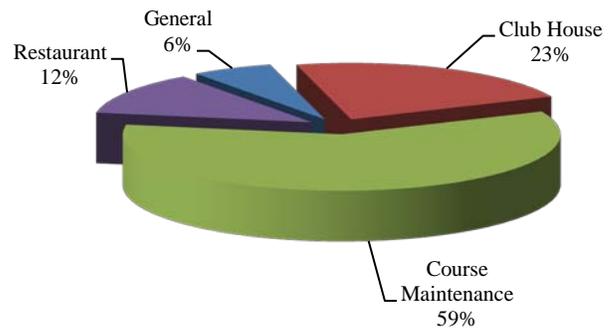
Black Rock Golf Course provides 18 holes of quality golf for the residents of Washington County and surrounding areas. There are three departments within the Black Rock organization being overseen by a Board of Directors consisting of seven members. Policies and procedures are set by this committee and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

### Fund Summary

Golf Course Revenue



Golf Course Expense



A majority of the Golf Course operation funds is derived from Green Fees, generating \$533,200 or 43% of the revenue. Green Fees average \$22 per round, which includes 18 holes weekday and weekend play. Cart rental is the second largest revenue source and accounts for \$318,900 or 25%. Together, green fees and cart rental account for \$852,100 or 68% of revenue. The largest expense for the operational side of the golf course is maintenance of the golf course which accounts for \$741,820 or 59% of the budget and includes salaries, chemicals, irrigation, and capital outlay costs.

### Departmental/Agency

#### Accomplishments in Fiscal Year 2014

- ✓ Rebuilt sand traps.
- ✓ Cleared trees and growth along #13 fairway.
- ✓ Developed pond maintenance program.

#### Goals for Fiscal Year 2015

- ✓ Start overlay of cart paths.
- ✓ Repair electric line to course bathrooms.

**Detail Summary**

Funding Sources					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
General Fund Support	102,690	102,690	151,590	48,900	47.60%
Operating and Capital Grants	0	0	0	0	0.00%
Fees and Charges	899,813	1,093,450	1,097,900	4,450	0.41%
<b>Total</b>	<b>1,002,503</b>	<b>1,196,140</b>	<b>1,249,490</b>	<b>53,350</b>	<b>4.40%</b>

Program Expenditures					
Category	2013 Actual	2014 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	654,558	709,740	758,810	49,070	6.90%
Operating	477,128	486,400	490,680	4,280	0.88%
Capital Related Costs	0	0	0	0	0.00%
<b>Total</b>	<b>1,131,686</b>	<b>1,196,140</b>	<b>1,249,490</b>	<b>53,350</b>	<b>4.40%</b>

Positions	
Title	FTE
Director of Golf	1
Golf Course Superintendent	1
Assistant Golf Course Superintendent	1
Golf Course Mechanic	1
Senior Golf Maintenance Worker	1
Golf Maintenance Worker	2
Grill Cook I	2.5
Seasonal Pro Shop	2.5
Seasonal Grounds Maintenance	3.5
Seasonal Restaurant	.5
Cart Attendant	1.5
<b>Total</b>	<b>17.5</b>

# *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	Date of Tax last increase	If rates were increased by	It would generate additional revenue of
<b>Real Estate:</b>	\$ .948	\$100 assessed value	2001	\$.01	\$1,124,863
<b>Income Tax:</b>	2.80%	Taxable Income	2001	.01%	\$257,964
<b>Recordation Tax:</b>	\$2.80	\$500 value	-	-	-

**Q. I do not have any children, how do I benefit from tax dollars that go to education?**

*A.* The role of our primary and secondary schools is to provide our young citizens the essential knowledge, skills, and attitudes to be contributing citizens and productive workers in Washington County. They will be our future doctors, engineers, teachers, accountants, electricians, bankers, and taxpayers. Their ability to join the workforce is key to the health and future of our economy, and their ability to be good citizens affects the livability of our community.

**Q. How much tax dollars are spent on education?**

- A.* Operating funds of \$113.4 million are used to support various activities related to educational funding. These include operating funds and debt service costs. In addition to operational funding, the County also provides funding for the Capital Improvement Plan of those various organizations. During the recent budget session the County approved the allocation of excise tax, bonds and pay-go funds to 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 2015 the Capital Improvement budget reflects \$19.6 million for education related projects, of which \$10.4 million is State funded. Total educational funding in the fiscal year 2015 budget is \$133 million.

**Q. What is the Current Yield Tax Rate and how does it differ from the actual tax rate of the County?**

- A.* The Constant Yield Tax Rate is the rate the county could set if it wanted to collect the same amount in property tax revenue as it had the previous year, after changes in property values are taken into account. State law requires the count to calculate and publicize the Constant Yield Rate if it is less than the actual current rate, in order to make clear the amount of a budget increase that is attributable to rising property values. In years when the assessed values of properties go up, the Constant Yield Rate is lower than the rate the Commissioners set. The current property tax rate is \$.948 and the Constant Yield Rate is \$.949. That rate is one thousandth of a cent higher than the current rate.

**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
<b>County Commissioners:</b>	
Terry Baker John Barr Ruth Anne Callaham Jeff Cline William McKinley	240-313-2205 240-313-2207 240-313-2209 240-313-2208 240-313-2206
<b>County Administrator Office</b>	
Greg Murray, County Administrator	240-313-2202
<b>Budget and Finance</b>	
Debra Murray, Director	240-313-2300

Documents	Website
2015 Budget Document	Available on-line @ <a href="http://www.washco-md.net/budget_finance/finance_docs.shtm">http://www.washco-md.net/budget_finance/finance_docs.shtm</a>
10 Year Capital Improvement Program	Available on-line @ <a href="http://www.washco-md.net/budget_finance/finance_docs.shtm">http://www.washco-md.net/budget_finance/finance_docs.shtm</a>
Audited Financial Statements	Available on-line @ <a href="http://www.washco-md.net/budget_finance/finance_docs.shtm">http://www.washco-md.net/budget_finance/finance_docs.shtm</a>
Official Statement for Bond Issue	Available on-line @ <a href="http://www.washco-md.net/budget_finance/finance_docs.shtm">http://www.washco-md.net/budget_finance/finance_docs.shtm</a>

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*

<b>APPROPRIATION</b>	An authorization granted by the County Commissioners to make expenditures and to incur obligations for purposes specified in the appropriation resolution.
<b>ASSESSABLE BASE</b>	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.
<b>ASSESSED VALUE</b>	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.
<b>ASSESSMENT</b>	The process of making the official valuation of property for purposes of taxation.
<b>ASSIGNED FUND BALANCE</b>	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.
<b>BOND</b>	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.
<b>BOND RATING</b>	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.
<b>BUDGET</b>	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.
<b>BUDGETARY BASIS OF ACCOUNTING</b>	The method used to determine when revenues and expenditures are recognized for budgetary purposes.

## *GLOSSARY OF TERMS*

<b>CAPITAL BUDGET</b>	The current fiscal year proposed budget for capital expenditures and the means of financing them.
<b>CAPITAL IMPROVEMENT PLAN (CIP)</b>	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.
<b>CAPITAL IMPROVEMENT PROGRAM</b>	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.
<b>CAPITAL OUTLAY</b>	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.
<b>CAPITAL PROJECT</b>	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.
<b>CASH BASIS OF ACCOUNTING</b>	A basis of accounting in which transactions are recognized only when cash is increased or decreased.
<b>COMMITTED FUND BALANCE</b>	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*

<b>COMPONENT UNITS</b>	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.
<b>CONSTANT YIELD TAX RATE</b>	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.
<b>CONTINGENCY RESERVES</b>	Monies budgeted for unanticipated expenses or emergencies, which arise during a fiscal year.
<b>DEBT SERVICE</b>	The annual requirement to finance the County's outstanding indebtedness. It includes both the periodic payment of interest and the redemption of principal.
<b>DEPARTMENT</b>	A primary organizational unit within the County government.
<b>DEPRECIATION</b>	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.
<b>DIVISION</b>	A primary organizational unit within a government department or agency. Divisions are usually responsible for administering basic functions or major programs of a department.
<b>ENCUMBRANCES</b>	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.
<b>ENTERPRISE FUND</b>	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*

<b>EXPENDITURE</b>	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.
<b>FISCAL POLICY</b>	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.
<b>FISCAL YEAR</b>	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.
<b>FIXED ASSETS</b>	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.
<b>FRINGE BENEFITS</b>	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.
<b>FUND</b>	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.
<b>FUND BALANCE</b>	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.
<b>FULL-TIME EQUIVALENT</b>	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.
<b>GAAP</b>	Generally Accepted Accounting Principle. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.
<b>GENERAL FUND</b>	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*

<b>GENERAL OBLIGATION BONDS</b>	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.
<b>GRANT</b>	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.
<b>HOMESTEAD TAX CREDIT</b>	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.
<b>INFRASTRUCTURE</b>	Road, bridges, curbs and gutters, buildings, streets, sidewalks, drainage systems, and lighting systems installed for the common good.
<b>INTERFUND TRANSFER</b>	A transfer of resources from one fund to another as required by law or appropriation.
<b>INVESTMENTS</b>	Securities and real estate held for income in the form of interest, dividends, rentals or lease payments.
<b>MANDATED PROGRAM</b>	A program required by State or Federal statutes.
<b>MODIFIED ACCRUAL</b>	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.
<b>OPERATING BUDGET</b>	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.
<b>OPERATING EXPENSE</b>	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.
<b>PAY-AS-YOU-GO-BASIS</b>	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*

<b>POSITIONS</b>	Identified jobs into which persons may be hired either on a full-time or part-time basis.
<b>PUBLIC HEARINGS</b>	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.
<b>RESERVE</b>	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.
<b>RESOURCES</b>	Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.
<b>RESTRICTED FUND BALANCE</b>	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.
<b>REVENUE</b>	All funds the County receives, including tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.
<b>SPECIAL REVENUE FUND</b>	A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.
<b>TAX RATE</b>	The amount of tax levied for each one hundred dollars of assessed value.
<b>TIPPING FEE</b>	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.
<b>UNASSIGNED FUND BALANCE</b>	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