



Washington County

M A R Y L A N D



Fiscal Year 2016 Operating & 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, 2014

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, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communications device.

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Budget Message

July 1, 2015

To the Citizens of Washington County:

We are pleased to present to you the fiscal year 2016 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 2016					
Page Reference	Fund Description	Approved Budget 2015	Approved Budget 2016	Increase (Decrease)	% Change
Major Operating Funds:					
91	General	\$ 204,539,010	\$ 206,592,450	\$ 2,053,440	1.00%
269	Solid Waste	6,590,000	6,152,650	(437,350)	(6.64%)
271	Water Quality	16,863,860	17,124,215	260,355	1.54%
243	Highway	9,313,250	9,591,340	278,090	2.99%
277	Airport	1,744,560	1,961,860	217,300	12.46%
275	Transit	2,379,890	2,397,810	17,920	.75%
281	Golf Course	1,249,490	1,245,960	(3,530)	(.28%)
		\$ 242,680,060	\$ 245,066,285	\$ 2,386,225	.98%
Restricted Funds:					
259	Hotel Rental Tax	2,337,000	2,350,000	13,000	.56%
251	Agricultural Education	219,390	216,750	(2,640)	(1.20%)
253	Community Grant Mgmt.	330,250	384,890	54,640	16.55%
255	Inmate Welfare	480,470	382,000	(98,470)	(20.49%)
257	Gaming	2,058,970	2,147,840	88,870	4.32%
261	Land Preservation	2,440,780	1,678,660	(762,120)	(31.22%)
265	Metropolitan Planning Org.	582,970	470,440	(112,530)	(19.30%)
263	Contraband	9,000	25,000	16,000	177.78%
		\$ 8,458,830	\$ 7,655,580	\$ (803,250)	(9.50%)
Total Operating Funds		\$ 251,138,890	\$ 252,721,865	\$ 1,582,975	.63%
71	Capital Funds	\$ 46,730,000	\$ 51,510,000	\$ 4,780,000	10.23%
Total Approved Budgets		\$ 297,868,890	\$ 304,231,865	\$ 6,362,975	2.14%

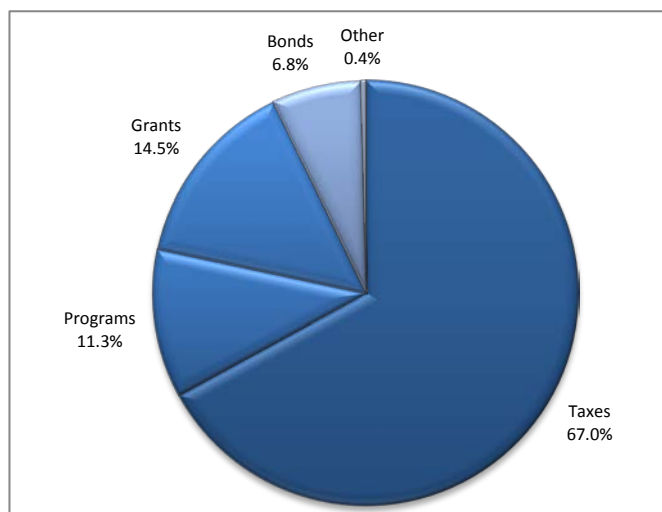
The 2016 budgets were prepared with an emphasis on long-term financial planning and meeting financial management policies, while also addressing the County's current and future growth issues. This document builds on goals of the Commissioners such as supporting environmental initiatives, planning and improving governmental efficiency, and promoting economic opportunities.

The total adopted budget for all funds in fiscal year 2016 increased by \$6.4 million or 2.14%. Operating funds increased \$1.6 million or .63%. The majority of the change is related to General Fund operations. Public Safety funding increased by \$.7 million due to Phase I of the Fire Plan and operating cost increases, \$.3 million for State offices which includes a new State

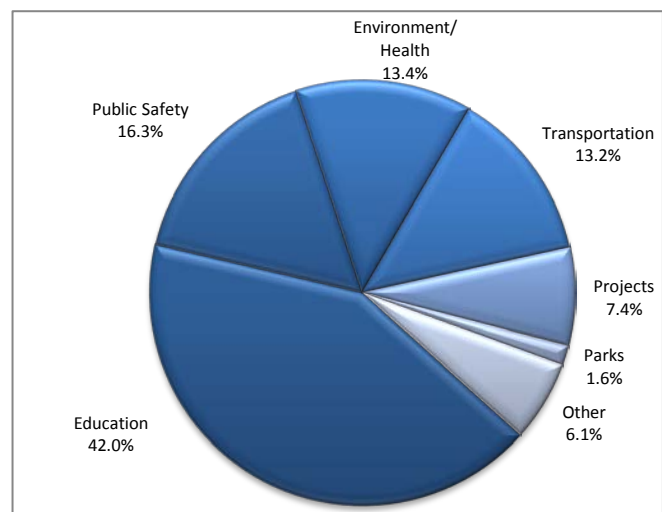
voting system, \$.3 million in Educational increases and \$.3 million increase for the Court System. Restricted funds showed a decrease of .63% mainly due to Land Preservation based on the availability of grants. Capital funds were increased by \$4.9 million over 2015. The change was mainly the result of increasing road and bridge projects based on available grant funding. All other project categories stayed within prior year ranges with minimal change.

The overall approved budget reflects an increase of \$6.4 million or 2.14%. Property tax reflected a .64% increase in 2016 compared to a 1.07% decrease in 2015, reflecting an upward trend in assessable base. The Income Tax budget reflects a 3.71% increase in 2016 compared to a 5.09% increase in 2015. 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 \$4.8 million increase over 2015. The change was mainly the result of additional grants related to road maintenance in 2016 as compared to the previous year. The allocation of total County revenues and expenditures are reflected in the tables below:

Total County Revenue



Total County Expenditures



Summary of the 2016 budget:

- No tax rate increases were passed. The last tax increased was in 2001.
- Funded additional State Teacher Pension cost \$.7 million. Total cost absorbed to date is \$4.8 million.
- Maintenance of effort funding decreased based on decline in student enrollment for the Board of Education of \$.7 million.
- Provides step increase for County employees.
- Increase employee share and cost of health insurance.
- Fully funds Phase I of the Fire Plan.
- Provides funding for new State voting system.
- Provides capital funding for roads, education, and environmental projects with changes in source revenues.
- Utility revenue increases of 3% - 4% as projected in the cost of service model.
- 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 \$3,451.

The following discussion reflects a more in-depth analysis of the fiscal year 2016 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.

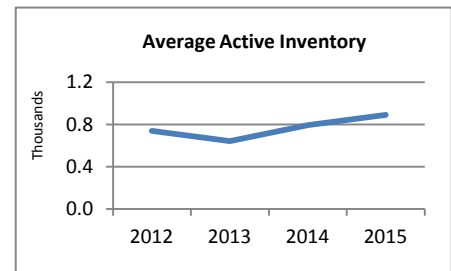
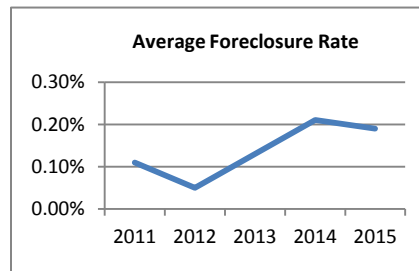
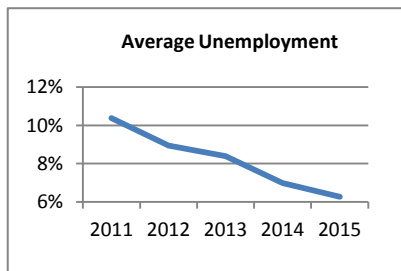
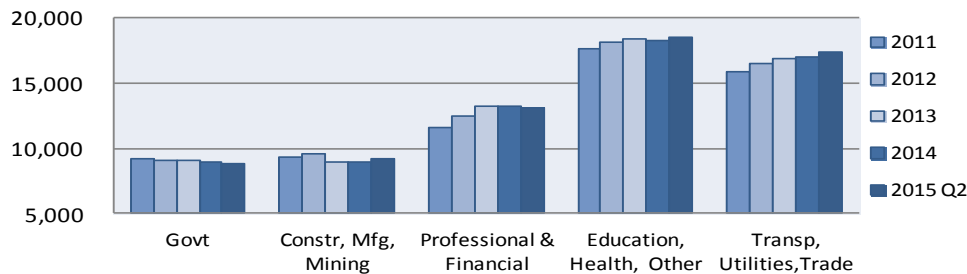
Local Economy

Washington County's property tax base for 2016 reflected a small assessable base increase, the first since 2010. This is a

result of positive activity in the County's housing market in past years. This positive trend is expected to continue in 2017 and out. The County has experienced and projects new and expanding businesses during 2014/2015 by the creation of more than 3,700 new jobs with new investments estimated at \$191.5 million. The County's economy shows positive signs of modest recovery including improvement in the foreclosure rate and housing units sold. Unemployment trends have consistently improved, decreasing from a high of 10.9% in 2011 down to a low of 5.4% in 2015.

□

Washington County Average Employment by Industry



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 economic recovery.

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 upgraded to an AA+ by Standard and Poor's and Fitch and Aa1 by Moody's. This upgrade was based on several factors including financial trends, management policies and adherence, and economic data. 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.

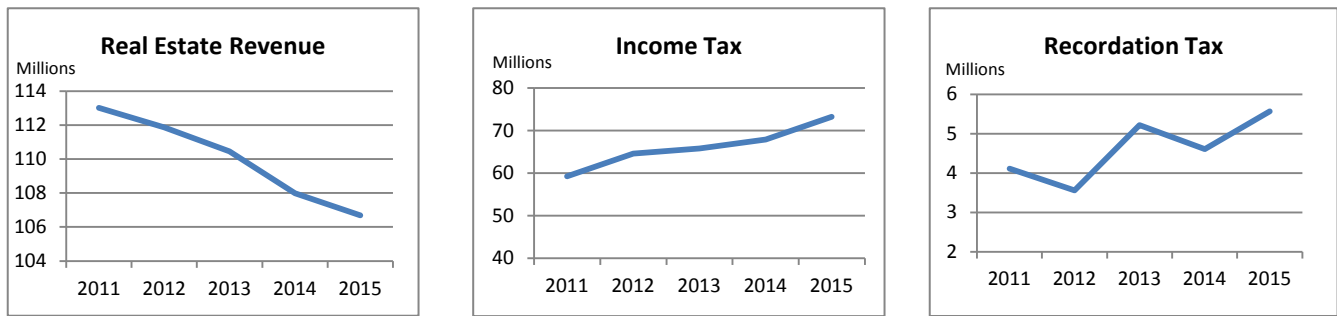
Highlights of the General Fund Budget:

The General Fund increased by \$2.1 million or 1.0% in fiscal year 2016. This change is summarized as follows:

Revenues increased by \$2.1 million or 1.0%:

- Property Tax revenue increased by \$.8 million or .64%. This increase is due to a slight increase in assessable base and an upswing in corporate investment. The first property tax revenue increase in six years.
- Local revenues increased by \$2.8 million or 3.8% due to 1) an increase in income tax of \$2.7 million related to decreases in unemployment and projected overall wage growth; and 2) an increase in recordation tax based on improvement in the housing market and corporate activity.
- Other revenues decreased by a net of \$1.5 million due to 1) net decreases of \$1.0 million in program revenues; and 2) the elimination of excess fund balance reserve budget of \$.5 million.

History of major revenue activity is reflected below:



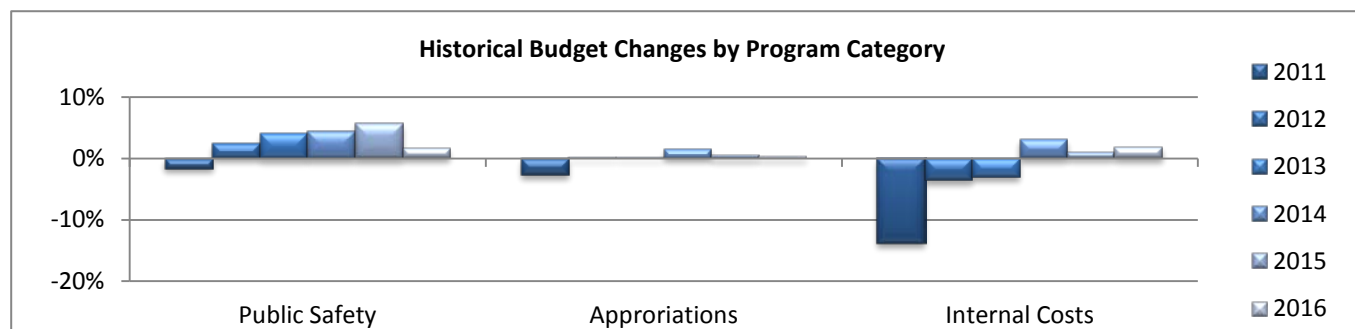
Expenditures increased by \$2.1 million or 1.0%:

- Decrease in Board of Education operational funding by \$.7 million based on declining enrollment.
- Funded state teacher pension cost increases of \$.7 million or 18.1% for a total to date of \$4.8 million.
- Provided other educational funding increases of \$.4 million or 3.0%.
- Provided \$.7 million or 1.7% in public safety mainly for 1) step increases; 2) a new position within law enforcement; and 3) increased cost and programs for volunteer emergency services.
- Increases in courts and State expense by \$.6 million due to 1) remaining implementation of four State's Attorney positions; and 2) a new State voting system.
- Operating and capital transfers reflect an increase of \$.4 million which is related to increased appropriations to the Highway and Golf Course funds.
- 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 .9%, due to a new position, a step increase, and employee turnover as a result of retirement incentive plans.
 - Operating and allocations increased by 1.0%

Washington County's economy is showing trends of modest recovery which is expected to continue through the next several years. 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. 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.

Since 2011 the County has kept base line costs at an average of (.2%) negative growth. Excess revenues over past years were placed in savings for anticipated downturns. These funds have been utilized for infrastructure maintenance, new infrastructure that creates jobs and tax base increases, and economic downturns and/or budget issues with the State of Maryland's structural deficit.

The charts below represent historical expenditure changes in the General Fund budget by program category.



The General Fund cash reserve will be funded for fiscal year 2015. 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 employee pension, LOSAP, and OPEB plans, the County has proactively responded by fully funding the annual required contribution within all three plans.

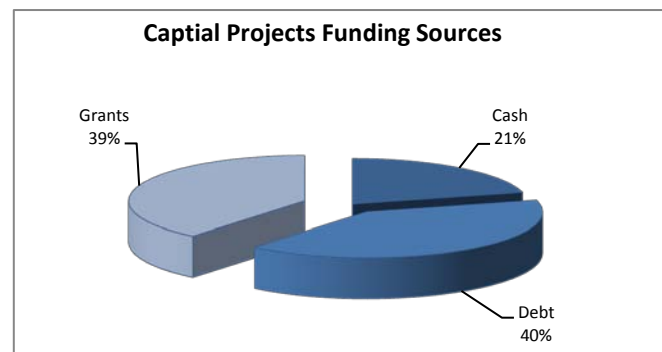
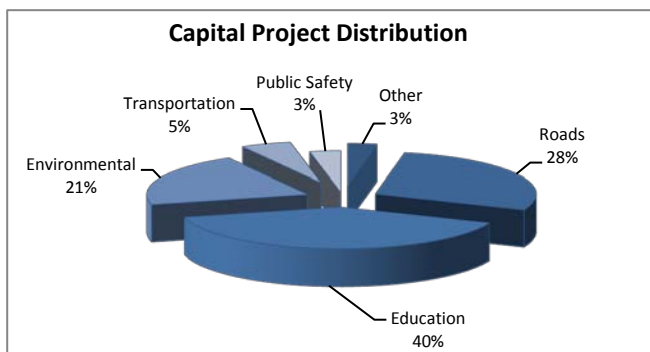
Capital Improvement Budget

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

The Capital Improvement Budget for fiscal year 2016 is \$51.5 million, representing a 10.2% increase from the prior year. Major capital projects include: new schools and educational facility renovations of \$20.5 million for the Board of Education, Hagerstown Community College, and the public library system; \$14.6 million for road improvements, drainage and bridges; \$10.7 million for environmental projects; \$2.6 million for transportation projects; \$1.6 for public safety; and \$1.5 for other category projects.

The County's Capital Improvement budget for 2016 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 2016 will be supported with 21% in cash related payments, 40% in borrowing, and 39% in grants.

The County's total tax supported debt issuance for the Capital Improvement Budget is affordable based on the annual analysis. The Ten Year Capital Improvement Plan reflects level debt issuance level in future years, assuming existing economic conditions. The County's debt capacity is measured against other Maryland counties and national standards, in which benchmarks are updated on an annual basis. In addition the County has policy targets for maximum ratios. This ensures that the County consistently maintains affordable debt levels now and in the future.



Water Quality Fund

The Water Quality Fund includes projected revenue increases for the next 10 years of 0% 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.

Solid Waste

Solid Waste reflects a decrease of 6.6% for fiscal year 2016 as a result of the elimination of fund balance reserve. Tipping fees increased slightly by 7.1%. The County uses a cost of service analysis to determine the actual costs of programs and services for its solid waste operation, which includes operational cost, closure and post-closure cost, future construction cost, financing, and reserves. The County evaluates trends in market price and tonnage activity on an on-going basis. The County is 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 constructed the fiscal year 2016 County budget, several priorities and issues were 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 2016 Budget Summary:

- Reflected an assessable base increase for the first time since 2010.
- Funded State education pension mandate.
- Provided funds for State mandated new voting system.
- New position in Judicial/public safety.
- Provided maintenance of effort for the Board of Education.
- Funded step increases for County employees.
- Increased employee share and costs of health insurance program.
- Provides remaining phased in cost for State mandate on State Attorney's office staffing.
- Provides remaining funds needed for Phase 1 of the fire plan.
- Maintained low debt levels and ratios.
- One of the lowest per capita expenditures of \$3,451 by County in State of Maryland while still maintaining base line services.

Critical Challenges Faced in Preparing the Fiscal Year 2016 Budget:

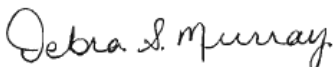
- The State of Maryland has mandated counties pay a required share of the State teacher's pension cost for the Boards of Education. This requirement was phased in over four years with 50% in 2013; 65% in 2014; 85% in 2015; and 100% by 2016. The cost to Washington County as of 2016 is \$4.8 million.
- 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 2017.
- The State of Maryland requires counties to meet a 5 year moving State average in addition to the cost per pupil when calculating maintenance of effort.
- Fire and Rescue services continue to be a budgetary challenge as costs raise and additional funding demands are requested.
- 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 prior years is a major concern.

Washington County Goals (Highlights):

- Evaluate options for emergency services training facilities to accommodate police, fire, and EMD programs designed to support County wide programs.
- Complete a Comprehensive Fire Plan to be submitted to the County Commissioners for approval.
- Evaluate options for Day Reporting Program with greater rehabilitative outcome.
- Complete construction of new Senior Center.
- Complete the update of the Parks and Recreation Facility Plan.
- Continue with construction and implementation of solar generation facilities to offset county energy requirements.
- Continue construction and implementation of chosen alternative for Solid Waste processing to enhance environmental responsibility with a cost effective solution.
- Continue to work with the businesses and staff to facilitate review and permitting process.
- Support broadband options to facilitate needed technology availability.
- Update central building infrastructure required for targeted economic areas.
- Further work with the Economic Development Commissioner to support strategic initiatives.
- Continue weekly business visits to identify needs and trends to support a healthy business environment.
- Draft legislative for adoption of new tax based incentives to be available to targeted economic development clients.
- Prepare for upcoming fiscal requirements.
- Facilitate relationships between elected bodies.

As the County continues into the future 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 a County fire master plan which requires a base funding source. This will challenge Washington County in relation to providing baseline services, related programs and their delivery, as well as any costs passed down from the State of Maryland structural budget deficit issues. This all must be kept in balance with revenue rates, debt issuance, and the cost of those services provided to the citizen. However, I believe with effectively managed policies, strong County management, and having a long-term vision, Washington County will meet those challenges in the future as it has in the past.

Respectfully,



Debra S. Murray, CPA, CGMA
Chief Financial Officer
Washington County, Maryland

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County Commissioners of Washington County



TERRY L. BAKER, a third-term County Commissioner, was first elected in 2006, and serves as President of the Board of County Commissioners. He is a 1973 graduate of Williamsport High School, a 1975 graduate of Hagerstown Community College and a 1978 graduate of Auburn University, with a Bachelor's degree in Education. Mr. Baker 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, Maryland, and as Assistant Mayor for such municipality from 2004 to 2006.



JOHN F. BARR, a third-term County Commissioner, was first elected in 2006. He was raised in Boonsboro, 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. He currently serves as First Vice President of the Maryland Association of Counties.



JEFFREY A. "JEFF" CLINE, a second-term County Commissioner, serves as Vice President of the Board of County Commissioners and is a Williamsport, Maryland, resident. He is a graduate of Williamsport High School and Hagerstown Community College, and is currently seeking a Bachelor of Science degree in Organizational Leadership. Mr. Cline 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.



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



VINCENT G. "WOODY" SPONG was sworn in as a County Commissioner on April 27, 2015, to fill the vacated seat of William J. Wivell. He is a graduate of Williamsport High School, Hagerstown Community College and the University of Maryland. Mr. Spong holds a Master's degree from McDaniel College. He retired as principal of Salem Avenue Elementary School after 32 years of service. The United States Department of Education named the school a National Blue Ribbon School of Excellence while he was principal.



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 Commissioners 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 2016

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

- Evaluate options for emergency services training facilities to accommodate police, fire, and EMS programs designed to support County wide operations.
- 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.

- Complete construction of a new Senior Center.
- Improve recreational opportunities and programs for Washington County citizens.
- Complete the update of the Parks and Recreation Facility Plan.
- Evaluate opportunities for intergovernmental partnerships.

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

- Continue with construction and implementation of solar generation facilities to offset county energy requirements.
- 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.
- Update central building infrastructures to accommodate the needs and address security requirements.

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.
- Plan and construct infrastructure required for targeted economic areas.
- Support a greater focus on Airport enhancements and marketing.
- Work with municipalities to support local initiatives.
- Draft legislative for adoption of new tax based incentives to be available to targeted economic development clients.

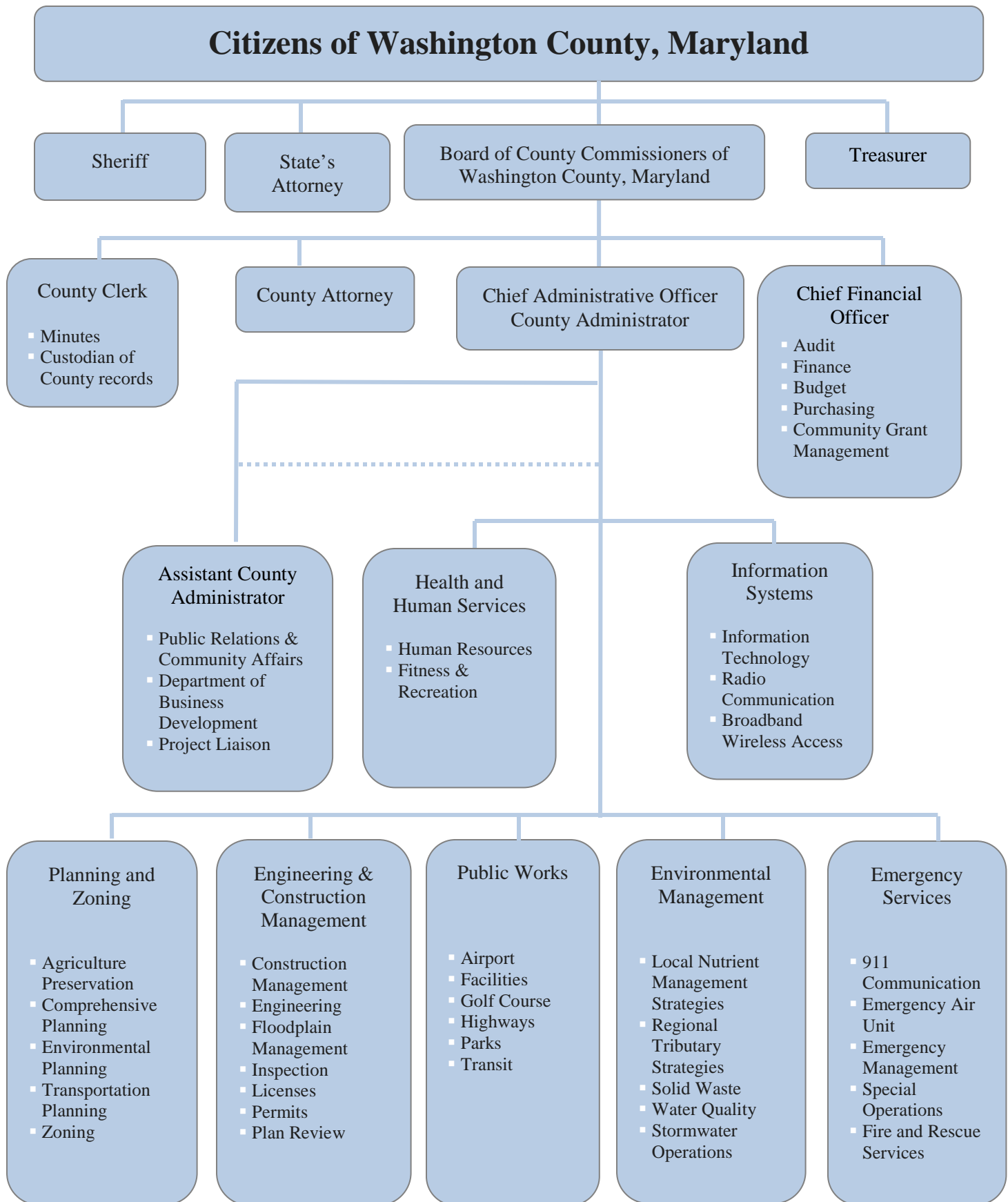
Matrix of Primary County Goals by Department in Relationship to Funds

The table below indicates which funds and departments are responsible for the implementation of FY2016 key goals. Refer to the Budget Details section of this document for each department's specific activities planned for FY2016 in support of these goals.

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

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Personnel Summary by Department

Summary of Budgeted Positions	2014	2015	2016	Change from 2015 to 2016	% 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	39	39		3.88%
County Administrator	3	3	3		.30%
Public Relations & Community Affairs	4	4	4		.40%
Election Board	5.5	5.5	5.5		.55%
Budget & Finance	16	16	15	(1)	1.49%
Purchasing	6	6	6		.60%
Treasurer	7.5	7.5	7.5		.75%
County Attorney	5	5	5		.50%
Human Resources	6	6	7	1	.70%
Planning & Zoning	11	11	11		1.09%
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	28	1	2.78%
Sheriff – Process Servers	2	2	2		.20%
Sheriff – Patrol	96	96	96		9.55%
Sheriff – Central Booking	10	10	10		.99%
Sheriff – Detention	122	123	123		12.23%
Sheriff – Narcotics Task Force	6	6	6		.60%
Special Operations	6.5	6.5	6.5		.65%
911 – Communications	57.5	56.5	56.5		5.62%
Fire & Rescue Operations	11.5	11.5	12	.5	1.19%
Emergency Management	2	2	2		.20%
Wireless Communications	5	5	5		.50%
Public Works	6	3	2	(1)	.20%
Engineering	32	17	17		1.69%
Construction	0	19	19		1.89%
Plan Review & Permitting	27.5	28.5	28.5		2.83%
Building, Grounds & Parks	30.5	30.5	28.5	(2)	2.83%
ML Snook Pool	13.5	13.5	13.5		1.34%
Fitness & Recreation	99.5	99.5	99.5		9.90%
Weed Control	5	5	6	1	.60%
Business Development	5	5	5		.50%

Personnel Summary by Department – Continued

Summary of Budgeted Positions	2014	2015	2016	Change from 2015 to 2016	% of Employees
Highway Fund	97.5	98	98		9.75%
Solid Waste Fund	27	25	25		2.49%
Agricultural Education Center Fund	1	1	1		.10%
Community Grant Management Fund	3	3	4	1	.40%
Inmate Welfare Fund	.5	.5	.5		.05%
Gaming Fund	2.5	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	77	78	1	7.76%
Transit Fund	38.5	38.5	38.5		3.83%
Airport Fund	17.5	16.5	17	.5	1.69%
Golf Course Fund	17.5	17.5	17.5		1.74%
Total	1,002	1,003.5	1,005.5	2	100.00%

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

**Represents
Change**

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

Fiscal Year 2016 Summary of Changes in Positions

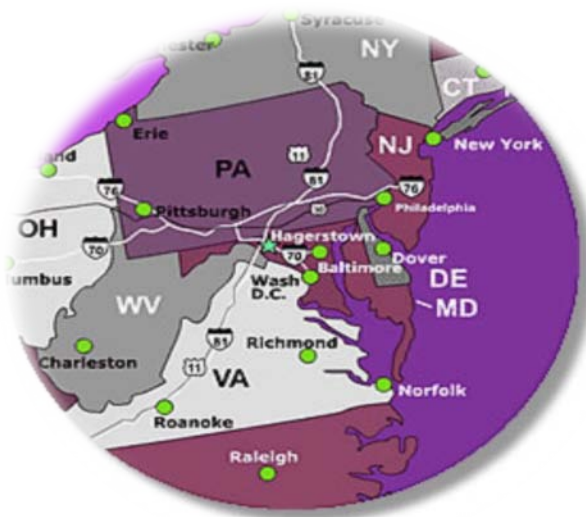
Function	Explanation of Change	Change
Budget and Finance	Due to reorganization, the grant analyst relocated to Community Grant Management to improve operations.	(1)
Human Resources	A full-time office associate was approved by the BOCC to assist with the operations of Human Resources.	1
Sheriff - Judicial	A full-time sworn deputy sheriff was approved by the BOCC to perform additional security for the public, judges, and daily visitors of the Circuit Court House.	1
Fire & Rescue Operations	An increase of a part-time advance life support technician I is due to the need to perform additional coverage.	.5
Public Works	The stormwater management coordinator was relocated to Water Quality to improve operations.	(1)
Building, Grounds & Parks	The parks and facilities director and senior office associate positions were eliminated due to restructuring.	(2)
Weed Control	Due to an increase in weed services being performed, a part-time weed control coordinator and a part-time weed control technician was approved.	1
Community Grant Management	The grant analyst relocated from Budget and Finance to Community Grant Management to improve operations.	1
Water Quality	The stormwater management coordinator was relocated from Public Works to Water Quality to improve operations.	1
Airport	The BOCC approved the upgrade of a part-time customer service representative position to a full-time airline station leader due to increase in duties.	.5
Total Change in Positions		2

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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. The County’s central telephone number is (240)-313-2210 and its website is www.washco-md.net

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

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

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

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

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

Services

Transportation

A variety of transportation avenues are available in Washington County. Hagerstown Regional Airport is a Part 139 Facility which provides daily scheduled commercial service to Dulles International Airport on Sun Air, twice weekly service to Orlando Sanford International, and twice weekly service to St. Pete-Clearwater International Airport 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. 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 251-single patient rooms. Services offered include a regional trauma center, a cardiac catheterization lab, and a nationally recognized joint replacement program. State-of-the-art medical technologies at Meritus Medical Center include advanced magnetic resonance imaging (MRI), single-photo-emission computed tomography (SPCT) scanners, and cardiac interventions. Hospital services that address outpatient needs include the John R. Marsh Cancer Center, Total Rehab Care, the Center for Breast Cancer Health, and the Center for Bariatric Surgery.

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

The Washington County Health Department, which provides various health services to the citizens of Washington County, employs a total of 183 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, and 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 34 troopers assigned to the local barrack, which is located just south of Hagerstown. The Hagerstown Police Department has a full-time force of 108 officers. The Hancock Police Department employs 2 full-time and 3 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 seven *ex-officio* members. As representatives of the local business community, the EDC is responsible for evaluating, recommending, and implementing policies affecting the County’s ability to attract, nurture, and sustain employment, and to further promote economic growth and change in a managed environment.

The DBD currently has five full-time employees to conduct the day-to-day operations of the office. The staff works to fulfill the strategic priorities 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
2014	149,588
2015 projected	151,200
2020 projected	160,300
2025 projected	169,950

Sources: U.S. Bureau of the Census 1980, 1990, 2000, 2011;
Projections by the Maryland Department of Planning 2015.

Population Statistics

Age:	19 & under	24.50%
	20-64 (workforce age)	60.10%
	65 & older	15.40%
	Median Age	40.3
Gender:	Male	51.10%
	Female	48.90%
Race:	White	84.80%
	Black	10.70%
	Other	4.50%

Source: U.S. Bureau of the Census 2010 (updated 2014) American Community Survey.

County Income

Per Capita Income	\$ 38,597
Median Household Income	\$ 55,609
Average Household Income	\$ 68,821

Sources: U.S. Dept. of Commerce, Bureau of Economic Analysis (2013); U.S. Census Bureau, 2009-2013 5-Year American Community Survey.

Education Facilities in Washington County

Higher Education:

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

Primary Education:

27 Elementary Schools
7 Middle Schools
8 Senior High Schools
1 Middle/Senior High School
1 Technical High School
1 Evening High School
1 Outdoor Education
1 Special Education
Pupil/Teacher Ratio: 14.1
Public Enrollment: 22,327
39 Private Schools

Source: Washington County Board of Education (2014).

Housing

2014 Median Selling Price

Washington County	\$ 160,500
Maryland	\$ 256,632

Source: Maryland Association of Realtors.

Households

Number of Households	60,814
Number of Family Households	37,506
Number of Non-family Households	14,831

Source: U.S. Bureau of the Census for 2010 (updated 2014).

County Water Quality Systems

	<u>Total # of Services</u>
Full Service Water	1,346
Full Service Sewer	6,970
Collection Service Sewer	3,630
Total	11,946

Source: Washington County Department of Environmental Management, 2014.

County Building Permits (000s)

	<u>Number</u>	<u>Value</u>
Residential New	168	\$ 37,720
Other Permits	1,615	\$ 98,942
Total	1,783	\$136,662

Source: Washington County Department of Plan Review and Permitting, 2014.

County Employment Statistics

Civilian Labor Force	76,025
Employed	71,574
Unemployed	4,451
Unemployment Rate	5.9%
State Average	5.5%

Source: MD Department of Labor, Licensing & Regulation for 2014 (updated 2015).

Top 15 Employers in Washington County

	<u>Employer</u>	<u>Employment</u>
1	Washington County Public Schools	2,970
2	Meritus Health, Inc.	2,740
3	State of Maryland	2,568
4	First Data	2,322
5	Citi	2,100
6	Volvo Group	1,517
7	Washington County Government	1,352
8	Hagerstown Community College	890
9	The Bowman Group, LLP	746
10	Federal Government	705
11	FedEx Ground	648
12	Staples Distribution Center	567
13	Merkle Response Services, Inc.	545
14	City of Hagerstown	486
15	Sierra Nevada Corporation	450

Source: Washington County Department of Business Development, 2014.

County Business Patterns

<u>Industry</u>	<u>Total # Establishments</u>
Services	1,230
Retail Trade	627
Other	393
Construction	349
Finance, Insurance, Real Estate	337
Transportation/Warehousing	153
Wholesale Trade	152
Manufacturing	114
Information	58
Utilities	9
Mining	2
Agricultural	2
Total	3,426

Source: U.S. Bureau of the Census 2010, (updated 2014) County Business Patterns.

<p align="center">Top 20 Largest Taxpayers in Washington County as of June 30, 2014 Ranked by Assessed Value</p>

<u>Taxpayer</u>	<u>Assessed Value</u>
1 Outlet Village of Hagerstown	\$ 103,449,460
2 PR Valley Limited Partnership	93,369,320
3 Potomac Edison	78,483,040
4 FedEx Ground Package System, Inc.	66,254,090
5 Bowman Group	58,825,377
6 Washington Real Estate	58,594,599
7 254 Hagerstown/Citigroup/Citicorp	48,800,300
8 IIT Hagerstown Distribution Center	47,518,900
9 Staples of Maryland, LLC	45,897,950
10 Wal-Mart Stores/Wal-Mart R. E./Sam's R. E/Sam's East	40,465,760
11 Liberty Property Limited	39,366,000
12 Verizon-Maryland	38,002,520
13 GP Hagerstown Limited Partnership	34,932,500
14 2007 East Greencastle Pike	34,553,100
15 Mack Trucks, Inc.	32,665,200
16 FR Hagerstown, LLC	32,131,800
17 Lowe's Home Centers, Inc.	30,205,233
18 Tractor Supply Company	28,836,787
19 Norfolk Southern Combined Rail	27,866,520
20 Meritus Health, Inc.	26,586,955

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

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Operational Overview

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Comprehensive Fiscal Policies

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

OPERATING POLICIES

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

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

RESERVE POLICIES

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

DEBT POLICIES

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

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

INVESTMENT POLICY

General:

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

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

Pension:

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

***CAPITAL
IMPROVEMENT
POLICIES***

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

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

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

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

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

***FINANCIAL
REPORTING
POLICIES***

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

Budget Practices and Process

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

Budget Calendar

Phase	Process	Time Frame
Fiscal Capacity/Analysis Phase	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">Update Economic and Financial Trend Analysis and Debt Affordability</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Update Long Range Capital and Operational Forecast</div> </div>	October - January
Budget Development Start	<div style="border: 1px solid black; padding: 5px; text-align: center;">Distribute Budget Package</div>	October - November
Budget Development Phase	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">Program/Service Goals are Reviewed and Identified</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">10 Year Capital Improvement Plan Developed</div> </div>	December - January
Review/Modification Phase	<div style="border: 1px solid black; padding: 5px; text-align: center;">Management Team and Commissioners Review</div>	January - April
Adoption Phase	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">Operational Budgets</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Capital Improvement Budgets</div> </div>	May
Start Up Phase	<div style="border: 1px solid black; padding: 5px; text-align: center;">Monthly Reporting and Monitoring</div>	July

Budget Process

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

Several essential features that characterize a good budget process are:

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

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

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

Financial and Debt Capacity Analysis Phase:

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

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

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

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

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

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

Budget Development Start:

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

Budget Development Phase:

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

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

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

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

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

Review/Modification Phase:

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

Adoption Phase:

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

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

Start Up:

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

Basis of Accounting and Budgeting

Budgeting Methods:

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

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

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

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

Balanced Budget:

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

Costing of Services:

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

Amendment to the Budget

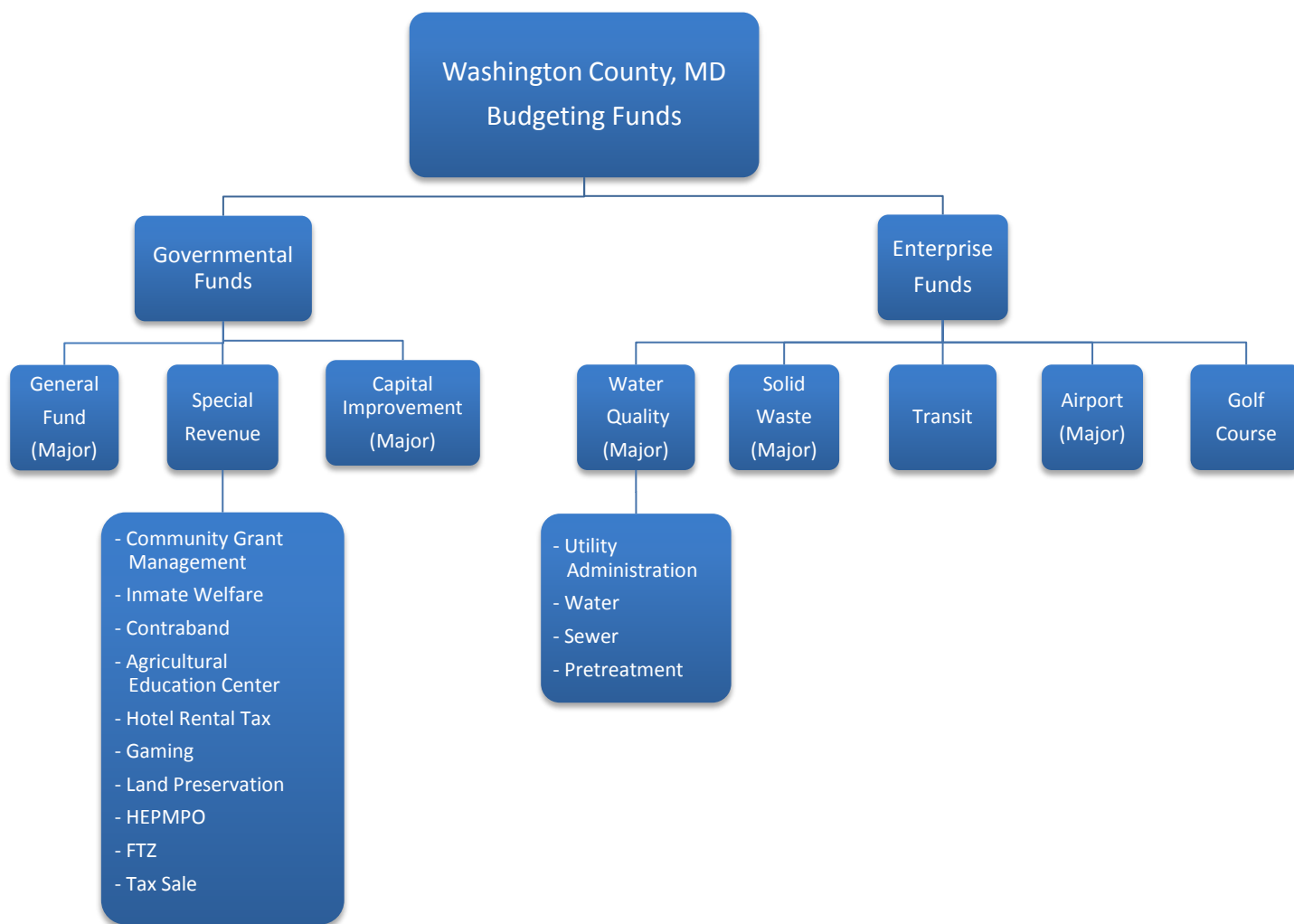
The County's Operating Budgets are adopted at the program/service level and the Capital Improvement Budgets are adopted at the project level. Transfers between programs or projects in excess of \$25,000 require County Commissioner approval. Any transfer out of contingency requires the approval of the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

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

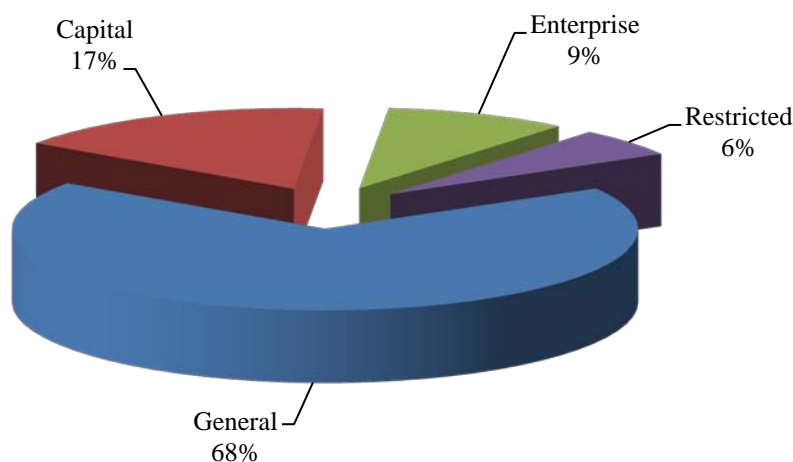
Fund Summaries

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

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



FY 2016 Funds



<i>General Fund:</i>	<i>Major Fund</i>	<i>\$206,592,450</i>
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The General Fund is the primary operating fund of the County. It exists to account for a full range of countywide services traditionally associated with local government. These services include education, court system, public safety, parks and recreation, general administration, economic development, and any other activity for which a special fund has not been created.

<i>Capital Improvement Funds:</i>	<i>Major Fund</i>	<i>\$51,510,000</i>
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Capital Improvement Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities. The County maintains several Capital Improvement Funds to ensure legal compliance and proper financial management.

<i>Enterprise Funds:</i>	<i>\$28,882,495</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. (\$17,124,215 – 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. (\$6,152,650 – 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. (\$2,397,810 – 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. (\$1,961,860 – 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. (\$1,245,960 – Non-Major Fund)

Other Governmental Funds:

\$17,246,920

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

- Highway Fund - The Highway Fund accounts for all the activities necessary to maintain the County road system. This includes, but is not limited to patching, stabilization, right-of-way, storm damage, snow and ice removal, line striping, signal maintenance, administration, and fleet maintenance costs. \$9,591,340 (Non-Major Fund)
- Other Funds – The County maintains 10 other small funds that account for the activities associated with each of the funds mentioned and are immaterial in nature and total \$7,655,580 (Non-Major Fund). They are:

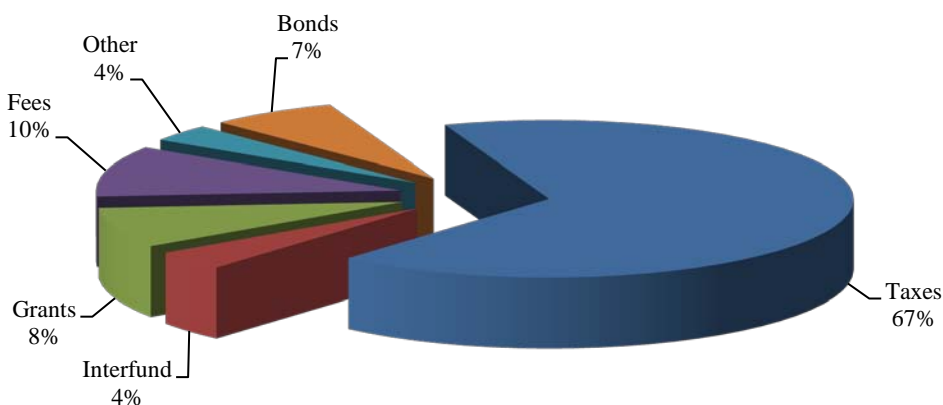
Agricultural Educational Center Fund	\$ 216,750
Community Grant Management Fund	\$ 384,890
Inmate Welfare Fund	\$ 382,000
Land Preservation Fund	\$ 1,678,660
Gaming Fund	\$ 2,147,840
Hotel Rental Tax Fund	\$ 2,350,000
Contraband Fund	\$ 25,000
HEPMPO Fund	\$ 470,440
FTZ Fund	\$ 0
Tax Sale Fund	\$ 0

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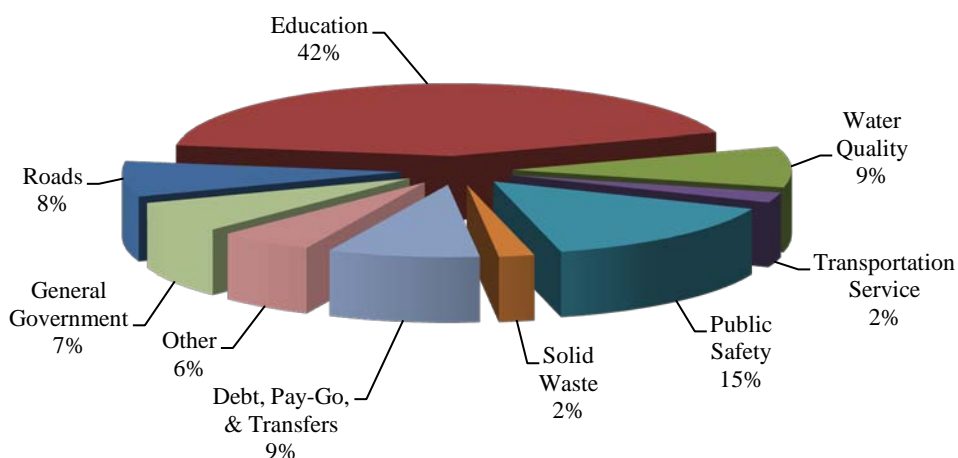
Total Sources and Uses of County Funds

The following represents total County revenues and expenditures, which are used to provide services and programs to the citizens of Washington County. The graph below depicts the total resources and uses of the County for the fiscal year 2016.

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 2016. 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, 2015. This reserve protects the County against unanticipated revenue cuts or economic downturns. The reserve target rate is 17%, while the national peer group median for Counties with similar bond ratings and populations of 100,000-250,000 is 27%.

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

Description	Fiscal Year		
	2014	2015	2016
Revenue (By Major Type):			
Property Tax	120,699,081	117,938,190	118,695,180
Income Tax	68,864,505	72,230,000	74,910,000
Other Local Taxes	8,221,450	8,280,000	8,670,000
Highway User	814,224	863,360	975,180
Interest	343,439	544,500	379,100
Fees	27,460,238	32,066,460	31,533,670
Grants	11,305,178	23,153,030	25,252,880
Other	1,342,679	2,525,370	2,226,540
Bonds	15,040,210	15,460,000	20,636,000
Subtotal	254,091,004	273,060,910	283,278,550
Transfers	14,542,249	12,179,740	13,019,220
Reserves	0	12,628,240	7,934,095
Total Revenue	268,633,253	297,868,890	304,231,865
Expenditures (By Function):			
Education	117,541,648	126,368,390	129,004,950
Public Safety	40,540,034	44,430,530	45,361,510
State/Community Promotion	10,132,278	6,825,440	6,156,910
Court System	3,833,863	4,432,810	4,777,370
General Government	21,152,931	22,780,750	21,298,150
Parks and Recreation	3,138,012	3,131,890	2,878,210
Water Quality	16,088,765	20,610,860	27,692,715
Roads/Infrastructure	23,843,865	23,112,250	24,199,340
Land Preservation	2,030,265	2,440,780	1,678,660
Solid Waste	6,120,349	7,529,000	6,255,650
Transit System	2,470,791	2,705,890	2,814,810
Airport	3,036,575	5,946,560	4,180,860
Golf Course	1,184,280	1,249,490	1,245,960
Subtotal	251,113,656	271,564,640	277,545,095
Transfers	13,686,492	11,393,970	11,751,280
Debt Service	14,011,770	14,910,280	14,935,490
Total Expenditures	278,811,918	297,868,890	304,231,865
Excess (Deficiency) of Revenues over Expenditures	(10,178,665)	0	0
Other Sources (Uses)	56,548	0	0
GAAP Basis Adjustments	(2,750,550)	0	0
Beginning Fund Balance/Net Equity	326,092,245	313,219,578	313,719,578
Estimated Increase (Decrease)	0	500,000	0
Ending Fund Balance/Net Equity (forecast)	313,219,578	313,719,578	313,719,578

**Combined Statement of Revenues, Expenditures, and Changes in Undesignated Fund Balance
Fiscal Year 2016 Budgets – All Funds**

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
Revenue (By Major Type):					
Property Tax	118,695,180				118,695,180
Income Tax	74,910,000				74,910,000
Other Local Taxes	6,570,000			2,100,000	8,670,000
Highway User				975,180	975,180
Interest	379,000			100	379,100
Fees	4,041,770	1,700,000	23,188,060	2,603,840	31,533,670
Grants	1,996,500	20,125,000	1,549,490	1,581,890	25,252,880
Other		1,520,000		706,540	2,226,540
Bonds		20,636,000			20,636,000
Subtotal	206,592,450	43,981,000	24,737,550	7,967,550	283,278,550
Transfers		2,689,000	1,449,220	8,881,000	13,019,220
Reserves		4,840,000	2,695,725	398,370	7,934,095
Total Revenue	206,592,450	51,510,000	28,882,495	17,246,920	304,231,865
Expenditures (By Function):					
Education	107,110,870	20,507,500		1,386,580	129,004,950
Public Safety	42,819,930	1,562,000		979,580	45,361,510
State/Community	6,156,910				6,156,910
Court System	4,777,370				4,777,370
General Government	16,417,390	1,270,000		3,610,760	21,298,150
Parks and Recreation	2,623,210	255,000			2,878,210
Water Quality		10,568,500	17,124,215		27,692,715
Roads/Infrastructure		14,608,000		9,591,340	24,199,340
Land Preservation				1,678,660	1,678,660
Solid Waste		103,000	6,152,650		6,255,650
Transit System		417,000	2,397,810		2,814,810
Airport		2,219,000	1,961,860		4,180,860
Golf Course			1,245,960		1,245,960
Subtotal	179,905,680	51,510,000	28,882,495	17,246,920	277,545,095
Transfers	11,751,280				11,751,280
Debt Service	14,935,490				14,935,490
Total Expenditures	206,592,450	51,510,000	28,882,495	17,246,920	304,231,865
Beginning Fund Balance/Net Equity	38,180,982	71,142,687	203,458,160	937,749	313,719,578
Estimated Increase (Decrease)	0	0	0	0	0
Ending Fund Balance/Net Equity (forecast)	38,180,982	71,142,687	203,458,160	937,749	313,719,578

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

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
Revenue (By Major Type):					
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
Subtotal	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
Total Revenue	204,539,010	46,730,000	28,827,800	17,772,080	297,868,890
Expenditures (By Function):					
Education	106,738,390	19,630,000			126,368,390
Public Safety	42,103,060	893,000		1,434,470	44,430,530
State/Non-profit	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
Subtotal	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
Total Expenditures	204,539,010	46,730,000	28,827,800	17,772,080	297,868,890
Beginning Fund Balance/Net Equity	38,180,982	71,142,687	202,958,160	937,749	313,219,578
Estimated Increase (Decrease)	0	0	500,000	0	500,000
Ending Fund Balance/Net Equity (forecast)	38,180,982	71,142,687	203,458,160	937,749	313,719,578

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

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
Revenue (By Major Type):					
Property Tax	120,699,081				120,699,081
Income Tax	68,864,505				68,864,505
Other Local Taxes	5,451,847			2,769,603	8,221,450
Highway User				814,224	814,224
Interest	343,213			226	343,439
Fees	3,977,961	1,887,149	19,262,902	2,332,226	27,460,238
Grants	3,413,658	3,289,966	1,366,588	3,234,966	11,305,178
Other		488,294		854,385	1,342,679
Bonds		15,040,210			15,040,210
Subtotal	202,750,265	20,705,619	20,629,490	10,005,630	254,091,004
Transfers		4,844,300	1,209,682	8,488,267	14,542,249
Total Revenue	202,750,265	25,549,919	21,839,172	18,493,897	268,633,253
Expenditures (By Function):					
Education	106,194,991	11,346,657			117,541,648
Public Safety	37,963,172	1,201,829		1,375,033	40,540,034
State/Community Promotion	5,539,710			4,592,568	10,132,278
Court System	3,833,863				3,833,863
General Government	19,265,105	1,330,901		556,925	21,152,931
Parks and Recreation	2,519,075	422,394		196,543	3,138,012
Water Quality		3,424,803	12,663,962		16,088,765
Roads/Infrastructure		13,297,620		10,546,245	23,843,865
Land Preservation				2,030,265	2,030,265
Solid Waste		978,245	5,142,104		6,120,349
Transit System		199,000	2,271,791		2,470,791
Airport		1,102,486	1,934,089		3,036,575
Golf Course		92,109	1,092,171		1,184,280
Subtotal	175,315,916	33,396,044	23,104,117	19,297,579	251,113,656
Transfers	13,286,492			400,000	13,686,492
Debt Service	14,011,770				14,011,770
Total Expenditures	202,614,178	33,396,044	23,104,117	19,697,579	278,811,918
Excess(Deficiency) of Revenues over Expenditures	136,087	(7,846,125)	(1,264,945)	(1,203,682)	(10,178,665)
Other Sources (Uses)	56,548				56,548
Increase (Decrease) in Fund Balance	192,635	(7,846,125)	(1,264,945)	(1,203,682)	(10,122,117)
GAAP Basis Adjustments		3,915,214	(6,665,764)		(2,750,550)
Beginning Fund Balance/Net Equity	37,988,347	75,073,598	210,888,869	2,141,431	326,092,245
Ending Fund Balance/Net Equity	38,180,982	71,142,687	202,958,160	937,749	313,219,578

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Capital Program and Debt Management

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Capital Improvement Program

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

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

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

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

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

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

Capital Improvement Plan Process

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

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

The Capital Improvement Plan is reviewed in conjunction with the debt affordability analysis and revenue projections, inclusive of rate analysis, in order to determine funding availability. A financial analysis of funding sources and project costs is conducted for all proposed capital improvement projects. It is the CIP Committee's responsibility to review all requests that County departments and agencies submit. All projects are ranked based on established criteria for priority ranking. Considering current and future needs, as developed in the ten-year plan, available funding sources, and the results of the priority ranking process, the CIP Committee determines which capital projects best meet established criteria for the current fiscal year Capital Improvement Budget and the nine-year forecast.

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

Components of the Capital Program

Capital Project Definition

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

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

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

Capital Project Priority Ranking System

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

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

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

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

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

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

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

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

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

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

Capital Improvement Plan Funding Sources

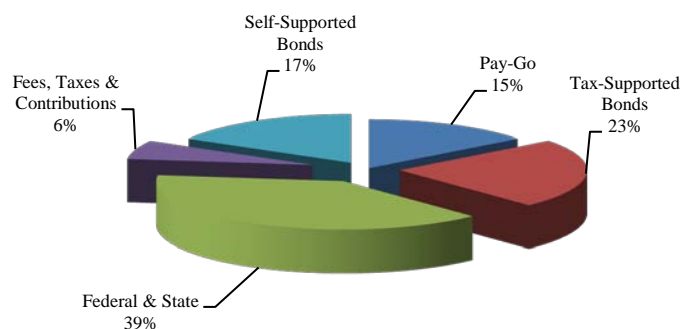
Funding sources in the Capital Improvement Plan are budgeted in each fiscal year in which they will be received. All potential funding sources are considered when developing the Capital Improvement Plan to ensure that projects are funded with appropriate revenue streams. Some projects are funded with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

- *Tax-Supported Bonds* are General Obligation Bonds secured by the full faith and credit of the issuer. General Obligation Bonds issued by the County are secured by a pledge of the County's property taxing power, and must be authorized by legislative authority. The amount to be issued in this fiscal year is based on the County's debt affordability guidelines, debt policies, and future project costs.
- *Self-Supported Bonds* are issued for enterprise funds and the debt service is paid from user fees.
- *Pay-Go Funds* represent cash contributions from various operating funds for specific capital projects without a dedicated funding source. The fiscal year 2016 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 2016 is based on projected home sales and recordation activity. In addition, the County has an Adequate Public Facilities Ordinance Fee and is used to generate revenue so that public facilities and services needed to support new development will be available concurrently with the impacts of the new developments.

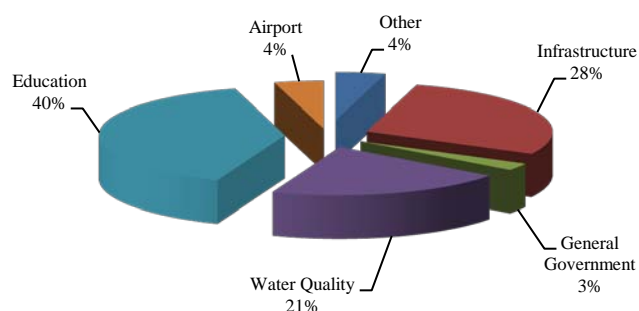
FY16 Capital Improvement Budget Overview

A graphic illustration of planned capital project distribution and funding sources for fiscal year 2016 is shown below. The fiscal year 2016 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 Capital Improvement Plan review process. Estimated new revenues and or operational efficiency savings associated with projects are also taken into consideration. The operating costs of the projects are identified and considered during the ranking evaluation. The operating costs of projects to be completed and in-service during the budget year are identified and justified as part of the operating budget process. Additions or eliminations of personnel, significant start-up costs, as well as operation and maintenance costs of the new facilities are included in the operating budget. These conservative operating cost estimates include: personnel, equipment maintenance, building maintenance, and other major costs anticipated at the completion of the project. An important consideration in the County's Capital Improvement Budget is the fiscal impact on the Operating Budget due to the additional debt service cost. Total debt service cost for fiscal 2016 is approximately \$19.8 million.

The ten-year operating budget impact for major projects approved in the fiscal year 2016 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 of the tax burden on the citizens. Therefore, along with the development of the Capital Improvement Plan, an annual debt affordability analysis is performed to evaluate the 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 a Percent of FMV		Debt Service as a % of General Fund Revenue		Debt Service per Capita as a % of Income Per Capita	
	County Amount	Peer Group Median	County Ratio	Peer Group Median	County Ratio	Peer Group Median	County Ratio	Peer Group Median
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	900	1,536	1.14%	1.68%	6.97%	8.41%	.23%	.33%
2015 estimated	912	1,536	1.17%	1.68%	7.15%	8.41%	.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 20 years. The projections are intended only to provide a method for assessing the impact of issuing more debt. The County's debt affordability analysis is designed to: ensure that anticipated future debt is manageable from a fiscal and budgetary perspective; meet peer group ratio targets and avoid negative treatment by the rating agencies in the form of a rating downgrade; and keep borrowing costs to a minimum. The following table illustrates the impact of long-term debt issuance as it relates to various Peer Group targets that the County monitors.

Debt Capacity Analysis – Effect of Debt Issuance on Debt Ratios								
Fiscal Year	Debt Per Capita		Debt as a Percent of FMV		Debt Service as a % of General Fund Revenue		Debt Service Per Capita as a % of Income Per Capita	
	Projected	Peer Group Median	Projected	Peer Group Median	Projected	Peer Group Median	Projected	Peer Group Median
2016	943	1,536	1.19%	1.68%	6.64%	8.41%	.23%	.33%
2017	966	1,536	1.20%	1.68%	7.23%	8.41%	.24%	.33%
2018	990	1,536	1.21%	1.68%	7.18%	8.41%	.24%	.33%
2019	1,013	1,536	1.22%	1.68%	7.07%	8.41%	.24%	.33%
2020	1,032	1,536	1.23%	1.68%	7.30%	8.41%	.25%	.33%
2021	1,046	1,536	1.23%	1.68%	7.49%	8.41%	.25%	.33%
2022	1,062	1,536	1.23%	1.68%	7.28%	8.41%	.24%	.33%
2023	1,073	1,536	1.22%	1.68%	7.42%	8.41%	.25%	.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
2024	1,080	1,536	1.21%	1.68%	7.59%	8.41%	.25%	.33%
2025	1,084	1,536	1.20%	1.68%	7.72%	8.41%	.26%	.33%
2026	1,085	1,536	1.18%	1.68%	7.68%	8.41%	.26%	.33%
2027	1,086	1,536	1.17%	1.68%	7.64%	8.41%	.25%	.33%
2028	1,081	1,536	1.14%	1.68%	7.78%	8.41%	.26%	.33%
2029	1,085	1,536	1.13%	1.68%	7.16%	8.41%	.24%	.33%
2030	1,087	1,536	1.12%	1.68%	7.11%	8.41%	.24%	.33%
2031	1,083	1,536	1.10%	1.68%	7.34%	8.41%	.24%	.33%
2032	1,077	1,536	1.07%	1.68%	7.28%	8.41%	.24%	.33%
2033	1,070	1,536	1.05%	1.68%	7.23%	8.41%	.24%	.33%
2034	1,062	1,536	1.03%	1.68%	7.17%	8.41%	.24%	.33%
2035	1,052	1,536	1.00%	1.68%	7.11%	8.41%	.24%	.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 Aa1 by Moody's Investors Service. The County's credit ratings reflect strong financial management, continued economic development and diversification, strong financial position, strong financial policies, manageable capital needs, low debt, and strong reserves.

Changes in Economic Assumptions

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

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

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

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

Final Analysis

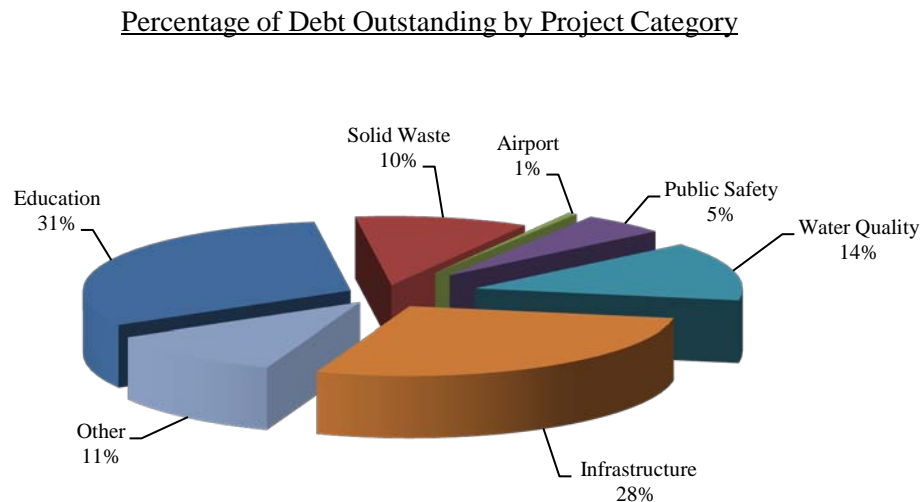
There are multiple factors that can affect the County's affordability to incur future indebtedness, including the County's economy and the availability of adequate financial resources. For that reason the financial ratios and analysis used, take into account the entire County financial condition, as other factors can effectively deteriorate the County's financial posture and affect its ability to incur debt. In addition, these managerial and unpredictable scenarios are considered and tested as part of the analysis, so that the known effects of 'Worst' and 'Best' case results can be examined. It is important for the County to monitor its financial condition, 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, 2015, by project category:



The table on the following page shows the current outstanding balance at June 30, 2015, and the estimated impact of debt service on the Operating Budget for FY 2016.

Current Debt Balance and FY 2016 Principal and Interest Costs

Description	FY 2015 Balance	FY 2016 Principal	FY 2016 Interest	Total Debt Service
General Fund:				
2006 Public Facilities Bonds	\$ 500,000	\$ 500,000	\$ 20,625	\$ 520,625
2007 Public Improvement Bonds	1,819,235	581,491	64,961	646,452
2008 Public Improvement Bonds	2,095,305	669,874	89,041	758,915
2009 Public Improvement & Refunding Bonds	9,823,723	914,542	345,792	1,260,334
2010 Ser A Public Improvement Bonds	3,167,831	0	231,339	231,339
2010 Ser B Build America Bonds	6,957,113	1,130,793	228,048	1,358,841
2010 Refunding Bonds	7,741,334	493,978	78,109	572,087
2011 Public Improvement Bonds	9,698,041	436,605	370,426	807,031
2012 Public Improvement Bonds	11,184,985	465,333	316,350	781,683
2012 Refunding Bonds	5,307,330	649,000	199,220	848,220
2013 Public Improvement Bonds	11,555,000	460,000	364,100	824,100
2013 Refunding Bonds	12,362,420	140,810	420,754	561,564
2014 Public Improvement Bonds	14,000,000	465,000	528,788	993,788
2015 Public Improvement Bonds	12,000,000	0	257,685	257,685
2015 Refunding Bonds	23,819,710	2,393,766	485,157	2,878,923
MD Water Quality Solid Waste Refinancing	1,622,167	33,357	16,222	49,579
MD Water Quality Resh Capping Ph 1	3,266,231	257,538	32,662	290,200
Total General Fund Existing Debt	\$ 136,920,425	\$ 9,592,087	\$ 4,049,279	\$ 13,641,366
2016 Planned Debt: 2016 Public Improvement Bonds	12,000,000			
Total General Fund Debt	\$ 148,920,425	\$ 9,592,087	\$ 4,049,279	\$ 13,641,366
Highway:				
2008 Public Improvement Bonds	404,511	129,323	17,190	146,513
Total Highway Existing Debt	\$ 404,511	\$ 129,323	\$ 17,190	\$ 146,513
Solid Waste:				
2007 Public Improvement Bonds	370,765	118,509	13,239	131,748
2009 Public Improvement Bonds	1,882,475	286,115	65,023	351,138
2010 Ser A Public Improvement Bonds	1,253,948	0	91,572	91,572
2010 Ser B Build America Bonds	2,753,894	349,207	66,752	415,959
2010 Refunding Bonds	2,268,666	195,535	30,918	226,453
2011 Public Improvement Bonds	2,851,959	128,395	108,933	237,328
2012 Refunding Bonds	30,680	4,670	1,130	5,800
2013 Refunding Bonds	177,580	4,190	6,146	10,336
2015 Refunding Bonds	1,753,760	71,234	39,663	110,897
MD Water Quality 40 West Cell 3	1,355,886	133,916	14,915	148,831
MD Water Quality Solid Waste Refinancing	4,456,594	91,643	44,566	136,209
Total Solid Waste Existing Debt	\$ 19,156,207	\$ 1,383,414	\$ 482,857	\$ 1,866,271
2016 Planned Debt: 2016 Public Improvement Bonds	103,000			
Total Solid Waste Debt	\$ 19,259,207	\$ 1,383,414	\$ 482,857	\$ 1,866,271

Current Debt Balance and FY 2016 Principal and Interest Costs

Description	FY2015 Balance	FY 2016 Principal	FY 2016 Interest	Total Debt Service
Airport:				
2012 Refunding Bonds	996,990	251,330	36,450	287,780
Total Airport Existing Debt	\$ 996,990	\$ 251,330	\$ 36,450	\$ 287,780
Water Quality:				
1996 Series A Project & Refunding Bonds	3,207,488	722,611	1,527,391	2,250,002
2008 Public Improvement Bonds	190,184	60,802	8,082	68,884
2009 Public Improvement & Refunding Bonds	2,838,802	159,344	101,099	260,443
2010 Ser A Public Improvement Bonds	548,221	85,487	13,517	99,004
2010 Ser B Build America Bonds	1,203,993	0	40,035	40,035
2012 Public Improvement Bonds	5,280,015	219,667	149,337	369,004
2015 Public Improvement Bonds	3,460,000	0	74,299	74,299
2015 Refunding Bonds	821,530	0	19,684	19,684
MD Water Quality Series BNR	1,204,119	192,325	20,470	212,795
MD Water Quality Pretreat. Refinancing 2004	3,486,063	425,000	13,944	438,944
MD Water Quality Halfway I & I	349,275	27,540	3,493	31,033
MD Water Quality Winebrenner	2,553,000	0	20,000	20,000
Total Water Quality Existing Debt	\$ 25,142,690	\$ 1,892,776	\$ 1,991,351	\$ 3,884,127
2016 Planned Debt:	8,533,000			
2016 Public Improvement Bonds				
Total Water Quality Debt	\$ 33,675,690	\$ 1,892,776	\$ 1,991,351	\$ 3,884,127
Total Existing and 2016 Planned Debt	\$ 203,256,823	\$ 13,248,930	\$ 6,577,127	\$ 19,826,057

Bonded Limit Summary as of June 30, 2015

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, 2015, the unused authorization available for issuance of general obligation bonds was \$49,837,722.

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

Schedule of Legal Debt Margins – Department of Water Quality Estimated as of June 30, 2015	
Assessed Value of Property in Washington County	\$ 12,352,005,000
Debt Limit: % of Assessed Value	10%
Water Quality Borrowing Limitation	1,235,200,500
Water Quality Debt	25,142,690
Debt Margin	1,210,057,810
Ratio of Water Quality Debt to Assessed Value	.20%

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

Description	<i>Fiscal Year</i>		
	2014 Actual	2015 Budget	2016 Budget

Revenue (By Major Type):

Fees	\$ 1,877,149	\$ 1,543,000	\$ 1,700,000
Grants	3,289,966	17,434,000	20,125,000
Other	488,294	1,806,000	1,520,000
Bonds	15,040,210	15,460,000	20,636,000
Subtotal	20,705,619	36,243,000	43,981,000
Transfers	4,844,300	2,561,000	2,689,000
Capital Reserves	0	7,926,000	4,840,000
Total Revenue	25,549,919	46,730,000	51,510,000

Expenditures (By Function):

Education	11,346,657	19,630,000	20,507,500
Public Safety	1,201,829	893,000	1,562,000
General Government	1,330,901	2,848,000	1,270,000
Parks and Recreation	422,394	346,000	255,000
Water Quality	3,424,803	3,747,000	10,568,500
Roads/Infrastructure	13,297,620	13,799,000	14,608,000
Solid Waste	978,245	939,000	103,000
Transit System	199,000	326,000	417,000
Airport	1,102,486	4,202,000	2,219,000
Golf Course	92,109	0	0
Total Expenditures	33,396,044	46,730,000	51,510,000

Net Difference	(7,846,125)	0	0
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Project Detail of Major Projects – Fiscal Year 2016

Project Name	Project Description	Project Budget	Operating Impact
Conococheague Wastewater Treatment Plant - ENR Upgrades	This project will plan, design, and construct upgrades required to meet Maryland Department of the Environment Enhanced Nutrient Removal strategy.	\$ 7,765,500	\$ -
Jonathan Hager Elementary School	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.	7,554,000	5,000
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.	4,065,000	-
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.	3,500,000	-
Central Utility Plant Upgrade	This project will upgrade/expand the Central Utility Plant to provide sufficient heating and cooling capacity to support existing facilities and planned new facilities such as the expanded Student Center and Public Services Training Facility.	3,343,500	-
Learning Resource Center Renovation	Programs currently housed in this building will be relocated to the Arts and Sciences Complex. The relocation will allow for the expansion of the Adult Basic Education program and other programs currently housed in the LRC. In addition, some of the space will be dedicated to Middle College students (full-time dual enrolled high school students) so that they have a home base and so that they can be more closely monitored due to their age.	3,010,000	-

Project Name	Project Description	Project Budget	Operating Impact
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.	\$ 2,299,000	\$ 89,000
Southern Boulevard 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 two or 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.	2,034,000	3,000
Taxiway C and Roadway Loop Rehabilitation	The project consists of a full-length rehabilitation of Taxiway C. Existing taxiway lighting will be replaced with energy efficient LED lighting. The project will also provide for the rehabilitation of the entrance and exit loop for the passenger terminal.	1,807,000	-
PO 1 Pump Station Expansion	This project is to upgrade the existing pump station.	1,530,000	-
Crayton Boulevard Extended	The project involves the construction of Crayton Boulevard between Maugans Avenue and Showalter Road. The project includes construction of a three lane closed section roadway (one lane in each direction with a continuous center left turn lane). The project length is approximately 1,600 LF.	1,071,000	1,000
Professional Boulevard Extended – Phase III	The project involves the construction of a segment of Professional Boulevard south from the second Yale Drive roundabout continuing southeast towards Phase IV and Robinwood Drive. The roadway length is approximately 900 feet. The project includes construction of a four lane closed section roadway.	1,000,000	1,000
Robinwood Corridor II	The project will widen Robinwood Drive to four lanes between Medical Campus Drive and Hagerstown Community College (approximately 5,800'). The new road section will consist of two 12 foot wide lanes in each direction with a raised grassed median and closed storm drain system. This proposed section will terminate at the intersection of HCC campus. To accommodate the proposed section at this intersection, a new traffic roundabout will be constructed.	867,000	4,000

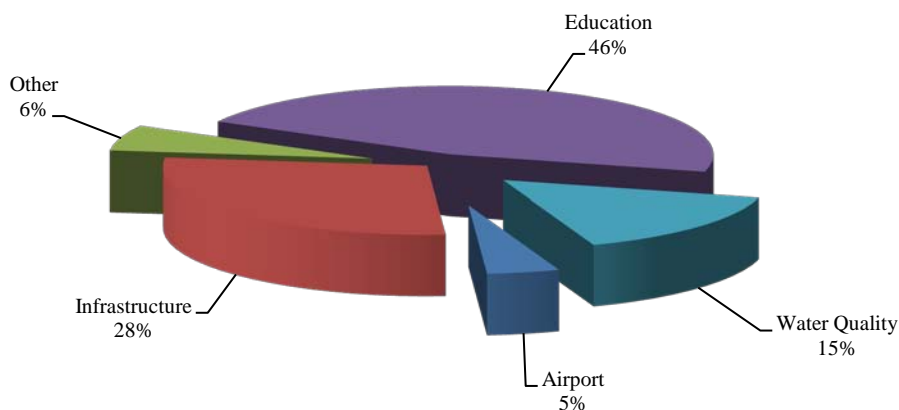
Project Name	Project Description	Project Budget	Operating Impact
Stormwater Retrofits	This project includes the construction of SWM systems based on Best Management Practices such as bio-swales, bio-filters, permeable pavements, ponds, wetlands, etc. along roadways, in parks, and on other county properties to satisfy the National Pollutant Discharge Elimination Systems (NPDES) requirements established by the MDE.	\$ 860,000	\$ -
Advanced Technology Center Renovation	The 2nd floor of HCC's Advanced Technology Center has been designated as the main location for a new program in Advanced Manufacturing. The curriculum for this program addresses the stated needs of local manufacturers such as Volvo Powertrain by preparing potential employees to configure, operate and troubleshoot advanced manufacturing equipment. Students can earn certificates in Industrial Technology and Basic Electronics, as well as an Associate's degree in Advanced Manufacturing. Two classrooms will be renovated to become an electronics lab and a robotics lab to provide space for students to become familiar with equipment from basic electronics circuits to custom-made, advanced manufacturing trainers. The 2 classroom spaces will support at least 6 courses in the Advanced Manufacturing program, as well as 2 to 3 courses in the Mechanical Engineering Technology program. Faculty offices will be adjacent to support the community of learners in these programs.	791,000	-
Keedysville Road Bridge W5651	This bridge is located in the 18900 block of Keedysville Road, one half mile west of Keedysville (ADC Map 31, E-7). The project will rehabilitate a stone arch structure. The structure is considered eligible for the National Register of Historic Places. Rehabilitation will include concrete fill, traffic barrier upgrades, scour repair, stone masonry reconstruction, and repointing.	763,000	-
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.	714,000	3,000
Detention Center Building Improvements	This project allows for major repairs and/or building improvements as needed for the Detention Center.	550,000	-
Law Enforcement – Fleet Replacement Program	This project is for the replacement of public safety fleet inventory.	510,000	-
Highway Equipment and Vehicle Replacement Program	This project will replace vehicles and heavy/specialized equipment for maintenance and construction activity.	510,000	-

Project Name	Project Description	Project Budget	Operating Impact
Pump Station Upgrades – Various Stations	The project includes electrical and equipment upgrades.	\$ 510,000	\$ -

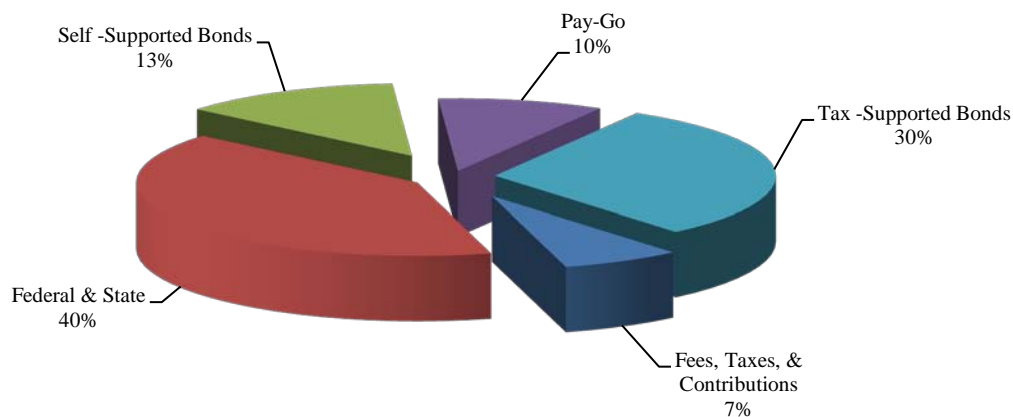
Ten Year Capital Improvement Plan Summary

The following graphs illustrate the projects by category and the funding sources that are currently scheduled for FY2016 thru FY2025. The 'Other' category includes projects for: Parks & Recreation, Transit, General Government, and Public Safety. The 'Education' category includes projects for the Board of Education, the Hagerstown Community College, and Public Libraries. The total for all projects represented in the chart is \$394,154,500.

Project Categories for FY2016 thru FY2025



Funding Sources for FY2016 thru FY2025



**Washington County, Maryland
Capital Improvement 10yr Summary
Fiscal Year 2016 - 2025**

Ten Year Capital Program

Project	Total	Prior Appr.	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 - 2025
Project Costs									
Airport	19,269,710	1,785,710	2,219,000	2,167,000	1,313,000	1,432,000	631,000	1,443,000	8,279,000
Bridges	19,288,202	3,953,202	2,444,000	3,438,000	1,574,000	1,244,000	1,324,000	1,267,000	4,044,000
Drainage	12,499,094	2,136,094	870,000	1,034,000	2,214,000	1,489,000	1,298,000	1,393,000	2,065,000
Education	207,774,300	25,929,800	20,507,500	7,762,000	14,939,000	17,395,000	13,125,000	13,216,000	94,900,000
General Government	13,523,826	5,480,826	1,270,000	742,000	727,000	726,000	720,000	760,000	3,098,000
Parks & Recreation	1,451,481	589,481	255,000	21,000	74,000	119,000	55,000	56,000	282,000
Public Safety	8,126,983	889,983	1,562,000	825,000	636,000	540,000	660,000	560,000	2,454,000
Railroad Crossings	1,865,137	605,137	0	0	0	289,000	0	300,000	671,000
Road Improvement	125,284,685	41,750,685	11,294,000	11,058,000	10,108,000	8,460,000	9,346,000	8,420,000	24,848,000
Solid Waste	10,303,900	992,900	103,000	1,066,000	27,000	3,186,000	28,000	700,000	4,201,000
Transit	9,144,229	1,404,229	417,000	260,000	341,000	2,473,000	1,224,000	280,000	2,745,000
Water Quality	78,054,313	26,913,313	10,568,500	11,722,500	1,594,000	1,677,000	6,436,000	6,639,000	12,504,000
TOTAL	506,585,860	112,431,360	51,510,000	40,095,500	33,547,000	39,030,000	34,847,000	35,034,000	160,091,000
Funding Sources									
General Fund	36,832,819	15,232,819	1,800,000	1,800,000	1,900,000	2,000,000	2,100,000	2,200,000	9,800,000
Highway Fund	6,950,000	150,000	250,000	350,000	450,000	550,000	650,000	750,000	3,800,000
Hotel Rental Fund	1,216,000	0	250,000	432,000	276,000	258,000	0	0	0
Solid Waste Fund	653,900	429,900	0	26,000	27,000	27,000	28,000	28,000	88,000
Utility Admin Fund	1,249,977	226,977	94,000	96,000	98,000	99,000	102,000	103,000	431,000
Water Fund	425,256	113,256	102,000	104,000	106,000	0	0	0	0
Sewer Fund	3,860,610	2,605,610	129,000	115,000	118,000	120,000	123,000	125,000	525,000
Airport Fund	440,000	0	64,000	39,000	40,000	41,000	42,000	43,000	171,000
Tax Supported Bond	142,881,226	22,881,226	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	48,000,000
Self Supported Bond	58,622,170	8,316,170	8,636,000	7,956,000	1,272,000	4,617,000	5,081,000	7,083,000	15,661,000
Transfer Tax	17,021,618	1,521,618	1,100,000	1,200,000	1,300,000	1,400,000	1,500,000	1,600,000	7,400,000
Excise Tax - Schools	4,334,400	484,400	385,000	385,000	385,000	385,000	385,000	385,000	1,540,000
Excise Tax - Roads	2,337,270	1,077,270	126,000	126,000	126,000	126,000	126,000	126,000	504,000
Excise Tax - Other	329,000	15,000	29,000	29,000	29,000	29,000	29,000	33,000	136,000
Excise Tax - Library	89,900	13,900	10,000	10,000	10,000	10,000	10,000	6,000	20,000
Excise Tax - Non-Residential	1,747,905	1,247,905	50,000	50,000	50,000	50,000	50,000	50,000	200,000
Capital Reserve - General	20,863,213	16,023,213	4,840,000	0	0	0	0	0	0
Capital Reserve - Solid Waste	100,000	100,000	0	0	0	0	0	0	0
Capital Reserve - Sewer	41,000	41,000	0	0	0	0	0	0	0
Federal Grant	35,117,177	7,065,177	4,844,000	3,855,000	2,630,000	4,148,000	1,494,000	1,505,000	9,576,000
State Grant	163,875,419	32,929,919	15,281,000	8,651,500	12,180,000	13,170,000	11,127,000	8,973,000	61,563,000
Contributions	7,597,000	1,956,000	1,520,000	2,871,000	550,000	0	0	24,000	676,000
TOTAL	506,585,860	112,431,360	51,510,000	40,095,500	33,547,000	39,030,000	34,847,000	35,034,000	160,091,000

Project Detail of Major Projects – Fiscal Years 2016-2025

Project Name	Project Description	Ten Year Project Budget
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.	\$ 44,001,000
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.	40,065,000
Western Heights Middle School Modernization	The project includes renovation of 113,970 SF built in 1983 and an addition of 21,345 SF for an expanded community gym, music, science, art and support programs.	28,557,000
E. Russell Hicks Middle School	The project will provide a partial renovation (103,131 SF) and an addition of 12,914 SF.	26,578,000
Sharpsburg Elementary Replacement	Construction of 63,818 SF replacement building to support 471 students.	20,339,000
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.	15,684,000
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.	14,239,000

Project Name	Project Description	Ten Year Project Budget
Smithsburg Wastewater Treatment Plant – Facility Improvements Began in FY 2010	The project will upgrade the facility to address Maryland Department of the Environment (MDE) strategy for Enhanced Nutrient Removal (ENR) and expand capacity to address growth needs of the area.	\$ 11,195,000
Jonathan Hager Elementary School – 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.	10,096,000

Capital Improvement 10 yr Detail
Fiscal Year 2016 - 2025

Project	Projected Costs		Budget		Ten Year Capital Program						
	*FTE	Operating	Total	Prior Appr.	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future
Project Costs											
<u>Airport</u>											
Capital Equipment - Airport	0.0	0	4,276,710	416,710	332,000	364,000	371,000	378,000	385,000	392,000	1,638,000
Fuel Farm Relocation	0.0	0	1,882,000	0	0	0	869,000	1,013,000	0	0	0
Land Acquisition - Airport	0.0	0	4,386,000	816,000	0	0	0	0	0	0	3,570,000
T-Hangar 1, 2 and 3 Replacement	0.0	0	327,000	0	31,000	31,000	32,000	32,000	33,000	34,000	134,000
Taxiway C and Roadway Loop Rehab	0.0	0	1,987,000	180,000	1,807,000	0	0	0	0	0	0
Taxiway T Construction	0.0	0	949,000	0	0	0	0	0	165,000	784,000	0
Runway 9/27 Rehabilitation	0.0	0	2,524,000	0	0	0	0	0	0	224,000	2,300,000
Taxiway F and H Rehabilitation	0.0	0	600,000	0	0	0	0	0	0	0	600,000
Air Traffic Control Tower Replacement	0.0	0	259,000	171,000	16,000	0	33,000	0	39,000	0	0
Passenger Terminal Hold Room Expansion	0.0	2,000	1,966,000	202,000	0	1,764,000	0	0	0	0	0
T-Hangar Roof Replacement	0.0	0	113,000	0	33,000	8,000	8,000	9,000	9,000	9,000	37,000
Airport Total	0.0	2,000	19,269,710	1,785,710	2,219,000	2,167,000	1,313,000	1,432,000	631,000	1,443,000	8,279,000
<u>Bridges</u>											
Hopewell Road Culvert 02/01	0.0	0	292,100	5,100	287,000	0	0	0	0	0	0
Bridge Inspection & Inventory	0.0	0	703,525	164,525	153,000	0	21,000	0	165,000	0	200,000
Dogsstreet Road Bridge W5932P	0.0	0	1,038,400	166,400	0	872,000	0	0	0	0	0
Spur Road Culvert 07/16	0.0	0	287,000	46,000	241,000	0	0	0	0	0	0
Old Roxbury Road Bridge W5372	0.0	0	4,133,077	900,077	26,000	1,040,000	1,060,000	1,107,000	0	0	0
Poffenberger Road Bridge W4011	0.0	0	736,900	685,900	51,000	0	0	0	0	0	0
Poffenberger Road Bridge W4012	0.0	0	1,407,000	1,305,000	102,000	0	0	0	0	0	0
Hopewell Road Culvert 02/02	0.0	0	228,100	10,100	218,000	0	0	0	0	0	0
Keedysville Road Bridge W5651	0.0	0	1,672,600	257,600	763,000	652,000	0	0	0	0	0
Crystal Falls Drive Bridge W3051	0.0	0	1,356,500	405,500	0	458,000	493,000	0	0	0	0
Wright Road Culvert 02/06	0.0	0	181,000	2,000	179,000	0	0	0	0	0	0
Rinehart Road Culvert 14/03	0.0	0	346,000	0	0	0	0	33,000	313,000	0	0
Kretsinger Road Culvert 14/01	0.0	0	329,000	0	0	0	0	33,000	296,000	0	0
Frog Eye Road Culvert 11/06	0.0	0	634,000	0	0	0	0	0	0	0	634,000
Cleaning and Painting of Steel Bridges	0.0	0	416,000	0	0	416,000	0	0	0	0	0
Wright Road Culvert 02/05	0.0	0	225,000	5,000	220,000	0	0	0	0	0	0
Keefer Road Bridge 15/20	0.0	0	198,000	0	0	0	0	38,000	160,000	0	0
Burnside Bridge Road Culvert 01/03	0.0	0	324,000	0	0	0	0	33,000	291,000	0	0
Greenspring Furnace Road Culvert 15/15	0.0	0	412,000	0	0	0	0	0	33,000	379,000	0
Harpers Ferry Road Culvert 11/02	0.0	0	549,000	0	0	0	0	0	33,000	516,000	0
Back Road Culvert 11/03	0.0	0	306,000	0	0	0	0	0	33,000	273,000	0
Long Hollow Road Culvert 05/07	0.0	0	311,000	0	0	0	0	0	0	33,000	278,000
Hoffman's Inn Road Culvert 05/06	0.0	0	311,000	0	0	0	0	0	0	33,000	278,000
Henline Road Culvert 05/05	0.0	0	456,000	0	0	0	0	0	0	33,000	423,000
Bridge Scour Repairs	0.0	0	436,000	0	204,000	0	0	0	0	0	232,000
Bowie Road Culvert	0.0	0	300,000	0	0	0	0	0	0	0	300,000
Remsburg Road Culvert	0.0	0	306,000	0	0	0	0	0	0	0	306,000
Lanes Road Culvert 15/12	0.0	0	300,000	0	0	0	0	0	0	0	300,000
Greenbrier Road Culvert 16/14	0.0	0	329,000	0	0	0	0	0	0	0	329,000
Taylors Landing Road Bridge W7101	0.0	0	36,000	0	0	0	0	0	0	0	36,000
Mooresville Road Culvert 15/21	0.0	0	361,000	0	0	0	0	0	0	0	361,000
Welty Church Road Culvert 14/06	0.0	0	36,000	0	0	0	0	0	0	0	36,000
Willow Road Culvert 05/10	0.0	0	331,000	0	0	0	0	0	0	0	331,000
Bridges Total	0.0	0	19,288,202	3,953,202	2,444,000	3,438,000	1,574,000	1,244,000	1,324,000	1,267,000	4,044,000

*FTE - Full Time Equivalent

** Separate Entities

Capital Improvement 10yr Detail
Fiscal Year 2016 - 2025

Project	Projected Costs		Budget			Ten Year Capital Program					
	*FTE	Operating	Total	Prior Appr.	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future
Project Costs											
<u>Drainage</u>											
Stream Restoration at Various Locations	0.0	0	2,315,194	881,194	0	0	424,000	0	44,000	448,000	518,000
Stormwater Retrofits	0.0	0	8,218,900	1,254,900	860,000	878,000	894,000	912,000	928,000	945,000	1,547,000
Shank Road Drainage	0.0	0	159,000	0	0	0	0	159,000	0	0	0
Hoffmaster and Harpers Ferry Road Drainage	0.0	0	896,000	0	0	0	896,000	0	0	0	0
Harpers Ferry Road Drainage, 3600 Block	0.0	0	391,000	0	0	0	0	65,000	326,000	0	0
Brookfield Avenue Drainage	0.0	0	113,000	0	0	0	0	113,000	0	0	0
Broadfording Church Road Culvert	0.0	0	240,000	0	0	0	0	240,000	0	0	0
Pondsville Road Drainage	0.0	0	166,000	0	10,000	156,000	0	0	0	0	0
Drainage Total	0.0	0	12,499,094	2,136,094	870,000	1,034,000	2,214,000	1,489,000	1,298,000	1,393,000	2,065,000
<u>Board of Education</u>											
Relocatable Classrooms	0.0	0	1,160,000	0	0	0	0	0	0	224,000	936,000
Capital Maintenance - BOE	0.0	0	53,885,000	9,884,000	3,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	18,001,000
E. Russell Hicks Middle School (Reno/Addition)	0.0	5,000	26,578,000	0	0	0	0	0	0	0	26,578,000
Jonathan Hager Elementary School	0.0	5,000	19,874,000	9,778,000	7,554,000	2,542,000	0	0	0	0	0
Sharpsburg Elementary School- Replacement	0.0	5,000	20,339,000	0	0	0	1,315,000	8,470,000	8,437,000	2,117,000	0
Western Heights Middle School Modernization	0.0	5,000	28,557,000	0	0	0	0	0	0	2,249,000	26,308,000
Concepts for High School Capacity	0.0	0	5,767,000	0	0	0	0	0	0	616,000	5,151,000
Concepts for Elementary Capacity	0.0	0	3,866,000	0	0	0	0	0	0	0	3,866,000
Board of Education Total	0.0	20,000	160,026,000	19,662,000	11,054,000	7,042,000	5,815,000	12,970,000	12,937,000	9,706,000	80,840,000
<u>Hagerstown Community College</u>											
Campus Operations Building	2.0	119,000	6,548,000	0	0	0	0	0	0	1,183,000	5,365,000
Student Center Expansion	2.0	89,000	8,241,800	5,942,800	2,299,000	0	0	0	0	0	0
Learning Resource Center Renovation	0.0	0	3,010,000	0	3,010,000	0	0	0	0	0	0
Police, Fire and Emerg Svcs Training Facility	6.0	666,000	14,239,000	0	0	710,000	9,114,000	4,415,000	0	0	0
Central Utility Plant Upgrade	0.0	0	3,411,500	68,000	3,343,500	0	0	0	0	0	0
Teacher Education Center	1.0	25,000	2,765,000	0	0	0	0	0	0	0	2,765,000
Advanced Technology Center Renovation	0.0	0	791,000	0	791,000	0	0	0	0	0	0
ARCC Air Conditioning	0.0	0	2,415,000	0	0	0	0	0	178,000	2,237,000	0
Campus Road & Parking lot overlays	0.0	0	2,443,000	0	0	0	0	0	0	0	2,443,000
Hagerstown Community College	11.0	899,000	43,864,300	6,010,800	9,443,500	710,000	9,114,000	4,415,000	178,000	3,420,000	10,573,000
<u>Public Libraries</u>											
Hancock Public Library Replacement	1.5	56,000	3,884,000	257,000	10,000	10,000	10,000	10,000	10,000	90,000	3,487,000
Public Libraries Total	1.5	56,000	3,884,000	257,000	10,000	10,000	10,000	10,000	10,000	90,000	3,487,000
<u>General Government</u>											
Bond Issuance Costs	0.0	0	1,112,499	103,499	97,000	98,000	99,000	99,000	100,000	102,000	414,000
Financial System Management & Upgrades	0.0	10,000	927,333	559,333	102,000	31,000	32,000	32,000	33,000	34,000	104,000
General - Equipment and Vehicle Replacement Program	0.0	0	2,245,489	244,489	200,000	200,000	200,000	200,000	200,000	200,000	801,000
Systemic Improvements- Buildings	0.0	0	2,366,000	365,000	200,000	200,000	200,000	200,000	200,000	200,000	801,000
County Admin Bldg Renovations	0.0	0	4,422,100	3,940,100	482,000	0	0	0	0	0	0
Information Systems Replacement Program	0.0	0	2,111,885	156,885	153,000	156,000	159,000	173,000	187,000	202,000	925,000
Broadband Wireless Network Infrastructure	0.0	0	180,520	71,520	36,000	36,000	37,000	0	0	0	0
Tree Forestation	0.0	0	158,000	40,000	0	21,000	0	22,000	0	22,000	53,000
General Government Total	0.0	10,000	13,523,826	5,480,826	1,270,000	742,000	727,000	726,000	720,000	760,000	3,098,000

*FTE - Full Time Equivalent

** Separate Entities

Capital Improvement 10yr Detail
Fiscal Year 2016 - 2025

Project	Projected Costs		Budget		Ten Year Capital Program						
	*FTE	Operating	Total	Prior Appr.	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future
Project Costs											
<u>Parks & Recreation</u>											
BR Capital Equipment Replacement Program	0.0	0	830,481	327,481	51,000	0	53,000	54,000	55,000	56,000	234,000
North Central County Park	2.0	81,000	48,000	0	0	0	0	0	0	0	48,000
Regional Park Equip. Replacement	0.0	0	61,000	0	61,000	0	0	0	0	0	0
Chestnut Grove Park, Overlay Parking lot	0.0	0	43,000	0	0	0	0	43,000	0	0	0
Park Land Acquisition	0.0	0	304,000	202,000	102,000	0	0	0	0	0	0
Tennis Courts, Resurfacing	0.0	0	165,000	60,000	41,000	21,000	21,000	22,000	0	0	0
Parks & Recreation Total	2.0	81,000	1,451,481	589,481	255,000	21,000	74,000	119,000	55,000	56,000	282,000
<u>Public Safety</u>											
Communication Tower(s) various locations	0.0	0	534,000	0	204,000	0	106,000	0	110,000	0	114,000
Detention Center Building Improvements	0.0	0	550,000	0	550,000	0	0	0	0	0	0
Emergency Svcs Equip & Vehicle Program	0.0	0	1,084,983	481,983	298,000	305,000	0	0	0	0	0
Law Enforcement - Fleet Replacement Program	0.0	0	5,958,000	408,000	510,000	520,000	530,000	540,000	550,000	560,000	2,340,000
Public Safety Total	0.0	0	8,126,983	889,983	1,562,000	825,000	636,000	540,000	660,000	560,000	2,454,000
<u>Railroad Crossings</u>											
Railroad Crossing Improvements	0.0	0	1,865,137	605,137	0	0	0	289,000	0	300,000	671,000
Railroad Crossings Total	0.0	0	1,865,137	605,137	0	0	0	289,000	0	300,000	671,000
<u>Road Improvement</u>											
Pavement Maintenance and Rehab Program	0.0	0	49,129,359	9,064,359	4,065,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	16,000,000
Robinwood Corridor II	0.0	4,000	11,923,300	11,056,300	867,000	0	0	0	0	0	0
Eastern Boulevard Extended	0.0	4,000	2,874,000	0	0	0	0	0	0	0	2,874,000
Southern Boulevard I	0.0	3,000	9,397,100	6,941,100	2,034,000	422,000	0	0	0	0	0
E. Oak Ridge Drive/South Pointe Signal	0.0	1,000	345,000	0	0	0	0	0	116,000	0	229,000
Eastern Boulevard Widening Phase I	0.0	3,000	8,967,100	8,253,100	714,000	0	0	0	0	0	0
Eastern Boulevard Widening Phase II	0.0	2,000	7,339,300	836,300	0	1,010,000	1,890,000	1,496,000	2,107,000	0	0
Transportation ADA	0.0	0	1,587,206	806,206	0	86,000	86,000	86,000	86,000	85,000	352,000
Eastern Blvd. at Antietam Dr Improvements	0.0	0	2,283,000	502,000	367,000	1,414,000	0	0	0	0	0
Professional Boulevard Extended - Phase II	0.0	3,000	7,003,500	1,434,500	0	0	0	0	2,232,000	2,312,000	1,025,000
Professional Boulevard Extended - Ph I/Bridge over Antietam Creek	0.0	1,000	8,771,000	1,522,000	0	1,691,000	3,258,000	2,300,000	0	0	0
Valley Mall Area Road Improvements Phase II	0.0	0	1,060,000	220,000	0	0	0	0	0	840,000	0
Battery Backup Op and Enhancements	0.0	0	274,000	60,000	214,000	0	0	0	0	0	0
Medical Campus Road Signal	0.0	1,000	432,000	0	0	432,000	0	0	0	0	0
Colonel Henry K. Douglas Drive Extended Phase I	0.0	4,000	1,002,000	0	0	0	0	0	0	0	1,002,000
Professional Boulevard Extended - Phase III	0.0	1,000	1,572,000	0	1,000,000	572,000	0	0	0	0	0
Professional Boulevard Extended - Phase IV	0.0	1,000	1,862,000	0	0	0	0	0	220,000	616,000	1,026,000
Crayton Boulevard Extended	0.0	1,000	2,269,000	0	1,071,000	1,092,000	106,000	0	0	0	0
Traffic Signal Installation	0.0	0	250,000	0	250,000	0	0	0	0	0	0
HWY Equip and Vehicle Replacement Program	0.0	0	5,688,820	1,003,820	510,000	150,000	530,000	378,000	385,000	392,000	2,340,000
Highway Maintenance Shop - Western Section	0.0	3,000	380,000	51,000	102,000	89,000	138,000	0	0	0	0
HWY Western Section - Fuel Tank Replacement	0.0	0	875,000	0	100,000	100,000	100,000	200,000	200,000	175,000	0
Road Improvement Total	0.0	32,000	125,284,685	41,750,685	11,294,000	11,058,000	10,108,000	8,460,000	9,346,000	8,420,000	24,848,000
<u>Solid Waste</u>											
Contingency - Solid Waste	0.0	0	295,500	11,500	0	26,000	27,000	27,000	28,000	28,000	148,000
Close Out Cap - Rubble Fill	0.0	0	2,108,400	81,400	0	0	0	0	0	0	2,027,000
Resh Road Gas Trench	0.0	0	1,840,000	800,000	0	1,040,000	0	0	0	0	0
40 West Truck Loading Facility Rehab. & Upgrades	0.0	0	208,000	100,000	0	0	0	108,000	0	0	0

*FTE - Full Time Equivalent

** Separate Entities

Capital Improvement 10yr Detail
Fiscal Year 2016 - 2025

Project	Projected Costs				Budget		Ten Year Capital Program					
	*FTE	Operating	Total	Prior Appr.	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future	
Project Costs												
40 West Pavement Rehab and Bridge Repair	0.0	0	672,000	0	0	0	0	0	0	672,000	0	
Seal Coating Closed Facilities	0.0	0	826,000	0	0	0	0	0	0	0	826,000	
40 West Partial Capping	0.0	0	3,051,000	0	0	0	0	3,051,000	0	0	0	
City County Upgrades	0.0	0	1,200,000	0	0	0	0	0	0	0	1,200,000	
NPDES Compliance Upgrades	0.0	0	77,000	0	77,000	0	0	0	0	0	0	
City/County Landfill Gas Study	0.0	0	26,000	0	26,000	0	0	0	0	0	0	
Solid Waste Total	0.0	0	10,303,900	992,900	103,000	1,066,000	27,000	3,186,000	28,000	700,000	4,201,000	
Transit												
Fixed Route Bus Replacement Program	0.0	0	4,923,600	924,600	0	0	0	2,114,000	842,000	0	1,043,000	
ADA Bus Replacement	0.0	0	1,012,000	136,000	72,000	0	76,000	89,000	107,000	0	532,000	
Vehicle Maintenance Program	0.0	0	3,118,629	343,629	255,000	260,000	265,000	270,000	275,000	280,000	1,170,000	
Heavy Duty Vehicle Lifting System	0.0	0	47,000	0	47,000	0	0	0	0	0	0	
RouteMatch Notification Module	0.0	0	27,000	0	27,000	0	0	0	0	0	0	
Fuel Monitoring System	0.0	0	16,000	0	16,000	0	0	0	0	0	0	
Transit Total	0.0	0	9,144,229	1,404,229	417,000	260,000	341,000	2,473,000	1,224,000	280,000	2,745,000	
Water Quality												
Utility Administration												
General Building Improvements	0.0	0	1,257,000	101,000	0	0	0	540,000	616,000	0	0	
Laboratory Rehab of Ventilation System	0.0	0	265,000	0	0	0	265,000	0	0	0	0	
WQ Equip/Vehicle Replacement Program	0.0	0	1,148,977	125,977	94,000	96,000	98,000	99,000	102,000	103,000	431,000	
Utility Administration Total	0.0	0	2,670,977	226,977	94,000	96,000	363,000	639,000	718,000	103,000	431,000	
Wastewater Utility												
Smithsburg WwTP - ENR Upgrades	0.0	10,000	16,448,970	5,253,970	0	0	0	0	5,595,000	5,600,000	0	
Pump Station Upgrades - Various Stations	0.0	0	1,777,700	747,700	510,000	520,000	0	0	0	0	0	
Conococheague WwTP - ENR Upgrades	0.0	0	34,982,410	19,298,410	7,765,500	7,918,500	0	0	0	0	0	
Replace PO 2 Pump Station	0.0	0	1,324,000	0	0	1,324,000	0	0	0	0	0	
Potomac Edison Pump Station & Force Main	0.0	0	1,515,000	0	0	1,515,000	0	0	0	0	0	
Antietam WwTP - ENR Upgrades	0.0	0	2,298,000	1,108,000	0	0	0	0	0	0	1,190,000	
New Roof at Conococheague WwTP	0.0	0	258,000	0	128,000	130,000	0	0	0	0	0	
General WwTP Improvements	0.0	0	3,401,000	0	0	0	0	0	0	0	3,401,000	
Collection System Rehabilitation Project	0.0	0	3,574,000	0	204,000	0	795,000	810,000	0	0	1,765,000	
Sandy Hook WwTP	0.0	0	798,000	0	0	0	0	0	0	0	798,000	
Heavy Sewer EOP and VEH Replacement	0.0	0	693,000	124,000	103,000	89,000	91,000	38,000	39,000	40,000	169,000	
Replace Grinder Pumps	0.0	0	727,000	41,000	26,000	26,000	27,000	82,000	84,000	85,000	356,000	
PO 1 Pump Station Upgrade	0.0	0	1,530,000	0	1,530,000	0	0	0	0	0	0	
Wastewater Utility Total	0.0	10,000	69,327,080	26,573,080	10,266,500	11,522,500	913,000	930,000	5,718,000	5,725,000	7,679,000	
Water Utility												
WQ Water Main and Meter Replacement	0.0	0	1,466,105	102,105	102,000	104,000	106,000	0	0	0	1,052,000	
Sandy Hook Water Treatment Plant EOP	0.0	0	108,000	0	0	0	0	108,000	0	0	0	
General WTP Improvements	0.0	0	968,151	11,151	106,000	0	0	0	0	251,000	600,000	
Sharpsburg Water Treatment Plant	0.0	0	212,000	0	0	0	212,000	0	0	0	0	
Mt Aetna Water System Improvements	0.0	0	560,000	0	0	0	0	0	0	560,000	0	
Highfield/Sharpsburg Water Storage Tank	0.0	0	342,000	0	0	0	0	0	0	0	342,000	
Sharpsburg Transite Pipe Replacement	0.0	0	2,400,000	0	0	0	0	0	0	0	2,400,000	
Water Utility Total	0.0	0	6,056,256	113,256	208,000	104,000	318,000	108,000	0	811,000	4,394,000	
Water Quality Total	0.0	10,000	78,054,313	26,913,313	10,568,500	11,722,500	1,594,000	1,677,000	6,436,000	6,639,000	12,504,000	
TOTAL	14.5	1,110,000	506,585,860	112,431,360	51,510,000	40,095,500	33,547,000	39,030,000	34,847,000	35,034,000	160,091,000	
County Operating Impact	2.0	135,000										
**Board of Education	0.0	20,000										
**Community College	11.0	899,000										
**Library	1.5	56,000										
Total	14.5	1,110,000										

*FTE - Full Time Equivalent

** Separate Entities

Capital Improvement 10yr Detail
Fiscal Year 2016 - 2025

	Budget			Ten Year Capital Program					
	Total	Prior Appr.	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future
Funding Sources									
General Fund	36,832,819	15,232,819	1,800,000	1,800,000	1,900,000	2,000,000	2,100,000	2,200,000	9,800,000
Highway Fund	6,950,000	150,000	250,000	350,000	450,000	550,000	650,000	750,000	3,800,000
Hotel Rental Fund	1,216,000	0	250,000	432,000	276,000	258,000	0	0	0
Solid Waste Fund	653,900	429,900	0	26,000	27,000	27,000	28,000	28,000	88,000
Utility Admin Fund	1,249,977	226,977	94,000	96,000	98,000	99,000	102,000	103,000	431,000
Water Fund	425,256	113,256	102,000	104,000	106,000	0	0	0	0
Sewer Fund	3,860,610	2,605,610	129,000	115,000	118,000	120,000	123,000	125,000	525,000
Airport Fund	440,000	0	64,000	39,000	40,000	41,000	42,000	43,000	171,000
Tax Supported Bond	142,881,226	22,881,226	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	48,000,000
Self Supported Bond	58,622,170	8,316,170	8,636,000	7,956,000	1,272,000	4,617,000	5,081,000	7,083,000	15,661,000
Transfer Tax	17,021,618	1,521,618	1,100,000	1,200,000	1,300,000	1,400,000	1,500,000	1,600,000	7,400,000
Excise Tax - Schools	4,334,400	484,400	385,000	385,000	385,000	385,000	385,000	385,000	1,540,000
Excise Tax - Roads	2,337,270	1,077,270	126,000	126,000	126,000	126,000	126,000	126,000	504,000
Excise Tax - Other	329,000	15,000	29,000	29,000	29,000	29,000	29,000	33,000	136,000
Excise Tax - Library	89,900	13,900	10,000	10,000	10,000	10,000	10,000	6,000	20,000
Excise Tax - Non-Residential	1,747,905	1,247,905	50,000	50,000	50,000	50,000	50,000	50,000	200,000
Capital Reserve - General	20,863,213	16,023,213	4,840,000	0	0	0	0	0	0
Capital Reserve - Solid Waste	100,000	100,000	0	0	0	0	0	0	0
Capital Reserve - Sewer	41,000	41,000	0	0	0	0	0	0	0
Federal Grant	35,117,177	7,065,177	4,844,000	3,855,000	2,630,000	4,148,000	1,494,000	1,505,000	9,576,000
State Grant	163,875,419	32,929,919	15,281,000	8,651,500	12,180,000	13,170,000	11,127,000	8,973,000	61,563,000
Contributions	7,597,000	1,956,000	1,520,000	2,871,000	550,000	0	0	24,000	676,000
TOTAL	506,585,860	112,431,360	51,510,000	40,095,500	33,547,000	39,030,000	34,847,000	35,034,000	160,091,000

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General Fund

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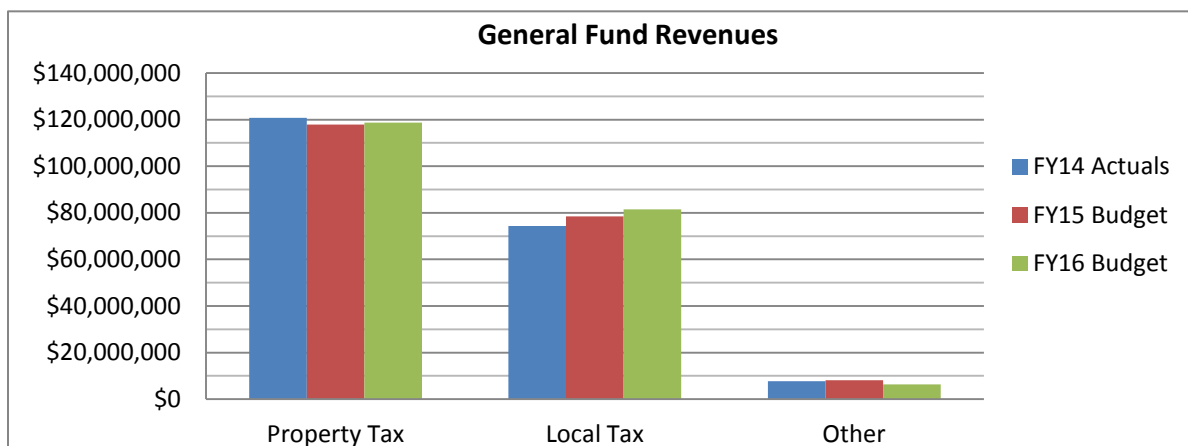
General Fund – Revenue Summary

Category	2014 Actual	2015 Budget	2016 Budget	\$ Change	% Change
Property Tax	120,699,081	117,938,190	118,695,180	756,990	.64%
Local Taxes	74,316,352	78,510,000	81,480,000	2,970,000	3.78%
Interest Earnings	343,213	544,500	379,000	(165,500)	(30.39%)
Charges for Services:					
Plan Review and Permitting	1,122,221	1,351,800	1,172,900	(178,900)	(13.23%)
Planning and Zoning	18,293	18,700	18,600	(100)	(0.53%)
Parks and Recreation	460,498	460,710	458,300	(2,410)	(0.52%)
Public Safety	1,599,705	1,711,290	1,693,250	(18,040)	(1.05%)
Other	777,244	1,619,590	698,720	(920,870)	(56.86%)
Grants for Operations	3,413,658	1,907,200	1,996,500	89,300	4.68%
Excess Fund Balance Reserve	0	477,030	0	(477,030)	(100.00%)
Total	202,750,265	204,539,010	206,592,450	2,053,440	1.00%

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 97% or \$200.1 million of total General Fund revenues. Detail of the revenue sources and the underlying assumptions can be read on pages 83-89.

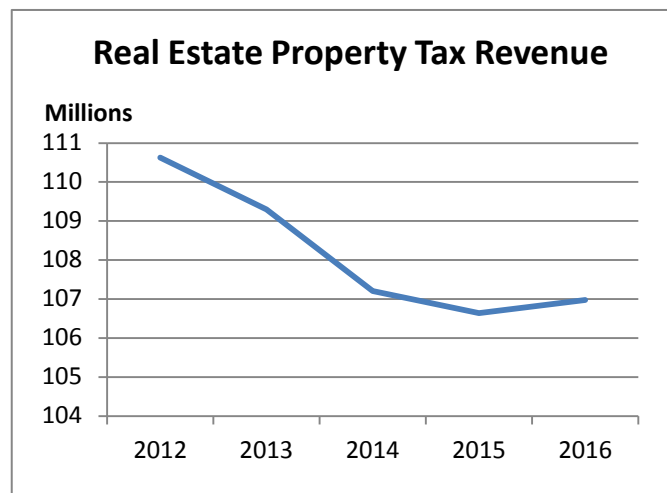


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General Fund – Revenue Detail

Property Tax					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Real Estate Property Tax	107,976,719	106,636,980	106,977,350	340,370	.32%
Corporate Personal Property Tax	13,472,902	12,124,470	12,497,840	373,370	3.08%
State Administrative Fees	(518,533)	(568,460)	(525,000)	43,460	(7.65%)
Interest on Property Taxes	430,983	480,000	480,000	0	0.00%
Payment in Lieu of Taxes	292,984	275,000	276,510	1,510	.55%
Enterprise Tax Reimbursement	247,160	264,190	257,510	(6,680)	(2.53%)
Service Charge – Semi-Annual	123,258	130,000	130,000	0	0.00%
Tax Sale Penalty and Other Fees	79,106	50,000	50,000	0	0.00%
Enterprise Zone Tax Credit	(494,318)	(528,380)	(515,020)	13,360	(2.53%)
Agricultural Tax Credit	(348,400)	(350,000)	(350,000)	0	0.00%
New Jobs Tax Credit	(16,987)	(19,600)	0	19,600	(100.00%)
Historical Tax Credit	(4,528)	(5,000)	(5,000)	0	0.00%
County Homeowners Tax	(253,032)	(260,000)	(260,000)	0	0.00%
Other Credits	(627)	(1,000)	(29,000)	(28,000)	2800.00%
Discount Allowed – Property Tax	(308,480)	(310,000)	(310,000)	0	0.00%
Federal Payment in Lieu of Taxes	20,874	19,990	19,990	0	0.00%
Total	120,699,081	117,938,190	118,695,180	756,990	.64%

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 57.4% 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 \$118.7 million for FY2016, which is an increase of \$.8 million or .64%. The majority of the increase is due to an increase in the County's taxable base as a result of reassessments. Property taxes are estimated by several methods, including trend analysis, economic analysis, and real estate analysis. The primary means, however, are the assessments provided by the Maryland Department of Assessments and Taxation, and full detail is provided on their website at www.dat.state.md.us/sdatweb/stats. Below is a graph showing the trend analysis of Real Estate Property Tax revenue from 2012 to 2016.

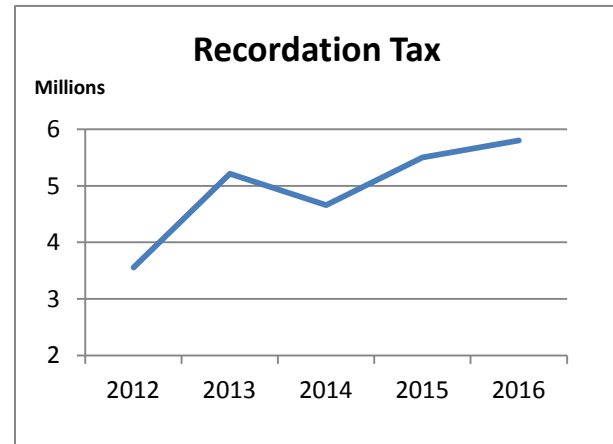
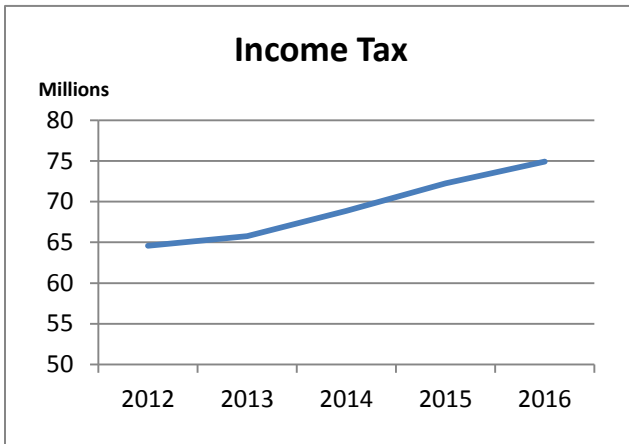


Local Taxes					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Income Tax	68,864,506	72,230,000	74,910,000	2,680,000	3.71%
Admissions and Amusement Tax	291,605	310,000	300,000	(10,000)	(3.23%)
Recordation Tax	4,657,341	5,500,000	5,800,000	300,000	5.45%
Trailer Tax	502,900	470,000	470,000	0	0.00%
Total	74,316,352	78,510,000	81,480,000	2,970,000	3.78%

Local Taxes are projected to increase by \$3.0 million or 3.78% in FY2016. Income and Recordation Tax account for 99% of this category. The Income Tax is the second largest revenue source for the County, representing 36.3% 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 \$5.8 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 2012 to 2016.



Interest Earnings					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Interest Income – Investments	311,698	500,000	350,000	(150,000)	(30.00%)
Interest Income – Municipal Investment	26,782	40,000	25,000	(15,000)	(37.50%)
Interest Income – Other	4,733	4,500	4,000	(500)	(11.11%)
Total	343,213	544,500	379,000	(165,500)	(30.39%)

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	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Miscellaneous Licenses	600	800	800	0	0.00%
Building Permits – Residential	164,549	202,400	180,000	(22,400)	(11.07%)
Building Permits – Commercial	115,986	130,000	140,000	10,000	7.69%
Municipal Fees	8,987	10,000	8,000	(2,000)	(20.00%)
Electrical Licenses Fees	5,550	75,000	5,500	(69,500)	(92.67%)
Electrical Permit – Residential	164,456	210,350	175,000	(35,350)	(16.81%)
Electrical Permit – Commercial	116,076	168,500	120,000	(48,500)	(28.78%)
HVAC Registration Fees	13,610	2,000	13,500	11,500	575.00%
HVAC – Residential	82,016	105,800	95,000	(10,800)	(10.21%)
HVAC – Commercial	46,070	40,000	40,000	0	0.00%
Other Permit Fees	35,636	45,000	35,000	(10,000)	(22.22%)
Plumbing Licenses Fees	23,670	4,000	24,000	20,000	500.00%
Plumbing Permits – Residential	94,817	132,000	100,000	(32,000)	(24.24%)
Plumbing Permits – Commercial	38,554	50,400	50,400	0	0.00%
Drawings/Blue Line Prints	510	250	400	150	60.00%
Review Fees	167,584	135,000	150,000	15,000	11.11%
Other Planning Fees	43,350	35,000	35,000	0	0.00%
Fines and Forfeitures	200	300	300	0	0.00%
Reimbursed Expenses	0	5,000	0	(5,000)	(100.00%)
Total	1,122,221	1,351,800	1,172,900	(178,900)	(13.23%)

Permitting revenue is projected to decrease by \$178,900 for FY2016. Construction activity is not expected to decrease but FY2015 budgeted revenues were lower than expected so the FY2016 budget was decreased. Electrical licenses are renewed bi-annually and FY2015 was a renewal year.

Charges for Services – Planning and Zoning					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Zoning Appeals	13,275	16,000	16,000	0	0.00%
Rezoning	4,340	2,000	2,000	0	0.00%
Development Fees	350	300	300	0	0.00%
Other Planning Fees	328	400	300	(100)	(25.00%)
Total	18,293	18,700	18,600	(100)	(0.53%)

Plan review fees are projected to total \$18,600. The major revenue source in this category is zoning appeals 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	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Parks:					
Sale of Wood	8,090	10,000	7,000	(3,000)	(30.00%)
Rental Fees	30,795	40,000	40,000	0	0.00%
Ball Field Fees	10,015	10,800	10,800	0	0.00%
Ball Field Lighting Fees	1,383	3,500	4,500	1,000	28.57%
Concession Stands	4,370	6,500	4,500	(2,000)	(30.77%)
Contributions	870	1,000	1,000	0	0.00%
Program Fees	9,874	9,000	9,000	0	0.00%
Fuel	1,518	1,500	1,500	0	0.00%
Martin L. Snook Pool:					
Pool Fees	50,720	71,410	60,000	(11,410)	(15.98%)
Concession Fees	16,258	22,000	20,000	(2,000)	(9.09%)
Recreation:					
Program Fees	326,605	285,000	300,000	15,000	5.26%
Total	460,498	460,710	458,300	(2,410)	(0.52%)

Parks and Recreation revenue are projected to produce \$458,300 for FY2016. 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 \$300,000 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 \$60,000 and are generated from the County owned pool, which is operated during summer months. All revenue estimates are based on current revenue, normal weather patterns, and projected trends.

Charges for Services – Public Safety					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Sheriff – Judicial:					
Sheriff Fees	55,925	45,000	50,000	5,000	11.11%
Peace Order Service	8,820	5,000	5,600	600	12.00%
Sheriff – Process Servers:					
Peace Order Service	256,172	255,000	255,000	0	0.00%
Sheriff – Patrol:					
Parking Violations	649	400	400	0	0.00%
School Bus Camera Fines	11,750	15,000	18,000	3,000	20.00%
Sale of Publications	7,283	5,000	5,000	0	0.00%
Reimbursed Expenses	124,148	121,000	130,000	9,000	7.44%
Sheriff – Central Booking:					
Rental Income	15,720	15,720	15,720	0	0.00%
Sheriff – Detention:					
Housing Federal Prisoners	308	0	0	0	0.00%
Housing State Prisoners	226,485	250,000	225,000	(25,000)	(10.00%)
Home Detention Fees	23,920	25,000	10,000	(15,000)	(60.00%)
Prisoners Release Program Fees	39,360	44,000	35,000	(9,000)	(20.45%)
Alien Inmate Reimbursement	13,113	15,000	15,000	0	0.00%
Social Security Income	20,603	18,000	18,000	0	0.00%
Reimbursed Expenses	46,898	120,000	120,000	0	0.00%
Sheriff – Narcotics Task Force:					
Reimbursed Expenses	245,976	272,000	290,520	18,520	6.81%
Emergency Services:					
EMCS Salary Reimbursement	15,600	15,600	15,600	0	0.00%
False Alarm Fines	66,025	70,000	64,000	(6,000)	(8.57%)
Reimbursed Expenses	406,806	405,630	405,630	0	0.00%
Wireless Communications:					
Rental - Other	14,144	13,940	14,780	840	6.03%
Total	1,599,705	1,711,290	1,693,250	(18,040)	(1.05%)

Public Safety is projected to generate fees of \$1.7 million for FY2016. 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	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Circuit Court:					
Reimbursed Jurors	69,225	80,000	80,000	0	0.00%
Reimbursed Expense	8,420	8,500	8,420	(80)	(0.94%)
State's Attorney					
Reimbursed Expense	59,948	68,700	60,000	(8,700)	(12.66%)
Purchasing:					
Sale of Publications	3,180	2,500	2,000	(500)	(20.00%)
Engineering:					
Drawings/Blue Line Prints	5,975	1,500	3,000	1,500	100.00%
Reimbursed Expenses	11,434	0	5,000	5,000	100.00%
Construction:					
Other Permit Fees	0	500	500	0	0.00%
Fines & Forfeitures	0	1,000	1,000	0	0.00%
Review Fees	4,000	5,500	5,500	0	0.00%
Other Planning Fees	0	250	250	0	0.00%
Information Technology:					
Digital Data Fees	6,182	3,500	2,000	(1,500)	(42.86%)
Other Planning Fees (GIS Plots)	120	100	100	0	0.00%
Weed Control:					
Weed Control Fees	225,250	192,170	203,200	11,030	5.74%
General:					
Gain/Loss – Sale of Asset	46,888	25,000	25,000	0	0.00%
Rental – Building	109,413	109,070	111,250	2,180	2.00%
Rental – Utilities	5,377	0	0	0	0.00%
Reimburse Administrative	15,600	15,000	15,000	0	0.00%
Reimburse Expense – Other	32,305	15,000	15,000	0	0.00%
Election Filing Fees	1,095	100	1,000	900	900.00%
Miscellaneous	158,011	1,050,000	150,000	(900,000)	(85.71%)
Sheriff Auxiliary	13,702	40,000	10,000	(30,000)	(75.00%)
Bad Check Fee	825	1,200	500	(700)	(58.33%)
Cash Drawer Over (Under)	294	0	0	0	0.00%
Total	777,244	1,619,590	698,720	(920,870)	(56.86%)

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

Grants for Operations					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Judicial – Nonsupport	175,221	150,000	170,000	20,000	13.33%
Patrol:					
State Aid for Police	656,354	599,000	650,000	51,000	8.51%
State:					
Alcoholic Beverage Licenses	5,154	9,000	7,500	(1,500)	(16.67%)
Trader's Licenses	204,070	210,000	210,000	0	0.00%
Court Costs and Fines	14,934	50,000	50,000	0	0.00%
Marriage Ceremony Fees	5,650	4,000	4,000	0	0.00%
911 Fees	862,396	830,000	850,000	20,000	2.41%
Marriage Licenses	67,485	55,000	55,000	0	0.00%
Other	319	200	0	(200)	(100.00%)
Programs	26,446	0	0	0	0.00%
Operating Grants	1,395,629	0	0	0	0.00%
Total	3,413,658	1,907,200	1,996,500	89,300	4.68%

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.

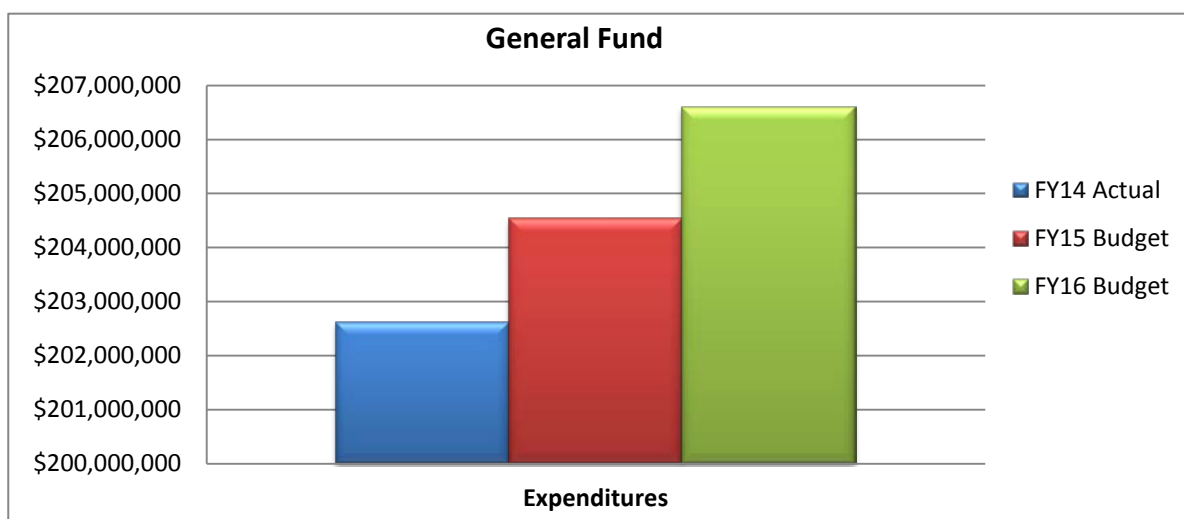
Other					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Excess Fund Balance Reserve	0	477,030	0	(477,030)	(100.00%)
Total	0	477,030	0	(477,030)	(100.00%)

GRAND TOTAL	202,750,265	204,539,010	206,592,450	2,053,440	1.00%
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General Fund – Expenditure Summary

Category	2014 Actual	2015 Budget	2016 Budget	\$ Change	% Change
Education	106,194,991	106,738,390	107,110,870	372,480	0.35%
Public Safety	37,963,172	42,103,060	42,819,930	716,870	1.70%
Transfers	27,298,262	26,304,250	26,686,770	382,520	1.45%
Court System	3,833,863	4,432,810	4,777,370	344,560	7.77%
State Functions	3,968,972	4,197,020	4,473,490	276,470	6.59%
Community Funding	1,570,738	1,683,420	1,683,420	0	0.00%
General Operations	11,200,729	8,205,210	8,451,560	246,350	3.00%
Buildings	1,155,601	1,366,660	1,350,290	(16,370)	(1.20%)
Other	1,327,448	2,000	2,000	0	0.00%
Medical	16,620	15,000	15,000	0	0.00%
Public Works	290,602	326,970	224,120	(102,850)	(31.46%)
Engineering	2,766,043	1,480,510	1,549,270	68,760	4.64%
Construction	0	1,814,830	1,692,180	(122,650)	(6.76%)
Plan Review & Permitting	1,489,798	1,841,550	1,850,590	9,040	0.49%
Planning & Zoning	592,541	691,940	722,950	31,010	4.48%
Parks & Facilities	2,519,075	2,785,890	2,623,610	(162,280)	(5.83%)
Business Development	425,723	549,500	559,030	9,530	1.73%
Total	202,614,178	204,539,010	206,592,450	2,053,440	1.00%



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 1.0% or \$2.1 million from FY15. 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.

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 22,230 students in 27 elementary schools, 7 middle schools, 1 middle-senior high school, 1 senior high school for the arts, 6 senior high schools, 1 outdoor education center, 1 special education center, 1 technical high school, 1 early childhood center, 1 alternative learning academy, and 1 evening high school. In addition, four of the elementary schools and three of the middle schools offer magnet programs for gifted and talented education, and many high schools offer academies and signature programs.

Accomplishments in Fiscal Year 2015

- ✓ Created essential curriculum and offered professional development to teachers.
- ✓ Continued development of the virtual high school program with modifications.
- ✓ Initiated implementation training for financial information system.
- ✓ Provided five-day pre-kindergarten program at all sites.
- ✓ Replaced many old devices and technology infrastructure, upgraded, and expanded wireless and internet access.
- ✓ Authorized the Superintendent to solicit approval of the downtown academic hub and seek proposals and funding.
- ✓ Demolished old Bester Elementary School and portion of old Central Office. Relocated portable classrooms and provided planetarium classroom facility.

Goals for Fiscal Year 2016

- ✓ Implement essential curriculum at the elementary level and begin development at the secondary level.
- ✓ Develop online hybrid coursework to complement classroom instruction and provide options for personalized learning.
- ✓ Implement new ERP system by going live on all modules financial information system in the beginning of the year and on payroll and human resources mid-year.
- ✓ Expand pre-kindergarten programming, adding full-day sites.
- ✓ Begin implementation of 2:1 student to mobile computer ratio refresh cycle.
- ✓ Continue to pursue the possibility of creating a downtown academic hub.
- ✓ Increase the amount of bus and driver parking.
- ✓ Construct the new Jonathan Hager Elementary School.
- ✓ Develop a culture that welcomes diversity by providing training to all staff.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	94,453,580	94,845,550	94,844,030	(1,520)	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	94,453,580	94,845,550	94,844,030	(1,520)	0.00%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	3,921,880	4,099,800	4,841,760	741,960	18.10%
Operating	90,531,700	90,745,750	90,002,270	(743,480)	(0.82%)
Capital Outlay	0	0	0	0	0.00%
Total	94,453,580	94,845,550	94,844,030	(1,520)	0.00%

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
2016	4,841,754	4,841,760

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
2016	90,002,270	90,002,270	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	22,327	11,615
2016	259,322,774	22,230 (projected)	11,665

Hagerstown Community College

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

Agency Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Graduated 703 students in degree and certificate programs, including nine STEMM Middle College students who concurrently earned an Associate's degree and a high school diploma.
- ✓ Successfully completed the Middle States Commission on Higher Education self-study report.
- ✓ Received a report from the Middle State Commission on Higher Education site visit team that verified that HCC met all 14 Middle State standards, and that it continues to meet the Requirements of Affiliation in Characteristics of Excellence. The accreditation team identified 22 significant accomplishments at HCC as part of its review and HCC received full re-accreditation.
- ✓ Continued to be a leader among Maryland Community Colleges in enrolling high school students in early college programs (part and full-time students).
- ✓ Launched a new Dental Hygiene Program and obtained Commission on Dental Accreditation certification for the program.
- ✓ Formed a partnership with Johns Hopkins University in cybersecurity.
- ✓ The campus moved to tobacco-free.
- ✓ Installation of the wind turbine for the Alternative Energy Technology Program.
- ✓ Rebranding of the Nora Roberts Writing Institute as the Mid-Atlantic Writers Institute, which attracted nearly 100 attendees.
- ✓ Expanded recruitment area in Tri-State region.
- ✓ Awarded a Maryland EARN Grant for Transportation and Distribution Center; training 42 individuals.
- ✓ Provided technical training for the Washington County Manufacturing Partnership.
- ✓ Graduated two companies from the Technical Innovation Center's business incubator – DocuTrac, B and D Consulting & created the Hub City Hive (shared office space for start-up businesses).

Goals for Fiscal Year 2016

- ✓ Open the expanded Student Center in fall 2015.
- ✓ Apply the recommendations from the Middle States self-study and visitation team recommendations.
- ✓ Enhance enrollment management projects with a goal of increasing overall enrollment.
- ✓ Find a permanent location for the CVT program; either a long-term lease or land purchase.
- ✓ Installation of functioning solar panels near the ARCC.
- ✓ Start-up of a new Advanced Manufacturing Program, including potential partnerships with Volvo.
- ✓ Expand the STEMM Middle College program to 60 students.
- ✓ Complete the Central Utility Plant Upgrade in FY16.
- ✓ Complete the design for the Learning Resource Center upgrades to include new Middle College space on the 2nd floor.
- ✓ Continue the successful work on academic development and standards as well as outcome assessment.
- ✓ Continue the shift in emphasis from measuring student success to enhancing student success.
- ✓ Continue to expand instructional design to provide course content in multiple platforms to meet the varying needs of today's students.
- ✓ Perform information technology system assessments to develop a plan/goals to meet the continued technology needs of the campus community.
- ✓ Continue to pursue grant dollars to support strategic institutional goals as well as pursue private fundraising initiatives to supplement overall declining revenue dollars.

Accomplishments in Fiscal Year 2015

- ✓ The College for Kids program registered over 850 students in FY15.
- ✓ Provided customized training to over 20 companies in the area including electrical apprenticeships, machining, computer training, and management and leadership.
- ✓ Graduated the third class of Washington County employees from Going for the Gold Leadership Program.
- ✓ Implemented an Honors Program dedicated to meeting the needs of students who desire more rigorous academic experiences.

Goals for Fiscal Year 2016

- ✓ Continue to develop partnerships with all groups working to make the Mt. Aetna Farms Technology Park Project a major economic development engine for the County and region.
- ✓ Conduct a student financial aid study to determine the scope of the growing problem for local students to afford an HCC education.
- ✓ Establish new revenue enhancement strategies and continue emphasis on budgeting for sustainability.
- ✓ Continue to emphasize professional development, shared governance, and the pursuit of best practices.

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	8,965,010	8,965,010	9,265,010	300,000	3.35%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	8,965,010	8,965,010	9,265,010	300,000	3.35%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	8,965,010	8,965,010	9,265,010	300,000	3.35%
Capital Outlay	0	0	0	0	0.00%
Total	8,965,010	8,965,010	9,265,010	300,000	3.35%

Services Provided or Clients Served (Unduplicated)			
Programs	FY2014	FY2015*	Projected FY2016
Credit	6,748	6,497	6,497
Non-Credit	8,406	8,731	8,906
Total**	14,614	14,577	14,740

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

Washington County Free Library

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

Agency Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Replaced public access computers in Clear Spring, Sharpsburg, and Keedysville branches.
- ✓ Planned a series of approximately four programs focusing on World War I.
- ✓ Produced three programs for school children focusing on STEM.
- ✓ Provided a monthly Children's Film Series at Central Library and two other of the branches.
- ✓ Finalized site plans for new Hancock Branch.
- ✓ Partnered with Maryland Symphony Orchestra (MSO) to provide a series of five music related lectures.
- ✓ Continued to partner with the Barbara Ingram School for the Arts as their campus library.

Goals for Fiscal Year 2016

- ✓ Continue to partner with the Barbara Ingram School for the Arts as their campus library.
- ✓ Continue developing plans for the new Hancock Branch.
- ✓ Develop a capital campaign for the new Hancock Branch.
- ✓ Develop a Young Contemporaries Group and plan an initial series of three Young Contemporaries events.
- ✓ Continue to partner with MSO to provide a series of five music related lectures.
- ✓ Initiate a partnership with the Literacy Coalition and Cradle to Career initiative.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	2,752,330	2,892,330	2,967,330	75,000	2.59%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	2,752,330	2,892,330	2,967,330	75,000	2.59%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	2,752,330	2,892,330	2,967,330	75,000	2.59%
Capital Outlay	0	0	0	0	0.00%
Total	2,752,330	2,892,330	2,967,330	75,000	2.59%

Services Provided or Clients Served		
Programs	2013	2014
Circulation of library materials	1,009,042	1,141,197
Children's Story Hours	1,041	1,504
Informational Programs for Adults	1,600	303
Registration of new borrowers	4,874	9,047
Reference questions answered	104,156	127,005
Number of computer center users	44,404	134,168

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 2015

- ✓ Reapplied water coat on exposed wood at Boonsboro Library.

Goals for Fiscal Year 2016

- ✓ Reapply water coat on exposed wood at Smithsburg Library.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	24,071	35,500	34,500	(1,000)	(2.82%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	24,071	35,500	34,500	(1,000)	(2.82%)

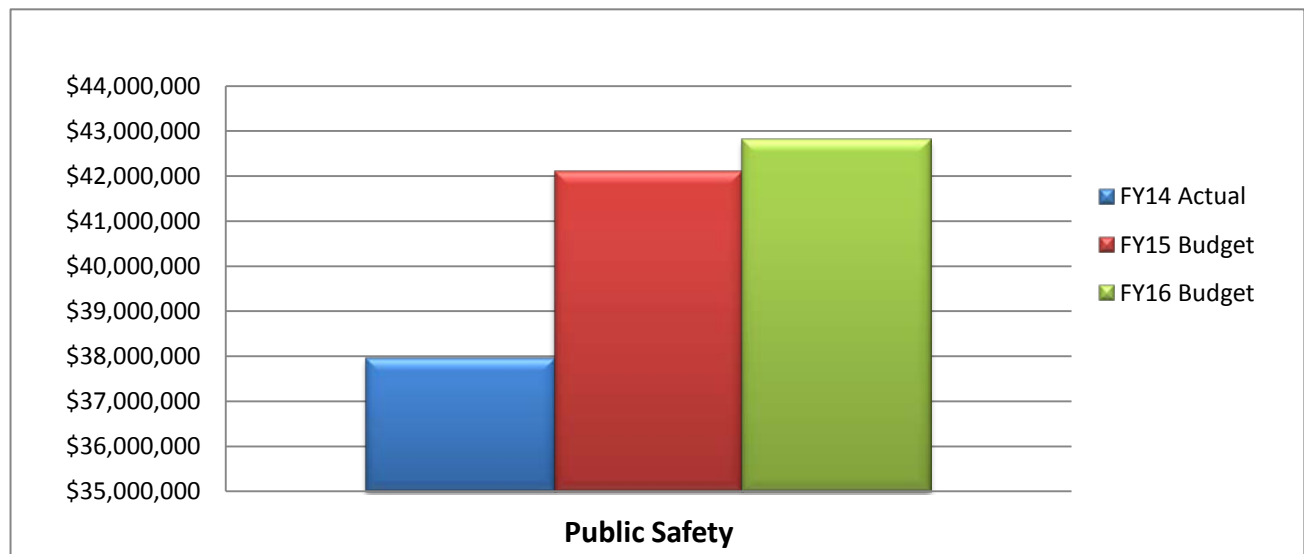
Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	24,071	35,500	34,500	(1,000)	(2.82%)
Capital Outlay	0	0	0	0	0.00%
Total	24,071	35,500	34,500	(1,000)	(2.82%)

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General Fund – Public Safety Summary

Category	2014 Actual	2015 Budget	2016 Budget	\$ Change	% Change
Sheriff – Judicial	2,005,268	2,271,750	2,418,650	146,900	6.47%
Sheriff – Process Servers	117,020	127,920	131,670	3,750	2.93%
Sheriff – Patrol	8,370,908	9,534,430	9,597,500	63,070	0.66%
Sheriff – Central Booking	737,242	832,960	854,080	21,120	2.54%
Sheriff – Detention Center	11,813,074	13,200,620	13,415,240	214,620	1.63%
Sheriff – Narcotics Task Force	580,728	632,430	680,680	48,250	7.63%
Civil Air Patrol	3,600	3,600	3,600	0	0.00%
Fire & Rescue Volunteer Services	6,378,549	7,056,310	7,188,370	132,060	1.87%
Fire & Rescue Operations	1,142,436	1,181,960	1,208,510	26,550	2.25%
Air Unit	34,517	43,770	31,060	(12,710)	(29.04%)
Special Operations	359,837	384,020	368,620	(15,400)	(4.01%)
911 – Communications	3,769,269	4,165,790	4,230,110	64,320	1.54%
Emergency Management	163,490	124,520	133,700	9,180	7.37%
Wireless Communications	1,297,962	1,343,660	1,310,850	(32,810)	(2.44%)
Humane Society of Washington County	1,172,762	1,199,320	1,247,290	47,970	4.00%
Sheriff Auxiliary	16,510	0	0	0	0.00%
Total	37,963,172	42,103,060	42,819,930	716,870	1.70%



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 2015

- ✓ Judicial worked 6,365 court hours, served 22,026 summonses, and served 2,452 warrants during this fiscal year.

Goals for Fiscal Year 2016

- ✓ Maintain public safety in the court house.
- ✓ Increase summons service by fully staffing Judicial.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	1,765,302	2,071,750	2,193,050	121,300	5.85%
Grants/Intergovernmental	175,221	150,000	170,000	20,000	13.33%
Fees/Charges	64,745	50,000	55,600	5,600	11.20%
Total	2,005,268	2,271,750	2,418,650	146,900	6.47%

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	1,857,959	2,109,820	2,241,380	131,560	6.29%
Operating	144,173	161,930	174,110	12,180	7.52%
Capital Outlay	3,136	0	3,160	3,160	100.00%
Total	2,005,268	2,271,750	2,418,650	146,900	6.47%

Positions	
Title	FTE
Deputy Sheriff Captain	1
Deputy Sheriff Lieutenant	1
Deputy Sheriff Sergeant	2
Deputy Sheriff First Class	12
Deputy Sheriff	1
Deputy First Class (Security)	4
Administrative Assistant	1
Senior Office Associate	3
(PT) Guards	3
Total	28

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 2015

- ✓ 960 evictions served; 10,744 rent notices served; and 847 civil summonses served.

Goals for Fiscal Year 2016

- ✓ To improve the non-service rate by improving summon service.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	(139,112)	(127,080)	(123,330)	3,750	2.95%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	256,132	255,000	255,000	0	0.00%
Total	117,020	127,920	131,670	3,750	2.93%

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	112,559	122,280	126,230	3,950	3.23%
Operating	4,461	5,640	5,440	(200)	(3.55%)
Capital Outlay	0	0	0	0	0.00%
Total	117,020	127,920	131,670	3,750	2.93%

Positions	
Title	FTE
Senior Office Associate	1
Process Server	1
Total	2

Sheriff – Patrol

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

Departmental Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Completion of Records Construction Project.
- ✓ Implementation of Report Writer.
- ✓ Implementation of Evidence Tracking Software.

Goals for Fiscal Year 2016

- ✓ Outfit deputies with civil disturbance gear.
- ✓ Train and supply deputies with Narcan, a medication used to counter the effects of opioid especially in overdose.
- ✓ Seek funding to outfit deputies with AEDs.
- ✓ Continue to train deputies with mental health training and ultimately, with the assistance of the Health Department, develop a Crisis Intervention Team.

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	7,570,684	8,794,030	8,794,100	70	0.00%
Grants/Intergovernmental	656,354	599,000	650,000	51,000	8.51%
Fees/Charges	143,870	141,400	153,400	12,000	8.49%
Total	8,370,908	9,534,430	9,597,500	63,070	0.66%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	7,143,469	8,413,880	8,459,530	45,650	0.54%
Operating	1,124,580	1,120,550	1,137,970	17,420	1.55%
Capital Outlay	102,859	0	0	0	0.00%
Total	8,370,908	9,534,430	9,597,500	63,070	0.66%

Positions	
Title	FTE
Sheriff	1
Chief Deputy	1
Major	1
Captain	2
Lieutenant	5
Sergeant	11
Deputy First Class	40
Deputy	20
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
(PT) Sex Offender Compliance Officer	1
Sergeant Training	1
Sex Offender Registrar	1
GIS/Crime Analyst	1
Investigator/Property Clerk	1
Total	96

Sheriff – Central Booking

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

Departmental Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Developed and implemented a process to comply with the Richmond decision.
- ✓ Increased the number of cameras to eliminate blind spots.
- ✓ Began work with the State of Maryland Governor's Office of Crime Control and Prevention (GOCCP) to participate in the Dashboard Pilot Program.
- ✓ Participated in a pilot program using a Risk Assessment Tool and submitted data to GOCCP.

Goals for Fiscal Year 2016

- ✓ Complete the installation and implementation of the Dashboard Pilot Program.
- ✓ Replace an outdated obsolete AED with a new model.
- ✓ Develop policy and implement use of Alco-Sensor III for arrestees prior to initial appearance.

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	721,522	817,240	838,360	21,120	2.58%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	15,720	15,720	15,720	0	0.00%
Total	737,242	832,960	854,080	21,120	2.54%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	702,247	807,790	828,940	21,150	2.62%
Operating	34,995	25,170	25,140	(30)	(0.12%)
Capital Outlay	0	0	0	0	0.00%
Total	737,242	832,960	854,080	21,120	2.54%

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

Sheriff – Detention Center

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

Departmental Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Established a housing plan for renovations without inmates in unit during the renovations.
- ✓ Utilized staffing and workload analysis to determine any additional staffing or modifications to existing operations.
- ✓ Determined through Commissary Committee Report that the best course of action is to remain in-house and not contract commissary services at this time.
- ✓ Began re-entry program and services for inmate population.

Goals for Fiscal Year 2016

- ✓ Increase the number of cameras throughout the facility for increased security.
- ✓ Refurbish and resurface the inmate shower stalls in each housing unit.
- ✓ Expand the re-entry program and the use of Vivitrol, a drug to help treat opioid and alcohol dependence.
- ✓ Select and train a new group of staff for the Correctional Emergency Response Team (CERT).

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	11,442,333	12,728,620	12,992,240	263,620	20.71%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	370,741	472,000	423,000	(49,000)	(10.38%)
Total	11,813,074	13,200,620	13,415,240	214,620	1.63%

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	8,776,356	10,009,170	10,325,640	316,470	3.16%
Operating	2,974,342	3,189,320	3,073,250	(116,070)	(3.64%)
Capital Outlay	62,376	2,130	16,350	14,220	667.61%
Total	11,813,074	13,200,620	13,415,240	214,620	1.63%

Positions	
Title	FTE
Detention Major	1
Deputy Sheriff Major	1
Detention Captain	2
Detention Lieutenant	4
Detention Sergeant	13
Detention Corporal	1
Detention Officer First Class	61
Detention Officer	28
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
Total	123

Sheriff – Narcotics Task Force

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

Departmental Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Conducted two joint investigations with Drug Enforcement Administration (DEA) and FBI that targeted upper level heroin distributors.
- ✓ Acquired a new audio and video transmitter.
- ✓ Did several details with the Washington County Sheriff's Office Criminal Investigation Unit to address heroin problem.

Goals for Fiscal Year 2016

- ✓ Educate the public on current trends in illegal narcotics by way of a newly created Washington County Narcotics Task Force web site.
- ✓ Work in conjunction with DEA in the prosecution of a heroin overdose case.
- ✓ Work in conjunction with the NTF Board to discuss and implement term limits at NTF.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	334,752	360,430	390,160	29,730	8.25%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	245,976	272,000	290,520	18,520	6.81%
Total	580,728	632,430	680,680	48,250	7.63%

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	340,388	382,920	405,820	22,900	5.98%
Operating	240,340	249,510	254,710	5,200	2.08%
Capital Outlay	0	0	20,150	20,150	100.00%
Total	580,728	632,430	680,680	48,250	7.63%

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
Total	6

Civil Air Patrol

Fund:	General Fund	Category:	Public Safety
Program Code:	93110	Contact:	William Bennett

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 2015

Not Provided

Goals for Fiscal Year 2016

Not Provided

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	3,600	3,600	3,600	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	3,600	3,600	3,600	0	0.00%

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	3,600	3,600	3,600	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	3,600	3,600	3,600	0	0.00%

Programs	2014	2015
Aerospace Education and Leadership	X	X
Development Cadet Program		
Each cadet is provided 5 hours of flying in our	X	X
Cessna 172 and 5 glider flights		
Our plane stands ready to serve Washington	X	X
County Department of Emergency		
Services 24 hours/7 days for missing persons		
Ethics character development taught to all cadets	X	X

Fire and Rescue Volunteer Services

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

Agency Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Retention and Recruitment Coordinator hired.
- ✓ Instituted retention and recruitment plan.
- ✓ Physical compliance at 92.4%.
- ✓ Reduced workers compensation and accident insurance filings to 48 hours.
- ✓ Safety Committee issues monthly safety bulletins.
- ✓ First stages of Fire and EMS Plan Combination underway.
- ✓ 134 new recruits.
- ✓ Creation of recruiting REV Program and advertising with SAFER Grant.
- ✓ Expanded facilities of Cadet Program with Board of Education under Technical High School.
- ✓ Incident Safety Officers in full operation.
- ✓ Association efforts helped to reduce insurance premiums.
- ✓ Successfully moved Firehouse Software for 508 reporting to a cloud environment.

Goals for Fiscal Year 2016

- ✓ Begin responder health program working with the fire/EMS companies in conjunction with Washington County Health Department.
- ✓ Combine the Fire and EMS Plans.
- ✓ Adopt Safety SOP's to reduce vehicle accidents.
- ✓ Add 100 new recruits.
- ✓ Upgrade Firehouse Software to new dot net version.
- ✓ Maintain physical compliance levels.
- ✓ Additional driver training monitoring.
- ✓ Expand the Safety Officer Program.

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	6,378,549	7,056,310	7,188,370	132,060	1.87%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	6,378,549	7,056,310	7,188,370	132,060	1.87%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	1,659,669	1,887,240	1,452,980	(434,260)	(23.01%)
Operating	4,718,880	5,169,070	5,700,090	531,020	10.27%
Capital Outlay	0	0	35,300	35,300	100.00%
Total	6,378,549	7,056,310	7,188,370	132,060	1.87%

Services Provided or Clients Served			
Programs	2012	2013	2014
Emergency Ambulance Responses*	20,560	20,745	21,780
Emergency Fire Response Alarms**	10,218	10,544	11,780
LOSAP Volunteer Alarm Responses	20,433	44,926	48,602
LOSAP Volunteer Hours Donated	82,087	113,119	134,876

LOSAP = Length of Service Award Program

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

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 2015

- ✓ Initiated strengths, weaknesses, opportunities, and threat evaluation (SWOT) of our current Emergency Medical Services delivery system.
- ✓ Completed personnel training in order to implement high performance CPR training.
- ✓ Initiated review of current EMS Plan for future revision consideration based upon system analysis.
- ✓ Acquired CODESTAT software for review of cardiac arrest data.
- ✓ Continued review of rapid sequence intubation program for overall effectiveness and future expansion.

Goals for Fiscal Year 2016

- ✓ Complete SWOT analysis of EMS System and develop strategic goals and priorities for system sustainment and advancement.
- ✓ Develop process for centralized staffing awareness and completion.
- ✓ Develop strategies and funding for vehicle replacement.

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	1,142,436	1,181,960	1,208,510	26,550	2.25%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,142,436	1,181,960	1,208,510	26,550	2.25%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	851,826	931,590	948,420	16,830	1.81%
Operating	284,943	250,370	260,090	9,720	3.88%
Capital Outlay	5,667	0	0	0	0.00%
Total	1,142,436	1,181,960	1,208,510	26,550	2.25%

Positions	
Title	FTE
Assistant Director, Emergency Medical Services	1
Advanced Life Support Technician II	8
Advanced Life Support Technician I	3
Total	12

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 2015

- ✓ Developed bid design for replacement of current Air Unit.
- ✓ Accepted several new members.
- ✓ Completed parking lot upgrades to current facility.

Goals for Fiscal Year 2016

- ✓ Based upon current overruns in apparatus maintenance, continue to develop funding for additional lighting and facility upgrades.
- ✓ Continue to develop volunteer recruitment and retention strategies.
- ✓ Complete acquisition of replacement unit.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	34,517	43,770	31,060	(12,710)	(29.04%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	34,517	43,770	31,060	(12,710)	(29.04%)

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	34,517	27,770	31,060	3,290	11.85%
Capital Outlay	0	16,000	0	(16,000)	(100.00%)
Total	34,517	43,770	31,060	(12,710)	(29.04%)

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 2015

- ✓ Provided heavy rescue training to various volunteer rescue companies.
- ✓ Provided support to multiple county events emergency, non-emergency, and non-profits.
- ✓ Provided training to meet National Fire Protection Association 1006 and 1670 standards.

Goals for Fiscal Year 2016

- ✓ Develop staffing plan for inclusion of a minimum of two staffed persons 24 hours a day/seven days a week.
- ✓ Expand the qualifications of personnel to allow for multiple rescue disciplines.
- ✓ Complete the development of specifications for Hazardous Materials Response vehicle as outlined in the CIP Budget.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	359,837	384,020	368,620	(15,400)	(4.01%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	359,837	384,020	368,620	(15,400)	(4.01%)

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	229,496	232,320	242,120	9,800	4.22%
Operating	124,134	127,700	126,500	(1,200)	(0.94%)
Capital Outlay	6,207	24,000	0	(24,000)	(100.00%)
Total	359,837	384,020	368,620	(15,400)	(4.01%)

Positions	
Title	FTE
Part-Time Firefighter	6.5
Total	6.5

911 – Communications

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

Departmental Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Continued development of replacement back-up of 9-1-1 – Emergency Communications Center.
- ✓ Increased number of fully cross trained personnel.
- ✓ Continued project to replace current phone systems in both primary and secondary public safety answering point.
- ✓ Completed installation of fiber diversity for telephone between central office and back-up center.

Goals for Fiscal Year 2016

- ✓ Completion of 9-1-1 Back Up Center renovation.
- ✓ Increase fully cross trained personnel by 20%.
- ✓ Completion of telephone replacement project in primary and back up 9-1-1 centers.
- ✓ Fully staff and complete primary training for all new hires.
- ✓ Completion of Standard Operating Procedures review and revision.
- ✓ Upgrade to Emergency Fire Dispatch Version 6.1.
- ✓ Upgrade to Emergency Police Dispatch Version 5.0.
- ✓ Upgrade to Emergency Medical Dispatch Version 13.0.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	2,308,891	2,844,560	2,894,880	50,320	1.77%
Grants/Intergovernmental	971,947	830,000	850,000	20,000	2.41%
Fees/Charges	488,431	491,230	485,230	(6,000)	(1.22%)
Total	3,769,269	4,165,790	4,230,110	64,320	1.54%

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	3,237,861	3,716,120	3,718,460	2,340	0.06%
Operating	492,706	449,670	511,650	61,980	13.78%
Capital Outlay	38,702	0	0	0	0.00%
Total	3,769,269	4,165,790	4,230,110	64,320	1.54%

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
Total	56.5

Emergency Management

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

Departmental Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Assisted with the development and implementation of a county wide Search and Rescue Program (SAR).
- ✓ Continued to amend various annexes and appendices of our Emergency Operations Plan.
- ✓ Initiated development of a new Comprehensive Emergency Management Program.
- ✓ Acquired and placed into service a new mobile Emergency Communications/Command vehicle.

Goals for Fiscal Year 2016

- ✓ Assist with the development and implement an emergency services delivery plan for Washington County.
- ✓ Enhance our incident management capabilities, building out the Incident Management Team.
- ✓ Initiate memorandum of understandings with neighboring jurisdictions and private corporations.
- ✓ Successfully establish a local law outlining Emergency Management authorities in concurrence with Annotated Code of Maryland.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	163,490	124,520	133,700	9,180	7.37%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	163,490	124,520	133,700	9,180	7.37%

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	84,625	96,170	99,370	3,200	3.33%
Operating	32,083	28,350	31,580	3,230	11.39%
Capital Outlay	46,782	0	2,750	2,750	100.00%
Total	163,490	124,520	133,700	9,180	7.37%

Positions	
Title	FTE
Emergency Management Coordinator	1
Emergency Planner	1
Total	2

Wireless Communications

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

Departmental Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Began the upgrade to Motorola System Version 7.14.
- ✓ Began the transition to the latest model subscriber units.
- ✓ Completed the installation of the interoperable radio equipment in Mobile Command Post.
- ✓ Completed construction of South County tower/communications site.

Goals for Fiscal Year 2016

- ✓ Complete the upgrade to Motorola System Version 7.14.
- ✓ Complete installation of Motorola equipment in new backup 911 Center at 128 West Washington Street.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	1,283,817	1,329,720	1,296,070	(33,650)	(2.53%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	14,145	13,940	14,780	840	6.03%
Total	1,297,962	1,343,660	1,310,850	(32,810)	(2.44%)

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	394,220	453,560	466,620	13,060	2.88%
Operating	903,742	890,100	844,230	(45,870)	(5.15%)
Capital Outlay	0	0	0	0	0.00%
Total	1,297,962	1,343,660	1,310,850	(32,810)	(2.44%)

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

Humane Society of Washington County

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

Agency Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Achieved average Live Release Rate (LRR) for FY2015 = 70%.
- ✓ Completed five rabies vaccination clinics for FY2015; and one more planned for the FY2015.
- ✓ Completed 94 community education events for FY2015. Includes 7 Fundraising events; 2 Mega Adoption Events; 5 Rabies Clinics; 2 Foster Care Seminars; 36 Volunteer Orientations; 12 Canine Body Language Classes; 3 Pet Care 101; 21 tours; 1 8th Grade on the Job; 3 Grand Opening/Dedication Ceremonies; and 2 YMCA Outreach events.
- ✓ One of 50 animal shelters from across the nation selected to participate in ASPCA Rachael Ray 100K Challenge. Finished first in the State of Maryland and 25th overall. 882 animals saved during the Challenge.
- ✓ Established relationships with seven new breed placement/rescue groups: Safe Shelter Inc.; For Otis Sake; Dirt Road Bully Brigade; Rescue Me Inc.; Delmarva Poodle Rescue; MCTC Prison Program; and Cocker Spaniel Adoption Center.
- ✓ For FY2015 YTD, helped 623 animals owned/cared for by Washington County citizens via public assistance programs.
- ✓ Two Field Services Officers (FSO) completed Level 1 of National Animal Control Association (NACA) animal control officer training. Three FSOs have completed Level 1 of National Animal Cruelty Investigator training.

Goals for Fiscal Year 2016

- ✓ Achieve and maintain annual LRR of 70%.
- ✓ Offer eight rabies vaccination clinics.
- ✓ Spay/neuter 1,000 animals.
- ✓ Distribute 5,000 lbs. of food via public Food Bank located at the shelter.
- ✓ Complete 100 community education events for adults and children.
- ✓ Help 750 animals owned/cared for by Washington County citizens via public assistance programs.
- ✓ Two FSOs to complete Level 2 of NACA animal control officer training. Three FSOs to complete Level 2 of National Animal Cruelty Investigator training.
- ✓ Produce a public education brochure on the County ordinance, the role of FSOs in the community, and responsible pet ownership for City of Hagerstown Police Department by June 30, 2015.
- ✓ FSOs deliver pet food to 15 families in need.
- ✓ FSOs provide education/assistance to 10 families to avoid impoundment of their animals.
- ✓ Create a three-year Development Plan.

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	1,172,762	1,199,320	1,247,290	47,970	4.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,172,762	1,199,320	1,247,290	47,970	4.00%

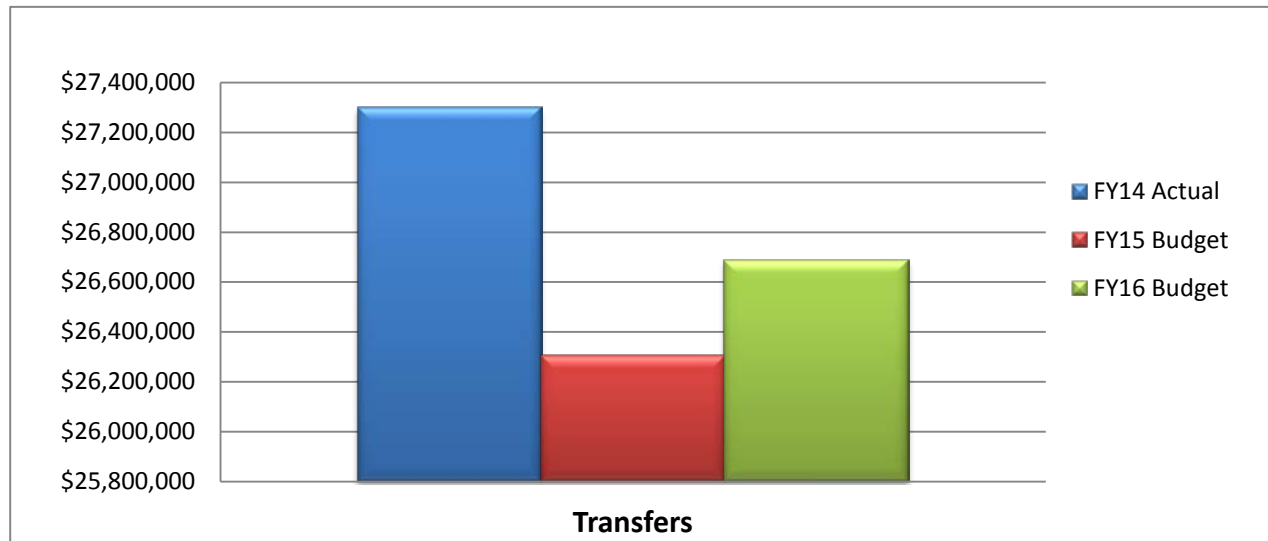
Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	1,172,762	1,199,320	1,247,290	47,970	4.00%
Capital Outlay	0	0	0	0	0.00%
Total	1,172,762	1,199,320	1,247,290	47,970	4.00%

Services Provided or Clients Served			
Programs	FY 2014	FY 2015	Projected FY 2016
SNAP animals altered	556	444	510
Animal Control – total field calls for service	5,750	5,699	5,700
Total Animals Sheltered	5,248	5,017	5,952
Shelter Visitors	28,341	21,690	25,000

*All FY2015 Data is for the period July 1, 2014 – April 30, 2015

General Fund – Transfers Summary

Category	2014 Actual	2015 Budget	2016 Budget	\$ Change	% Change
Operating Transfers	9,736,492	9,593,970	9,951,280	357,310	3.72%
Capital Transfers	17,561,770	16,710,280	16,735,490	25,210	0.15%
Total	27,298,262	26,304,250	26,686,770	382,520	1.45%



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Operating Transfers

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

Departmental Summary:

- Highway is due to the state reduction of Highway User Revenue.
 - Solid Waste is in support of closed site costs. Please refer to the Municipal Solid Waste Full Cost Accounting report.
 - Utility Administration is to provide operational support for watershed and storm water services.
 - Transit is in support of operational costs and grant matches.
 - Airport is in support of airline service operations.
 - Agricultural Education Center, 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	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	9,736,492	9,593,970	9,951,280	357,310	3.72%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	9,736,492	9,593,970	9,951,280	357,310	3.72%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	9,736,492	9,593,970	9,951,280	357,310	3.72%
Capital Outlay	0	0	0	0	0.00%
Total	9,736,492	9,593,970	9,951,280	357,310	3.72%

Category Funding Breakdown					
Program	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Highway	8,006,020	7,788,090	7,931,090	143,000	1.84%
Solid Waste	506,360	491,360	491,400	40	0.01%
Agricultural Education Center	170,070	189,190	181,550	(7,640)	(4.04%)
Community Grant Management	186,450	248,280	286,820	38,540	15.52%
Land Preservation	103,952	96,810	106,060	9,250	9.55%
HEPMPO	8,345	7,510	7,990	480	6.39%
Utility Administration	77,292	95,820	174,070	78,250	81.66%
Transit	472,270	472,270	472,300	30	0.01%
Airport	64,500	14,500	14,500	0	0.00%
Golf Course	102,690	151,590	246,950	95,360	62.91%
Municipalities in Lieu	38,543	38,550	38,550	0	0.00%
Total	9,736,492	9,593,970	9,951,280	357,310	3.72%

Capital Transfers

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

Departmental Summary:

Debt Service Department (12700)

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

Capital Improvement Projects (91230)

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

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	17,561,770	16,710,280	16,735,490	25,210	0.15%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	17,561,770	16,710,280	16,735,490	25,210	0.15%

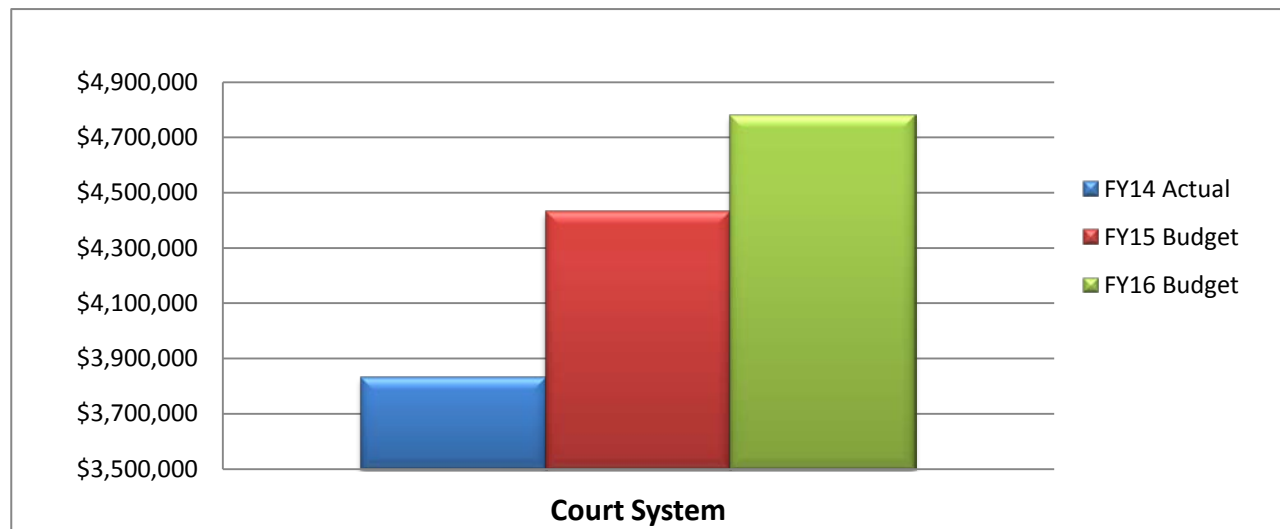
Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	17,561,770	16,710,280	16,735,490	25,210	0.15%
Capital Outlay	0	0	0	0	0.00%
Total	17,561,770	16,710,280	16,735,490	25,210	0.15%

Category Funding Breakdown					
Program	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Capital Improvement Projects	3,550,000	1,800,000	1,800,000	0	0.00%
Debt Service	14,011,770	14,910,280	14,935,490	25,210	0.17%
Total	17,561,770	16,710,280	16,735,490	25,210	0.15%

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General Fund – Court System Summary

Category	2014 Actual	2015 Budget	2016 Budget	\$ Change	% Change
Circuit Court	1,295,817	1,439,400	1,483,590	44,190	3.07%
Orphans Court	28,013	29,820	30,920	1,100	3.69%
State's Attorney	2,510,033	2,963,590	3,262,860	299,270	10.10%
Total	3,833,863	4,432,810	4,777,370	344,560	7.77%



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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 2015

- ✓ Installation of a back-up generator for the court house which was purchased through a State security grant.
- ✓ Began the process of relocating the Register of Wills Office to make room in the court house for the addition of a second Family Magistrate and hearing room.
- ✓ Maintained a high efficiency status within the Maryland Judiciary for expeditious and timely disposition of cases.

Goals for Fiscal Year 2016

- ✓ Expand the use of video equipment beyond its current use for inmate grievance hearings, i.e. bond reviews, inmate uncontested divorces and initial appearances. This will require changes to the Maryland Rules as well as IT enhancements.
- ✓ Continue with the plans for relocation of the Register of Wills Office – projected to be completed in the Fall of 2016.
- ✓ Continue to dispose of cases in a timely manner pursuant to the Maryland Circuit Courts Time Standards.

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	1,218,172	1,350,900	1,395,170	44,270	3.28%
Grants/Intergovernmental	69,225	80,000	80,000	0	0.00%
Fees/Charges	8,420	8,500	8,420	(80)	(0.94%)
Total	1,295,817	1,439,400	1,483,590	44,190	3.07%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	1,062,292	1,195,150	1,239,340	44,190	3.70%
Operating	233,525	244,250	244,250	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	1,295,817	1,439,400	1,483,590	44,190	3.07%

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
Total	23

Orphans Court

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

Departmental Function:

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

Accomplishments in Fiscal Year 2015

Not Provided

Goals for Fiscal Year 2016

Not Provided

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	28,013	29,820	30,920	1,100	3.69%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	28,013	29,820	30,920	1,100	3.69%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	26,893	26,820	29,420	2,600	9.69%
Operating	1,120	3,000	1,500	(1,500)	(50.00%)
Capital Outlay	0	0	0	0	0.00%
Total	28,013	29,820	30,920	1,100	3.69%

Positions	
Title	FTE
Orphans Court Judge	1.5
Total	1.5

Services Provided		
	2014	2015*
Total New Proceedings Established	1,017	1,287
Personal Representative/Interested Person/Party /Contacts	5,276	4,621
Safekeeping Wills/Codicils Received	1,216	1,112
Safekeeping Wills/Codicils Removed	1,017	897
Docket Entries Recorded	16,380	16,617
Claims Recorded	460	322
Number of Receipts Issued	3,701	3,367
Number of Billing Invoices Issued	224	226
Number of Disbursements (Checks written)	79	70
Number of Hearings Established	172	190
Number of Hearings Held	92	105
Number of Accounts	653	616

*Statistics are for the period of July 1, 2014, through June 4, 2015.

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 2015

- ✓ The State's Attorney's Office was able to transition to providing the seven day a week coverage mandated by the Court Appeals in the Richmond decision in hearings before District Court Commissioners.

Goals for Fiscal Year 2016

- ✓ The State's Attorney's office will be increasing outreach to victims of crime.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	2,450,085	2,894,890	3,202,860	307,970	10.64%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	59,948	68,700	60,000	(8,700)	(12.66%)
Total	2,510,033	2,963,590	3,262,860	299,270	10.10%

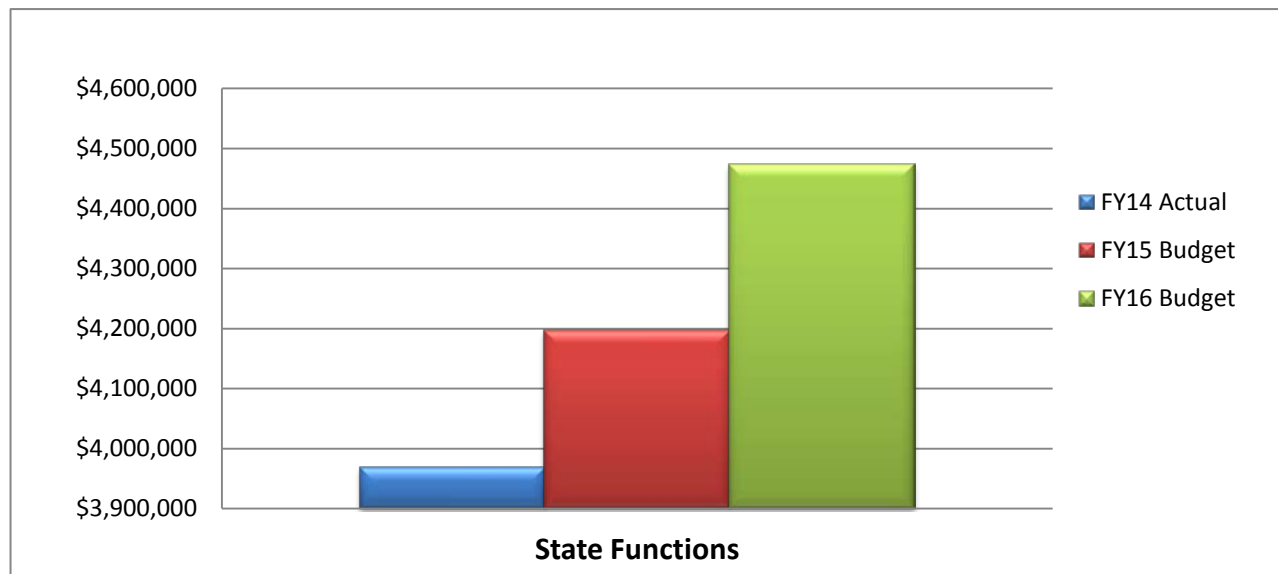
Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	2,353,242	2,805,760	3,105,090	229,330	10.67%
Operating	148,284	157,830	157,770	(60)	(0.04%)
Capital Outlay	8,507	0	0	0	0.00%
Total	2,510,033	2,963,590	3,262,860	299,270	10.10%

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
<u>D</u> iversion 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
Total	39

General Fund – State Functions Summary

Category	2014 Actual	2015 Budget	2016 Budget	\$ Change	% Change
Health Department	2,339,270	2,339,270	2,339,270	0	0.00%
Social Services	324,050	331,990	338,070	6,080	1.83%
Agricultural Extension Service	249,720	264,380	271,130	6,750	2.55%
Election Board	736,780	926,970	1,116,420	189,450	20.44%
Soil Conservation	126,630	132,240	195,400	63,160	47.76%
Weed Control	184,887	192,170	203,200	11,030	5.74%
Gypsy Moth Program	7,635	10,000	10,000	0	0.00%
Total	3,968,972	4,197,020	4,473,490	276,470	6.59%



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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 2015

- ✓ Provided additional immunization clinics to ensure students were in compliance with school requirements.
- ✓ Provided efficient safety net clinical services for uninsured and underinsured individuals.
- ✓ Implemented the Community First Choice Nurse Monitoring Program for individuals needing personal assistance to remain in the community.
- ✓ Provided surveillance, investigation, interventions, and education to prevent the spread of communicable diseases in the community.
- ✓ Streamlined food permit application process and established a postcard renewal notification process.
- ✓ FY2015 Bay Restoration Fund allocation - \$441,000; and FY2016 request was increased to \$613,463.

Goals for Fiscal Year 2016

- ✓ Ensure students entering public and private schools are in compliance with school immunizations within 20 days of school entry.
- ✓ Establish referral program for dental care for uninsured and underinsured dental patients that require emergency dental care.
- ✓ Ensure pregnant women identified with a substance abuse problem are accessing prenatal care and other appropriate services.
- ✓ Ensure continued access to teens for sexually transmitted infection and pregnancy prevention by providing walk-in services.
- ✓ Implementation of postcard renewal notification for 2016 permit application process.
- ✓ Increase environmental health Code of Maryland Regulations compliance rates.
- ✓ Increase resources regarding installation of additional Bay Restoration Fund systems to assist Washington County citizens currently on a waiting list.

Funding Sources

Category	2014 Actual	2015 Budget	2016 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	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	2,339,270	2,339,270	2,339,270	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	2,339,270	2,339,270	2,339,270	0	0.00%

Clients / Contacts				
Programs	FY 2014 Actual		FY 2015* (03/31/15)	
	Clients	Contacts	Clients	Contacts
Behavioral Health:				
Cameo	40	5,414	30	3,639
Catoctin Summit Adolescent Program (CSAP)	63	9,039	55	7,098
Drug-Free Workplace Services (572)	149	183	120	138
Drug Court Treatment	22	359	20	458
Jail Substance Abuse (JSAP)	292	3,872	470	3,592
Trauma/Addictions/Mental Health/Recovery-TAMAR	124	1,181	104	878
Mental Health Adult Services	275	3,075	241	2,113
Mental Health Adolescent Services	59	1,134	43	761
Outpatient Services	2,041	18,381	1,632	11,745
Recovery System of Care	330	1,523	**	**
Family Investment Screenings	1,178	1,582	1,103	1,356
Community First Choice:				
Adult (Geriatric) Evaluation/Assessment	279	316	206	210
Personal Care Case Management	78	738	55	332
Nurse Monitoring	7	29	71	207
Community Health:				
HIV Case Management	132	923	112	666
Audiology	25	26	N/A	N/A
Communicable Disease Control	511	782	350	509
Reportable Disease Investigations	253	N/A	222	N/A
Communicable Disease Outbreaks	14	N/A	29	N/A
Influenza Vaccine	419	419	42	42
Seasonal Flu Mist Vaccines	2,896	3,329	2,783	2,893
HIV Testing and Counseling	541	N/A	371	N/A
Post Exposure Rabies Prophylaxis	78	182	41	93

Clients / Contacts				
Programs	FY 2014 Actual		FY 2015* (03/31/15)	
	Clients	Contacts	Clients	Contacts
Adult Immunizations	266	314	106	122
Child Immunizations	123	156	147	198
Dental	666	1,474	352	878
Family Planning/Reproductive Health	900	1,828	644	1,158
Sexually Transmitted Disease Control	450	560	115	277
Tuberculosis Control	150	322	102	223
Environmental Health:***				
Complaints	311	467	282	423
Permits:				
Septic Permits	109	545	85	425
New Permits	38	190	27	135
Repair Permits	71	355	58	290
Well Permits	131	459	93	326
Building Permits	381	953	279	698
Campground Permits	15	13	5	6
Mobile Home Permits	14	17	19	16
Spa Permits	12	11	9	8
Bathing Beach Permits	1	1	0	0
Pool Permits	46	47	17	31
Burn Permits	9	9	1	1
Exotic Bird Permits	2	2	2	2
Food Permits	859	2148	777	1943
Environmental Inspections	382	382	471	471
Monitoring Inspections	159	159	38	38
Opening Inspections	34	51	28	42
Pre-Opening Inspections	26	52	19	38
Re-Inspections	7	7	20	20
Temporary Food Permits	622	170	346	96
Remodeled Food Facility Plan Review	28	42	18	27
New Food Facility Plan Review	26	39	9	14
Tests:				
Daycares	132	105	90	84
Non-Communities	74	50	71	41
COPs Issued	25	0	6	0
Health Department Tested	10	23	4	9
Private Lab	15	0	2	0

Clients / Contacts				
Programs	FY 2014 Actual		FY 2015* (03/31/15)	
	Clients	Contacts	Clients	Contacts
Animal Bites:				
Number of Positives	5	10	8	16
Number of Quarantines	421	632	266	399

*FY 2015 includes first 3 quarters only.

** Recovery System of Care now included in Outpatient Services.

*** Numbers include all Environmental Health programs:

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

Social Services

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

Agency Function:

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

Accomplishments in Fiscal Year 2015

- ✓ During FY15, 96% of the aged and disabled adults in adult foster care were maintained in the community outside of a long-term care facility.
- ✓ During FY15, the re-occurrence of abuse, neglect, or exploitation of vulnerable adults within six months was prevented in 94% of those receiving Adult Services.
- ✓ The Family School Partnership Program bridged the gap in student support services by serving 148 high risk/complex need families with 300 children to resolve barriers to school attendance and academic performance.
- ✓ Eighty-five percent of students who participated in attendance or behavior groups or initiatives demonstrated improvement.
- ✓ Washington County Family Center supported 90 adults and 82 children to become self-sufficient through positive parenting and education opportunities.
- ✓ Twenty-six adults achieved their goal of attaining their high school diploma or equivalent.
- ✓ Eighty percent of families made quarterly progress toward identified self-sufficiency goals.
- ✓ Thirty-five parents completed either the Nurturing Parenting Program or Positive Parenting.

Goals for Fiscal Year 2016

- ✓ During FY16, 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 FY16, re-occurrence of abuse, neglect, or exploitation of vulnerable adults within six months will be prevented in 95% of those receiving Adult Services.
- ✓ The Family School Partnership Program will bridge the gap in student support services by serving 150 high risk/complex need families to resolve barriers to school attendance and academic performance.
- ✓ Eighty-five percent of students who participate in attendance or behavior groups or initiatives will demonstrate improvement.
- ✓ One hundred parents and children will be supported by program offered at the Family Center during FY16.
- ✓ Eighty percent of families will make quarterly progress toward their self-sufficiency goals.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	324,050	331,990	338,070	6,080	1.83%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	324,050	331,990	338,070	6,080	1.83%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	324,050	331,990	338,070	6,080	1.83%
Capital Outlay	0	0	0	0	0.00%
Total	324,050	331,990	338,070	6,080	1.83%

Services Provided or Clients Serviced				
Programs	2014 Actual	2015 Budget	2016 Estimate	
Adult Foster Care	27	25	28	
School Family Liaison (Family School Partnership)				
Families	160	180	150	
Children	300	375	300	
Family Support Center				
Adults	119	100	100	
Children	111	95	85	
Total	717	775	663	

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 2015

- ✓ Provided trusted research-based information to nearly 15,000 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 31,000 acres of land in Washington County.
- ✓ Through the Master Gardener Program, provided solutions to over 7,000 residents with gardening issues which resulted in more effective pesticide practices, safer fruit and vegetable production, etc.
- ✓ Empowered families to enhance their financial management and to improve their eating habits.
- ✓ Targeted at-risk youth in Title 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.
- ✓ Managed over 200 volunteers who donated nearly 13,000 hours throughout Washington County.

Goals for Fiscal Year 2016

- ✓ Provide innovative, educational programs to at least 15,000 Washington County youth and adults in order to deliver measurable results impacting the economy, environment, and community.
- ✓ Assist local agricultural producers with establishing more sustainable and profitable practices resulting in a safe, affordable, and accessible food supply. This includes the completion of at least 30,000 acres in nutrient management planning.
- ✓ Build human capacity by recruiting and/or maintaining at least 200 volunteers to achieve desired community outcomes in Washington County.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	249,720	264,380	271,130	6,750	2.55%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	249,720	264,380	271,130	6,750	2.55%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	249,720	264,380	271,130	6,750	2.55%
Capital Outlay	0	0	0	0	0.00%
Total	249,720	264,380	271,130	6,750	2.55%

Category Funding Breakdown					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
UME Service	210,990	225,650	232,400	6,750	2.99%
County Cooperative Extension	38,730	38,730	38,730	0	0.00%
Total	249,720	264,380	271,130	6,750	2.55%

Services Provided or Clients Served		
Programs	2014	2015
Agriculture & Natural Resources	1,618 clients reached through 109 workshops, seminars and individual consultations.	2,174 clients reached through 153 workshops, seminars and individual consultations.
Nutrient Management Plans written and updated	Nutrient management plans written and/or updated for 30,000 acres.	Nutrient management plans written and/or updated for 31,000 acres.
Home Horticulture	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 100 Master Gardeners volunteered 6,000 hours along with the educator conducting workshops, seminars, and events reaching 6,395 clients. - 3,163 horticulture consultations conducted at plant clinics and community events. - 720 horticulture problems solved in-office for clients.
Family & Consumer Sciences	<ul style="list-style-type: none"> - 847 clients reached through 54 workshops and seminars. - 266 youth reached weekly at Ruth Anne Monroe Primary School & Lincolnshire Elementary. 	<ul style="list-style-type: none"> - 640 clients reached through 44 workshops and seminars. - 769 youth reached weekly at Ruth Anne Monroe Primary School and at other community nutrition events.

Services Provided or Clients Served		
Programs	2014	2015
Expanded Food & Nutrition Education Program	2,611 youth and adults reached through 366 classes.	717 youth and adults reached through workshops, classes, and one-on-one consultations.
4-H Youth Development Programs	<ul style="list-style-type: none"> - 4,362 youth and adults reached through 242 trainings as well as school enrichment and day camp programs. - 293 youth enrolled in the Washington County 4-H club program with 100 volunteers donating nearly 10,000 hours. 	<ul style="list-style-type: none"> - 4,643 youth and adults reached through 313 trainings as well as school enrichment and day camp programs. - 332 youth enrolled in the Washington County 4-H club program with 100 volunteers donating nearly 7,000 hours.

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Election Board

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

Departmental Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Received permission to use the administrative area of the Phoenix Color Warehouse for Early Voting and Election Worker Training Classes for 2016.
- ✓ Met with County Commissioners to discuss future storage and space requirements for the Election Office.
- ✓ Conducted 32 election worker training classes in preparation for the November 2014 Election.
- ✓ Combined precincts 17-1 and 17-2.
- ✓ Located a room to be converted to climate control for paper ballot storage.

Goals for Fiscal Year 2016

- ✓ Learn the new voting equipment and be able to train others on the new voting equipment.
- ✓ Demonstrate the new voting system to as many groups and clubs as possible.
- ✓ Conduct Mock Election in October 2015.
- ✓ Conduct training classes to 550 election workers.
- ✓ Implement same day registration.
- ✓ Use of social media to promote registering to vote, upcoming deadline etc.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	735,685	926,870	1,115,420	188,550	20.34%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	1,095	100	1,000	900	900.00%
Total	736,780	926,970	1,116,420	189,450	20.44%

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	59,754	68,970	68,190	(780)	(1.13%)
Operating	677,026	858,000	1,048,230	190,230	22.17%
Capital Outlay	0	0	0	0	0.00%
Total	736,780	926,970	1,116,420	189,450	20.44%

Positions	
Title	FTE
Election Clerk	2.5
Election Board Member	2.5
Contractual Attorney	.5
Total	5.5

Soil Conservation

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

Agency Function:

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

Accomplishments in Fiscal Year 2015	Goals for Fiscal Year 2016
<ul style="list-style-type: none"> ✓ Completed 90% of stream restoration at Kiwanis Park in cooperation with the City of Hagerstown on Antietam Creek. ✓ Completed 220 Best Management Practices on County farms. ✓ Completed 62 conservation plans on 6,151 acres. ✓ Continued grant funding from Chesapeake Bay Trust fund for 4 positions - 2 planners and 2 technicians. ✓ Certified nine additional farms as Agricultural Stewards. ✓ Delivered \$1.14 million in State and Federal cost share funds to farmers. ✓ Completed 9,513 acres of cover crops with County farmers. ✓ Obtained preliminary grant approval for \$581,620 for two stream restoration projects. ✓ Completed 467 urban plan reviews. 	<ul style="list-style-type: none"> ✓ Complete remaining work for Kiwanis Park in cooperation with the City of Hagerstown on Antietam Creek. ✓ Complete 150 Best Management Practices on County farms. ✓ Complete 40 conservation plans on 5,500 acres. ✓ Continue grant funding from Chesapeake Bay Trust fund for 4 positions - 2 planners and 2 technicians. ✓ Certify four additional farms as Agricultural Stewards ✓ Deliver \$1.5 million in State and Federal cost share funds to farmers. ✓ Complete 9,000 acres of cover crops with County farmers. ✓ Complete phase one of stream restoration on Beaver Creek and obtain final approval of grant funding for stream restoration on Little Antietam Creek and phase two Beaver Creek.

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	126,630	132,240	195,400	63,160	47.76%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	126,630	132,240	195,400	63,160	47.76%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	126,630	132,240	195,400	63,160	47.76%
Capital Outlay	0	0	0	0	0.00%
Total	126,630	132,240	195,400	63,160	47.76%

Services Provided or Clients Served				
Services	2014 Goal	2015 Goal	2016 Goal	
Soil Conservation and Water Quality Plans (in acres)	9,000	7,500	5,500	
Best Management Practices	150	150	150	
Cost Share (in dollars)	800,000	1,500,000	1,500,000	
Forest Conservation Act	0	1	1	
Urban Reviews	800	800	600	
Stream Projects	1	2	2	
Cover Crop Acres	9,000	9,000	9,000	
Information/Education Projects	8	8	8	

Weed Control

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

Departmental Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Provided weed control spray services for a fee to assist with noxious and invasive weeds.
- ✓ Cooperated with growers of organic and sensitive crops to control noxious and invasive weeds.
- ✓ Provided technical assistance and services to 219 farmers, land managers, and governmental agencies.
- ✓ Weed Control Program personnel worked 6,708 hours toward noxious and invasive weed control for Washington County.

Goals for Fiscal Year 2016

- ✓ To assist local government agencies to enhance noxious and invasive weed control.
- ✓ To support the agricultural community in Washington County by reducing the impact and spread of noxious and invasive weeds.
- ✓ To increase the level of contacts and inspections.
- ✓ Continue progress made in reducing the distribution and spread of noxious and invasive weeds in Washington County.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	225,250	192,170	203,200	11,030	5.74%
Total	225,250	192,170	203,200	11,030	5.74%

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	113,624	109,600	113,730	4,130	3.77%
Operating	68,068	61,300	61,440	140	0.23%
Capital Outlay	3,195	21,270	28,030	6,760	31.78%
Total	184,887	192,170	203,200	11,030	5.74%

Positions	
Title	FTE
Weed Control Coordinator	1
Assistant Weed Control Coordinator	1
Weed Control Technician	4
Total	6

Gypsy Moth Program

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

Departmental Function:

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

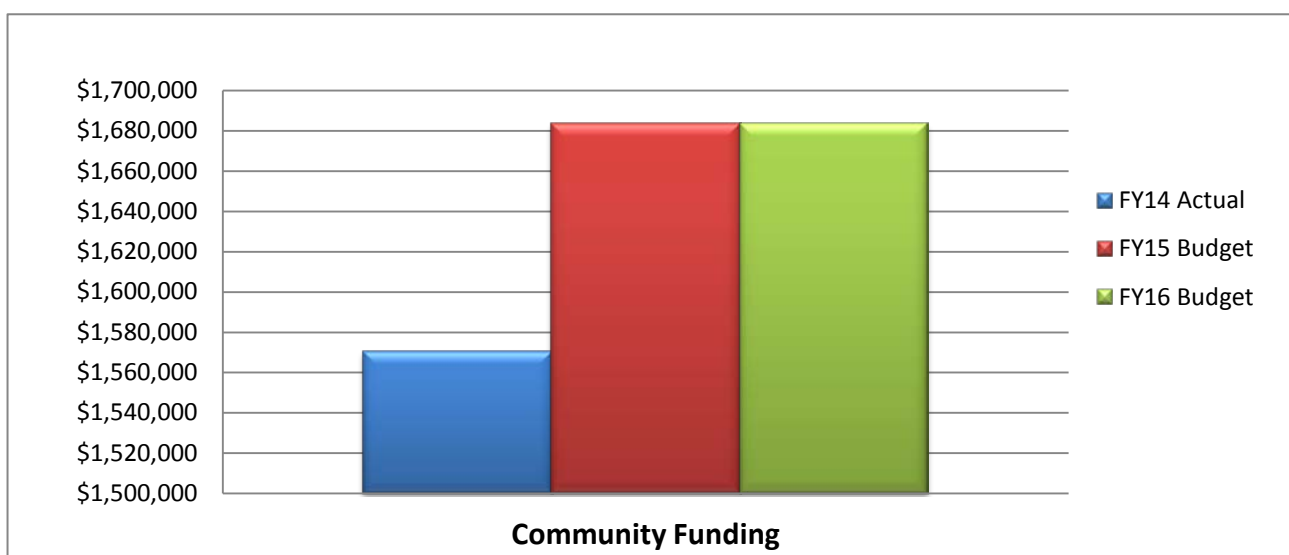
Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	7,635	10,000	10,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	7,635	10,000	10,000	0	0.00%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	7,635	10,000	10,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	7,635	10,000	10,000	0	0.00%

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General Fund – Community Funding Summary

Category	2014 Actual	2015 Budget	2016 Budget	\$ Change	% Change
Community Funding	1,570,738	1,683,420	1,683,420	0	0.00%
Total	1,570,738	1,683,420	1,683,420	0	0.00%



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Community Funding

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

Agency Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Held Grant Reporting Workshop for all COF funding recipients.
- ✓ Received Grant Reports from all 2014 COF Funding Recipients.
- ✓ The Grant Reports were used by the COF Committee as a component to the FY2015 funding recommendations.

Goals for Fiscal Year 2016

- ✓ Improve the quality of Grant Reporting through education of the funding recipients.
- ✓ Obtain 100% compliance of Grant Report submission.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	1,570,738	1,683,420	1,683,420	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,570,738	1,683,420	1,683,420	0	0.00%

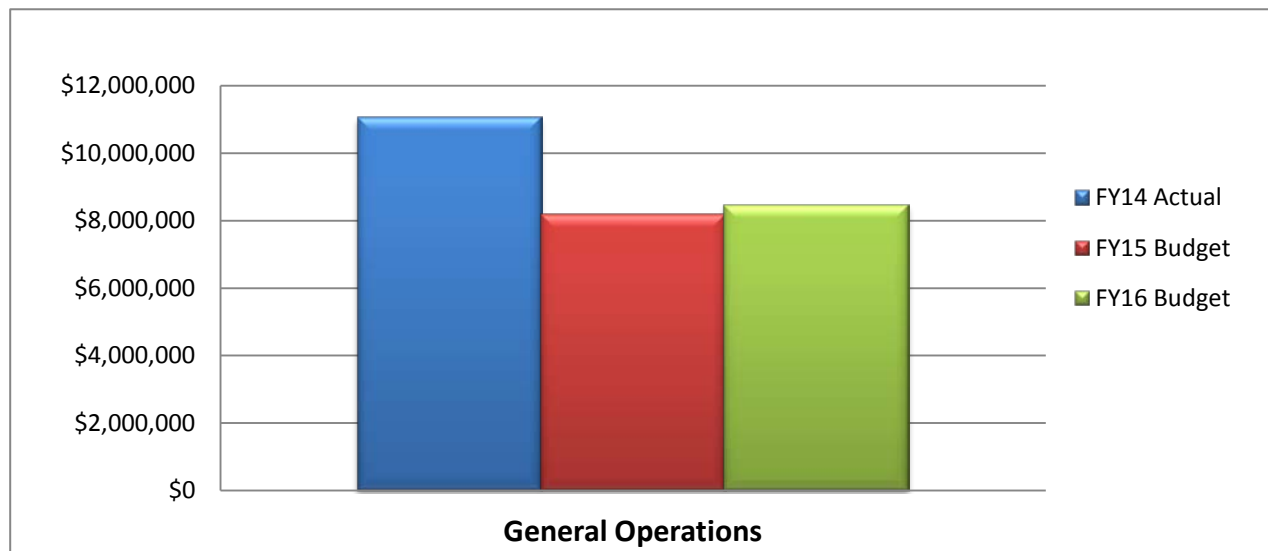
Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	1,570,738	1,683,420	1,683,420	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	1,570,738	1,683,420	1,683,420	0	0.00%

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General Fund – General Operations Summary

Category	2014 Actual	2015 Budget	2016 Budget	\$ Change	% Change
County Commissioners	194,692	213,890	249,000	35,110	16.41%
County Clerk	84,348	95,290	97,630	2,340	2.46%
County Administrator	333,167	406,840	419,470	12,630	3.10%
Public Relations & Community Affairs	326,904	373,530	385,850	12,320	3.30%
Budget and Finance	1,248,091	1,404,360	1,345,240	(59,120)	(4.21%)
Independent Accounting and Audit	58,000	70,000	70,000	0	0.00%
Purchasing	432,631	491,340	504,390	13,050	2.66%
Treasurer	423,343	409,070	420,690	11,620	2.84%
County Attorney	544,311	650,690	662,450	11,760	1.81%
Human Resources	597,529	648,350	696,210	47,860	7.38%
Central Services	236,139	201,770	203,100	1,330	0.66%
Information Technology	1,764,969	2,035,800	2,075,900	40,100	1.97%
General Operations	4,956,605	1,204,280	1,321,630	117,350	9.74%
Total	11,200,729	8,205,210	8,451,560	246,350	3.00%



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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 2015	Goals for Fiscal Year 2016
<ul style="list-style-type: none"> ✓ Successfully continued the Business Retention and Outreach Program and identified business climate successes and challenges. ✓ Continued the promotion of Strategic Economic Development Plan implementation steps as well as the Hagerstown Regional Airport Marketing Plan. ✓ Supported innovative environmental initiatives to promote County and community sustainability. ✓ Continued the process of the Senior Center construction. ✓ Constructed budgeted infrastructure improvements. ✓ Supported broadband connectivity within the County to ensure adequate access. ✓ Advocated for additional funding for implementation of state-mandated initiatives. ✓ Worked with municipalities to support local initiatives. ✓ Received Aa1 and AA+ Bond Rating. ✓ Organized newly elected Board support committees and volunteer groups in government organizations. 	<ul style="list-style-type: none"> ✓ Complete the Senior Center. ✓ Complete downtown renovations of County infrastructures. ✓ Identify and develop a legislative plan for consideration by the General Assembly. ✓ Evaluate opportunities for intergovernmental partnerships. ✓ Evaluate community wide capital needs for fiscal planning purposes. ✓ Continue to improve methods for public accessibility. ✓ Continue the promotion of the Strategic Economic Development Plan steps. ✓ Continue to support a vibrant business climate in Washington County.

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	194,692	213,890	249,000	35,110	16.41%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	194,692	213,890	249,000	35,110	16.41%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	186,816	200,940	236,050	35,110	17.47%
Operating	7,876	12,950	12,950	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	194,692	213,890	249,000	35,110	16.41%

Positions	
Title	FTE
Commissioner - President	.5
Commissioner	2
Total	2.5

County Clerk

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

Departmental Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Updated County Board/Commissions governing documents and mission statements.
- ✓ Gave presentation to two outside organizations on County Boards/Commissions.
- ✓ Planned and accomplished swearing-in activities for the 2014-2018 Board of County Commissioners.

Goals for Fiscal Year 2016

- ✓ Convert current minutes file storage/search program to County's Laserfiche program.
- ✓ Attend Maryland Association of Counties summer convention and also assist Maryland Municipal Clerks Association with its booth.
- ✓ Continue updating/improving County website for Boards/Commissions.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	84,348	95,290	97,630	2,340	2.46%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	84,348	95,290	97,630	2,340	2.46%

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	62,775	71,490	73,830	2,340	3.27%
Operating	21,573	23,800	23,800	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	84,348	95,290	97,630	2,340	2.46%

Positions	
Title	FTE
County Clerk	1
Total	1

County Administrator

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

Departmental Function:

The County Administrator is the Chief Administrative Officer of Washington County as outlined in the Code of Public Local Laws of Washington County and is under the supervision of the Board of County Commissioners. The County Administrator is responsible for the day-to-day operations of County government. A major function of the County Administrator is to interpret and execute the policies of the Board of County Commissioners as they pertain to County matters. The current County Administrator was appointed by the Board of County Commissioners on February 27th, 2007, with the following stated general objective:

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

Accomplishments in Fiscal Year 2015

- ✓ Assisted with the transition of new County officials in County Government.
- ✓ Received Aa1 and AA+ Bond Ratings.
- ✓ Continued the implementation of plans for alternative and renewable energy through Solid Waste operations.
- ✓ Hired a Director for the Department of Business Development to continue innovative business and economic development initiatives utilizing the Strategic Economic Development Plan.
- ✓ Evaluated upcoming and needed legislative initiatives for impact to County residents and fiscal capability.
- ✓ Prepared for fiscal requirements and implications for FY2016.
- ✓ Continued to increase County presence through web, marketing, public relations, outreach, and advertising efforts.
- ✓ Continued the maintenance and improvement of all County facilities and buildings.
- ✓ Evaluated opportunities for additional revenue enhancement.
- ✓ Monitored current capital projects and enhance needed services to County residents.

Goals for Fiscal Year 2016

- ✓ Continue the implementation of plans for alternative and renewable energy sources through Solid Waste operations.
- ✓ Expand Economic Development strategies to continue to improve job opportunities in Washington County.
- ✓ Evaluate needed legislative initiatives.
- ✓ Prepare for fiscal requirements for FY2017.
- ✓ Monitor current capital projects and enhance needed services throughout the County.
- ✓ Facilitate relationships between elected bodies.
- ✓ Evaluate County portals such as website and media outlets to identify enhancement opportunities.

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	333,167	406,840	419,470	12,630	3.10%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	333,167	406,840	419,470	12,630	3.10%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	297,485	377,470	390,100	12,630	3.35%
Operating	31,826	29,370	29,370	0	0.00%
Capital Outlay	3,856	0	0	0	0.00%
Total	333,167	406,840	419,470	12,630	3.10%

Positions	
Title	FTE
County Administrator	1
Assistant County Administrator	1
Executive Office Assistant	1
Total	3

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 2015

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

Goals for Fiscal Year 2016

- ✓ Implement County Ambassador Program to help educate the public on specialized County services.
- ✓ Continue public information campaigns to better engage and inform stakeholders of major County initiatives.
- ✓ Continue to focus on marketing all services of the County including Hagerstown Regional Airport and Department of Business Development.
- ✓ Continue integration of updated public relations and branding policies into all internal departments.
- ✓ In cooperation with County departments, begin County website revamping through needs discovery, assessing current technology platforms, and web navigation patterns targeted toward improved customer service.
- ✓ Continue to provide assistance to businesses through the plan review, permitting, and inspection process. Educate the general public on how to use plan review services.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	326,904	373,530	385,850	12,320	3.30%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	326,904	373,530	385,850	12,320	3.30%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	217,235	278,980	291,300	12,320	4.42%
Operating	109,669	94,550	94,550	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	326,904	373,530	385,850	12,320	3.30%

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

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 2015

- ✓ Received rating upgrades from Moody's and Fitch to Aa1 and AA+ respectively.
- ✓ Completed the implementation of the new billing and receivable software.
- ✓ Implemented procedures for the volunteer fire and rescue companies to report financial information to the Department of Budget and Finance for monitoring.
- ✓ Restructured the department and redefined job duties to improve operations.

Goals for Fiscal Year 2016

- ✓ Upgrade the PeopleSoft financials and budget software.
- ✓ Use Laserfiche to store accounts payable related documents.
- ✓ Start planning process to implement position management module.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	1,248,091	1,404,360	1,345,240	(59,120)	(4.21%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,248,091	1,404,360	1,345,240	(59,120)	(4.21%)

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	1,194,726	1,354,260	1,295,890	(58,370)	(4.31%)
Operating	53,365	50,100	49,350	(750)	(1.50%)
Capital Outlay	0	0	0	0	0.00%
Total	1,248,091	1,404,360	1,345,240	(59,120)	(4.21%)

Services Provided	
	2015 Actual
Total Number of Vouchers Paid	25,734
Total Accounts Payable Checks Issued & Electronic Fund Transfers	12,197
Total Payroll Checks Issued & Electronic Fund Transfers	24,568
Total Number of Billings Produced	35,937

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

Independent Accounting and Audit

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

Departmental Function:

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

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	58,000	70,000	70,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	58,000	70,000	70,000	0	0.00%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	58,000	70,000	70,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	58,000	70,000	70,000	0	0.00%

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Purchasing

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

Departmental Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Applied enhancements to the Purchasing Department web site to educate users with additional user-friendly information.
- ✓ Moved the multi-part Change Order process to an electronic one-part Change Order form with an electronic distribution process and compiled a written procedure.

Goals for Fiscal Year 2016

- ✓ Obtain the Achievement of Excellence in Procurement Award from the National Procurement Institute (NPI).
- ✓ Implement fax processing from employee's desktops.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	429,451	488,840	502,390	13,550	2.77%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	3,180	2,500	2,000	(500)	(20.00%)
Total	432,631	491,340	504,390	13,050	2.66%

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	406,289	463,350	476,750	13,400	2.89%
Operating	26,342	27,990	27,640	(350)	(1.25%)
Capital Outlay	0	0	0	0	0.00%
Total	432,631	491,340	504,390	13,050	2.66%

Services Provided	
	2015 Actual
Total Number of Purchase Orders	1,121
Total Dollar Value of Purchase Orders & Additional Grant Contracts	\$66,953,814
Number of Service Contracts	103

Positions	
Title	FTE
Purchasing Director	1
Buyer	1
Procurement Specialist I	1
Procurement Specialist II	1
Procurement Technician	2
Total	6

Treasurer

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

Departmental Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Implementation of MUNIS utility billing system.
- ✓ Eliminated "high bid premium" from tax sale.

Goals for Fiscal Year 2016

- ✓ Work with municipalities to find solutions for distressed properties.
- ✓ Improve website.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	423,343	409,070	420,690	11,620	2.84%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	423,343	409,070	420,690	11,620	2.84%

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	320,352	364,570	376,190	11,620	3.19%
Operating	102,991	44,500	44,500	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	423,343	409,070	420,690	11,620	2.84%

Positions	
Title	FTE
Treasurer	1
Chief Deputy Treasurer	1
Deputy Treasurer	2
Accounts Receivable Technician	1
Cashier	2.5
Total	7.5

County Attorney

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

Departmental Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Implemented 2014 legislation and drafted legislation for the 2015 legislative session.
- ✓ Successfully defended the County in the Circuit Court and the Court of Special Appeals in the Fairplay Fire Company litigation.
- ✓ Worked closely with the Department of Business Development to address various issues related to Foreign Trade Zones in the County.
- ✓ Worked closely with the Division of Environmental Management and the County Administrator to address various issues relating to the implementation and start-up of various solar panel sites in the County.

Goals for Fiscal Year 2016

- ✓ Implement 2015 legislation and draft legislation for the 2016 legislative session.
- ✓ Continue the defense of the County in the Fairplay Fire Company litigation (in the Court of Appeals as well as defending the issue remanded to the Circuit Court for further consideration).
- ✓ Work closely with the Division of Engineering and Construction Management and the Department of Plan Review and Permitting to review, amend, and present to the County Commissioners the latest version of the various trade codes for formal adoption.
- ✓ Move forward with the implementation of the Antietam Water Trail and the various agreements needed to implement such an initiative.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	544,311	650,690	662,450	11,760	1.81%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	544,311	650,690	662,450	11,760	1.81%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	497,684	560,440	584,050	23,610	4.21%
Operating	46,627	90,250	78,400	(11,850)	(13.13%)
Capital Outlay	0	0	0	0	0.00%
Total	544,311	650,690	662,450	11,760	1.81%

Positions	
Title	FTE
County Attorney	1
Deputy County Attorney	1
Assistant County Attorney	1
Legal Assistant	1
Legal Secretary	1
Total	5

Human Resources

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

- ✓ All files have been scanned into Laserfiche.
- ✓ E-Services module was implemented County wide in all departments possible and utilized for open enrollment in FY2015.
- ✓ Continued to offer the Going for the Gold Program with 21 employees graduating in FY2015.
- ✓ All Human Resources (HR) policies have been updated with help from the County Attorney's office.
- ✓ Made the decision not to use Power DMX as a tool for distribution and use of materials such as policies to County employees. Will be distributing through the use of County the intranet (i.e. George's Place, E-Services through PeopleSoft).
- ✓ Provided recreational services to close to 11,000 County citizens in FY2015.

Goals for Fiscal Year 2015

- ✓ All HR policies will be approved by Board of County Commissioners and included in an updated employee handbook.
- ✓ Continue County employee participation and completion of Going for the Gold Program.
- ✓ Continue to provide excellent recreational programs throughout the year to all Washington County citizens who wish to participate.
- ✓ Continue to update utilization of PeopleSoft applications through work with consultant in areas of risk management, position management, and retirement.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	597,529	648,350	696,210	47,860	7.38%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	597,529	648,350	696,210	47,860	7.38%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	461,465	523,850	571,710	47,860	9.14%
Operating	136,064	124,500	124,500	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	597,529	648,350	696,210	47,860	7.38%

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
Office Associate	1
Total	7

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 2015

- ✓ Added more volunteers to the list of substitutes for the Central Services employee.
- ✓ Trained additional persons on the folding machine.
- ✓ Trained additional persons to process bulk mail.
- ✓ Assigned additional duties to the Central Services employee.
- ✓ Evaluated and implemented County departments' use of correct envelopes for mail to result in postage cost savings.

Goals for Fiscal Year 2016

- ✓ Continue to evaluate processes for cost savings.
- ✓ Move to new office area and arrange furniture and equipment for maximum efficiency.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	236,139	201,770	203,100	1,330	0.66%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	236,139	201,770	203,100	1,330	0.66%

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	48,043	54,970	56,300	1,330	2.42%
Operating	131,548	146,800	146,800	0	0.00%
Capital Outlay	56,548	0	0	0	0.00%
Total	236,139	201,770	203,100	1,330	0.66%

Services Provided	
	2015 Actual
Number of processed pieces of mail	192,000
Total Number of photocopying service	460,760

Positions	
Title	FTE
Senior Office Associate	1
Total	1

Information Technology

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

Departmental Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Moved several software business applications to cloud based providers in order to reduce cost and increase system availability.
- ✓ Completed the migration process of the County's legacy general and utility billing systems to a web based platform that includes on-line payment capability.
- ✓ Migrated 100 obsolete Windows XP desk top computers to a virtualized Windows 7 Professional platform.
- ✓ Upgraded host infrastructure to accommodate increased server and workstation virtualization.
- ✓ Developed an interactive FEMA common operating picture (COP) infrastructure and resource map for EMS/911 use in the Emergency Operations Center.

Goals for Fiscal Year 2016

- ✓ Complete the migration of the County's email and desktop office system to a cloud based system (Microsoft Office 365).
- ✓ Complete migration of the County's Nortel telephone system to ShoreTel's IP based telecommunications system.
- ✓ Complete the migration of the County's legacy Permits Plus system to a web based platform that includes on-line payment capability.
- ✓ Complete several upgrades and enhancements to the County's financial and human resource management systems.
- ✓ Assist the Department of Water Quality in the creation of a GIS infrastructure mapping program.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	1,758,719	2,032,200	2,073,800	41,600	2.05%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	6,250	3,600	2,100	(1,500)	(41.67%)
Total	1,764,969	2,035,800	2,075,900	40,100	1.97%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	1,174,745	1,324,190	1,373,940	49,750	3.76%
Operating	540,721	711,610	701,960	(9,650)	(1.36%)
Capital Outlay	49,503	0	0	0	0.00%
Total	1,764,969	2,035,800	2,075,900	40,100	1.97%

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
Total	15

General Operations

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

Departmental Function:

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

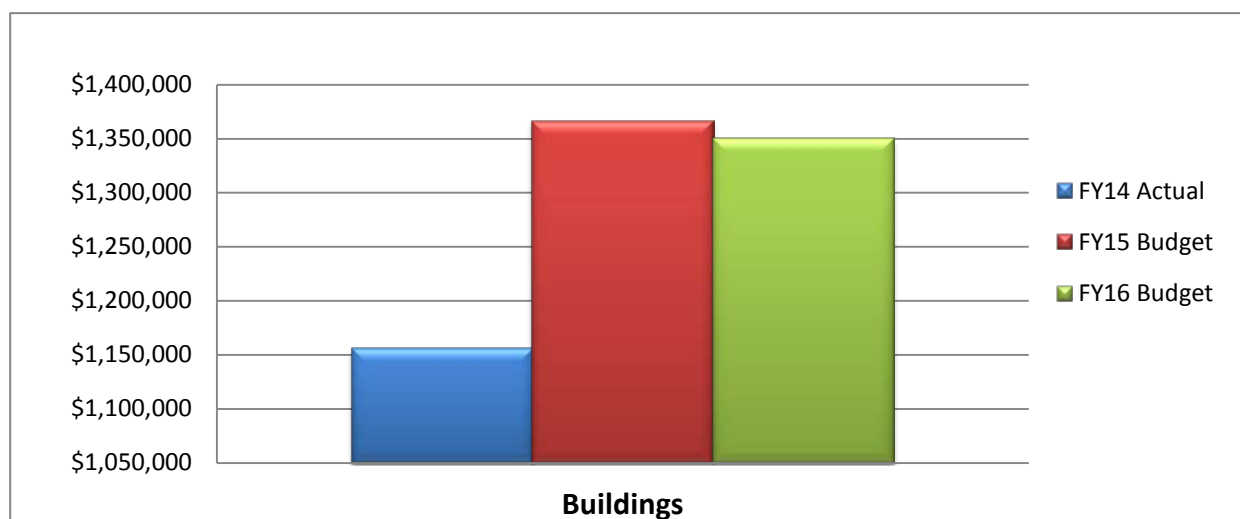
Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	4,956,605	1,204,280	1,321,630	117,350	9.74%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	4,956,605	1,204,280	1,321,630	117,350	9.74%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	4,463,225	694,270	699,330	5,060	0.73%
Operating	493,380	510,010	622,300	112,290	22.02%
Capital Outlay	0	0	0	0	0.00%
Total	4,956,605	1,204,280	1,321,630	117,350	9.74%

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General Fund – Buildings Summary

Category	2014 Actual	2015 Budget	2016 Budget	\$ Change	% Change
Martin Luther King Center	92,238	108,700	105,200	(3,500)	(3.22%)
Administration Building	181,893	219,600	197,900	(21,700)	(9.88%)
Administration Building II	59,551	91,850	91,850	0	0.00%
Court House	508,455	562,730	583,770	21,040	3.74%
County Office Building	174,158	214,610	205,110	(9,500)	(4.43%)
Administration Annex	51,935	55,720	56,900	1,180	2.12%
Dwyer Center	25,207	31,390	29,000	(2,390)	(7.61%)
Rental Properties	1,653	2,000	2,000	0	0.00%
Public Facilities Annex	60,511	80,060	78,560	(1,500)	(1.87%)
Total	1,155,601	1,366,660	1,350,290	(16,370)	(1.20%)



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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 2015

- ✓ Replaced boilers in the Court House and Administration Building.
- ✓ Replaced the chiller in the County Office Building.
- ✓ Remodeled the third floor office suite in the Administration Building II.

Goals for Fiscal Year 2016

- ✓ Complete the 9-1-1 backup remodeling in the Administration Building II.
- ✓ Recaulk and repaint windows in the Martin Luther King Building.
- ✓ Repaint the exterior at the Court House.
- ✓ Remodel second and third floor suites as needed in the Administration Building.

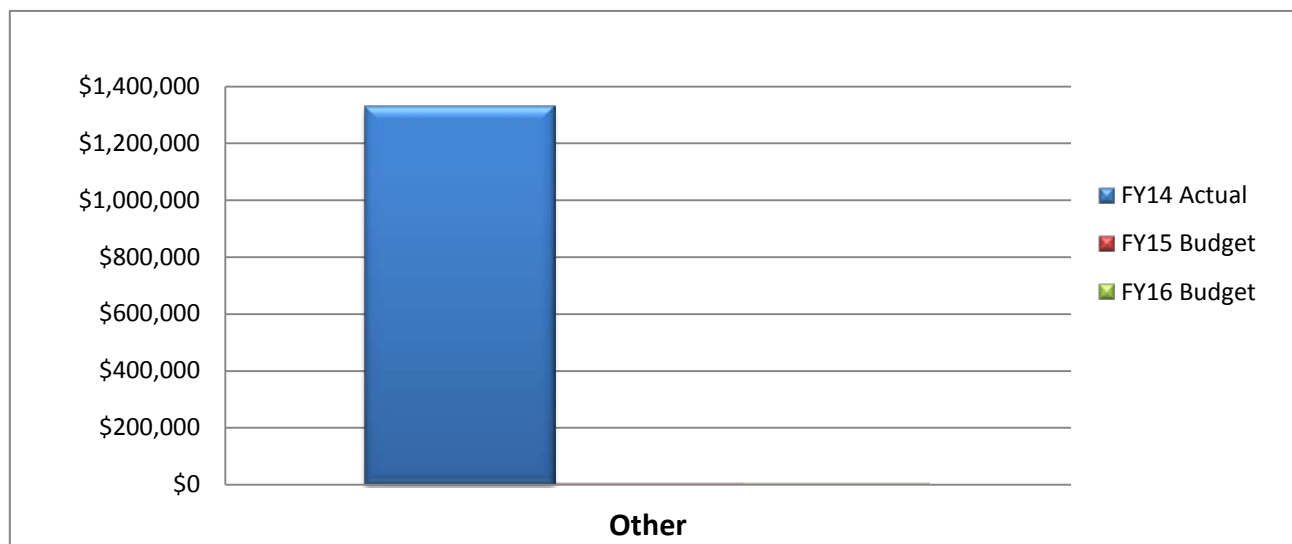
Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	1,155,601	1,366,660	1,350,290	(16,370)	(1.20%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,155,601	1,366,660	1,350,290	(16,370)	(1.20%)

Program Expenditures					
Category	2014 Actual	2015 Budget	2015 Budget	Change	
				\$	%
Wages and Benefits	267,719	308,930	336,370	27,440	8.88%
Operating	887,882	1,057,730	1,013,920	(43,810)	(4.14%)
Capital Outlay	0	0	0	0	0.00%
Total	1,155,601	1,366,660	1,350,290	(16,370)	(1.20%)

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

General Fund – Other Summary

Category	2014 Actual	2015 Budget	2016 Budget	\$ Change	% Change
Women's Commission	1,560	2,000	2,000	0	0.00%
Historic District Commission	350	0	0	0	0.00%
Grants	1,325,538	0	0	0	0.00%
Total	1,327,448	2,000	2,000	0	0.00%



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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 2015

- ✓ Celebrated Women of Washington County at The Circle of Sisters.
- ✓ Participated in the Muddy Mammas.
- ✓ Increased membership.
- ✓ Worked as a liaison between the women of Washington County Women's Commission and the community.

Goals for Fiscal Year 2016

- ✓ Participate in the Muddy Mammas.
- ✓ Celebrate Women of Washington County at The Circle of Sisters.
- ✓ Raise awareness about issues affecting women such as human trafficking and teenage pregnancy.
- ✓ Educate women on the importance of financial responsibility, literacy, job preparedness, etc.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	1,560	2,000	2,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,560	2,000	2,000	0	0.00%

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	1,560	2,000	2,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	1,560	2,000	2,000	0	0.00%

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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 2015

- ✓ Conducted plan reviews as needed.
- ✓ Approved tax credit applications.
- ✓ Contributed to the Tax Credit workshop for the general public.

Goals for Fiscal Year 2016

- ✓ Explore new opportunities to promote preservation.
- ✓ Participate in Comprehensive Plan update.
- ✓ Adoption of local Design Guidelines.

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	350	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	350	0	0	0	0.00%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	350	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	350	0	0	0	0.00%

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:	Sara Greaves

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.

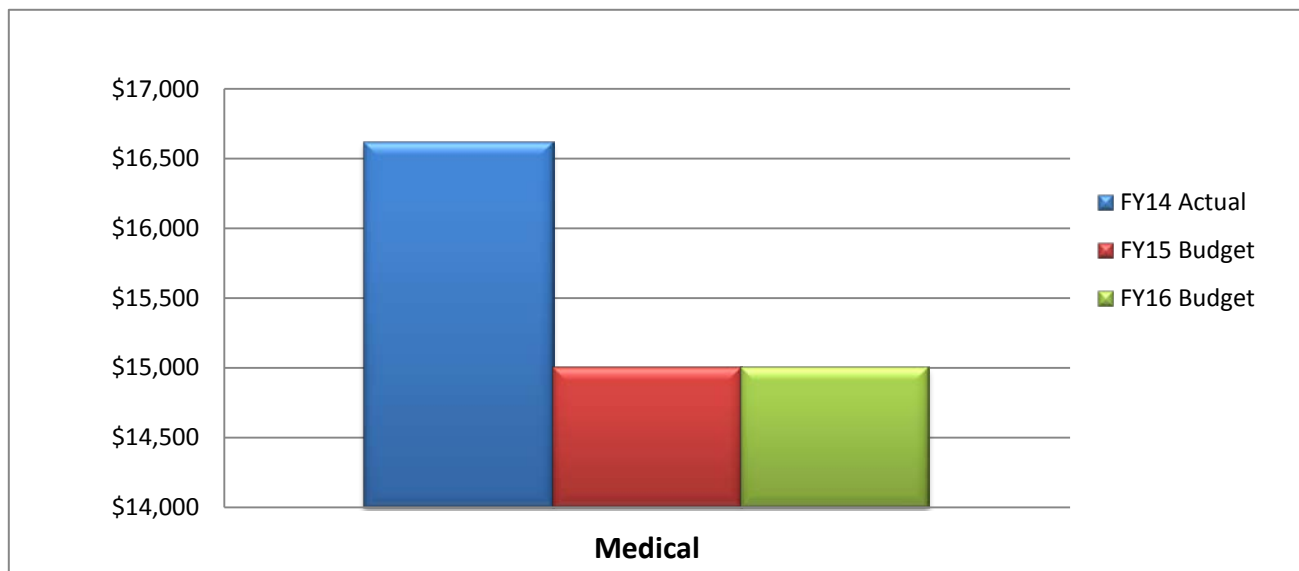
Funding Sources						
Category	2014 Actual	2015 Budget	2016 Budget	Change		
				\$	%	
General Fund Support	0	0	0	0	0.00%	
Grants/Intergovernmental	1,325,538	0	0	0	0.00%	
Fees/Charges	0	0	0	0	0.00%	
Total	1,325,538	0	0	0	0.00%	

Program Expenditures						
Category	2014 Actual	2015 Budget	2016 Budget	Change		
				\$	%	
Wages and Benefits	362,561	0	0	0	0.00%	
Operating	710,927	0	0	0	0.00%	
Capital Outlay	252,050	0	0	0	0.00%	
Total	1,325,538	0	0	0	0.00%	

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General Fund – Medical Summary

Category	2014 Actual	2015 Budget	2016 Budget	\$ Change	% Change
Medical Examiner	16,620	15,000	15,000	0	0.00%
Total	16,620	15,000	15,000	0	0.00%



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Medical Examiner

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

Departmental Function:

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

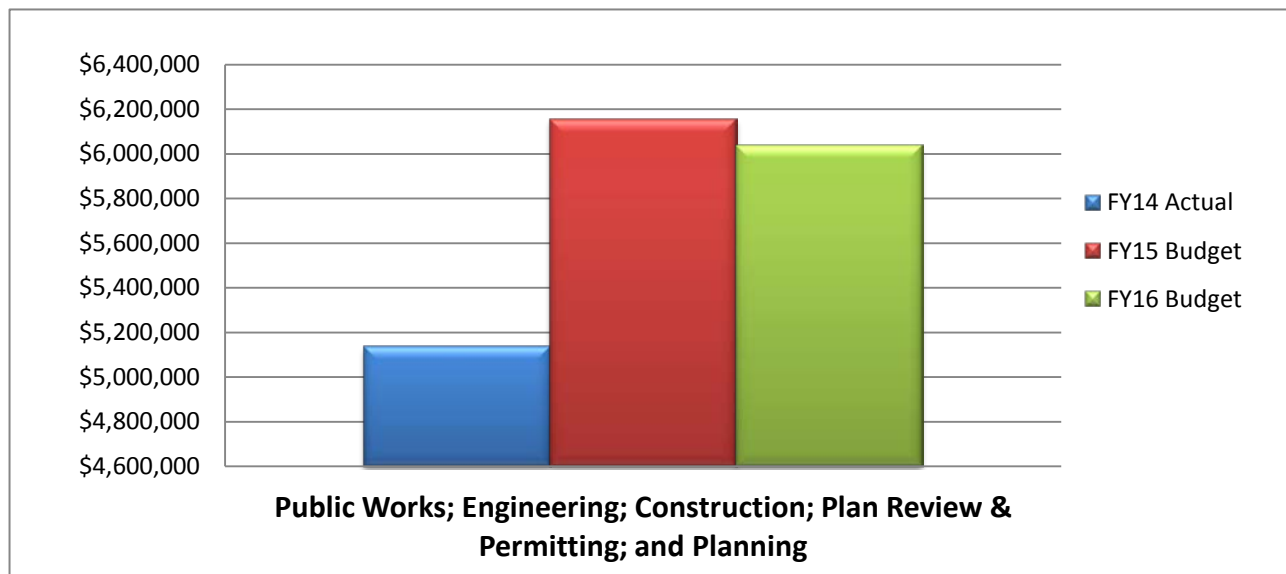
Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	16,620	15,000	15,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	16,620	15,000	15,000	0	0.00%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	16,620	15,000	15,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	16,620	15,000	15,000	0	0.00%

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

Category	2014 Actual	2015 Budget	2016 Budget	\$ Change	% Change
Public Works	290,602	326,970	224,120	(102,850)	(31.46%)
Engineering	2,766,043	1,480,510	1,549,270	68,760	4.64%
Construction	0	1,814,830	1,692,180	(122,650)	(6.76%)
Plan Review and Permitting	1,489,798	1,841,550	1,850,590	9,040	0.49%
Planning and Zoning	544,434	638,500	669,510	31,010	4.86%
Zoning Appeals	48,107	53,440	53,440	0	0.00%
Total	5,138,984	6,155,800	6,039,110	(116,690)	(1.90%)



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Public Works Administration

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

Departmental Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Public Works Director position was filled.
- ✓ Evaluation of departmental operations and procedures at Highways, Transit, and Airport has started to improve operational efficiencies and customer service.

Goals for Fiscal Year 2016

- ✓ Continue the evaluation operations and procedures to improve operating efficiencies in Highways, Parks, Facilities, Transit, and Airport departments.
- ✓ Increase customer support to the citizens and to the departments.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	290,602	326,970	224,120	(102,850)	(31.46%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	290,602	326,970	224,120	(102,850)	(31.46%)

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	272,942	301,140	204,400	(96,740)	(32.12%)
Operating	17,660	25,830	19,720	(6,110)	(23.65%)
Capital Outlay	0	0	0	0	0.00%
Total	290,602	326,970	224,120	(102,850)	(31.46%)

Positions	
Title	FTE
Director of Public Works	1
Senior Office Associate	1
Total	2

Fund:	General Fund	Category:	Engineering & Construction Management
Program Code:	11620	Contact:	Scott Hobbs

Departmental Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Completed the design and acquired properties as necessary for various projects – Leiters Mill Road Bridge; Trego Road Culverts; Mt. Aetna Road Culvert; Mt. Lena Road Culvert; Devils Backbone Park Stream Restoration; Marsh Pike Sidewalk Extension – Safe Routes to School Funding; Detention Center HVAC; Remediation and Fuel Center Upgrades – Eastern Section Highway Department; Fuel Center Upgrades – Central Section Highway Department; and Pavement Maintenance Program (PMP '15).
- ✓ Began design of Professional Boulevard and Bridge.
- ✓ Incorporated new CAD template.
- ✓ Issued Right-of-Way Acquisition brochure.
- ✓ Received State Highway Administration funding obligations for future railroad improvement projects.
- ✓ In coordination with the Construction Department, completed construction on Robinwood Drive; Valley Mall Road and Underpass Way Signal; Marble Quarry Road Bridge; Coffman Farms Road Bridge; Burnside Bridge Road Bridge; Beaver Creek Road Culvert; Locust Grove Road Culvert; Sprecher Road Bridges; Courthouse Boiler; Court House Generator; and Pavement Maintenance Program (PMP '14).
- ✓ In coordination with the Construction Department, began construction on Yale Drive Extended; Senior Center; Pavement Maintenance Program (PMP '15); Lincolnshire Elementary School Sidewalk Extension – Safe Routes to School Funding; Newcomer Road Culvert; 100-120 West Washington Street Renovations and Exterior Accessibility Improvements; and HVAC Improvements at the Detention Center.
- ✓ In coordination with the Construction Department, substantially completed construction of Old Forge Road Bridge; 9-1-1 Emergency Backup Center (120 West Washington Street); and renovation to 80 West Baltimore Street.

Goals for Fiscal Year 2016

- ✓ Complete the design and acquire properties as necessary for various projects – Shawley Drive; Crayton Boulevard; Eastern Boulevard Widening Phase II; Keedysville Road Bridge; Garis Shop Road Bridge; Poffenberger Road Bridges; Crystal Falls Road Bridge; Mousetown Road Culvert; Spur Road Culvert; Hopewell Road Culverts; Wright Road Culverts; and Pavement Maintenance Program (PMP '16.)
- ✓ Adopt updated Land Development and Roadway Improvement Standards.
- ✓ Provide GIS maps for County website (traffic count database, bridge weight restriction postings, etc.).
- ✓ Secure and utilize State and Federal funds for bridge, safety, and water quality improvements including but not limited to Federal Aid Bridge, Transportation Alternatives, and Federal Clean Water Act Section 319(h) funding.
- ✓ Plan, design, and manage stormwater management projects to meet National Pollutant Discharge Elimination System (NPDES) requirements.
- ✓ Plan, design, and manage various transportation Americans with Disabilities Act (ADA) projects.
- ✓ Provide most effective means for maintenance and repair of roads, bridges, and culverts.
- ✓ Complete bus shelters project.
- ✓ In coordination with the Construction Department, begin construction on Eastern Boulevard Widening Phase I; Southern Boulevard; Underpass Way and Railway Lane Signal; Garis Shop Road Bridge; Trego Road Culverts; Mt. Lena Road Culvert; Mt. Aetna Road Culvert; and Fuel Centers.

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	2,744,314	1,479,010	1,541,270	62,260	4.21%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	21,729	1,500	8,000	6,500	433.33%
Total	2,766,043	1,480,510	1,549,270	68,760	4.64%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	2,561,573	1,422,090	1,490,760	68,670	4.83%
Operating	191,603	58,420	58,510	90	0.15%
Capital Outlay	12,867	0	0	0	0.00%
Total	2,766,043	1,480,510	1,549,270	68,760	4.64%

Positions	
Title	FTE
Director of Engineering and Construction Management	1
Deputy Director, Engineering	1
Senior Architectural Project Manager	1
Civil Engineer	3
Structural Engineer	1
Public Works Engineer	1
Real Property Administrator	1
Chief of Surveys	1
Survey Party Chief	1
GIS Analyst	1
Engineer Technician III	3
Office Manager	1
Survey Technician	1
Total	17

Engineering & Construction Management – Construction

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

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.

Accomplishments in Fiscal Year 2015

- ✓ Executed virtually all inspection requests within 24 hours.
- ✓ Continued participation with the Accela task force to assist with the software upgrade.
- ✓ Continued to evaluate departmental policies/procedures for efficiency.
- ✓ Responded to 26,844 building/trade inspections.
- ✓ Performed 1,646 construction inspections (SWM, roads, utilities, etc.).
- ✓ Investigated 388 service requests.
- ✓ Performed 365 triennial inspection for storm water structures required to be inspected and maintained.
- ✓ Completed the transition of the inspector plan review approvals and comments being documented in the Permits Plus workflow folder.
- ✓ Provided further integration with the project managers and inspectors to provide assistance between each group as a possible cost saving measure.
- ✓ Participated in the Home Show.
- ✓ Assisted with the code review process for draft addendum to the 2015 International Code Council (ICC) Codes.
- ✓ Continued customer satisfaction with all facets of the department.
- ✓ Continued training the building/trade/construction inspectors to assist with CIP projects as needed.
- ✓ Continued to provide project management and inspection services in support of Engineering Department/Capital Projects.
- ✓ Completed Robinwood II Corridor construction.
- ✓ Began Senior Center construction.
- ✓ Continued excellence in coordination with the Engineering staff and Plan Review and Permitting staff.

Goals for Fiscal Year 2016

- ✓ Maintain 24 hour or less response time to all inspection requests.
- ✓ Continue to evaluate departmental policies/procedures for efficiency.
- ✓ Implement the Accela software upgrade by Spring 2016.
- ✓ Complete the code review process for draft addendum to the 2015 ICC Codes.
- ✓ Provide further integration with the project managers and inspectors to provide assistance between each group as a possible cost saving measure.
- ✓ 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/Capital Projects.
- ✓ Complete Senior Center construction.
- ✓ Certify all construction inspectors in State Highway Administration HMA inspections.
- ✓ Track Capital Project Change Order rate.
- ✓ Continue excellence in coordination with the Engineering staff and Plan Review and Permitting staff.
- ✓ Participate in the Home Show.
- ✓ Participate in Boonsboro Green Fest.
- ✓ Replace and retrain promoted inspectors.

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	0	1,807,580	1,684,930	(122,650)	(6.79%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	7,250	7,250	0	0.00%
Total	0	1,814,830	1,692,180	(122,650)	(6.76%)

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	0	1,738,640	1,615,030	(123,610)	(7.11%)
Operating	0	76,190	77,150	960	1.26%
Capital Outlay	0	0	0	0	0.00%
Total	0	1,814,830	1,692,180	(122,650)	(6.76%)

Positions	
Title	FTE
Deputy Director, Construction	1
Combination Inspector	1
Project Manager	4
Electrical Inspector II	1
Electrical Inspector I	2
Plumbing Inspector II	1
Plumbing Inspector I	1
Building Inspector II	1
Building Inspector I	2
Construction Inspector	4
Administrative Assistant	1
Total	19

Engineering & Construction Management – Plan Review and Permitting

Fund:	General Fund	Category:	Engineering & Construction Management
Program Code:	11610	Contact:	Permitting: Angela Smith Plan Review: Tim Lung

Departmental Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Implemented two additional customer services: Same Day Permitting and Scheduling By Appointment.
- ✓ Implemented preliminary commercial building plan review into the permit application process to expedite the issuance of the building permit. It enables the applicant to have direct contact with Plans Examiner staff early-on and receive answers to questions or concerns in-person.
- ✓ Began updating and revising departmental policies and procedures to improve operating structure and increase efficiency.
- ✓ Pursuant to Code of Maryland Regulation 05.02.07 (Effective January 1, 2015), a Code Committee was formed and began the process of reviewing the requisite of 2015 International Code Council codes (a.k.a 2015 Maryland Building Performance Standards) for subsequent adoption by the Board of County Commissioners (BOCC).
- ✓ Assimilated the transfer of responsibility to the department for establishing the scope, performing the review, coordinating with State Highway Association, and tracking any revisions to Traffic Impact Studies.
- ✓ Assimilated the transfer of responsibility to the department for initializing Performance Bonds and Public Works Agreements.
- ✓ Implemented a concurrent review policy for a building permit application and associated site plan review in order to decrease their overall approval time.
- ✓ Began updating the content of departmental forms, documents, and applications with the new County logo.
- ✓ Revised and updated the standards and specifications for Land Development and Roadway Improvements.

Goals for Fiscal Year 2016

- ✓ BOCC adoption and the department's implementation of the 2015 Maryland Building Performance Standards as modified.
- ✓ Provide training and conduct outreach meetings for local contractors, tradesman and customers on the significant changes from the 2012 to the 2015 Standards as modified.
- ✓ Expand on-line permits to include minor building permit applications once the new software system (Accela Automation) has been implemented.
- ✓ License/register and renew licenses for plumbers, electricians and mechanical contractors through Citizen Access, an on-line permits system.
- ✓ Continue to update and revise departmental policies and procedures to improve operating structure and increase efficiency.
- ✓ Continue year-over-year collaboration with the Department of Planning and Zoning to revise and update, as necessary, the Zoning Ordinance for Washington County, MD.
- ✓ Revisit and clarify the applicability of the Simplified Plat process of the Subdivision Ordinance.
- ✓ Continue to revise and update the Standards and Specifications for Land Development and Roadway Improvements and receive approval of same by the BOCC.

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	367,777	489,750	677,690	187,940	38.37%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	1,122,021	1,351,800	1,172,900	(178,900)	(13.23%)
Total	1,489,798	1,841,550	1,850,590	9,040	0.49%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	1,403,895	1,798,750	1,807,250	8,500	0.47%
Operating	81,892	42,800	43,340	540	1.26%
Capital Outlay	4,011	0	0	0	0.00%
Total	1,489,798	1,841,550	1,850,590	9,040	0.49%

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	3
Senior Plans Examiner	1
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
Total	28.5

Planning and Zoning

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

Departmental Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Completed Town Growth Area public information meetings.
- ✓ Completed Land Use/Land Cover GIS layer.
- ✓ Initiated Comprehensive Plan update.
- ✓ Implemented Forest Banking option.
- ✓ Completed required update of Solid Waste Plan.
- ✓ Completed required update of Land Preservation Plan.
- ✓ Achieved correction of Priority Funding Area.

Goals for Fiscal Year 2016

- ✓ Continue Comprehensive Plan update through significant public engagement.
- ✓ Achieve final adoption of Town Growth Area amendments.
- ✓ Continue progress in Land Preservation programs.
- ✓ Achieve final resolution on septic tier map.
- ✓ Continue analysis and implementation of streamlining land development processes.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	539,416	635,800	666,910	31,110	4.89%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	5,018	2,700	2,600	(100)	(3.70%)
Total	544,434	638,500	669,510	31,010	4.86%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	528,046	616,500	648,830	32,330	5.24%
Operating	16,388	22,000	20,680	(1,320)	(6.00%)
Capital Outlay	0	0	0	0	0.00%
Total	544,434	638,500	669,510	31,010	4.86%

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
Total	11

Zoning Appeals

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

Departmental Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Processed 43 appeal cases.

Goals for Fiscal Year 2016

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

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	34,832	37,440	37,440	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	13,275	16,000	16,000	0	0.00%
Total	48,107	53,440	53,440	0	0.00%

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	23,509	26,640	26,640	0	0.00%
Operating	24,598	26,800	26,800	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	48,107	53,440	53,440	0	0.00%

Positions	
Title	FTE
Zoning Appeals Board Members	3.5
Total	3.5

General Fund – Parks & Facilities Summary

Category	2014 Actual	2015 Budget	2016 Budget	\$ Change	% Change
Buildings, Grounds & Parks	1,658,779	1,837,750	1,657,820	(179,930)	(9.79%)
Martin L. Snook Pool	112,013	123,700	120,160	(3,540)	(2.86%)
Fitness & Recreation	748,283	824,440	845,630	21,190	2.57%
Total	2,519,075	2,785,890	2,623,610	(162,280)	(5.83%)



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Buildings, Grounds & Parks

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

Departmental Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Replaced retaining wall at Martin L. Snook Park.
- ✓ Resurfaced tennis courts at North High and Woodland Way Park.
- ✓ Purchased 13+ acres adjacent to the Agricultural Center.

Goals for Fiscal Year 2016

- ✓ Resurface tennis courts at Regional Park and Martin L. Snook Park.
- ✓ Resurface access road in Doubs Woods Park.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	1,591,653	1,755,250	1,579,520	(175,730)	(10.01%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	67,126	82,500	78,300	(4,200)	(5.09%)
Total	1,658,779	1,837,750	1,657,820	(179,930)	(9.79%)

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	1,287,447	1,473,750	1,286,770	(186,980)	(12.69%)
Operating	364,255	364,000	371,050	7,050	1.94%
Capital Outlay	7,077	0	0	0	0.00%
Total	1,658,779	1,837,750	1,657,820	(179,930)	(9.79%)

Positions	
Title	FTE
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	1
Park/Playground Inspector	1
Maintenance Leadworker	2
Maintenance Worker	7.5
Park Attendant	10
Total	28.5

Martin L. Snook Pool

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

Departmental Function:

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

Accomplishments in Fiscal Year 2015

- ✓ Installed ramp and replaced plumbing in wading pool.

Goals for Fiscal Year 2016

- ✓ Pave parking lot.
- ✓ Replace the water slide.

Funding Sources

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	45,036	30,290	40,160	9,870	32.59%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	66,977	93,410	80,000	(13,410)	(14.36%)
Total	112,013	123,700	120,160	(3,540)	(2.86%)

Program Expenditures

Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	81,151	81,250	84,060	2,810	3.46%
Operating	30,862	42,450	36,100	(6,350)	(14.96%)
Capital Outlay	0	0	0	0	0.00%
Total	112,013	123,700	120,160	(3,540)	(2.86%)

Positions	
Title	FTE
Pool Manager	.5
Assistant Pool Manager	.5
Head Lifeguard	.5
Lifeguard	8
Cashier	4
Total	13.5

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 2015

- ✓ Offered new soccer clinics at Martin L. Snook Park.
- ✓ The Recreation & Parks Survey is complete and out to the public.
- ✓ Continued a partnership with the City of Hagerstown Fire Department and Alastia Club on the Mummer’s Parade 2 mile run.
- ✓ Met with Washington County Public Schools administration and the Recreation & Parks Board to discuss the operations of the Community Recreation Centers.

Goals for Fiscal Year 2016

- ✓ Present a fee increase proposal to the Recreation and Parks Advisory Board for their consideration.
- ✓ Redevelop the concept plan for the Community Recreation Centers to balance out programming and facility rentals equaling at all sites.
- ✓ Work with HEAL of Washington County and the City of Hagerstown to expand their walking program to the citizens of Washington County.
- ✓ Develop an action plan for recreation programming throughout the County based on the data received from the Recreation and Parks Needs Survey.

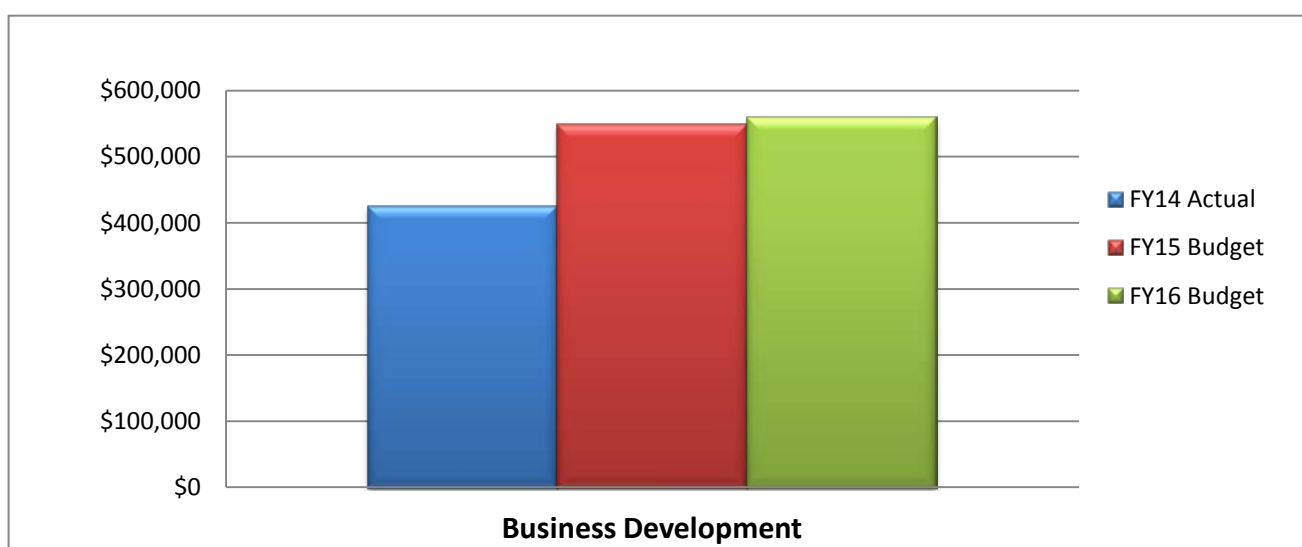
Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	421,678	539,440	545,630	6,190	1.15%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	326,605	285,000	300,000	15,000	5.26%
Total	748,283	824,440	845,630	21,190	2.57%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	625,964	695,590	714,410	18,820	2.71%
Operating	122,319	128,850	131,220	2,370	1.84%
Capital Outlay	0	0	0	0	0.00%
Total	748,283	824,440	845,630	21,190	2.57%

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

General Fund – Business Development Summary

Category	2014 Actual	2015 Budget	2016 Budget	\$ Change	% Change
Department of Business Development	425,723	549,500	559,030	9,530	1.73%
Total	425,723	549,500	559,030	9,530	1.73%



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Department of Business Development

Fund:	General Fund	Category:	Business Development
Program Code:	12500	Contact:	Kassie Lewis

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 2015

- ✓ Completed business visits identifying trends and resolving impediments to business operations.
- ✓ Handled business projects for retention and expansion.
- ✓ Responded to Requests for Information.
- ✓ Launched a quad-state outreach campaign to 276 targeted manufacturers within a 20 mile radius of Washington County to introduce the benefits of conducting business in Washington County.
- ✓ Facilitated securing \$6 million in State and County conditional loans to allow local company expansion.
- ✓ Processed 10 Enterprise Zone Tax Credit applications for local companies.
- ✓ Created a welcome packet featuring the array of business resources and given to each newly licensed company in Washington County (41 businesses).
- ✓ Implemented the "Loves My Business" campaign involving 7,000 businesses, designed to demonstrate the County's appreciation for doing business in Washington County.
- ✓ Awarded a "Judges Choices" award from the Maryland Economic Development Association for "Loves My Business" campaign.
- ✓ Launched "Project Watermelon" a campaign designed to identify and assist budding entrepreneurs with their potential business start-ups.
- ✓ Established response standards for prospect inquiries.
- ✓ Created a business retention formal survey (used during Business Outreach visits) to ensure standardized data collection to properly monitor trends.
- ✓ Awarded the Supply Chain Study contract.
- ✓ Initiated the development of an Agricultural Business Development Strategic Plan.
- ✓ Initiated a plan to add cargo handling to Hagerstown Regional Airport services.
- ✓ New Director established working partnerships with key stakeholders.

Goals for Fiscal Year 2016

- ✓ Work with County departments to update web site.
- ✓ Continue the targeting of specific out of state businesses (within industry groups identified in the Economic Development Strategic Plan) for possible relocation to Washington County.
- ✓ Remain closely engaged with Maryland Department of Economic Development staff during the department restructuring to continue the close working relationship and keep them aware of Washington County's attributes for business development.
- ✓ Finalize the Agricultural Business Development Strategic Plan and begin implementation.
- ✓ Complete necessary actions to bring Foreign Trade Zone #255 into compliance with Federal regulation. Investigate converting from Traditional Site Framework (SF) to Alternative Site Framework (ASF).
- ✓ Review all current County incentive programs and make recommendations to Board of County Commissioners on continuing, expanding or discontinuing. Monitor all new State programs and ensure they are instituted and available in Washington County.
- ✓ Continue Business Outreach Program.
- ✓ Execution of the Supply Chain Study and development of follow-up plan pursuant to results.
- ✓ Pursue contract procurement opportunities on behalf of Washington County companies with Ft. Detrick, working through the Alliance.
- ✓ Prepare a marketing package for GSA including available space and property.

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	425,723	549,500	559,030	9,530	1.73%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	425,723	549,500	559,030	9,530	1.73%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	242,993	379,700	389,230	9,530	2.51%
Operating	182,730	169,800	169,800	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	425,723	549,500	559,030	9,530	1.73%

Positions	
Title	FTE
Director of Business Development	1
Business Development Specialist	1
Agricultural Marketing Specialist	1
Business Support Specialist	1
Administrative Assistant	1
Total	5

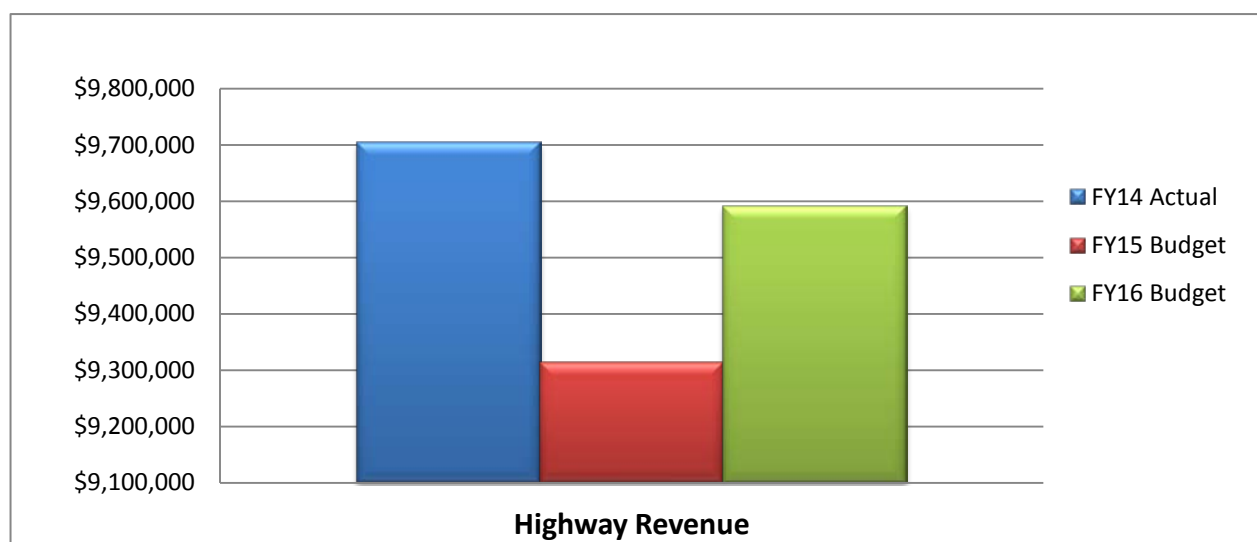
Highway Fund

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Highway Fund Summary

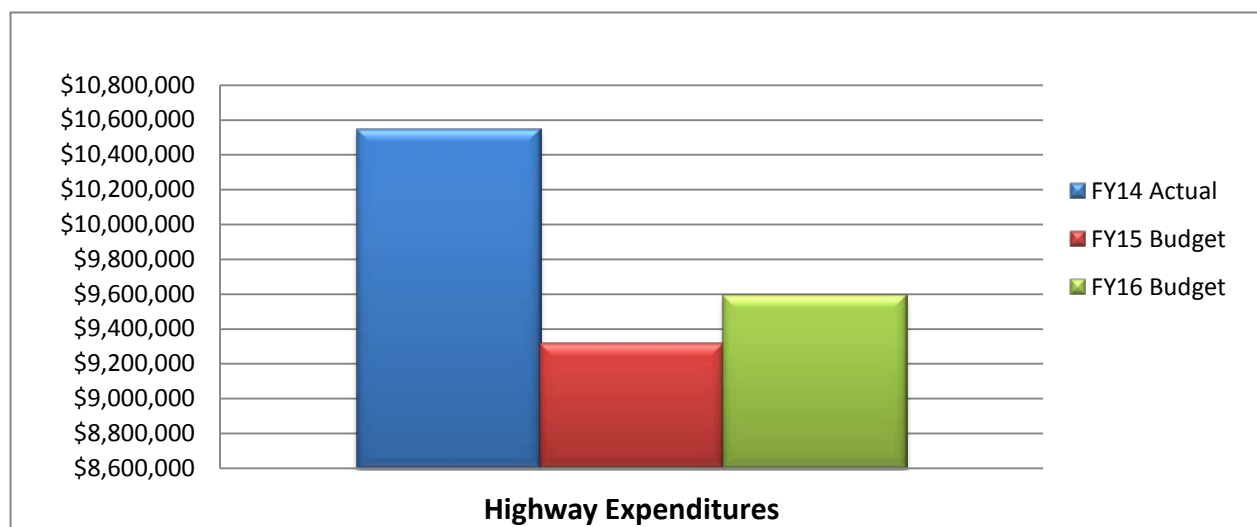
Highway Fund Revenue

Fund	2014 Actual	2015 Budget	2016 Budget	\$ Change	% Change
Highway Fund	9,703,860	9,313,250	9,591,340	278,090	2.99%
Total	9,703,860	9,313,250	9,591,340	278,090	2.99%



Highway Fund Expenditures

Fund	2014 Actual	2015 Budget	2016 Budget	\$ Change	% Change
Highway Fund	10,546,245	9,313,250	9,591,340	278,090	2.99%
Total	10,546,245	9,313,250	9,591,340	278,090	2.99%



Highway

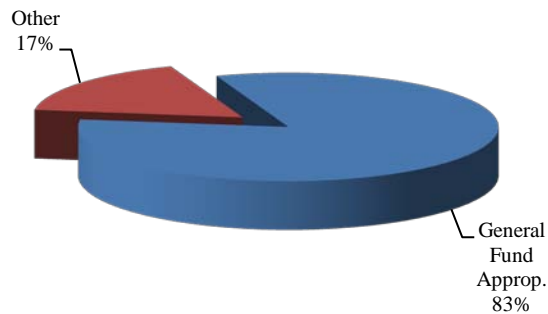
Fund:	Highway	Category:	Special Revenue
Program Code:	20	Contact:	Edwin Plank

Departmental Function:

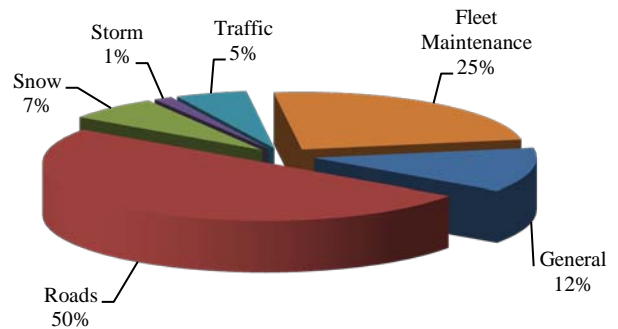
The Washington County Highway Department is responsible for the maintenance of the County's Road system; this includes but is not limited to patching, resurfacing, stabilization of dirt roads, keeping ditch lines clear of debris, mowing along County right of ways, mowing storm water management ponds, 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 2015

- ✓ Assisted the Hagerstown Regional Airport with projects and building of taxi runway road for Pittsburgh Institute of Aeronautics.
- ✓ Completed radio tower site in southern part of the County for radio maintenance.
- ✓ Added additional mowers for storm water ponds.
- ✓ Concrete was poured at the main to seal the window wells to end basement flooding.

Goals for Fiscal Year 2016

- ✓ Replacement of underground fuel and heating oil tanks at the Eastern Section in Smithsburg with above ground tanks; and clean up of underground contamination which has affected the ground water.
- ✓ Replacement of underground fuel and gas tanks with above ground tanks at the Central Section. This project will also include new fuel pumps and canopy; and the placement of a waste oil pumping unit in the Fleet Shop that will resolve numerous safety concerns and meet all regulations.
- ✓ Working with Stormwater Management Coordinator to compile a list of stormwater ponds in the northern section of the County to advertise for contractor bids.

Detail Summary

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	8,006,020	7,788,090	7,931,090	143,000	1.84%
Operating and Capital Grants	0	0	0	0	0.00%
Fees/Charges	1,697,840	1,525,160	1,660,250	135,090	8.86%
Total	9,703,860	9,313,250	9,591,340	278,090	2.99%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	5,749,888	6,496,010	6,621,870	125,860	1.94%
Operating	4,552,392	2,817,240	2,960,470	143,230	5.08%
Capital Related Costs	243,964	0	9,000	9,000	100.00%
Total	10,546,244	9,313,250	9,591,340	278,090	2.99%

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	29
Equipment Operator I	21.5
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
Total	98

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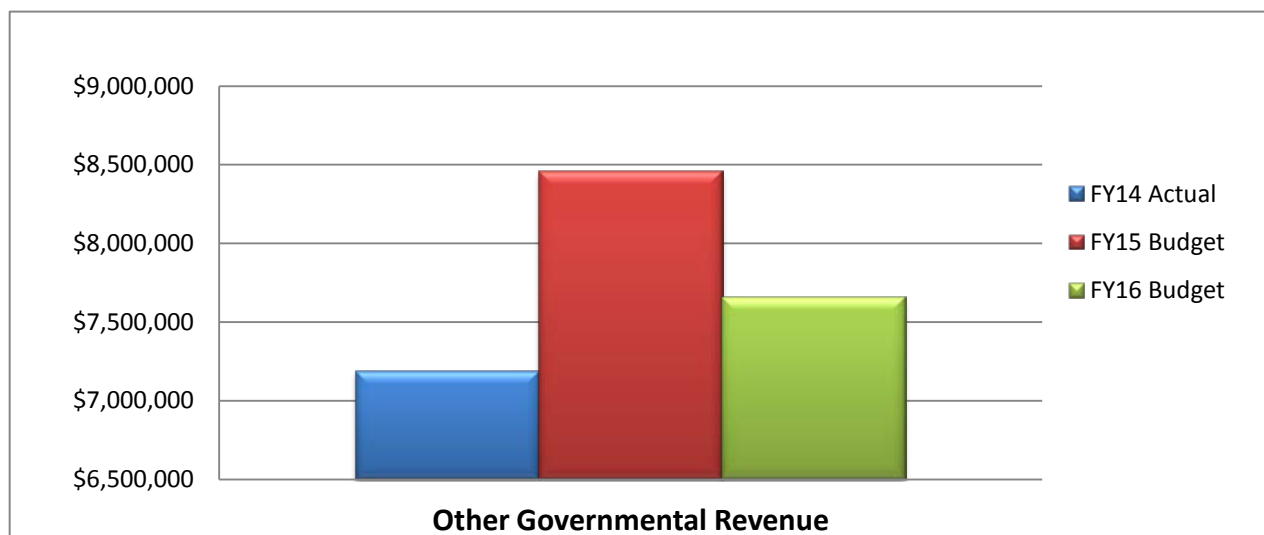
Other Governmental Funds

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Other Governmental Funds Summary

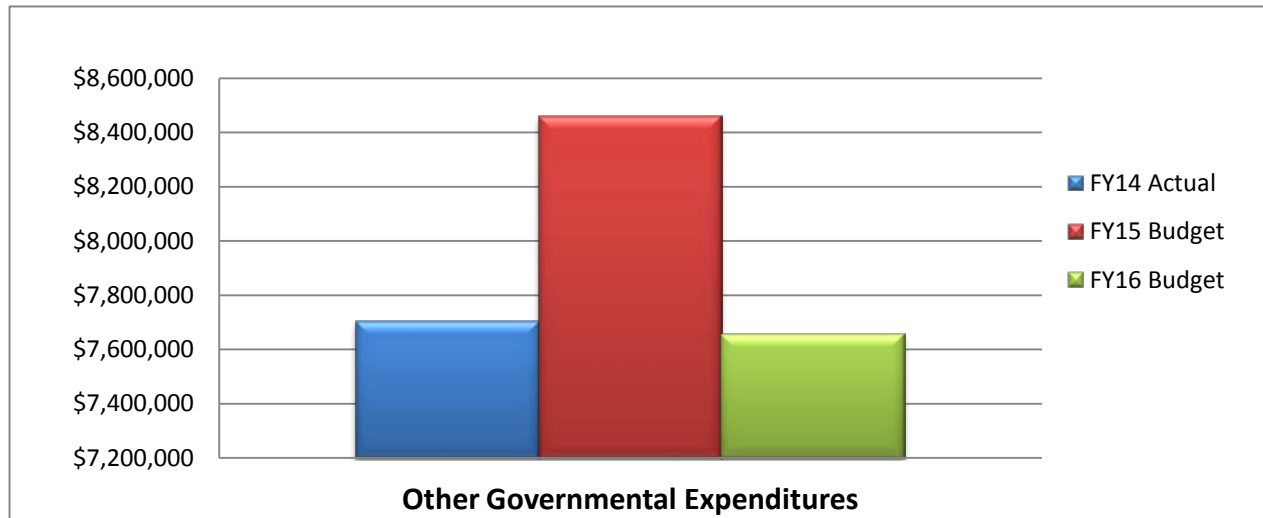
Other Governmental Funds Revenue

Fund	2014 Actual	2015 Budget	2016 Budget	\$ Change	% Change
Agricultural Education Center	202,180	219,390	216,750	(2,640)	(1.20%)
Community Grant Management	317,590	330,250	384,890	54,640	16.55%
Inmate Welfare	440,732	480,470	382,000	(98,470)	(20.49%)
Gaming	1,966,877	2,058,970	2,147,840	88,870	4.32%
Hotel Rental Tax	1,930,710	2,337,000	2,350,000	13,000	0.56%
Land Preservation	1,903,014	2,440,780	1,678,660	(762,120)	(31.22%)
Contraband	24,014	9,000	25,000	16,000	177.78%
HEPMPO	402,278	582,970	470,440	(112,530)	(19.30%)
Total	7,187,395	8,458,830	7,655,580	803,250	(9.50%)



Other Governmental Funds Expenditures

Fund	2014 Actual	2015 Budget	2016 Budget	\$ Change	% Change
Agricultural Education Center	196,544	219,390	216,750	(2,640)	(1.20%)
Community Grant Management	317,590	330,250	384,890	54,640	16.55%
Inmate Welfare	433,196	480,470	382,000	(98,470)	(20.49%)
Gaming	1,948,006	2,058,970	2,147,840	88,870	4.32%
Hotel Rental Tax	2,321,789	2,337,000	2,350,000	13,000	0.56%
Land Preservation	2,030,265	2,440,780	1,678,660	(762,120)	(31.22%)
Contraband	36,643	9,000	25,000	16,000	177.78%
HEPMPO	419,305	582,970	470,440	(112,530)	(19.30%)
Total	7,703,338	8,458,830	7,655,580	803,250	(9.50%)



Agricultural Education Center

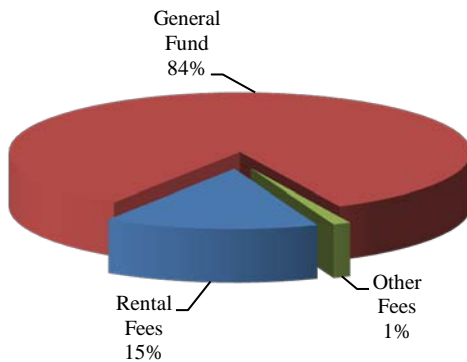
Fund:	Agricultural Education Center	Category:	Governmental Fund
Program Code:	23	Contact:	James Sterling

Departmental Function:

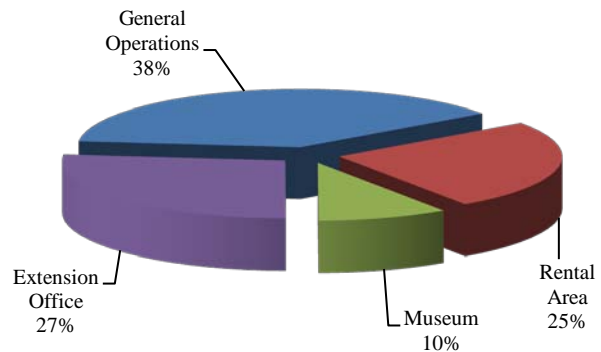
The Agricultural Education Center function is to promote agricultural and youth interest in Washington County and to educate the public about Washington County's agricultural heritage. The site includes a multi-purpose building, four pole barns, horse show arena, tractor pull track, milking parlor, kennel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

Fund Summary

Agricultural Ed Center Revenue



Agricultural Ed Center Expense



The General Fund appropriation accounts for 84% or \$181,550 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 2015

- ✓ Completed acquisition of additional land.
- ✓ Graded, laid walkway, and ramp to Spickler Store.
- ✓ Reworked wells and pumps to provide better water quality at rental area.
- ✓ Extended an electric system at track and rental area.

Goals for Fiscal Year 2016

- ✓ Fence off new land acquisition, prepare for overflow parking.
- ✓ Install walkway from parking lot to Rural Heritage Village, grade and fill low areas.
- ✓ Extend public access system to track area.
- ✓ Extend electric at track area and rental area.

Detail Summary

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	170,070	189,190	181,550	(7,640)	(4.04%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	32,110	30,200	35,200	5,000	16.56%
Total	202,180	219,390	216,750	(2,640)	(1.20%)

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	56,249	63,850	65,730	1,880	2.94%
Operating	140,295	155,540	151,020	(4,520)	(2.91%)
Capital Outlay	0	0	0	0	0.00%
Total	196,544	219,390	216,750	(2,640)	(1.20%)

Positions	
Title	FTE
Senior Office Associate	1
Total	1

Community Grant Management

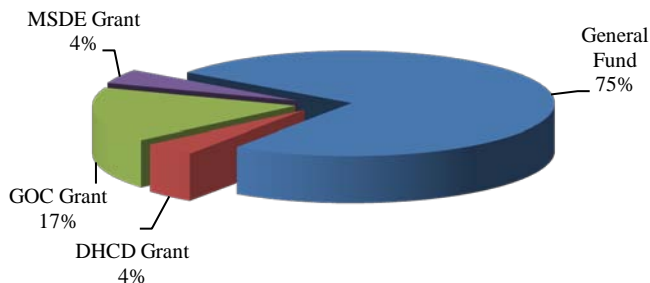
Fund:	Community Grant Management	Category:	Governmental Fund
Program Code:	24	Contact:	James Hovis

Departmental Function:

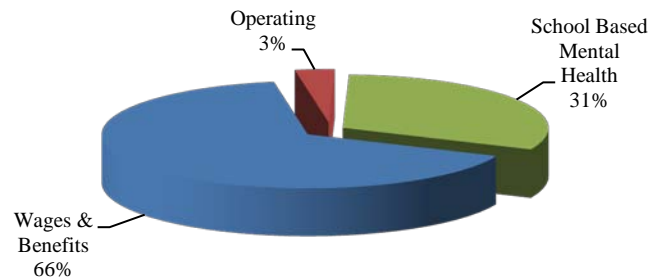
The Office of Community Grant Management is charged with the administration and management of the Local Management Board Initiative, Community Development Block Grant (CDBG) Funding, Neighborhood Conservation Initiative, Board of County Commissioner's Community Organization Funding, and Appalachian Regional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

Fund Summary

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 School Based Mental Health Program. The portion of the grant funds for the programs, as well as the program costs, are not presented.

Department/Agency

Accomplishments in Fiscal Year 2015

- ✓ Identified and secured funding for the expansion of the School Based Mental Health Program to every middle and high school in the system.
- ✓ Increased GOC funding to prioritized programs by reducing the number of total programs funded.
- ✓ Obtained Appalachian Regional Commission funding for the Crayton Boulevard project opening the area for economic development.
- ✓ Obtained CDBG funding to assist National Golden Tissue, Inc. with expansion while creating 100 new jobs over 5 years.

Goals for Fiscal Year 2016

- ✓ Secure grant funding for economic development opportunities.
- ✓ Fully implement the School Based Mental Health program and obtain a goal of providing a mental health practitioner in every middle and high school in Washington County.
- ✓ Continue to provide grant management and oversight to all County grants with the goal of 100% compliance.

Accomplishments in Fiscal Year 2015

- ✓ Implemented the County's new Grant Management Policy for County departments and outside agencies.
- ✓ Began the process to have the Senior Grant Manager certified as a Grant Management Specialist.

Goals for Fiscal Year 2016

- ✓ Secure GOC funding to continue to provide programs that assist families and children with an emphasis on school readiness and mental health.
- ✓ Seek additional funding to promote home ownership by Washington County families.

Detail Summary

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	186,450	248,280	286,820	38,540	15.52%
Grants/Intergovernmental	131,140	81,970	98,070	16,100	19.64%
Fees/Charges	0	0	0	0	0.00%
Total	317,590	330,250	384,890	54,640	16.55%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	197,814	200,790	252,870	52,080	25.94%
Operating	8,399	10,160	12,020	1,860	18.31%
Appropriations	111,377	119,300	120,000	700	0.59%
Total	317,590	330,250	384,890	54,640	16.55%

Services Provided	
	2015 Actual
Total Grant Oversight Management	56
Total Value of Grant Oversight Management	\$5,849,383

Positions	
Title	FTE
Director of Community Grant Management	1
Senior Grant Manager	1
Grant Manager	1
Grant Analyst	1
Total	4

Inmate Welfare

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

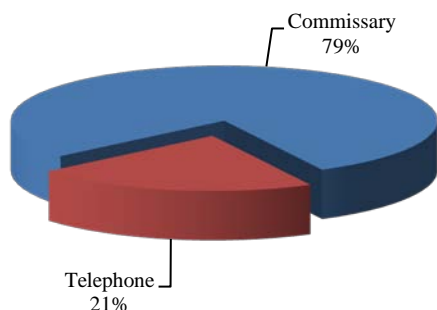
Departmental Function:

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

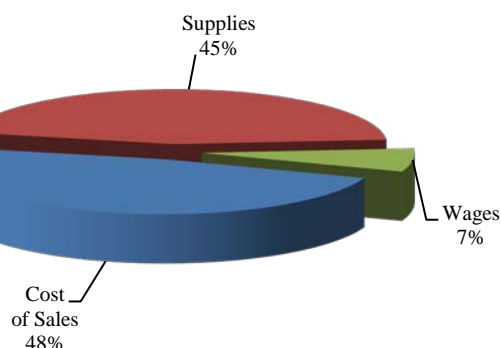
11-903 Each fund is a special continuing, non-lapsing fund. (2) (I) Each fund consists of I 1-profits derived from the sale of good through the commissary operation, telephone and vending machine commissions. See Chapter 27 11-902-11-904 for more details.

Fund Summary

Inmate Welfare Revenue



Inmate Welfare Expense



Commissary sales account for 79% or \$300,000 of the Inmate Welfare fund revenues. This revenue is generated from the sale of products to the general inmate population and is budgeted based on history. The remainder of the revenue is commission from the pay phones used.

Department/Agency

Accomplishments in Fiscal Year 2015

- ✓ Determined through the Commissary Committee Report that the best course of action is to remain in-house and not contract commissary services at this time.
- ✓ Reviewed commissary offerings and identified the need to eliminate sugar to prevent inmate's making alcohol.
- ✓ Analyzed the impact of lost revenues caused by the Federal Communications Commission ruling on inmate phone calls and identified potential areas of new revenue such as phone cards.

Goals for Fiscal Year 2016

- ✓ Review the current commissary items offered and research healthier alternatives.
- ✓ Research the viability of kiosks on the inmate housing units for commissary ordering, request slips, medical slips, and grievances.
- ✓ Prepare for the replacement of the current inmate accounts administrator by doing job analysis.

Detail Summary

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	440,732	480,470	382,000	(98,470)	(20.49%)
Total	440,732	480,470	382,000	(98,470)	(20.49%)

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	22,063	26,220	26,220	0	0.00%
Operating	411,133	454,250	355,780	(98,470)	(21.68%)
Capital Outlay	0	0	0	0	0.00%
Total	433,196	480,470	382,000	(98,470)	(20.49%)

Positions	
Title	FTE
Inmate Teacher	.5
Total	.5

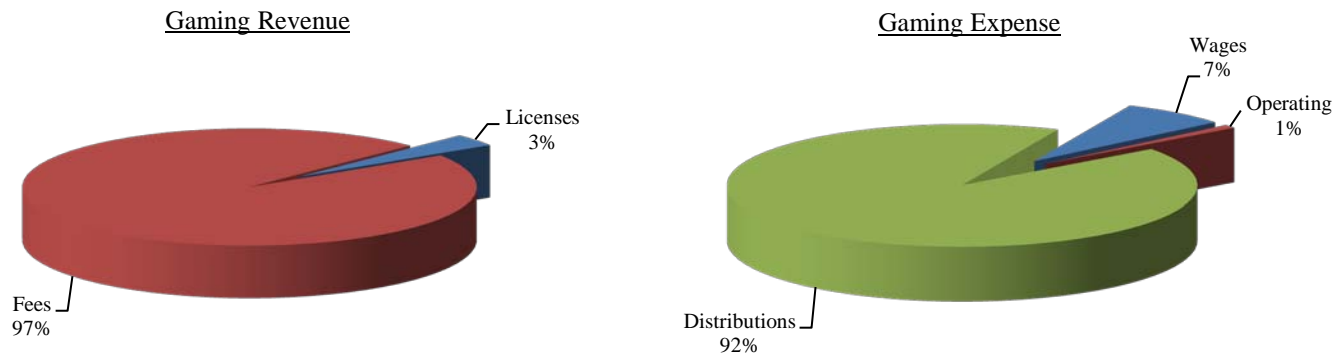
Gaming Fund

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

Departmental Function:

The Office of Community Grant Management interprets, implements, and enforces State law, County rules and regulations as well as all policies governing tip jar and bingo gaming activity within Washington County. The Office has sole authority to approve or deny license requests. 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 2015

- ✓ Gaming Fund revenues were up 24% YTD in FY15 exceeding the goal of 5%.
- ✓ Increased the number of tip jar operators by two.
- ✓ Through effective and proactive communications with members of the General Assembly, no bills were introduced in FY15 that impacted the Charitable Gaming Program.

Goals for Fiscal Year 2016

- ✓ Increase Gaming Fund revenues by 5% in FY16.
- ✓ Increase the number of tip jar operators by 2% in FY16.
- ✓ Maintain local control of the Charitable Gaming Program through effective communication with the General Assembly.

Detail Summary

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Fund Balance Reserve	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	1,966,877	2,058,970	2,147,840	88,870	4.32%
Total	1,966,877	2,058,970	2,147,840	88,870	4.32%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	123,347	150,030	170,380	20,350	13.56%
Operating	14,273	18,940	18,300	(640)	(3.38%)
Capital Outlay	0	0	0	0	0.00%
Gaming Distributions	1,810,386	1,890,000	1,959,160	69,160	3.66%
Total	1,948,006	2,058,970	2,147,840	88,870	4.32%

Services Provided	
	2015 Actual
Total Gaming Applications Processed and or Monitored	102
Total Gaming Awards	\$1,969,732

Positions	
Title	FTE
Administrative Assistant	1
Senior Office Associate	1
Gaming Inspector	.5
Total	2.5

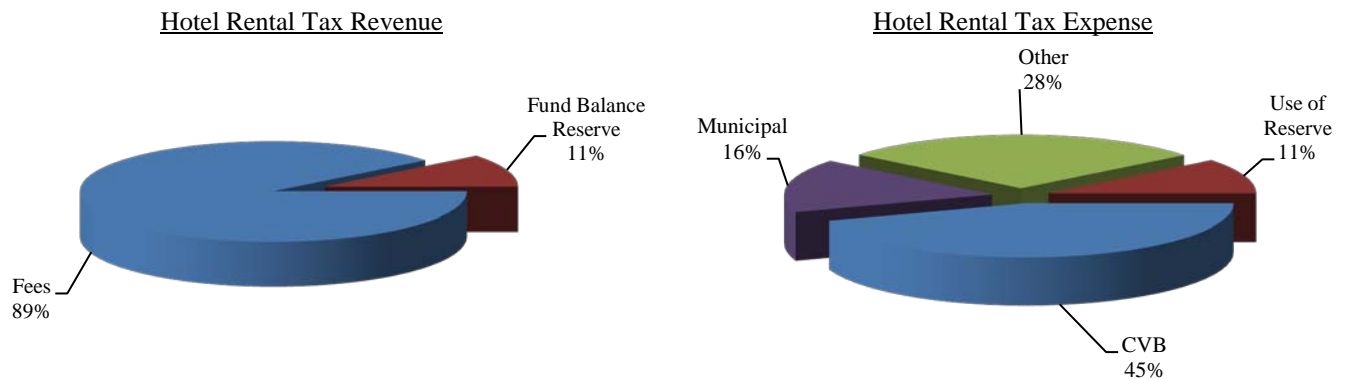
Hotel Rental Tax Fund

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

Departmental Function:

The Hotel Rental Tax fund is used to account for revenue generated by a 6% local Hotel Rental Tax approved under Md. Code Article 24, Title 9, and Subtitle 3 by local resolution. The expenditure of the Hotel Rental Tax revenue is restricted by State statute. The Convention and Visitors Bureau receives 50% 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 2015

✓ Not applicable.

Goals for Fiscal Year 2016

✓ Not applicable.

Detail Summary

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental (Fund Balance Reserve)	0	337,000	250,000	(87,000)	(25.82%)
Fees/Charges	1,930,710	2,000,000	2,100,000	100,000	5.00%
Total	1,930,710	2,337,000	2,350,000	13,000	0.56%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	2,321,789	2,337,000	2,350,000	13,000	0.56%
Capital Outlay	0	0	0	0	0.00%
Total	2,321,789	2,337,000	2,350,000	13,000	0.56%

Land Preservation Fund

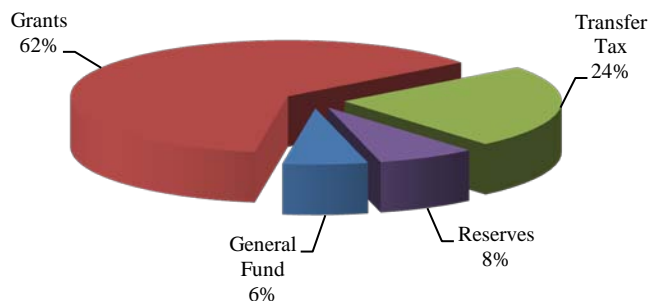
Fund:	Land Preservation Fund	Category:	Governmental Fund
Program Code:	28	Contact:	Eric Seifarth

Departmental Function:

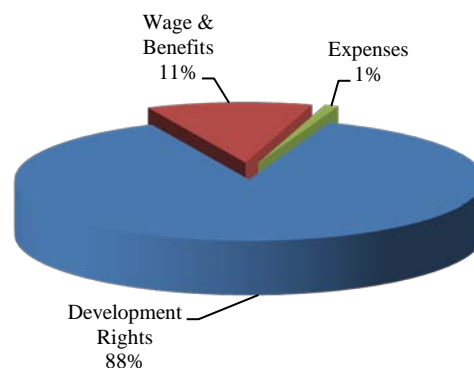
This fund is used to account for programs related to agricultural preservation. At least \$400,000 of the revenues from the County transfer tax is used to purchase permanent easements through an installment purchase program. Also, a portion of the Agricultural Transfer Tax that is collected by the County 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 2015

- ✓ 41.14 acres of Maryland Agricultural Land Preservation Foundation easement donated.
- ✓ In FY15, received \$1.4 million from the Rural Legacy Grant.
- ✓ 70.9 acres of Rural Legacy Program easements.
- ✓ 99.83 acres of Conservation Reserve Enhancement Program easements.
- ✓ Continued Installment Payment Program (IPP) - \$511,096.24; 111.19 acres (equals one tenth of total acreage since IPP is paid over ten years).
- ✓ Eight new Agricultural Preservation Districts.
- ✓ Total FY15 donated easements valued at \$125,535.

Goals for Fiscal Year 2016

- ✓ Maximize Maryland Ag Land Preservation Program funds.
- ✓ Seek/acquire Rural Legacy Grant funds of approximately \$1 million.
- ✓ Begin to work with landowners for next 10 year cycle of Installment Payment Program.
- ✓ Assist the Planning and Zoning Department with the Comprehensive Plan Update.
- ✓ Revise and update the Ag Tax Credit Program.
- ✓ Increase efforts to acquire donated easements.
- ✓ Seek/acquire Ag Conservation Enhancement Program easement funds.
- ✓ Work with private land trusts to acquire easements.
- ✓ Maintain high levels of program compliance.

Detail Summary

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	103,952	96,810	106,060	9,250	9.55%
Grants/Intergovernmental	1,170,169	1,712,530	1,045,000	(667,530)	(38.98%)
Fees/Charges/Fund Balance	628,893	631,440	527,600	(103,840)	(16.44%)
Total	1,903,014	2,440,780	1,678,660	(762,120)	(31.22%)

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	163,804	185,080	191,680	6,600	3.57%
Operating	1,866,461	2,255,700	1,486,980	(768,720)	(34.08%)
Capital Outlay	0	0	0	0	0.00%
Total	2,030,265	2,440,780	1,678,660	(762,120)	(31.22%)

Positions	
Title	FTE
Rural Preservation Administrator	1
Land Preservation Planner	1
Total	2

Contraband

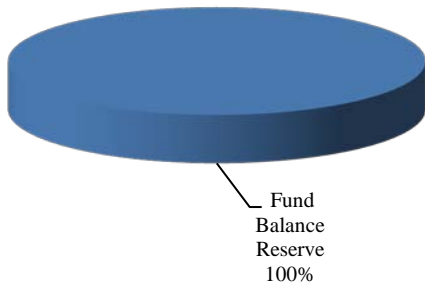
Fund:	Contraband	Category:	Governmental Fund
Program Code:	51	Contact:	Sheriff Douglas Mullendore

Departmental Function:

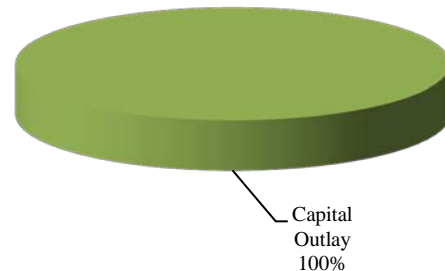
Seized proceeds from controlled dangerous substance related activities. These funds are utilized to enhance operations of the Washington County Sheriff's Office, Washington County State's Attorney Office, and the Hagerstown Police Department.

Fund Summary

Contraband Fund Revenue



Contraband Fund Expense



Department/Agency

Accomplishments in Fiscal Year 2015

- ✓ Purchased a hand held surveillance pole camera for the joint City/County Special Response Team.

Goals for Fiscal Year 2016

- ✓ Replace current throw phone with a new throw phone with video capabilities for the joint City/County Hostage Negotiators Team.
- ✓ Purchase a miniature robot for the joint City/County Special Response Team.

Detail Summary

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Fund Balance Reserve	0	9,000	25,000	16,000	177.78%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	24,014	0	0	0	0.00%
Total	24,014	9,000	25,000	16,000	177.78%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	9,013	0	0	0	0.00%
Capital Outlay	27,630	9,000	25,000	16,000	177.78%
Total	36,643	9,000	25,000	16,000	177.78%

Hagerstown/Eastern Panhandle Metropolitan Planning Organization (HEPMPO)

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

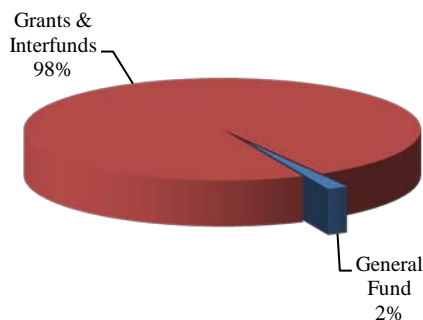
Departmental Function:

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

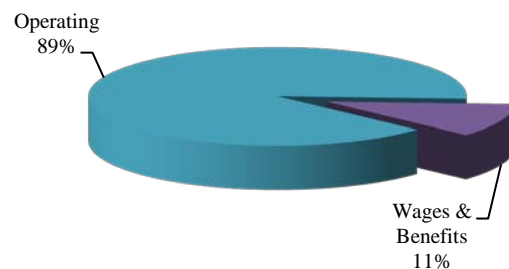
An important part of this planning process is the public's participation in developing short and long-term goals for the regional transportation system. The public is invited to search the website, review the information, and provide HEPMPPO with any feedback regarding transportation issues facing the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

Fund Summary

HEPMPO Revenue



HEPMPO Expense



Department/Agency

Accomplishments in Fiscal Year 2015

- ✓ Assisted several agencies in the completion of grant applications for Federal programs, such as Safe Routes to School, Transportation Enhancement, and Recreational Trails.
- ✓ Completed the update of Transit Development Plan for the Eastern Panhandle Transit Authority.
- ✓ Obtained a re-designation from non-attainment to a maintenance area for the critical air pollutant PM 2.5.
- ✓ Completed feasibility study for potential relocation of Duffields MARC train station to proposed Northport development.
- ✓ Completed a coordinated Pedestrian Safety Audit of the Dual Highway Corridor with MD State Highway Administration.

Goals for Fiscal Year 2016

- ✓ Continue to support local governmental bodies in the application and implementation of grant applications.
- ✓ Complete a regional Bicycle and Pedestrian Study.
- ✓ Assist the City of Hagerstown to update their bicycle master plan.
- ✓ Complete an update to the HEPMPPO Public Participation Plan and develop a Title VI plan.

Detail Summary

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	8,345	7,510	7,990	480	6.39%
Grants/Intergovernmental	393,933	575,460	462,450	(113,010)	(19.64%)
Fees/Charges	0	0	0	0	0.00%
Total	402,278	582,970	470,440	(112,530)	(19.30%)

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	46,968	66,020	51,660	(14,360)	(21.75%)
Operating	372,337	516,950	418,780	(98,170)	(18.99%)
Capital Outlay	0	0	0	0	0.00%
Total	419,305	582,970	470,440	(112,530)	(19.30%)

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

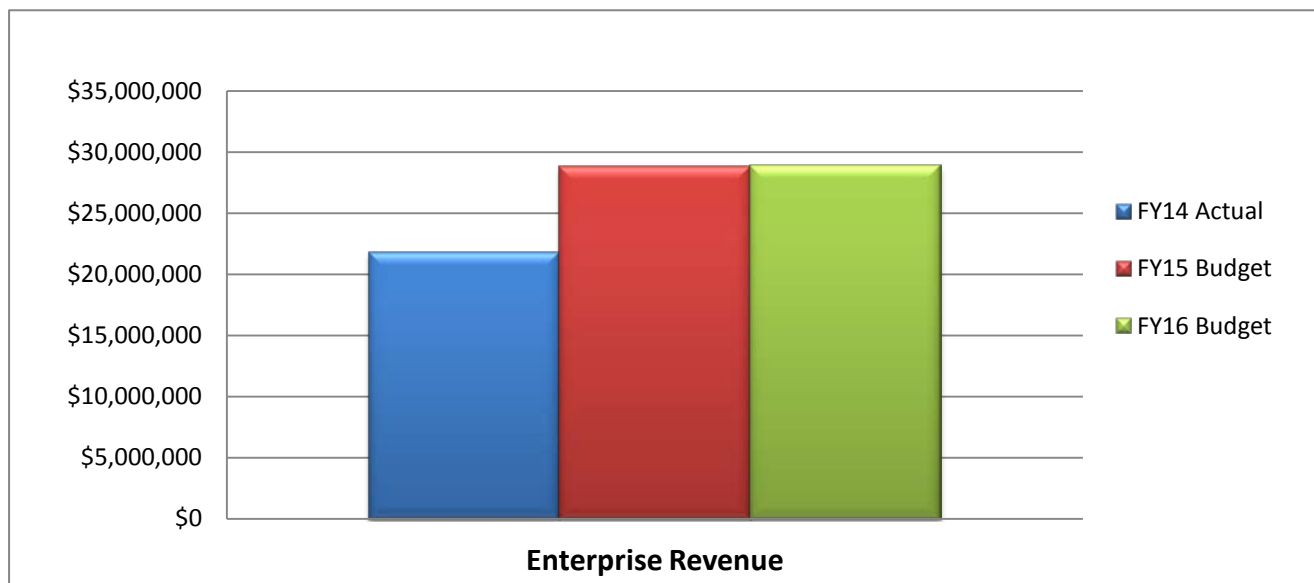
Enterprise Funds

Enterprise Funds Summary	267
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Water Quality	271
Transit	275
Airport	277
Golf Course	281

Enterprise Funds Summary

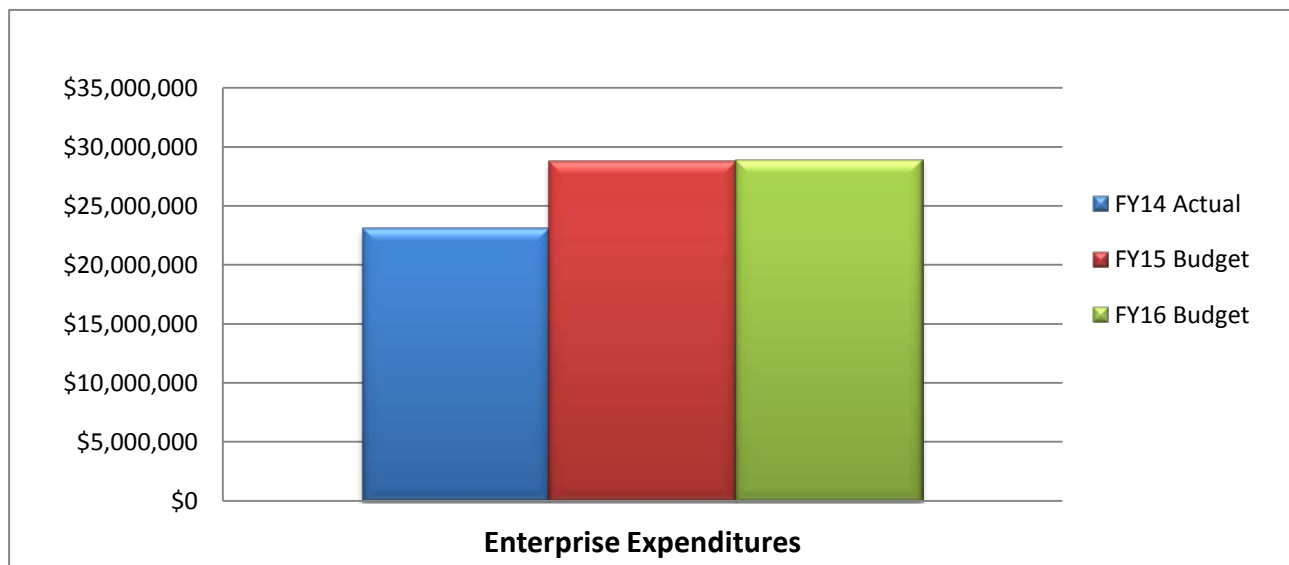
Enterprise Funds Revenue

Fund	2014 Actual	2015 Budget	2016 Budget	\$ Change	% Change
Solid Waste	5,402,130	6,590,000	6,152,650	(437,350)	(6.64%)
Water Quality	10,742,259	16,863,860	17,124,215	260,355	1.54%
Transit	2,222,680	2,379,890	2,397,810	17,920	0.75%
Airport	2,539,339	1,744,560	1,961,860	217,300	12.46%
Golf Course	932,764	1,249,490	1,245,960	(3,530)	(0.28%)
Total	21,839,172	28,827,800	28,882,495	54,695	0.19%



Enterprise Funds Expenditures

Fund	2014 Actual	2015 Budget	2016 Budget	\$ Change	% Change
Solid Waste	5,142,104	6,590,000	6,152,650	(437,350)	(6.64%)
Water Quality	12,663,962	16,863,860	17,124,215	260,355	1.54%
Transit	2,271,791	2,379,890	2,397,810	17,920	0.75%
Airport	1,934,089	1,744,560	1,961,860	217,300	12.46%
Golf Course	1,092,171	1,249,490	1,245,960	(3,530)	(0.28%)
Total	23,104,117	28,827,800	28,882,495	54,695	0.19%



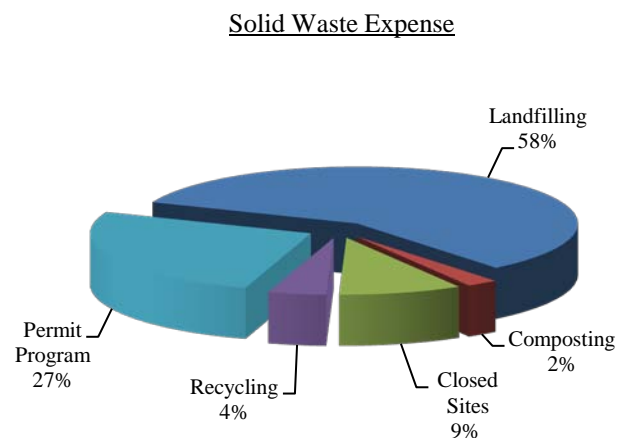
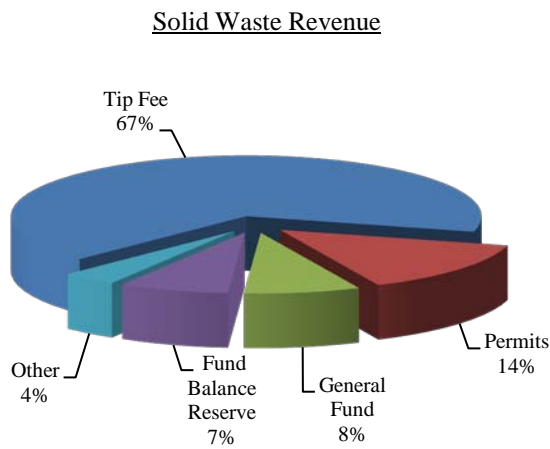
Solid Waste

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

Departmental Function:

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

Fund Summary



The Solid Waste operation generates 67% of total revenue or \$4,100,000 from tip fees and 14% or \$862,160 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 2015

- ✓ Phase I of the solar projects at 40 West and Rubble Landfills completed.
- ✓ City County leachate upgrades completed.

Goals for Fiscal Year 2016

- ✓ Phase II of the solar projects at 40 West and Rubble Landfills.
- ✓ Begin solar project at Resh Road Landfill.
- ✓ Begin construction of Waste to Renewable Energy Project.

Detail Summary

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	506,360	491,360	491,400	40	0.01%
Fund Balance Reserve	0	1,242,100	464,920	(777,180)	(62.57%)
Grants	0	0	0	0	0.00%
Fees and Charges	4,895,770	4,856,540	5,196,330	339,790	7.00%
Total	5,402,130	6,590,000	6,152,650	(437,350)	(6.64%)

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	1,656,374	1,772,250	1,912,410	140,160	7.91%
Operating	2,405,813	2,803,090	2,314,560	(488,530)	(17.43%)
Capital Related Costs	1,079,917	2,014,660	1,925,680	(88,980)	(4.42%)
Total	5,142,104	6,590,000	6,152,650	(437,350)	(6.64%)

Positions	
Title	FTE
Deputy Director Solid Waste & 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/Operations Coordinator	1
Guard	1
Total	25

Water Quality

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

Departmental Function:

The Water Quality Department performs various functions:

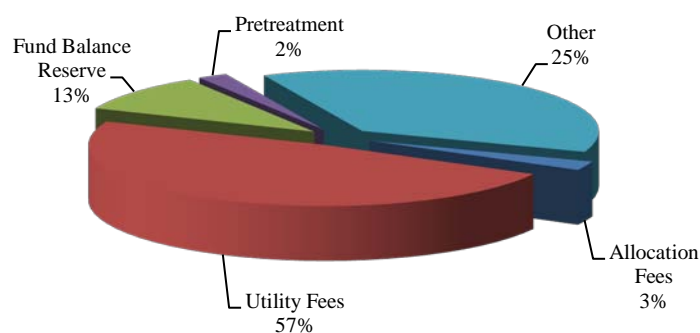
Utility Administration provides supportive services to the Water and Sewer Operations of the Water Quality Department. Services provided include administration, laboratory testing, and maintenance for vehicles and utility facilities. It also renders “contract services” for operating and maintaining other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

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

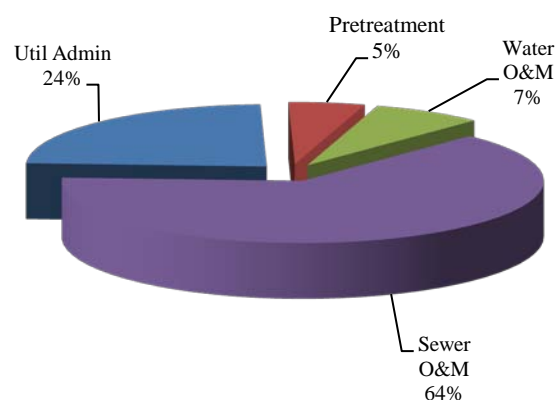
Pretreatment Operations was privatized in 2006 through a long-term lease to a private corporation. As a result, the Pretreatment operational functions are no longer the responsibility of the Water Quality Department. Privatization was accomplished through a long-term process and was supported by the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

Fund Summary

Water Quality Revenue



Water Quality Expense



The Water Quality Fund bills utility customers quarterly and \$9,825,100 has been budgeted for FY16 or 57% 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 \$402,280 – 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 2015

- ✓ Began construction of the Winebrenner Wastewater Treatment Plant Enhanced Nutrient Removal Project.
- ✓ Completed design of the Conococheague Wastewater Treatment Plant Enhanced Nutrient Removal Project.
- ✓ Completed construction of the Sharpsburg Water Treatment Plant Intake Line Replacement Project.

Goals for Fiscal Year 2016

- ✓ Complete construction of the Winebrenner Wastewater Treatment Plant Enhanced Nutrient Removal Project.
- ✓ Begin construction of the Conococheague Wastewater Treatment Plant Enhanced Nutrient Removal Project.
- ✓ Begin the design build contract for the upgrade of Pump Station PO1.

Detail Summary

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Fund Balance Reserve	0	2,461,920	2,230,805	(231,115)	(9.39%)
General Fund Support	77,292	95,820	174,070	78,250	81.66%
Grants	6,778	0	0	0	0.00%
Fees and Charges	10,658,189	14,306,120	14,719,340	413,220	2.89%
Total	10,742,259	16,863,860	17,124,215	260,355	1.54%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	5,292,205	6,135,240	6,111,740	(23,500)	(.38%)
Operating	3,072,086	6,241,450	6,567,125	325,675	5.22%
Capital Related Costs	4,299,671	4,487,170	4,445,350	(41,820)	(.93%)
Total	12,663,962	16,863,860	17,124,215	260,355	1.54%

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
Stormwater Management Coordinator	1
Capacity Management/Engineer Technician II	1
Administrative Assistant**	1
Allocation/Permits Specialist	1
Senior Office Associate	2
Chief of Lab Testing**	1
Chemist**	1
Lab Technician III**	2
Lab Technician II**	1
Senior Electrician	1
Electrician	2
Distribution System Manager	1
Project Manager	1
Senior Skilled Tradesworker	1
Skilled Tradesworker	2
Systems Mechanic III	1
Systems Mechanic II	2
Systems Mechanic I	1
Utilities Construction Inspector	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
Total	78

**Assigned to Director of Environmental Management

Transit

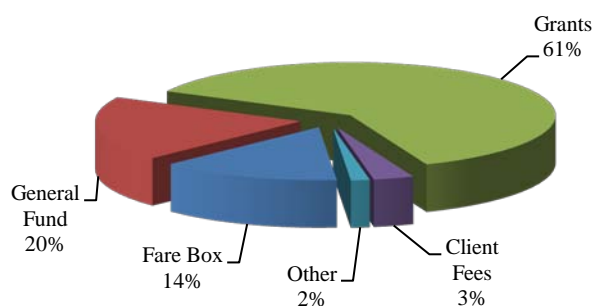
Fund:	Transit	Category:	Enterprise Fund
Program Code:	44	Contact:	Kevin Cerrone

Departmental Function:

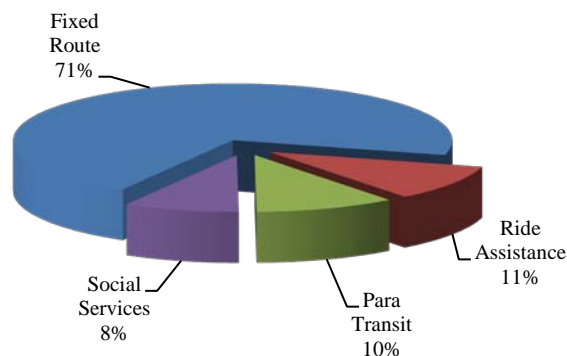
The Public Transit Department provides safe, affordable, dependable, and accessible public transportation that enhances the mobility of our customers. Established in 1972, service is provided to Valley Mall, Long Meadow, Williamsport, Maugansville, Robinwood, Smithsburg, Funkstown, and throughout the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

Fund Summary

Transit Revenue



Transit Expense



The Transit Fund's main support is from Federal, State, and Local grants, which account for 61% or \$1,473,650 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 2015

- ✓ Passenger shelter installations continued with five additional bus stops. More sites will be established and engineered for developer(s) to facilitate construction.
- ✓ Secured solicitation of vehicle (bus) surveillance cameras (grant funded) to assist transit operations with risk management documenting behaviors as needed. Procurement to occur in FY16.
- ✓ Took receipt of and placed in service three new transit vehicles replacing four older units.

Goals for Fiscal Year 2016

- ✓ Installation of six passenger shelters along five routes improving the amenities for transit users.
- ✓ Surveillance camera installations in all transit buses to assist drivers with managing their environment and enhance personal security of both the drivers and riders.
- ✓ Survey potential bus stop sign locations in preparation of implementing a designated stop service as compared to a flag stop system now in place.

Detail Summary

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	458,840	472,270	472,300	30	0.01%
Grants	1,315,431	1,455,760	1,473,650	17,890	1.23%
Fees and Charges	448,409	451,860	451,860	0	0.00%
Total	2,222,680	2,379,890	2,397,810	17,920	0.75%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	1,525,652	1,665,820	1,673,080	7,260	0.44%
Operating	732,709	700,750	708,550	7,800	1.11%
Capital Related Costs	13,430	13,320	16,180	2,860	21.47%
Total	2,271,791	2,379,890	2,397,810	17,920	0.75%

Positions	
Title	FTE
Transit Director	1
Deputy Director Transit	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
Total	38.5

Airport

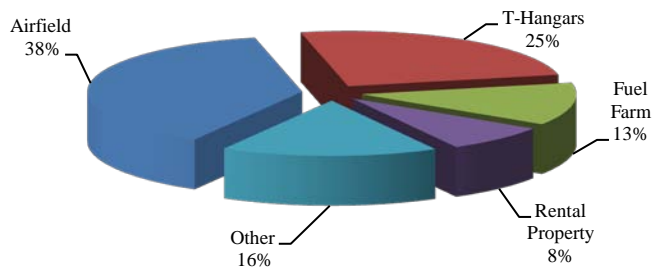
Fund:	Airport	Category:	Enterprise Fund
Program Code:	45	Contact:	Phil Ridenour

Departmental Function:

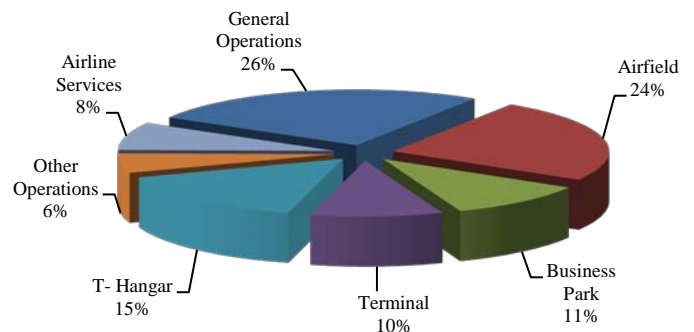
Hagerstown Regional Airport (HGR) contributes to the economic base of Washington County by providing and supporting the air transportation needs of the Quad-State area in accordance with Federal Aviation Administration (FAA) regulations, State, and County laws.

Fund Summary

Airport Revenue



Airport Expense



T-Hangar revenue accounts for 25% or \$494,420 of Airport revenue. It is generated from individual and corporate accounts and supports many of the operational costs of the Airport. Fuel Farm revenue is 13% or \$244,860 of total revenue, consisting of fees for the use of fuel and maintenance of the Fuel Farm. Revenue from the Airfield is 38% or \$747,890 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 2015

- ✓ Hired a new Operations and Security Manager.
- ✓ Welcomed a new aviation related business – SimFly.
- ✓ Welcomed Plane Care, LLC to the airport providing aircraft repair, maintenance and overhaul.
- ✓ Rider Jet Center opened a new state-of-the-art Fixed Base Operation in September 2014.
- ✓ HGR Allegiant Air station received Outstanding Safety and Security Performance and Zero Mishandled Bags awards.
- ✓ Received a 3,000 gallon excess 1999 aircraft rescue firefighting vehicle from Maryland Aviation Administration to enhance crash rescue capabilities at HGR.

Goals for Fiscal Year 2016

- ✓ Develop a plan to transition to computer based training for FAA required operations and Aircraft Rescue Firefighting training requirements no later than June 2016.
- ✓ Work with a marketing vendor to solicit businesses to advertise in terminal light box displays and obtain a 90% success rate by January 1, 2016.
- ✓ Secure two new aviation related businesses at HGR.
- ✓ Pursue solar energy to power HGR operations.
- ✓ Begin electronic airfield and maintenance inspections via computer tablets and software and generate e-mail trouble tickets for airfield maintenance to assist in streamlined operations.

Accomplishments in Fiscal Year 2015

- ✓ Participated in the Allegiant Make-a-Wish Foundation flight to Orlando/Sanford airport with Allegiant Air.
- ✓ Started service to Clearwater/St. Pete in February 2015.
- ✓ Allegiant Air announced that they would not have a hiatus in 2015 for the Orlando/Sanford flights.
- ✓ Successfully completed the FAA required Tri-annual Mass Casualty Drill.
- ✓ HGR/Washington County won the Above and Beyond Award from Allegiant Air for outstanding participation in marketing efforts.
- ✓ An aviation related business began construction of a 3,200 sq. ft. workshop addition to their facility to enhance their aircraft storage capacity.

Goals for Fiscal Year 2016

- ✓ Transition to the new FAA digital Notice to Airmen system by the end of CY 2015.
- ✓ Complete an audit of all aircraft based at the airport to update the FAA online database by June 2016.
- ✓ Implement a new badge design and issuance of all current badge individuals by the end of CY 2016.
- ✓ Develop and execute new leases for all T-Hangar tenants by the end of July 2015.
- ✓ Continue with HGR's quarterly Business Before Hours program with all airport businesses.
- ✓ Encourage the Department of Transportation to continue its support of Essential Air Service at HGR.
- ✓ Work with Myrtle Beach Airport and a major airline to secure low cost travel to Myrtle Beach.
- ✓ Continue collaborative efforts between the airport and County Public Relations and Business Development departments to promote positive growth of the airport.
- ✓ Convert at least 25% of the office paper files into a secure central storage program using Laserfiche.

Detail Summary

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	64,500	64,500	64,500	0	0.00%
Grants	44,379	54,300	75,840	21,540	39.67%
Fees and Charges	2,430,460	1,625,760	1,821,520	195,760	12.04%
Total	2,539,339	1,744,560	1,961,860	217,300	12.46%

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	703,252	801,550	841,230	39,680	4.95%
Operating	797,135	631,810	682,850	51,040	8.08%
Capital Related Costs	433,702	311,200	437,780	126,580	40.67%
Total	1,934,089	1,744,560	1,961,860	217,300	12.46%

Positions	
Title	FTE
Airport Director	1
Operations Manager	1
Maintenance Supervisor	1
Administrative Assistant	1
Office Associate	1
Airline Station Leader	1
Equipment Operator	1
Equipment Operator/Firefighter	2
Maintenance Worker/Firefighter	6
Maintenance Worker	.5
Customer Service Representative	1.5
Total	17

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Golf Course

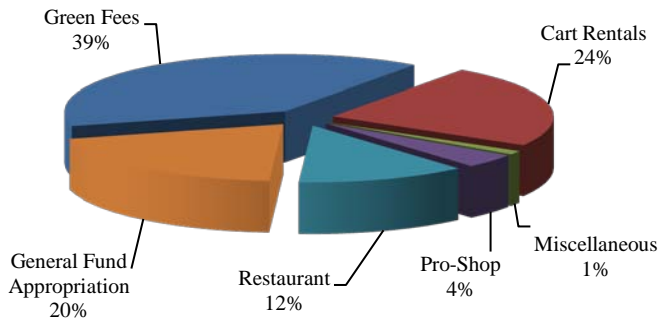
Fund:	Golf Course	Category:	Enterprise Fund
Program Code:	46	Contact:	Darrell Whittington

Departmental Function:

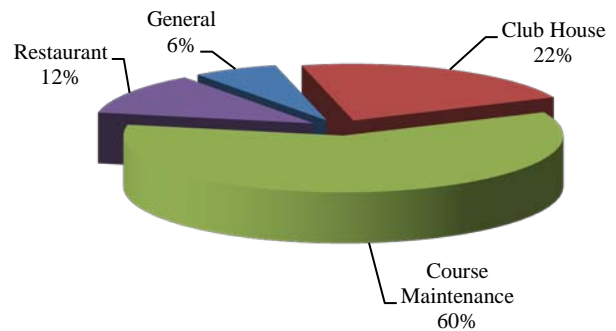
Black Rock Golf Course provides 18 holes of quality golf for the residents of Washington County and surrounding areas. There are three departments within the Black Rock organization being overseen by a Board of Directors consisting of seven members. Policies and procedures are set by this committee and 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 \$487,210 or 39% of the revenue. Green Fees average \$21 per round, which includes 18 holes weekday and weekend play. Cart rental is the second largest revenue source and accounts for \$293,400 or 24%. Together, green fees and cart rental account for \$780,610 or 63% of revenue. The largest expense for the operational side of the golf course is maintenance of the golf course which accounts for \$745,490 or 60% of the budget and includes salaries, chemicals, irrigation, and capital outlay costs.

Departmental/Agency

Accomplishments in Fiscal Year 2015

- ✓ Patched the cart path.
- ✓ Removed timbers along cart paths.
- ✓ Removed rock breaks along cart paths.
- ✓ Developed planting areas at #1 and #4.

Goals for Fiscal Year 2016

- ✓ Overlay the cart path.
- ✓ Repair electric lines to restrooms.

Detail Summary

Funding Sources					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
General Fund Support	102,690	151,590	246,950	95,360	62.91%
Operating and Capital Grants	0	0	0	0	0.00%
Fees and Charges	830,074	1,097,900	999,010	(98,890)	(9.01%)
Total	932,764	1,249,490	1,245,960	(3,530)	(0.28%)

Program Expenditures					
Category	2014 Actual	2015 Budget	2016 Budget	Change	
				\$	%
Wages and Benefits	640,470	758,810	768,840	10,030	1.32%
Operating	451,701	490,680	477,120	(13,560)	(2.76%)
Capital Related Costs	0	0	0	0	0.00%
Total	1,092,171	1,249,490	1,245,960	(3,530)	(0.28%)

Positions	
Title	FTE
Golf Director	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
Total	17.5

Information Resources

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Frequently Asked Questions

Q. Why does the County require cash reserves?

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

Q. What are the County's tax rates?

Major Tax Rates					
Type	Rate	Basis	Date of Tax last increase	If rates were increased by	It would generate additional revenue of
Real Estate:	\$.948	\$100 assessed value	2001	\$.01	\$1,172,020
Income Tax:	2.80%	Taxable Income	2001	.01%	\$236,082
Recordation Tax:	\$3.80	\$500 value	-	-	-

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

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

Q. How much tax dollars are spent on education?

- A.* Operating funds of \$113.3 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 2016 the Capital Improvement budget reflects \$20.5 million for education related projects, of which \$13.2 million is State funded. Total educational funding in the fiscal year 2016 budget is \$133.8 million.

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

- A.* The Constant Yield Tax Rate is the rate the County could set if it wanted to collect the same amount in property tax revenue as it had the previous year, after changes in property values are taken into account. State law requires the County to calculate and publicize the Constant Yield Rate if it is less than the actual current rate, in order to make clear the amount of a budget increase that is attributable to rising property values. In years when the assessed values of properties go up, the Constant Yield Rate is lower than the rate the Commissioners set. The current property tax rate is \$.948 and the Constant Yield Rate is \$.952. That rate is four 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
County Commissioners:	
Terry Baker	240-313-2205
John Barr	240-313-2207
Jeff Cline	240-313-2208
LeRoy Myers	240-313-2206
Vincent Spong	240-313-2209
County Administrator Office	
Greg Murray, County Administrator	240-313-2202
Budget and Finance	
Debra Murray, Chief Financial Officer	240-313-2300

Documents	Website
2016 Budget Document	Available on-line @ http://www.washco-md.net/budget_finance/finance_docs.shtm
10 Year Capital Improvement Program	Available on-line @ http://www.washco-md.net/budget_finance/finance_docs.shtm
Audited Financial Statements	Available on-line @ http://www.washco-md.net/budget_finance/finance_docs.shtm
Official Statement for Bond Issue	Available on-line @ http://www.washco-md.net/budget_finance/finance_docs.shtm

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

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

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GLOSSARY OF TERMS

ACCRUAL BASIS OF ACCOUNTING	Method of accounting that recognizes the financial effect of transaction when they occur regardless of the timing of related cash flows.
APPROPRIATION	An authorization granted by the County Commissioners to make expenditures and to incur obligations for purposes specified in the appropriation resolution.
ASSESSABLE BASE	The total value of real and personal property in the County for the purposes of taxation. The State Department of Assessments and Taxation determines assessable base.
ASSESSED VALUE	The valuation established for individual real estate or other property by the State for purposes of taxation. The assessment for real property is currently established at 100% of market value.
ASSESSMENT	The process of making the official valuation of property for purposes of taxation.
ASSIGNED FUND BALANCE	A classification of fund balance in governmental-type funds to indicate net resources of the fund that the government intends for a specific purpose. Assigned resources differ from committed in that constraints imposed on assigned resources are more easily modified or removed. For governmental funds other than the General Fund, this is the category for all (positive) residual fund balances.
BALANCED BUDGET	A budget in which all expenditures are equaled by all revenues. By State Law, the County's budget must be balanced.
BOND	A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date or dates in the future (called the maturity date), together with periodic interest at a specific rate.
BOND RATING	An evaluation by investor advisory services indicating the probability of timely repayment of principal and interest on bonded indebtedness. These ratings significantly influence the interest rate that a borrowing government must pay on its bond issues. Washington County bonds are rated by three major advisory services: Moody's Investors Service, Standard and Poor's Corporation, and Fitch Investor Service.

GLOSSARY OF TERMS

BUDGET	A complete plan of financial operations for a given period embodying an estimate of proposed expenditures and the proposed means of financing them. It is a means of allocating scarce resources.
BUDGETARY BASIS OF ACCOUNTING	The method used to determine when revenues and expenditures are recognized for budgetary purposes.
CAPITAL BUDGET	The current fiscal year proposed budget for capital expenditures and the means of financing them.
CAPITAL IMPROVEMENT PLAN (CIP)	A 10 year plan for the provision of the County's long-term facility and infrastructure needs (buildings, roads, parks, and other elements). The plan, which is updated annually, schedules by fiscal year the proposed capital construction phases and related expenditure and financing needs expected to occur during the 10 year period. It is integral to the County's financial plan and is the basis for bond issuance. The funding of projects in the five years beyond the Capital Budget Year is not appropriated and therefore is subject to change with each new budget year.
CAPITAL IMPROVEMENT PROGRAM	A comprehensive program that provides a means for coordinating all departmental and agency project requests into one document. The program is used to forecast the future needs and priorities of the community and plans for the appropriate funding required. Multiple departments are involved in the program to assure all areas of interest and concern are reviewed.
CAPITAL OUTLAY	An appropriation and expenditure category for government assets with a value of \$10,000 or more and a useful life of three or more years.
CAPITAL PROJECT	Governmental effort involving expenditures and funding for the creation, expansion, renovation, or replacement of permanent facilities and other public assets having relatively long life. Expenditures within capital projects may include costs of planning, design, and construction management; land; site improvements; utilities; construction; and initial furnishings and equipment required to make a facility operational.
CASH BASIS OF ACCOUNTING	A basis of accounting in which transactions are recognized only when cash is increased or decreased.

GLOSSARY OF TERMS

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

GLOSSARY OF TERMS

ENCUMBRANCES	Obligations in the form of purchase orders, contracts, or other commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise extinguished.
ENTERPRISE FUND	A fund used to record the fiscal transactions of government activities financed and operated in a manner similar to private enterprise, with the intent that the costs of providing goods and services, including financing, are wholly recovered through charges to consumers or users.
EXPENDITURE	A decrease in the net financial resources of the County generally due to the purchase of goods and services, the payment of salaries and benefits, and the payment of debt service.
FISCAL POLICY	The County Government's policies with respect to taxes, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides for an agreed-upon set of principles for the planning and programming of government budgets and their funding.
FISCAL YEAR	The 12-month period to which the annual operating and capital budgets and their appropriations apply. The Washington County fiscal year starts on July 1 and ends on June 30.
FIXED ASSETS	Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.
FRINGE BENEFITS	Personnel cost (Social Security Taxes, life/disability insurance premiums, medical/dental insurance premiums, workers compensation, etc) supplemental to employees' salary and wages which are paid wholly or in part by the County.
FUND	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
FUND BALANCE	The difference between assets and liabilities reported in a governmental fund. The balance in this account is the cumulative result of actual revenues exceeding expenditures over time.

GLOSSARY OF TERMS

FULL-TIME EQUIVALENT	A method to measure or estimate the number of full-time employees. Employees working less than 2,080 hours a year are counted as .5.
GAAP	Generally Accepted Accounting Principle. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.
GENERAL FUND	The principal operating fund for the County Government. It is used to account for all financial resources except those required to be accounted for in another fund.
GENERAL OBLIGATION BONDS	Bonds that are secured by the full faith and credit of the issuing body and generally are considered to be payable from taxes and other general revenues.
GOVERNMENTAL FUNDS	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service fund, capital projects fund, and permanent funds.
GRANT	A payment from one level of government to another or from a private organization to a government. Grants are made for specified purposes and must be spent only for that purpose.
HOMESTEAD TAX CREDIT	A State property tax credit program that limits the increase in residential taxable assessments each year to a fixed percentage. Each County is required to limit taxable assessment increases to 10% or less.
INFRASTRUCTURE	Road, bridges, curbs and gutters, buildings, streets, sidewalks, drainage systems, and lighting systems installed for the common good.
INTERFUND TRANSFER	A transfer of resources from one fund to another as required by law or appropriation.
INVESTMENTS	Securities and real estate held for income in the form of interest, dividends, rentals or lease payments.
MANDATED PROGRAM	A program required by State or Federal statutes.

GLOSSARY OF TERMS

MAJOR FUND	Governmental fund or enterprise fund reported as a separated column in the basic fund financial statements and subject to a separate opinion in the independent auditor's report.
MODIFIED ACCRUAL	The basis of accounting under which revenues are recognized when they become susceptible to accrual, that is, when they become both measurable and available to finance expenditures of the fiscal period. Expenditures are generally recorded at the time liabilities are incurred.
OPERATING BUDGET	The annual budget that supports day-to-day operations of the County agencies for a single fiscal year. It includes all services and programs planned, their expenditure requirements and revenue estimates to support the stated level of activity.
OPERATING EXPENSE	Those costs, other than expenditures for wages and benefits and capital outlay, that are necessary to support the operation of the department, such as charges for contractual services, telephones, printing, and office supplies.
PAY-AS-YOU-GO-BASIS	A term used to describe a financial policy by which capital projects are financed from current revenue in the operating budget rather than through borrowing.
POSITIONS	Identified jobs into which persons may be hired either on a full-time or part-time basis.
PUBLIC HEARINGS	Opportunities for citizens and constituent groups to voice opinions and concerns to public officials. Public hearings are advertised in the local papers. Speakers register to testify. If it is not possible to testify in person at the hearings, written testimony is acceptable and encouraged.
RESERVE	An account used either to set aside budgeted resources that are not required for expenditure in the current budget year or to earmark resources for a specific future purpose.
RESOURCES	Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.
RESTRICTED FUND BALANCE	A classification of fund balance reported in governmental-type funds to indicate net resources of the fund that are subject to constraints imposed by external parties or law.
REVENUE	All funds the County receives, including tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

GLOSSARY OF TERMS

SPECIAL REVENUE FUND	A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.
TAX RATE	The amount of tax levied for each one hundred dollars of assessed value.
TIPPING FEE	A fee charged for each ton of solid waste disposed of, or “tipped” at the Solid Waste Transfer Station or Landfill. Each year the County Administrator recommends, and the County Commissioners approves, a tipping fee based on the full cost accounting analysis and market conditions.
UNASSIGNED FUND BALANCE	A classification of fund balance reported in governmental-type funds. This is the residual fund balance category for the General Fund and is used to report negative fund balances in other governmental funds.

ACRONYMS

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

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

ACRONYMS

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