

**Washington County, Maryland  
Fiscal Year 2018  
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, 2016**

*Jeffrey R. Enos*

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, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communications device.*

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# *Budget Message*

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July 1, 2017

To the Citizens of Washington County:

We are pleased to present to you the fiscal year 2018 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.

<i>Summary of Approved Budgets for Fiscal Year 2018</i>					
Page Reference	Fund Description	Approved Budget 2017	Approved Budget 2018	Increase (Decrease)	% Change
	<b>Major Operating Funds:</b>				
91	General	\$ 211,757,650	\$ 221,705,060	\$ 9,947,410	4.70%
277	Solid Waste	6,397,560	6,974,830	577,270	9.02%
279	Water Quality	18,163,400	19,058,100	894,700	4.93%
249	Highway	10,365,890	10,567,610	201,720	1.95%
285	Airport	1,940,090	2,076,840	136,750	7.05%
283	Transit	2,465,580	2,559,970	94,390	3.83%
287	Golf Course	1,219,200	1,234,470	15,270	1.25%
		\$ 252,309,370	264,176,880	11,867,510	4.70%
	<b>Restricted Funds:</b>				
267	Hotel Rental Tax	2,523,000	2,100,000	(423,000)	(16.77%)
259	Agricultural Education	214,940	225,140	10,200	4.75%
261	Community Grant Mgmt.	389,090	435,210	46,120	11.85%
263	Inmate Welfare	371,530	429,130	57,600	15.50%
265	Gaming	2,161,340	2,137,880	(23,460)	(1.09%)
269	Land Preservation	3,052,650	3,925,510	872,860	28.59%
273	Metropolitan Planning Org.	503,620	543,820	40,200	7.98%
271	Contraband	0	8,930	8,930	100.00%
257	Cascade Town Centre	0	1,097,050	1,097,050	100.00%
		\$ 9,216,170	\$ 10,902,670	1,686,500	18.36%
	<b>Total Operating Funds</b>	\$ 261,525,540	\$ 275,079,550	\$ 13,554,010	5.18%
70	<b>Capital Funds</b>	\$ 39,033,000	\$40,461,000	\$ 1,428,000	3.66%
	<b>Total Approved Budgets</b>	\$ 300,558,540	\$315,540,550	\$14,982,010	4.98%

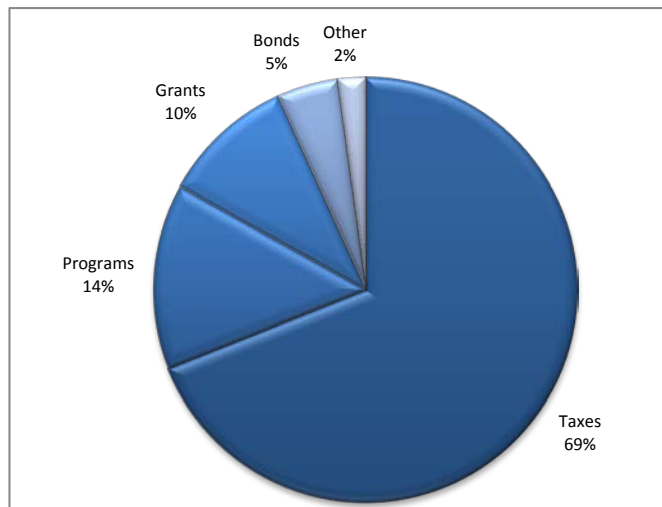
The 2018 budgets were prepared with an emphasis on long-term financial planning and meeting financial management policies, while also addressing the County's current and future growth issues. This document builds on goals of the Commissioners such as supporting environmental initiatives, planning and improving governmental efficiency, and promoting economic opportunities.

The total adopted budget for all funds in fiscal year 2018 increased by \$15.0 million or 4.98%. Operating funds increased \$11.9 million or 4.70%. The majority of the change is related to General Fund operations. Public Safety funding increased

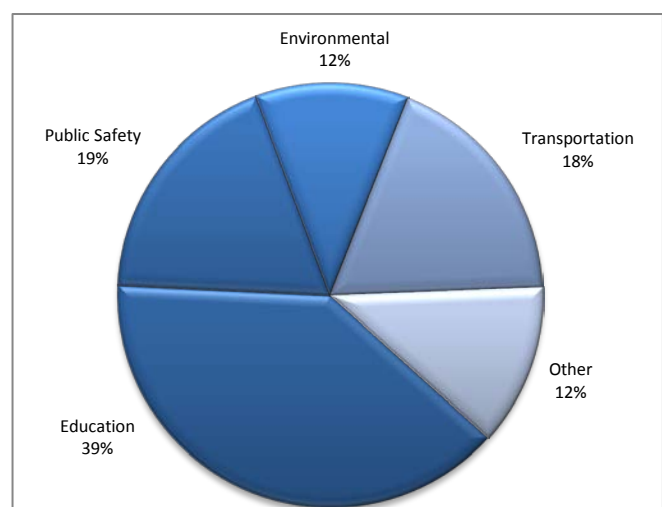
by \$1.1 million mainly due to cost increases related to medical and food costs for the detention center and an increase in gasoline prices, \$2.0 million for employee COLAs and new positions, \$2.6 million in educational increases mainly related to the increase in maintenance of effort, \$1.8 million increase in pay go funding for education and public safety projects \$2.3 million in pension plan changes, and \$2.1 million for salary study adjustments. Restricted funds showed an increase of \$1.7 million mainly due to Land Preservation based on the availability of grants and the addition of the Cascade Town Centre Fund. Capital funds were increased by \$1.4 million over 2017.

The overall approved budget reflects an increase of \$15.0 million or 4.98%. Property Tax reflected a 2.58% increase in 2018 compared to a 1.52% increase in 2017, reflecting an upward trend in assessable base. The Income Tax budget reflects a 5.81% increase in 2018 compared to a 3.46% increase in 2017. 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 \$1.4 million increase over 2017. The allocation of total County revenues and expenditures are reflected in the tables below:

Total County Revenue



Total County Expenditures



### Summary of the 2018 budget:

- No tax rate increases were passed.
- Funds provided for emergency services operations.
- Educational funding for operations and capital were provided.
- Provides cost of living adjustment for County employees.
- Provides capital funding for roads, education, and environmental projects.
- Utility revenue increases of 3.5% - 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.

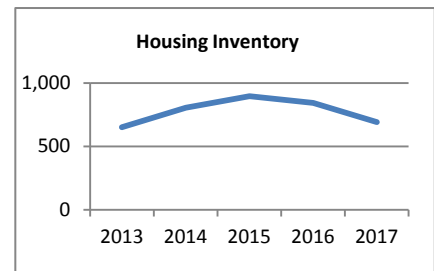
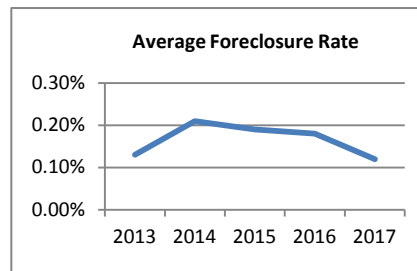
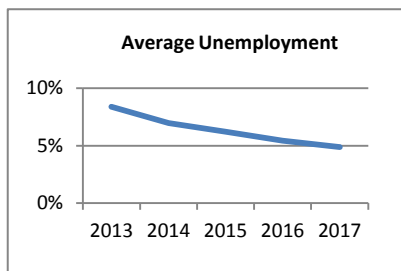
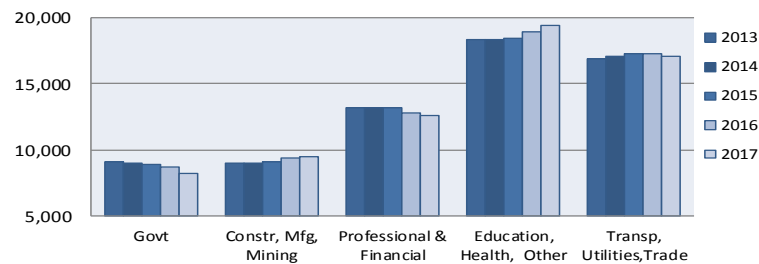
The following discussion reflects a more in-depth analysis of the fiscal year 2018 budgets, addresses issues facing Washington County now and in the future, and discusses issues that other funds will be facing outside of General Fund operations. All budgets were prepared based on best management practices, financial management policies, and debt affordability guidelines.

### Local Economy

Washington County's property tax base for 2018 reflected an assessable base increase. This is a result of positive activity in the County's housing market. This positive trend is expected to continue. The County has experienced and projects new and expanding businesses with the creation of more than 800 new jobs with new investments estimated at \$118.2 million. The County's economy shows positive signs of modest recovery including improvement in the foreclosure rate, number of

housing units sold, and the average housing sales price. Unemployment trends have consistently improved, decreasing from a high of 10.9% in 2010 down to a low of 4.5% in 2017.

**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 retains a rating of AA+ by both Standard and Poor's and Fitch and Aa1 by Moody's. These ratings reflect the County's diverse property tax base, solid financial position with historically strong reserves, sound financial management, and strong debt policies with overall low debt levels.

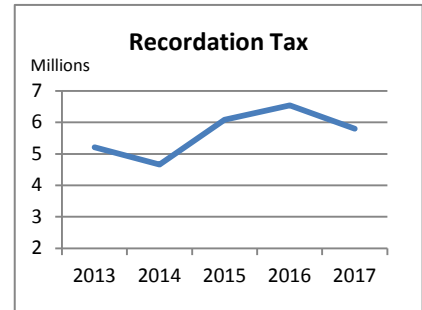
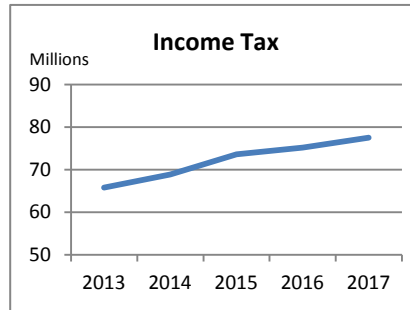
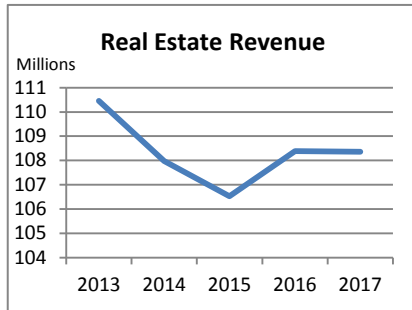
### Highlights of the General Fund Budget:

The General Fund budget increased by \$9.9 million or 4.7% in fiscal year 2018. This change is summarized as follows:

Revenues increased by \$9.9 million or 4.7%:

- Property Tax revenue increased by \$3.1 million or 2.6%. This increase is due to an increase in assessable base and level corporate investment; however the 2018 assessable base is still below the 2010 assessments.
- Local revenues increased by \$4.7 million or 3.8% due to an increase in income tax of \$4.5 million related to decreases in unemployment and projected overall wage growth.
- Other revenues increased by a net of \$2.1 million due to a new revenue source, speed cameras, which are expected to generate \$2.4 million in revenues. Decreases in other revenue include a decrease in day reporting fees revenues due to less clients using the center than expected and also a decrease in the operating grant for this program.

History of major revenue activity is reflected below:



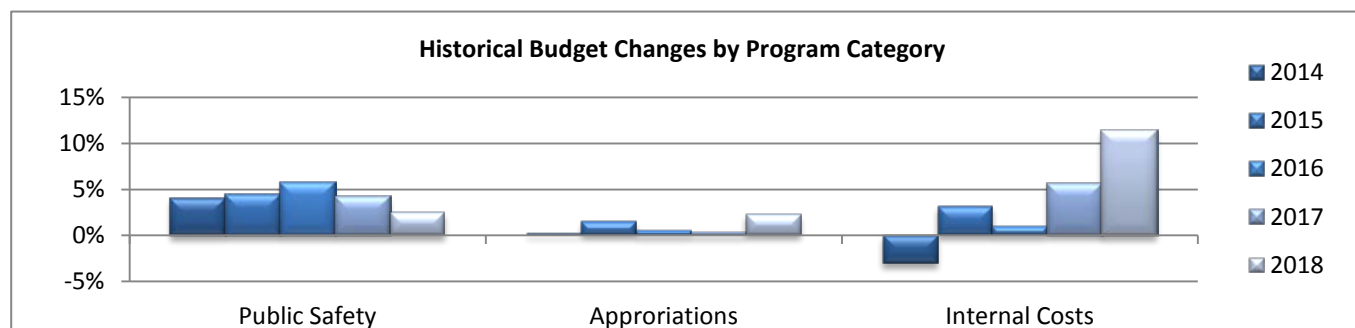
Expenditures increased by \$9.9 million or 4.7%:

- Increase in Hagerstown Community College operational funding by \$.2 million.
- Increase in funding to the Board of Education of \$2.2 million for mandated maintenance of effort
- Provided \$1.1 million or 2.6% in public safety mainly for 1) COLA adjustment; 2) new positions within law enforcement; and 3) increase in programs for volunteer emergency services.
- Cost for COLAs and new positions were \$1.4 million.
- Operating and capital transfers reflect an increase of \$1.6 million which is related to increased appropriations to the Highway Fund for increased road maintenance, increase in debt service, and increase in pay go funding.
- Benefit cost increased \$1.9 million mainly due to changes in pension plan assumptions.
- Contingency increased by \$2.1 million related to possible effects related to the Wage and Salary study.
- An overall reduction in other departmental operational costs of \$.6 million.
- Washington County has one of the lowest expenditure per capita by County in the State of Maryland reflecting its conservative approach to increased costs and services.
- Overall category changes by percent were as follows:
  - Wages and benefits increased by 6.8% or \$3.3 million, due to new positions, COLA increase, retirement incentive plans and changes in pension plan assumptions.
  - Operating and allocations increased by 4.0% or \$6.6 million.

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, strong adherence to policies, and dedicated department leaders, County finances have been strong throughout the downturn and continue to remain strong during recovery. The County has maintained services and employee base while also maintaining strong reserves.

Since 2011 the County's base line costs have increased only .8% in average annual 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 2017. 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 and other major funds 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 along with an adopted funding policy.

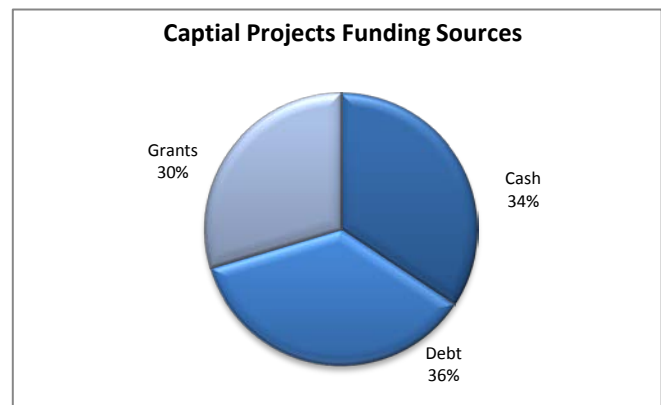
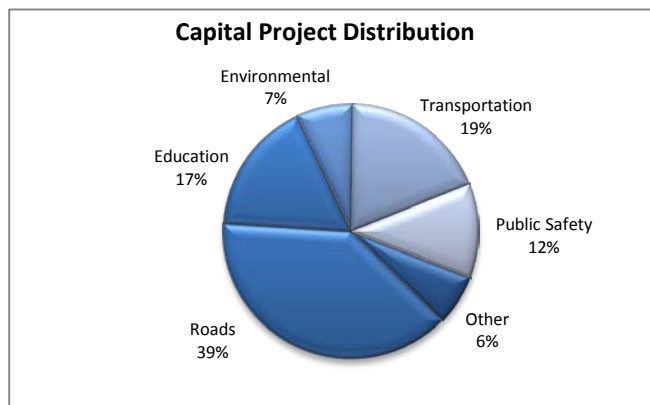
### Capital Improvement Budget

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 2018 is \$40.5 million, representing a 3.66% increase from the prior year. Major capital projects include: new schools and educational facility renovations of \$6.9 million for the Board of Education, Hagerstown Community College, and the public library system; \$15.7 million for road improvements, drainage, and bridges; \$2.9 million for environmental projects; \$7.6 million for transportation projects; \$4.8 million for public safety; and \$2.6 million for other category projects.

The County's Capital Improvement Budget for 2018 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 2018 will be supported with 34% in cash related payments, 36% in borrowing, and 30% 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 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 4.0%. The 10-year financial plan follows current management practices and policy objectives by providing operational funding, maintaining capital equipment, allowing for State and Federal mandates, and providing affordable rate increases. The plan also includes a 90-day operating reserve and a rate stabilization reserve.

### Solid Waste

Solid Waste reflects an increase of 9.0% for fiscal year 2018 mainly due to increased volume. Tipping fees increased by 8.9%. 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. It is currently in the permitting stage with the State of Maryland. This process is expected to convert at least 95% of the waste to energy sources.

### Conclusion:

As the County constructed the fiscal year 2018 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 2018 Budget Summary:*

- Funded new positions in public safety.
- Funding 1<sup>st</sup> year of volunteer fire services apparatus reserve fleet
- Provided funding for Education in both operating and capital.
- Funded COLAs for County employees.
- Maintained low debt levels and ratios.
- One of the lowest per capita expenditures by County in the State of Maryland while still maintaining base line services.

#### *Critical Challenges Faced in Preparing the Fiscal Year 2018 Budget:*

- Fire and Rescue services will continue to be a budgetary challenge as costs rise; additional funding requests and service delivery increases. This area has been seen the largest growth within the County's core service areas.
- While the County sees things moving in a more positive direction with the improved economy, we also recognize that challenges exist which are not addressed, and unmet needs in the core service areas remain. This is partly reflective of the recessionary impact and no tax increases for over 18 years.
- Federal and State mandates regarding the minimum wage rate increases of 20% will be challenging over the next several years.
- Assisting the City of Hagerstown with the Urban Improvement Project and funding in order to revitalize the downtown core and expand the revenue tax base.
- 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 would be of concern.

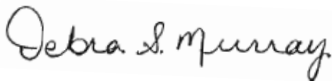
#### *Washington County Goals (Highlights):*

- Develop site plan for an emergency services training facility to accommodate police, fire, and rescue programs designed to support County core services.
- Complete a Comprehensive Emergency Services Plan to be submitted to the County Commissioners for review and approval.

- Continue implementation of chosen alternative for Solid Waste processing to enhance environmental responsibility with a cost effective solution.
- Support the Urban Improvement Project for the City Center.
- Complete downtown infrastructure renovations.
- Evaluate opportunities for intergovernmental partnerships.
- Promote the Strategic Economic Development Plan.
- Prepare for upcoming fiscal requirements.
- Support opportunities for international partnerships/development and communicate with Washington County sister counties.

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 the economic downturn. 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 core services. In addition, the County will address an emergency services 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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# *Organization and Community Profile*

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## *County Commissioners of Washington County*

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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 retired in 2015 from the position of Washington County Students Trades Coordinator for the Washington County Technical High School after being an educator for 34 years. 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, MD, 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, MD, and is a Master Electrician in five states. In high school, Mr. Barr worked for his father as a field electrician at M/L Electric, Inc., which began in 1927. In 1979, he formed the management team overseeing the service department. In 1984, Mr. Barr 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 recently completed a one-year term as 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, MD, resident. He is a graduate of Williamsport High School and Hagerstown Community College. Mr. Cline has experience as a realtor since 2003. 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, MD, 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.



WAYNE K. KEEFER, a first-term County Commissioner, was appointed to fill a vacancy on the Board of County Commissioners on March 25, 2016, by Maryland Governor Lawrence J. Hogan, Jr. and assumed office on April 5, 2016. He is a lifelong resident of Hancock, MD, and a 2004 graduate of Hancock Middle-Senior High School. Mr. Keefer holds an A.S. degree in Management from Hagerstown Community College; a B.S. degree in Business Administration; and a M.B.A. from Frostburg State University. He has over a decade of experience as a commercial banker and is currently a small business owner. He is also an adjunct instructor with Frostburg State University and the University System of Maryland at Hagerstown. He is active in the community including the Hancock Chamber of Commerce and Rural Children's Fund.



## *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 feedback from and 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 through collaboration with other Boards and offices among division goals in County government. Annual goals are integrated in divisions, such as Planning and Zoning, Engineering, Environmental Management, and Emergency Services. Specific programs focus upon individual services, 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, storm water 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 2018*

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

- Begin and complete the design of a new emergency services training facility, which will service police, fire, and EMS programs to form a central location designed to support County wide operations.
- Review and begin implementation of the Comprehensive Fire Plan to be submitted to the Board of County Commissioners for approval.
- Continue support of the Day Reporting Program, now underway and growing in rehabilitative services.

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

- Support and expand recreational programs and facilities for citizens.
- Update of the Parks and Recreation Facility Plan.
- Implement the intergovernmental and private partnerships for the Urban Improvement Project.
- Further expand the Senior Center to space accommodate programs requested and supported by seniors.

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

- Develop a clean streets and streams strategy to address National Pollutant Discharge Elimination System permit requirements while enhancing scenic beauty.
- Explore additional solar and alternative energy generation facilities to offset County energy requirements.
- Support local municipalities and economic endeavors with general guidance and environmental expertise.
- Partner in Solid Waste processing initiatives for long term waste solutions and cost savings.

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

- Take every opportunity to expand broadband in the urban growth area and beyond, and promote Gigabyte City.
- Meet resources with needs in budgeting and funding, staffing and maintenance.
- Capitalize on public/private partnerships, implement plans in place, and grow new ones.
- Fully promote existing building code to safely and efficiently rehabilitate pre-existing buildings.

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

- Enhance the Economic Development Commission's role in County government to accommodate and assist businesses.
- Promote the City of Hagerstown, the Urban Improvement Project, and City/County achievements.
- Partner in any and all opportunities to grow stable employment and valuable infrastructure.
- Promote the Hagerstown Regional Airport for commercial airline and private use.
- Partner with municipal governments and their citizens.
- Launch Cascade Town Centre into private ownership; promote private jobs and public revenue.

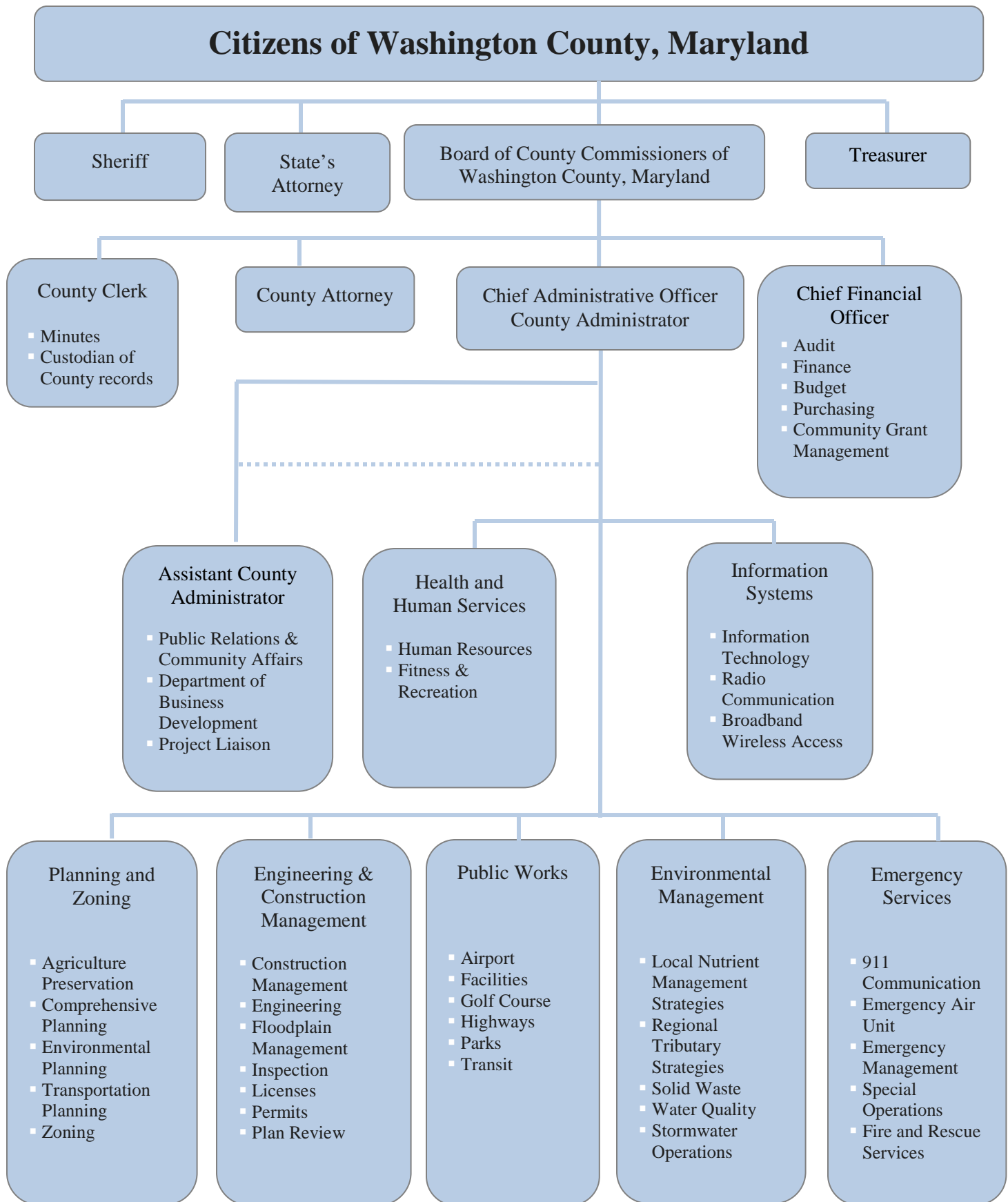
### *Matrix of Primary County Goals by Department in Relationship to Funds*

The table below indicates which funds and departments are responsible for the implementation of FY2018 key goals. Refer to the Budget Details section of this document for each department's specific activities planned for FY2018 in support of these goals.

Department/Division	Public Safety	Education	Quality of Life	Environmental Stewardship	Governmental Efficiency	Economic Opportunity
<b>General Fund:</b>						
Education:					✓	✓
Board of Education		✓	✓			
Hagerstown Community College		✓	✓			
Washington County Free Library		✓	✓			
Library Maintenance			✓	✓		
Public Safety:					✓	
Sheriff- Judicial	✓					
Sheriff - Process Servers	✓					
Sheriff - Patrol	✓		✓			
Sheriff - Central Booking	✓					
Sheriff - Detention Center	✓					
Sheriff - Day Reporting Center	✓		✓			
Sheriff - Narcotics Task Force	✓					
Civil Air Patrol	✓					
Fire & Rescue Volunteer Services	✓					
EMS Operations	✓					
Fire Operations	✓					
Air Unit	✓					
Special Operations	✓					
911 - Communications	✓					
Emergency Management	✓					
Wireless Communication	✓					
Humane Society of Washington Cty	✓					
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			✓	✓	✓	✓
<b>Highway Fund:</b>			✓	✓	✓	
<b>Other Governmental Funds:</b>					✓	
Agricultural Education Center		✓				
Community Grant Management			✓			
Cascade Town Centre			✓			✓
Inmate Welfare	✓					
Gaming					✓	
Land Preservation				✓	✓	
Contraband	✓					
HEPMPO				✓	✓	✓
<b>Enterprise Funds:</b>					✓	
Solid Waste				✓		
Water Quality				✓		
Transit			✓			
Airport	✓		✓		✓	✓
Golf Course			✓			

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*Personnel Summary by Department*

Summary of Full-Time Budgeted Positions	2016	2017	2018	Change from 2017 to 2018	% of Employees
General Fund:					
County Commissioners	5	5	5		0.63%
County Clerk	1	1	1		0.13%
Circuit Court	20	20	20		2.50%
Orphans Court	0	0	0		0.00%
State's Attorney	38	38	38		4.76%
County Administrator	3	3	3		0.38%
Public Relations & Community Affairs	4	4	4		0.50%
Election Board	0	0	0		0.00%
Budget & Finance	15	15	15		1.88%
Purchasing	6	6	6		0.75%
Treasurer	5	5	5		0.63%
County Attorney	5	5	5		0.63%
Human Resources	7	7	7		0.88%
Planning & Zoning	8	8	8		1.00%
Zoning Appeals	0	0	0		0.00%
Buildings	5	5	5		0.63%
Central Services	1	1	0	(1)	0.00%
Information Technology	15	15	15		1.88%
Sheriff – Judicial	25	25	26	1	3.25%
Sheriff – Process Servers	1	1	1		0.13%
Sheriff – Patrol	95	97	97		12.14%
Sheriff – Central Booking	10	10	10		1.25%
Sheriff – Detention	123	123	124	1	15.52%
Sheriff – Day Reporting Center	0	2	2		0.25%
Sheriff – Narcotics Task Force	6	6	6		0.75%
Special Operations	0	0	0		0.00%
911 – Communications	50	50	50		6.26%
EMS Operations	9	10	9	(1)	1.13%
Fire Operations	0	0	1	1	0.13%
Emergency Management	2	2	2		0.25%
Wireless Communications	5	5	5		0.63%
Public Works	2	2	2		0.25%
Engineering	17	17	22	5	2.75%
Construction	19	21	21		2.63%
Plan Review & Permitting	23	10	17	7	2.13%
Permitting	0	13	0	(13)	0.00%
Building, Grounds & Parks	20	20	21	1	2.63%
ML Snook Pool	0	0	0		0.00%
Fitness & Recreation	5	5	5		0.63%
Weed Control	0	0	0		0.00%
Business Development	5	5	5		0.63%

*Personnel Summary by Department – Continued*

Summary of Full-Time Budgeted Positions	2016	2017	2018	Change from 2017 to 2018	% of Employees
Highway Fund	89	89	89		11.14%
Solid Waste Fund	20	20	20		2.50%
Cascade Town Centre	0	0	3	3	0.38%
Agricultural Education Center Fund	1	1	1		0.13%
Community Grant Management Fund	4	4	4		0.50%
Inmate Welfare Fund	0	0	0		0.00%
Gaming Fund	2	2	2		0.25%
Hotel Rental Tax Fund	0	0	0		0.00%
Land Preservation Fund	2	2	2		0.25%
Contraband Fund	0	0	0		0.00%
HEPMPO Fund	0	0	0		0.00%
Water Quality Fund	77	79	80	1	10.01%
Transit Fund	18	18	18		2.25%
Airport Fund	10	10	10		1.25%
Golf Course Fund	8	8	7	(1)	0.88%
<b>Total</b>	<b>786</b>	<b>795</b>	<b>799</b>	<b>4</b>	<b>100.00%</b>

Represents Change
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The Summary of Full-Time 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 2018 Summary of Changes in Full-Time Positions*

Function	Explanation of Change	Change
<b>Central Services</b>	One of the two procurement technicians in Purchasing retired. The senior office associate's position in Central Services was eliminated and moved into the vacated procurement technician position in Purchasing.	(1)
<b>Sheriff - Judicial</b>	A new position was created to perform the duties of security in the County Administration Building. The position was transferred from Patrol to Judicial.	1
<b>Sheriff – Detention</b>	The position senior office associate was created due to new law enacted by the Maryland Legislature on October 1, 2016, entitled "The Justice Reinvestment Act". This new law will place a tremendous burden on the administrative staff to report, track, and send progress reports to the State for inmates in the Detention Center.	1
<b>EMS Operations</b>	Due to reorganization in Emergency Services, the department Fire Operations was created and one position was moved from EMS Operations to create the position of assistant director of fire services.	(1)
<b>Fire Operations</b>	Due to reorganization in Emergency Services, the department Fire Operations was created with the position of assistant director of fire services.	1
<b>Engineering</b>	Due to reorganization in Engineering and Construction Management, the Permitting Department was eliminated and transferred to Engineering and Plan Review and Permitting departments.	5
<b>Plan Review &amp; Permitting</b>	Due to reorganization in Engineering and Construction Management, the Permitting Department was eliminated and transferred to Engineering and Plan Review and Permitting departments.	7
<b>Permitting</b>	Due to reorganization in Engineering and Construction Management, the Permitting Department was eliminated and transferred to Engineering and Plan Review and Permitting departments.	(13)
<b>Building, Grounds &amp; Parks</b>	A temporary part-time office associate was transformed in a permanent full-time position.	1

*Fiscal Year 2018 Summary of Changes in Full-Time Positions (cont'd.)*

Function	Explanation of Change	Change
<b>Cascade Town Centre</b>	Cascade Town Centre fund was created to foster redevelopment at the closed Fort Ritchie site. There are three positions – section supervisor, senior electrician, and senior HVAC technician.	3
<b>Water Quality - Engineering</b>	The workload for Engineering Services has increased substantially. The environmental engineer position was created to perform design services, project management services, and inspection service on CIP projects.	1
<b>Golf Course</b>	The full-time senior grounds maintenance worker position was converted into two part-time positions (golf grounds maintenance.)	(1)
<b>Total Change in Positions</b>		<b>4</b>

## *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 Battle field – 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](http://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 (HGR) is a Part 139 Facility which provides daily scheduled commercial service to Baltimore-Washington Thurgood Marshall International Airport (BWI) and Pittsburgh International Airport via Southern Airways Express, 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. There are 17 businesses offering clients a variety of aviation services for all types of aircraft. Approximately 1,400 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. As a community-focused, not-for profit system, Meritus Health's programs span the continuum of healthcare, ranging from inpatient care to occupational health services to physician practices and outpatient care.

Meritus Medical Center, which opened in 2010, is a state-of-the-art, Joint Commission-accredited hospital with 243 licensed beds in single-patient rooms. Services offered include a special care nursery, a level III trauma program, a primary stroke center and a wound center, as well as a cardiac diagnostic laboratory. Hospital services that address outpatient needs include the John R. Marsh Cancer Center, Total Rehab Care, Meritus Diabetes Education, Meritus Home Health, Meritus Medical Laboratory and Equipped for Life.

Meritus Medical Group, with close to 100 physicians and advanced practice professionals, is a medical neighborhood of primary and specialty care practices offering comprehensive, coordinated health care services to all ages.

The Washington County Health Department, which provides various health services to the citizens of Washington County, employs a total of 199 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 101 sworn personnel and 97 radio dispatched vehicles. The Sheriff's Office is responsible for the operation of the Detention Center, which has a capacity of 450 inmates. In October 2016, a Day Reporting Center opened that provides treatment services to non-violent offenders with drug and/or alcohol addictions. 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 105 officers. The Hancock Police Department employs five full-time officers. In addition, the Smithsburg Police Department employs four officers and the Boonsboro Police Department employs five 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 five full-time department heads who oversee the daily operational components of Emergency Services in Washington County. The division has 86 full-time and part-time personnel working directly within the division and approximately 40 volunteers who provide dedicated service to the citizens of Washington County.

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Environmental Management

The Division of Environmental Management (“DEM”), which includes the Department of Water Quality, the Environmental Engineering Department, the Solid Waste Department, the Stormwater Management Department and the Watershed Department, was created in fiscal year 2007. The State and federal environmental initiatives as they pertain to water, wastewater, stormwater, 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 six *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 recommended by the EDC and as approved by the Board.

## *Demographic Information*

### Population

<u>Year</u>	<u>County Total</u>
1980	113,086
1990	121,393
2000	131,923
2010	147,430
2016	149,585
2020 projected	160,300
2025 projected	169,950
2030 projected	178,900

Sources: U.S. Bureau of the Census 1980, 1990, 2000, 2010;  
Projections by the Maryland Department of Planning 2016.

### Population Statistics

<b>Age:</b>	19 & under	24.60%
	20-64 (workforce age)	60.10%
	65 & older	15.30%
	Median Age	40.4
<b>Gender:</b>	Male	51.00%
	Female	49.00%
<b>Race:</b>	White	83.70%
	Black	10.30%
	Other	6.00%

Source: U.S. Bureau of the Census, 2011-2015 American  
Community Survey 2016.

### County Income

Per Capita Income	\$ 42,248
Median Household Income	\$ 56,228
Average Household Income	\$ 70,993

Sources: U.S. Dept. of Commerce, Bureau of Economic Analysis (2016);  
U.S. Bureau of the Census, 2011-2015 American Community Survey 2016

### Education Facilities in Washington County

#### Higher Education:

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

#### Primary Education:

26 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: 22.1  
Public Enrollment: 22,545  
39 Private Schools

Source: Washington County Board of Education (2016).

### Housing

#### 2016 Median Selling Price

Washington County	\$ 165,697
Maryland	\$ 267,431

Source: Maryland Association of Realtors.

### Households

Number of Households	55,769
Number of Family Households	37,611
Number of Non-family Households	18,158

Source: U.S. Bureau of the Census, 2011-2015 American Community  
Survey 2016.

**County Water Quality Systems**

	<u>Total # of Services</u>
Full Service Water	1,339
Full Service Sewer	7,071
Collection Service Sewer	3,713
Total	12,123

Source: Washington County Department of Budget and Finance.

**County Building Permits (000s)**

	<u>Number</u>	<u>Value</u>
Residential New	172	\$ 40,510
Other Permits	1,977	\$ 99,632
Total	2,149	\$140,142

Source: Washington County Department of Permitting.

**County Employment Statistics**

Civilian Labor Force	77,161
Employed	71,757
Unemployed	3,785
Unemployment Rate	4.88%
State Average	4.27%

Source: MD Department of Labor, Licensing &amp; Regulation for 2017.

**Top 15 Employers in Washington County**

	<u>Employer</u>	<u>Employment</u>
1	Washington County Public Schools	3,100
2	Meritus Health, Inc.	2,740
3	State of Maryland	2,385
4	Citi	2,300
5	First Data	2,185
6	Washington County Government	1,352
7	Volvo Group	1,300
8	FedEx Ground	900
9	Hagerstown Community College	890
10	Bowman Group, LLP	745
11	Federal Government	567
12	Merkle Response Services, Inc.	545
13	City of Hagerstown	486
14	Brook Lane Health Services	485
15	Dot Foods, Inc.	441

Source: Washington County Department of Business Development, 2016.

**County Business Patterns**

<u>Industry</u>	<u>Total # Establishments</u>
Services	1,196
Retail Trade	607
Other	449
Construction	343
Finance, Insurance, Real Estate	336
Transportation/Warehousing	147
Wholesale Trade	151
Manufacturing	124
Information	56
Utilities	5
Mining	2
Agricultural	3
Total	3,419

Source: U.S. Census Bureau, 2015 County Business Patterns

**Top 20 Largest Taxpayers in Washington County  
as of June 30, 2016  
Ranked by Assessed Value**

<u>Taxpayer</u>	<u>Assessed Value</u>
1 Outlet Village of Hagerstown	\$ 100,457,460
2 PR Valley Limited Ptsp	96,895,700
3 Potomac Edison	83,180,320
4 Liberty Property Limited	73,065,267
5 FedEx Ground Package System Inc.	69,928,974
6 Bowman Group	62,816,183
7 Washington Real Estate	60,579,990
8 Staples of Maryland LLC	49,361,487
9 IIT Hagerstown Dist. Center	47,897,167
10 254 Hagerstown/Citigroup/Citicorp	45,460,840
11 Mack Trucks Inc.	37,437,940
12 Wal-Mart Stores/Wal-Mart R.E./Sam's R.E./Sam's East	37,131,690
13 Verizon-Maryland	35,865,250
14 2007 East Greencastle Pike	34,360,000
15 Lowe's Home Centers Inc.	33,741,960
16 Tractor Supply Company	31,286,060
17 FR Hagerstown LLC	30,622,633
18 GP Hagerstown Limited Ptsp	30,035,200
19 CSX Transportation CSX Minerals	29,789,610
20 ARCP MT Hagerstown	28,691,800

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 with a useful life of five years or more 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 1<sup>st</sup>.

#### **Start Up:**

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

## Basis of Accounting and Budgeting

### Basis of Budgeting:

The basis of budgeting, as well as the basis of accounting, is tied directly to an entity's measurement focus of revenues and expenses (expenditures). Washington County uses the same measurement focus when preparing budgets as accounting when preparing financial statements. Funds that focus on current financial resources, primarily governmental funds, use the modified accrual basis of accounting. Revenues are recognized when earned, but only to the extent they are available, and expenditures are recognized when due. Funds that focus on total economic resources, primarily proprietary, and pension funds use the accrual basis of accounting. Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows or outflows. The County budgets governmental funds using the modified accrual basis of accounting, and proprietary funds using the accrual basis of accounting.

### Balanced Budget:

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

### Costing of Services:

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

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## Amendment to the Budget

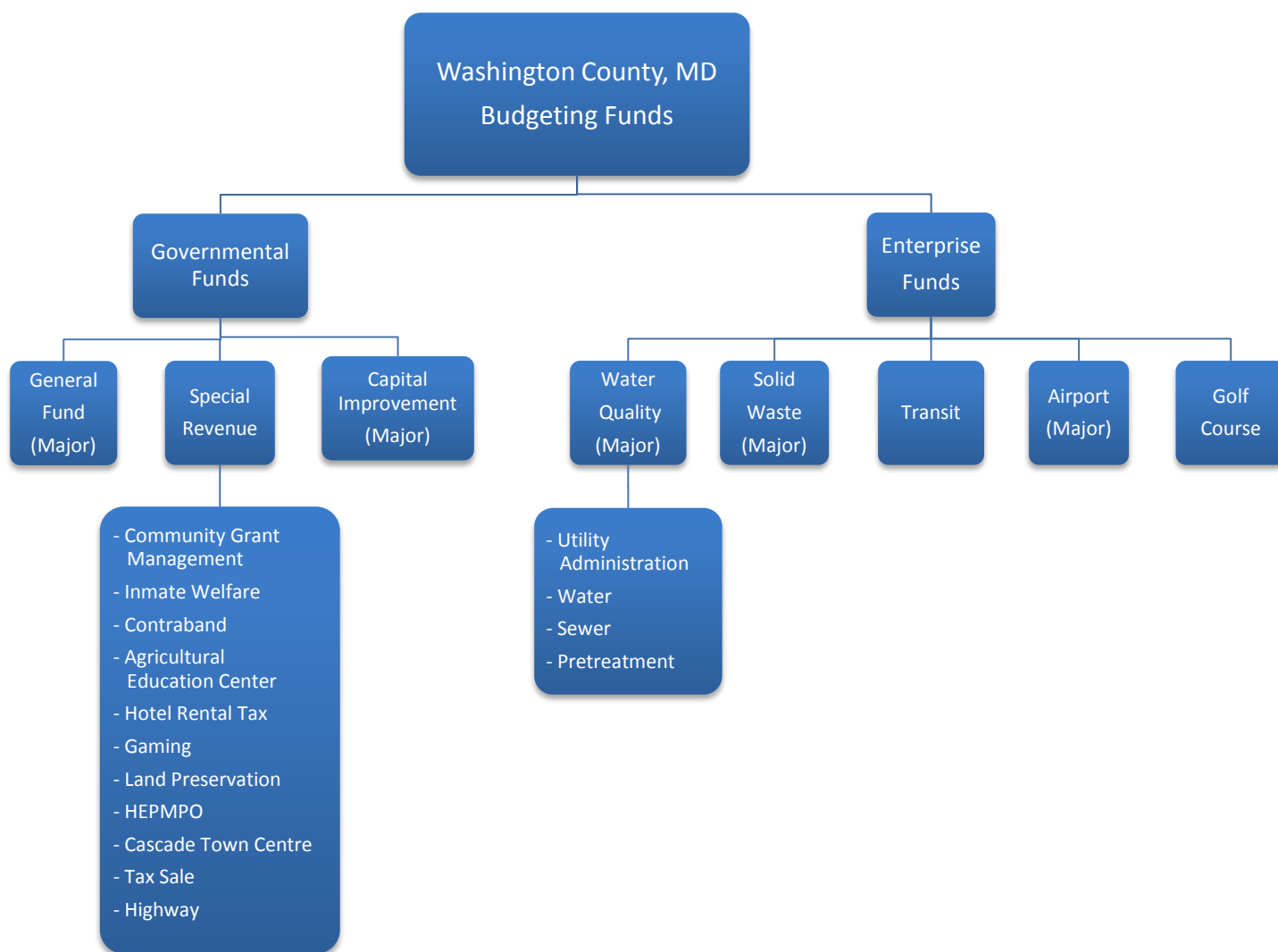
The County's Operating Budgets are adopted at the program/service level and the Capital Improvement Budgets are adopted at the project level. Transfers between programs or projects in excess of \$25,000 require County Commissioner approval. Any transfer out of contingency requires the approval of the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

The 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.

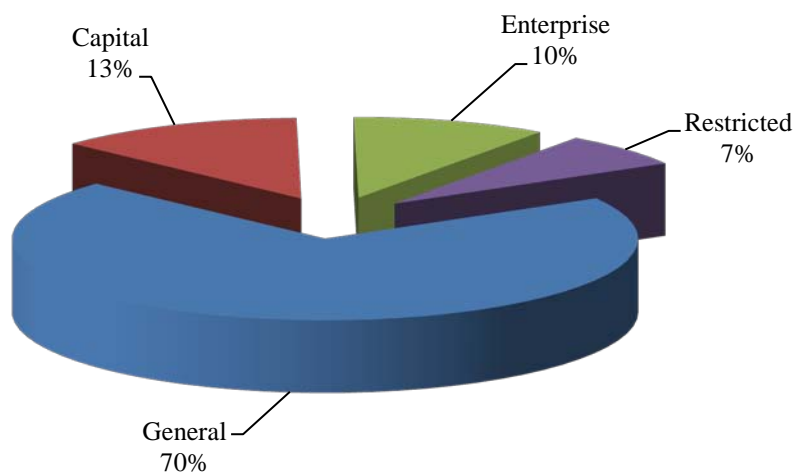
## *Fund Summaries*

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 2018 Funds




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<i>General Fund:</i>	<i>Major Fund</i>	<i>\$221,705,060</i>
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The General Fund is the primary operating fund of the County. It exists to account for a full range of countywide services traditionally associated with local government. These services include education, court system, public safety, parks and recreation, general administration, economic development, and any other activity for which a special fund has not been created.

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<i>Capital Improvement Funds:</i>	<i>Major Fund</i>	<i>\$40,461,000</i>
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Capital Improvement Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities. The County maintains several Capital Improvement Funds to ensure legal compliance and proper financial management.

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<i>Enterprise Funds:</i>	<i>\$31,904,210</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. (\$19,058,100 – 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. (\$6,974,830 – 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. (\$2,559,970 – Non-Major Fund)
- Airport Fund – The Airport Fund accounts for all operating activities necessary to provide air transportation needs to the Quad-State area. This includes, but is not limited to administration, operations and maintenance, financing, and related debt service. (\$2,076,840 – 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. (\$1,234,470 – Non-Major Fund)

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*Other Governmental Funds:*

\$21,470,280

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. (\$10,567,610 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 (\$10,902,670 Non-Major Fund). They are:

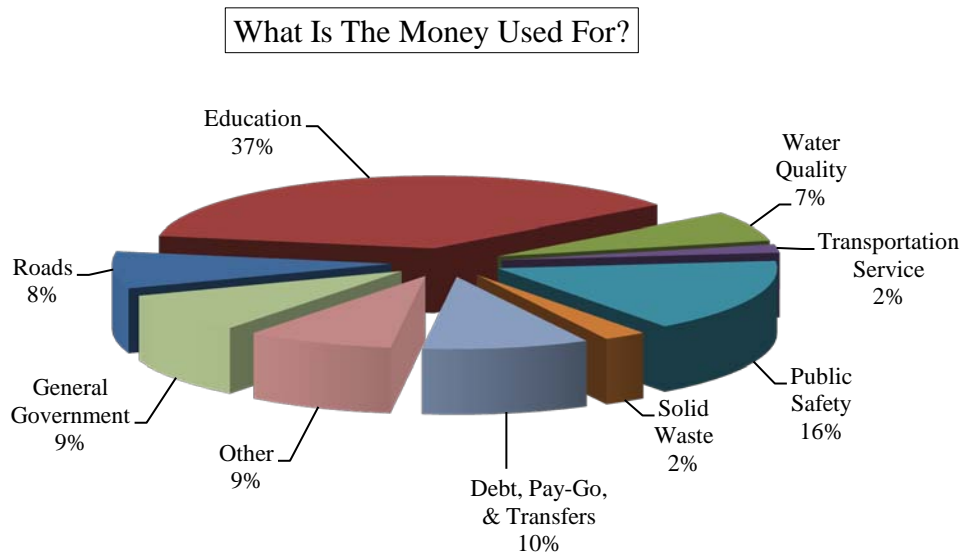
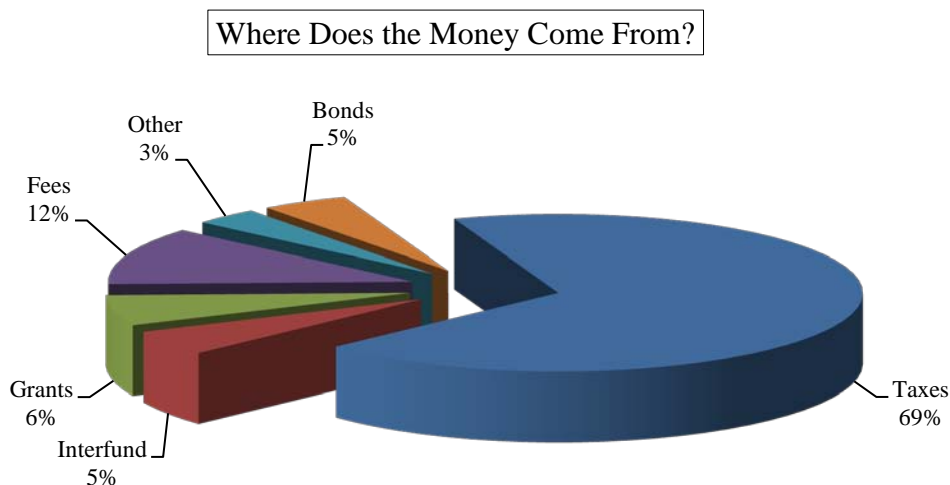
Agricultural Educational Center Fund	\$ 225,140
Community Grant Management Fund	\$ 435,210
Inmate Welfare Fund	\$ 429,130
Land Preservation Fund	\$ 3,925,510
Gaming Fund	\$ 2,137,880
Hotel Rental Tax Fund	\$ 2,100,000
Contraband Fund	\$ 8,930
HEPMPO Fund	\$ 543,820
Cascade Town Centre Fund	\$ 1,097,050
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 2018.



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 2018. 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, 2017. 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		
	2016	2017	2018
<b>Revenue (By Major Type):</b>			
Property Tax	122,024,387	120,495,940	123,602,410
Income Tax	75,208,180	77,500,000	82,000,000
Other Local Taxes	9,615,040	8,700,000	8,905,000
Highway User	1,015,242	1,775,000	1,836,900
Interest	471,314	375,300	425,300
Fees	30,315,557	32,569,950	37,269,540
Grants	21,237,143	21,362,530	19,929,270
Other	2,032,894	925,480	5,063,120
Bonds	23,447,207	16,025,000	14,586,000
<b>Subtotal</b>	285,366,964	279,729,200	293,617,540
Transfers	19,443,689	15,772,890	16,395,420
Reserves	0	5,056,450	5,527,590
<b>Total Revenue</b>	304,810,653	300,558,540	315,540,550
<b>Expenditures (By Function):</b>			
Education	114,098,882	115,880,410	116,856,740
Public Safety	43,761,518	48,375,260	52,016,380
State/Community Promotion	11,172,608	7,125,860	7,292,650
Court System	4,476,276	4,887,670	5,042,410
General Government	31,083,010	23,038,440	28,162,930
Parks and Recreation	2,906,607	2,889,530	3,022,650
Water Quality	23,555,983	25,123,400	21,076,100
Roads/Infrastructure	26,511,731	25,823,890	26,231,610
Land Preservation	2,873,263	3,052,650	3,925,510
Solid Waste	5,476,883	7,652,560	7,852,830
Transit System	3,170,350	3,158,580	5,910,970
Airport	4,736,451	3,403,090	6,331,840
Golf Course	1,334,496	1,219,200	1,285,470
<b>Subtotal</b>	275,158,058	271,630,540	285,008,090
Transfers	18,908,152	10,238,000	15,327,890
Debt Service	13,818,901	18,690,000	15,204,570
<b>Total Expenditures</b>	307,885,111	300,558,540	315,540,550
Excess (Deficiency) of Revenues over Expenditures	(201,195)	0	0
Other Sources (Uses)	2,905	0	0
GAAP Basis Adjustments	(5,026,883)	0	0
Beginning Fund Balance/Net Equity	298,610,981	293,385,808	294,135,808
Estimated Increase (Decrease)	0	750,000	250,000
Ending Fund Balance/Net Equity (forecast)	293,385,808	294,135,808	294,385,808

Combined Statement of Revenues, Expenditures, and Changes in Undesignated Fund Balance  
Fiscal Year 2018 Budgets – All Funds

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
<b>Revenue (By Major Type):</b>					
Property Tax	123,602,410				123,602,410
Income Tax	82,000,000				82,000,000
Other Local Taxes	6,805,000			2,100,000	8,905,000
Highway User				1,836,900	1,836,900
Interest	425,000			300	425,300
Fees	6,580,420	2,700,000	24,899,610	3,089,510	37,269,540
Grants	2,292,230	11,996,000	1,673,650	3,967,390	19,929,270
Other		4,558,000		505,120	5,063,120
Bonds		14,586,000			14,586,000
<b>Subtotal</b>	221,705,060	33,840,000	26,573,260	11,499,220	293,617,540
Transfers		5,637,000	1,545,340	9,213,080	16,395,420
Reserves		984,000	3,785,610	757,980	5,527,590
<b>Total Revenue</b>	221,705,060	40,461,000	31,904,210	21,470,280	315,540,550
<b>Expenditures (By Function):</b>					
Education	109,921,740	6,935,000			116,856,740
Public Safety	45,806,260	4,807,000		1,403,120	52,016,380
State/Community	6,327,590			965,060	7,292,650
Court System	5,042,410				5,042,410
General Government	21,224,950	2,329,000		4,608,980	28,162,930
Parks and Recreation	2,849,650	173,000			3,022,650
Water Quality		2,018,000	19,058,100		21,076,100
Roads/Infrastructure		15,664,000		10,567,610	26,231,610
Land Preservation				3,925,510	3,925,510
Solid Waste		878,000	6,974,830		7,852,830
Transit System		3,351,000	2,559,970		5,910,970
Airport		4,255,000	2,076,840		6,331,840
Golf Course		51,000	1,234,470		1,285,470
<b>Subtotal</b>	191,172,600	40,461,000	31,904,210	21,470,280	285,008,090
Transfers	15,327,890				15,327,890
Debt Service	15,204,570				15,204,570
<b>Total Expenditures</b>	221,705,060	40,461,000	31,904,210	21,470,280	315,540,550
Beginning Fund Balance/Net Equity	38,862,506	58,357,887	195,600,927	1,314,488	294,135,808
Estimated Increase (Decrease)	250,000	0	0	0	250,000
Ending Fund Balance/Net Equity (forecast)	39,112,506	58,357,887	195,600,927	1,314,488	294,385,808

Combined Statement of Revenues, Expenditures, and Changes in Undesignated Fund Balance  
Fiscal Year 2017 Budgets – All Funds

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
<b>Revenue (By Major Type):</b>					
Property Tax	120,495,940				120,495,940
Income Tax	77,500,000				77,500,000
Other Local Taxes	6,600,000			2,100,000	8,700,000
Highway User				1,775,000	1,775,000
Interest	375,000			300	375,300
Fees	4,271,980	2,051,000	23,641,600	2,605,370	32,569,950
Grants	2,514,730	14,159,000	1,633,940	3,054,860	21,362,530
Other		500,000		425,480	925,480
Bonds		16,025,000			16,025,000
<b>Subtotal</b>	211,757,650	32,735,000	25,275,540	9,961,010	279,729,200
Transfers		5,106,000	1,470,090	9,196,800	15,772,890
Reserves		1,192,000	3,440,200	424,250	5,056,450
<b>Total Revenue</b>	211,757,650	39,033,000	30,185,830	19,582,060	300,558,540
<b>Expenditures (By Function):</b>					
Education	107,452,410	8,428,000			115,880,410
Public Safety	44,663,270	2,358,000		1,353,990	48,375,260
State/Non-profit	6,143,400			982,460	7,125,860
Court System	4,887,670				4,887,670
General Government	16,973,370	2,238,000		3,827,070	23,038,440
Parks and Recreation	2,709,530	180,000			2,889,530
Water Quality		6,960,000	18,163,400		25,123,400
Roads/Infrastructure		15,458,000		10,365,890	25,823,890
Land Preservation				3,052,650	3,052,650
Solid Waste		1,255,000	6,397,560		7,652,560
Transit System		693,000	2,465,580		3,158,580
Airport		1,463,000	1,940,090		3,403,090
Golf Course		0	1,219,200		1,219,200
<b>Subtotal</b>	182,829,650	39,033,000	30,185,830	19,582,060	271,630,540
Transfers	10,238,000				10,238,000
Debt Service	18,690,000				18,690,000
<b>Total Expenditures</b>	211,757,650	39,033,000	30,185,830	19,582,060	300,558,540
Beginning Fund Balance/Net Equity	38,612,506	58,357,887	195,100,927	1,314,488	293,385,808
Estimated Increase (Decrease)	250,000	0	500,000	0	750,000
Ending Fund Balance/Net Equity (forecast)	38,862,506	58,357,887	195,600,927	1,314,488	294,135,808

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

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
<b>Revenue (By Major Type):</b>					
Property Tax	122,024,387				122,024,387
Income Tax	75,208,180				75,208,180
Other Local Taxes	7,359,367			2,255,673	9,615,040
Highway User				1,015,242	1,015,242
Interest	471,159			155	471,314
Fees	3,365,125	3,534,781	20,890,608	2,525,043	30,315,557
Grants	6,380,339	8,772,996	1,612,742	4,471,066	21,237,143
Other	736,476	441,721		854,697	2,032,894
Bonds		23,447,207			23,447,207
<b>Subtotal</b>	215,545,033	36,196,705	22,503,350	11,121,876	285,366,964
Transfers		7,554,080	1,476,665	10,412,944	19,443,689
<b>Total Revenue</b>	215,545,033	43,750,785	23,980,015	21,534,820	304,810,653
<b>Expenditures (By Function):</b>					
Education	107,100,541	6,998,341			114,098,882
Public Safety	41,135,978	1,174,908		1,450,632	43,761,518
State/Community Promotion	6,000,389			5,172,219	11,172,608
Court System	4,476,276				4,476,276
General Government	21,475,163	6,050,137		684,447	28,209,747
Parks, Recreation, and Facilities	2,598,471	82,098		226,038	2,906,607
Water Quality		11,263,722	12,292,261		23,555,983
Roads/Infrastructure		16,440,597		10,071,134	26,511,731
Land Preservation				2,873,263	2,873,263
Solid Waste		632,980	4,843,903		5,476,883
Transit System		481,200	2,689,150		3,170,350
Airport		2,770,571	1,965,880		4,736,451
Golf Course		228,729	1,105,767		1,334,496
<b>Subtotal</b>	182,786,818	46,123,283	22,896,961	20,477,733	272,284,795
Transfers	18,608,152			300,000	18,908,152
Debt Service	13,818,901				13,818,901
<b>Total Expenditures</b>	215,213,871	46,123,283	22,896,961	20,777,733	305,011,848
Excess(Deficiency) of Revenues over Expenditures	331,162	(2,372,498)	1,083,054	757,087	(201,195)
Other Sources (Uses)	2,905				2,905
Increase (Decrease) in Fund Balance	334,067	(2,372,498)	1,083,054	(2,116,176)	(198,290)
GAAP Basis Adjustments		(1,791,617)	(3,235,266)		(5,026,883)
Beginning Fund Balance/Net Equity	38,278,439	62,522,002	197,253,139	557,401	298,610,981
Ending Fund Balance/Net Equity	38,612,506	58,357,887	195,100,927	1,314,488	293,385,808

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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.

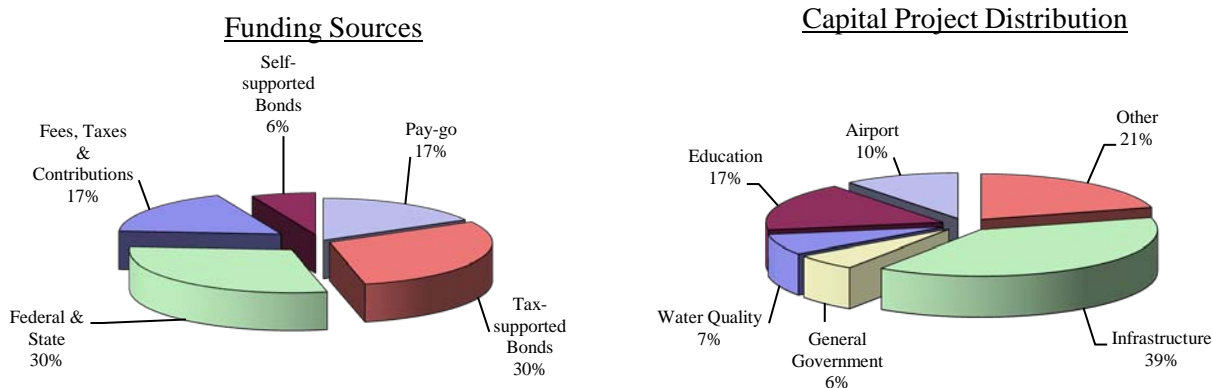
### *Capital Improvement Plan Funding Sources*

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 2017 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 2017 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.

## *FY18 Capital Improvement Budget Overview*

A graphic illustration of planned capital project distribution and funding sources for fiscal year 2018 is shown below. The fiscal year 2018 Capital Improvement Budget is funded mainly from: tax-supported and self-supported bonds, pay-go funds, Federal and State funds, and developer based fees.



## *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 2018 is approximately \$21.9 million.

The ten-year operating budget impact for major projects approved in the fiscal year 2018 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 effect 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
2013	883	1,549	1.08%	1.52%	7.08%	8.48%	.25%	.33%
2014	908	1,536	1.14%	1.68%	6.97%	8.41%	.23%	.33%
2015	917	1,496	1.17%	1.68%	7.04%	8.96%	.24%	.34%
2016	933	1,661	1.16%	1.68%	6.36%	8.06%	.22%	.32%
2017 estimated	1,040	1,661	1.29%	1.68%	6.86%	8.06%	.24%	.32%
Policy		1,500		1.50%		8.00%		0.50%

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
2018	1,078	1,661	1.31%	1.68%	7.04%	8.06%	.24%	.32%
2019	1,108	1,661	1.33%	1.68%	6.76%	8.06%	.23%	.32%
2020	1,142	1,661	1.34%	1.68%	7.24%	8.06%	.25%	.32%
2021	1,167	1,661	1.35%	1.68%	7.45%	8.06%	.26%	.32%
2022	1,188	1,661	1.35%	1.68%	7.29%	8.06%	.25%	.32%
2023	1,209	1,661	1.35%	1.68%	7.45%	8.06%	.26%	.32%
2024	1,227	1,661	1.34%	1.68%	7.65%	8.06%	.26%	.32%
2025	1,239	1,661	1.33%	1.68%	7.79%	8.06%	.27%	.32%
Policy		1,500		1.50%		8.00%		0.50%

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
2026	1,247	1,661	1.31%	1.68%	7.76%	8.06%	.27%	.32%
2027	1,253	1,661	1.30%	1.68%	7.75%	8.06%	.27%	.32%
2028	1,257	1,661	1.28%	1.68%	7.92%	8.06%	.28%	.32%
2029	1,256	1,661	1.25%	1.68%	7.34%	8.06%	.26%	.32%
2030	1,262	1,661	1.24%	1.68%	7.31%	8.06%	.26%	.32%
2031	1,267	1,661	1.22%	1.68%	7.56%	8.06%	.27%	.32%
2032	1,264	1,661	1.19%	1.68%	7.52%	8.06%	.26%	.32%
2033	1,260	1,661	1.17%	1.68%	7.49%	8.06%	.26%	.32%
2034	1,253	1,661	1.14%	1.68%	7.44%	8.06%	.26%	.32%
2035	1,244	1,661	1.11%	1.68%	7.40%	8.06%	.26%	.32%
2036	1,232	1,661	1.08%	1.68%	7.29%	8.06%	.26%	.32%
2037	1,220	1,661	1.05%	1.68%	7.23%	8.06%	.26%	.32%
Policy		1,500		1.50%		8.00%		0.50%

### 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.

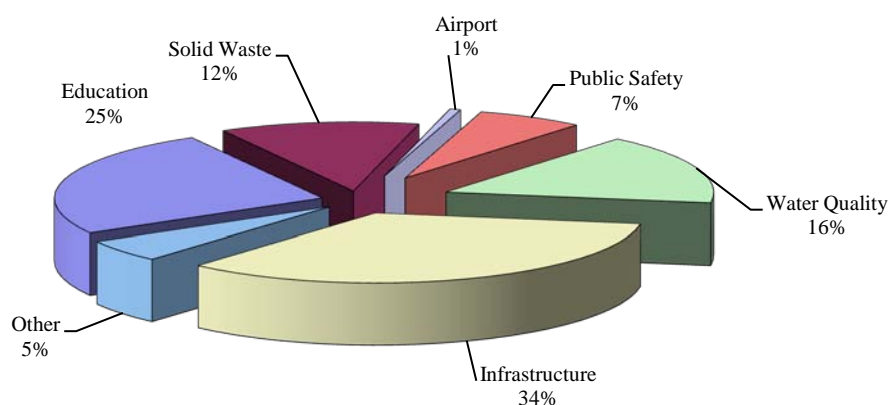
The estimated maximum debt capacity is not intended to be an absolute limit or a recommendation on the amount of debt that can be incurred. It should be used as a guide for better long-term financial planning and improving capital budgeting. Debt capacity estimates can assist long-term capital planning 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.

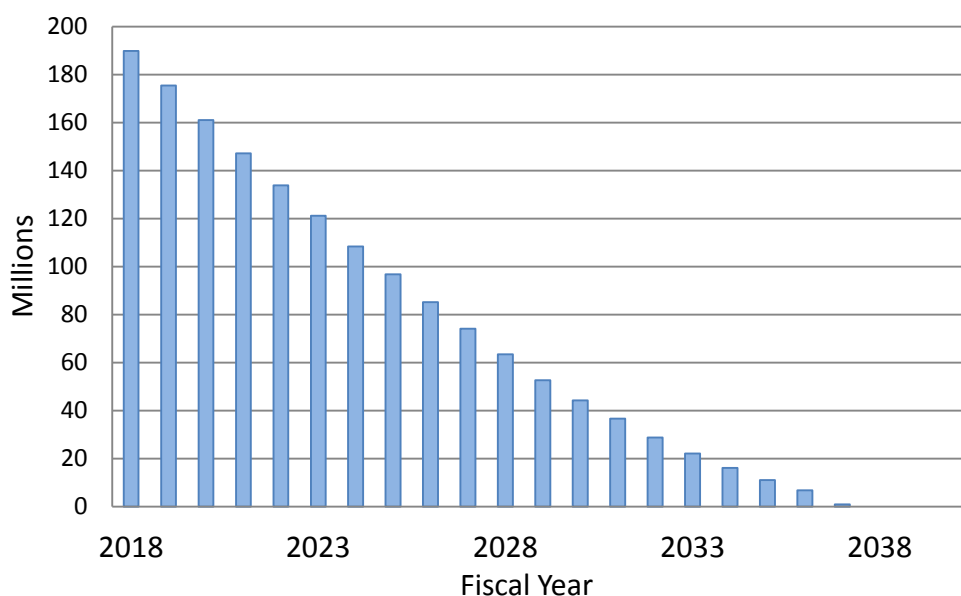
The following graph illustrates the percentage of total debt outstanding at June 30, 2017, by project category:

Percentage of Debt Outstanding by Project Category



The following graph illustrates the current outstanding debt at June 30, 2017.

Outstanding Debt



The table below shows the current outstanding balance at June 30, 2017, and the estimated impact of debt service on the Operating Budget for FY 2018.

**Current Debt Balance and FY 2018 Principal and Interest Costs**

Description	FY 2017 Balance	FY 2018 Principal	FY 2018 Interest	Total Debt Service
<b>General Fund:</b>				
2007 Public Improvement Bonds	\$ 631,332	\$ 631,333	\$ 13,416	\$ 644,749
2008 Public Improvement Bonds	868,895	868,896	34,756	903,652
2009 Public Improvement & Refunding Bonds	1,472,577	951,621	53,754	1,005,375
2010 Ser A Public Improvement Bonds	2,167,127	519,473	55,598	575,071
2010 Ser B Build America Bonds	6,957,113	0	235,309	235,309
2010 Refunding Bonds	5,445,148	1,197,979	158,156	1,356,135
2011 Public Improvement Bonds	8,813,240	459,788	334,570	794,358
2012 Public Improvement Bonds	10,240,732	495,903	297,160	793,063
2012 Refunding Bonds	3,990,790	700,300	159,720	860,020
2013 Public Improvement Bonds	10,625,000	485,000	338,125	823,125
2013 Refunding Bonds	11,332,360	1,128,528	382,368	1,510,896
2014 Public Improvement Bonds	13,050,000	505,000	502,013	1,007,013
2015 Public Improvement Bonds	11,600,259	415,265	417,303	832,568
2015 Refunding Bonds	19,430,329	781,737	764,836	1,546,573
2016 Public Improvement Bonds	12,000,000	412,891	411,023	823,914
2016 Refunding Bonds	6,396,940	0	215,829	215,829
2017 Public Improvement Bonds	12,000,000	0	266,004	266,004
MD Water Quality Solid Waste Refinancing	1,554,118	217,489	15,541	233,030
MD Water Quality Resh Capping Ph 1	2,748,579	262,715	27,486	290,201
Total General Fund Existing Debt	\$ 141,324,539	\$ 10,033,918	\$ 4,682,967	\$ 14,716,885
2018 Planned Debt:	12,000,000			
2018 Public Improvement Bonds				
Total General Fund Debt	\$153,324,539	\$ 10,033,918	\$ 4,682,967	\$ 14,716,885
<b>Solid Waste:</b>				
2007 Public Improvement Bonds	128,668	128,667	2,734	131,401
2009 Public Improvement Bonds	369,997	294,989	12,410	307,399
2010 Ser A Public Improvement Bonds	857,832	205,627	22,008	227,635
2010 Ser B Build America Bonds	2,753,894	0	93,144	93,144
2010 Refunding Bonds	1,559,852	372,021	45,144	417,165
2011 Public Improvement Bonds	2,591,760	135,212	98,389	233,601
2012 Refunding Bonds	21,220	5,030	850	5,880
2013 Refunding Bonds	157,640	16,472	5,433	21,905
2015 Refunding Bonds	1,623,141	23,263	65,396	88,659
2016 Public Improvement Bonds	103,000	3,544	3,528	7,072
2016 Refunding Bonds	921,050	0	31,076	31,076
2017 Public Improvement Bonds	1,142,000	0	25,315	25,315
MD Water Quality 40 West Cell 3	1,086,581	136,878	11,952	148,830

Current Debt Balance and FY 2018 Principal and Interest Costs

Description	FY 2017 Balance	FY 2018 Principal	FY 2018 Interest	Total Debt Service
MD Water Quality Solid Waste Refinancing	4,269,643	597,511	42,696	640,207
Total Solid Waste Existing Debt	\$ 17,586,278	\$ 1,919,214	\$ 460,075	\$ 2,379,289
2018 Planned Debt:				
2018 Public Improvement Bonds	852,000			
Total Solid Waste Debt	\$ 18,438,278	\$ 1,919,214	\$ 460,075	\$ 2,379,289

**Airport:**

2012 Refunding Bonds	657,990	94,670	26,280	120,950
Total Airport Existing Debt	\$ 657,990	\$ 94,670	\$ 26,280	\$ 120,950

**Water Quality:**

1996 Series A Project & Refunding Bonds	1,803,082	636,593	1,613,408	2,250,001
2008 Public Improvement Bonds	66,105	66,105	2,645	68,750
2009 Public Improvement & Refunding Bonds	342,426	168,391	13,537	181,928
2010 Ser A Public Improvement Bonds	375,041	89,900	9,622	99,522
2010 Ser B Build America Bonds	1,203,993	0	40,722	40,722
2012 Public Improvement Bonds	4,834,268	234,097	140,278	374,375
2015 Public Improvement Bonds	3,344,741	119,735	120,322	240,057
2015 Refunding Bonds	821,530	0	33,268	33,268
2016 Public Improvement Bonds	8,532,000	293,565	292,237	585,802
2016 Refunding Bonds	2,137,010	0	72,101	72,101
2017 Public Improvement Bonds	2,883,000	0	14,143	14,143
MD Water Quality Series BNR	816,199	198,920	13,875	212,795
MD Water Quality Pretreat. Refinancing 2004	2,636,063	425,000	10,544	435,544
MD Water Quality Halfway I & I	293,920	28,093	2,939	31,032
MD Water Quality Winebrenner	2,434,781	119,165	19,478	138,643
Total Water Quality Existing Debt	\$ 32,524,159	\$ 2,379,564	\$ 2,399,119	\$ 4,778,683
2018 Planned Debt:				
2018 Public Improvement Bonds	1,734,000			
Total Water Quality Debt	\$ 34,258,159	\$ 2,379,564	\$ 2,399,119	\$ 4,778,683
Total Existing and 2018 Planned Debt	\$ 206,678,966	\$ 14,427,366	\$ 7,568,441	\$ 21,995,807

Bonded Limit Summary as of June 30, 2017

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, 2017, the unused authorization available for issuance of general obligation bonds was \$24,592,722.

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, 2017	
Assessed Value of Property in Washington County	\$ 12,724,233
Debt Limit: % of Assessed Value	10%
Water Quality Borrowing Limitation	1,272,423,300
Water Quality Debt	30,279,159
Debt Margin	1,242,144,141
Ratio of Water Quality Debt to Assessed Value	.25%

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

Description	Fiscal Year		
	2016 Actual	2017 Budget	2018 Budget

Revenue (By Major Type):

Fees	\$ 3,534,781	\$ 2,051,000	\$ 2,700,000
Grants	8,772,996	14,159,000	11,996,000
Other	441,721	500,000	4,558,000
Bonds	23,447,207	16,025,000	14,586,000
Subtotal	36,196,706	32,735,000	33,840,000
Transfers	7,554,080	5,106,000	5,637,000
Capital Reserves	0	1,192,000	984,000
Total Revenue	43,750,786	39,033,000	40,461,000

Expenditures (By Function):

Education	6,998,341	8,428,000	6,935,000
Public Safety	1,174,908	2,358,000	4,807,000
General Government	6,050,137	2,238,000	2,329,000
Parks and Recreation	82,098	180,000	173,000
Water Quality	11,263,722	6,960,000	2,018,000
Roads/Infrastructure	16,440,597	15,458,000	15,664,000
Solid Waste	632,980	1,255,000	878,000
Transit System	481,200	693,000	3,351,000
Airport	2,770,571	1,463,000	4,255,000
Golf Course	228,729	0	51,000
Total Expenditures	46,123,282	39,033,000	40,461,000

Net Difference	(2,372,496)	0	0
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Project Detail of Major Projects – Fiscal Year 2018

Project Name	Project Description	Project Budget	Operating Impact
Pavement Maintenance and Rehab 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.	\$ 4,080,000	\$ -
Urban Education Campus-BOE Component	This represents the Board's component of the intergovernmental partnership that supports the revitalization of the urban core of Hagerstown.	4,000,000	-
Police, Fire and Emerg Svcs 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. With the potential to utilize previously owned County property, the facility would allow for local law enforcement and Fire/EMS programs to migrate from the HCC facilities and have a designated public safety campus. The project would be constructed over several phases ranging from the main building to other necessary training structures.	3,328,000	207,000
Fixed Route Bus Replacement Program	This project provides for the replacement of fixed route buses.	2,994,000	-
Colonel Henry K. Douglas Drive Extended Phase I	The project involves the extension of Colonel Henry K. Douglas Drive from Sharpsburg Pike (Maryland Route 65) to the north side of the Cross Creek development (ADC Map 21, D-12). The roadway is approximately one-quarter mile long and will include construction of a four lane closed section roadway.	2,200,000	1,000
Land Acquisition - Airport	This project is for land acquisition to promote future economic development of the Airport.	2,040,000	-
Professional Boulevard Extended - Phase II	The project involves the extension of Professional Court from a point 200 feet east of the proposed Antietam Creek Bridge (Project 1072) to Yale Drive Extended (Project 1093). The roadway length is approximately 2,700 feet. The project includes construction of a four lane closed section divided roadway that will connect into the roundabout intersection at Yale Drive.	1,200,000	3,000

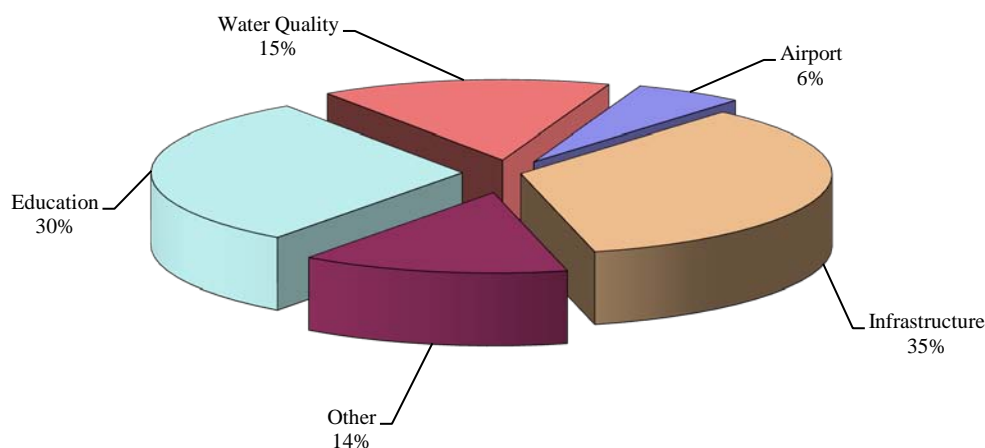
Project Name	Project Description	Project Budget	Operating Impact
SMART/Alternative Energy House/Training Center	This project will create a Smart House/Energy Efficiency Training Center that will provide learning opportunities by serving as a laboratory/job training facility for students in HCC's Alternative Energy Technology (AET) and Digital Instrumentation/Process Controls programs.	\$ 1,150,000	\$ 68,000
Learning Resource Center Renovation	Much of the library book stack space currently located in this building will be re-purposed to accommodate Middle College students (fulltime dual enrolled high school students who will receive a high school diploma as well as AA degree at the completion of 2 years) so that they have a home base and so that they can be more closely monitored due to their age. As the Middle College continues to expand, this dedicated space is needed to support these younger fulltime day students.	1,085,000	-
HWY Equip and Vehicle Replacement Program	This project will replace vehicles and heavy/specialized equipment for maintenance and construction activity.	1,020,000	-
Halfway Boulevard Extended Phase I	The project involves the construction of a new four lane open section roadway connecting Halfway Boulevard Extended to MD Route 63. Intersection improvements at Halfway Boulevard extended and MD Route 63 include providing a traffic signal.	900,000	2,000
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	-
City County Gas Mitigation	In 2015, a gas study was done to determine if there is, and the extent, of gas migration at the City/County Landfill. The study showed there is gas migration and recommends a gas mitigation system be constructed.	852,000	-
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) and construction of new curb along existing Crayton Boulevard. The project length is approximately 2,000 LF.	800,000	1,000
Airport Environmental Assessment	An Environmental Assessment (EA) will be performed on land that is in the Runway 2/20 Runway Visibility Zone (RVZ) and Taxiway Object Free Area (TOFA).	765,000	-

Project Name	Project Description	Project Budget	Operating Impact
Professional Boulevard Bridge - Phase I	The project involves the extension of Professional Court over Antietam Creek to a point 200' east of the proposed bridge. This project will connect to the proposed Professional Boulevard Extended Phase II roadway that connects to Yale Drive Extended. The project length is approximately 1,000 LF (including bridge). The project includes construction of a four lane closed section roadway and the construction of a four lane bridge over Antietam Creek.	\$ 759,000	\$ 1,000
Crystal Falls Drive Bridge W3051	This project is located just outside Smithsburg town limits on Crystal Falls Drive (ADC Map 23, F-4). The project will replace a two span concrete bridge with a two cell concrete box culvert and include traffic barrier approach road improvements.	740,000	-
Sharpsburg Elementary School- Replacement	The project involves construction of 63,818 SF replacement building to support 471 students.	645,000	5,000
Law Enforcement - Vehicle and Equipment Replacement Program	This project is for the replacement of public safety fleet inventory.	616,000	-
Passenger Terminal Hold Room Expansion	The project involves an Airport Passenger Terminal Hold Room expansion to increase passenger capacity.	612,000	2,000

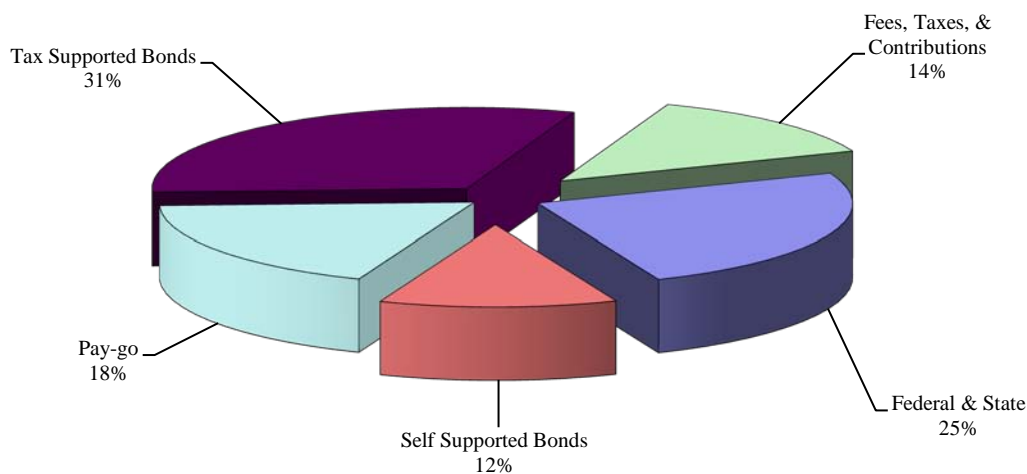
## *Ten Year Capital Improvement Plan Summary*

The following graphs illustrate the projects by category and the funding sources that are currently scheduled for FY2018 thru FY2027. 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 \$384,215,000.

Project Categories for FY2018 thru FY2027



Funding Sources for FY2018 thru FY2027



**Capital Improvement Ten Year Summary**  
**Fiscal Year 2018 – 2027**

Project	Total	Prior Appr.	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024- 2027
<b>Project Costs</b>									
Airport	24,482,059	2,655,059	4,255,000	1,332,000	870,000	1,391,000	1,527,000	1,549,000	10,903,000
Bridges	20,706,902	4,796,902	1,206,000	1,143,000	2,533,000	1,902,000	1,644,000	2,815,000	4,667,000
Drainage	15,696,900	2,527,900	1,730,000	1,910,000	1,334,000	1,012,000	1,260,000	990,000	4,933,000
Education	118,342,300	1,643,300	6,935,000	12,978,000	11,086,000	10,240,000	13,901,000	12,421,000	49,138,000
General Government	16,280,207	3,389,207	2,329,000	1,590,000	1,041,000	1,084,000	1,086,000	1,133,000	4,628,000
Parks & Recreation	1,173,966	163,966	224,000	167,000	127,000	54,000	55,000	56,000	327,000
Public Safety	33,572,605	3,114,605	4,807,000	3,475,000	2,632,000	2,576,000	2,741,000	2,731,000	11,496,000
Railroad Crossings	1,972,837	390,837	0	279,000	0	0	295,000	300,000	708,000
Road Improvement	138,225,372	34,574,372	12,728,000	10,481,000	11,234,000	7,559,000	9,383,000	9,507,000	42,759,000
Solid Waste	12,705,000	976,000	878,000	203,000	1,193,000	3,078,000	911,000	2,020,000	3,446,000
Transit	9,468,915	428,915	3,351,000	364,000	1,408,000	475,000	1,102,000	493,000	1,847,000
Water Quality	51,513,811	5,264,811	2,018,000	2,248,000	9,455,000	9,798,000	3,764,000	4,541,000	14,425,000
<b>TOTAL</b>	<b>444,140,874</b>	<b>59,925,874</b>	<b>40,461,000</b>	<b>36,170,000</b>	<b>42,913,000</b>	<b>39,169,000</b>	<b>37,669,000</b>	<b>38,556,000</b>	<b>149,277,000</b>
<b>Funding Sources</b>									
General Fund	73,568,679	16,254,679	5,000,000	5,500,000	5,500,000	4,849,000	5,500,000	5,483,000	25,482,000
Highway Fund	5,169,000	225,000	466,000	542,000	593,000	593,000	425,000	450,000	1,875,000
Hotel Rental Fund	533,000	533,000	0	0	0	0	0	0	0
Solid Waste Fund	453,000	113,000	26,000	26,000	27,000	27,000	28,000	28,000	178,000
Utility Admin Fund	325,234	325,234	0	0	0	0	0	0	0
Water Fund	161,095	161,095	0	0	0	0	0	0	0
Sewer Fund	2,766,157	2,766,157	0	0	0	0	0	0	0
Airport Fund	813,000	244,000	145,000	86,000	40,000	41,000	42,000	37,000	178,000
Tax Supported Bond	134,036,100	14,036,100	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	48,000,000
Self Supported Bond	49,232,325	2,414,325	2,586,000	2,102,000	9,201,000	12,482,000	4,344,000	2,880,000	13,223,000
Loan	204,000	0	204,000	0	0	0	0	0	0
Transfer Tax	21,551,000	1,451,000	2,100,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
Excise Tax - Schools	3,850,000	0	385,000	385,000	385,000	385,000	385,000	385,000	1,540,000
Excise Tax - Roads	1,530,320	270,320	126,000	126,000	126,000	126,000	126,000	126,000	504,000
Excise Tax - Other	319,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	116,000
Excise Tax - Library	149,200	50,200	10,000	10,000	10,000	10,000	10,000	10,000	39,000
Excise Tax - Non-Residential	550,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	200,000
Capital Reserve - General	12,952,631	8,814,631	700,000	0	0	0	0	566,000	2,872,000
Capital Reserve - Utility	1,616,000	47,000	120,000	127,000	119,000	146,000	148,000	150,000	759,000
Capital Reserve - Sewer	1,705,000	373,000	114,000	121,000	121,000	121,000	123,000	125,000	607,000
Capital Reserve - Water	396,000	0	50,000	50,000	50,000	50,000	32,000	32,000	132,000
Federal Grant	42,939,818	8,758,818	8,309,000	2,854,000	3,075,000	2,273,000	2,987,000	3,753,000	10,930,000
State Grant	63,403,315	2,414,315	3,687,000	9,912,000	9,587,000	2,819,000	5,568,000	5,105,000	24,311,000
Contributions	25,917,000	595,000	4,354,000	250,000	0	1,168,000	3,872,000	5,347,000	10,331,000
<b>TOTAL</b>	<b>444,140,874</b>	<b>59,925,874</b>	<b>40,461,000</b>	<b>36,170,000</b>	<b>42,913,000</b>	<b>39,169,000</b>	<b>37,669,000</b>	<b>38,556,000</b>	<b>149,277,000</b>

Project Detail of Major Projects – Fiscal Years 2018-2027

Project Name	Project Description	Ten Year Project Budget
Pavement Maintenance and Rehab 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.	\$ 49,093,000
Springfield Middle School Modernization	The project consists of a 133,955 sq ft renovation needed for aging middle school designed for 860 students.	33,020,000
Western Heights Middle School Modernization	The project consists of a 133,955 sq ft renovation needed for aging middle school designed for 860 students.	31,283,000
Sharpsburg Elementary School- Replacement	The project involves construction of 63,818 SF replacement building to support 471 students.	23,874,000
Smithsburg WwTP - ENR Upgrades	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.	11,199,000
HWY Equip and Vehicle Replacement Program	This project will replace vehicles and heavy/specialized equipment for maintenance and construction activity.	11,100,000
County Rescue Fleet Replacement	The program will purchase (3) engine/tankers and (3) ambulances that will be utilized as a county-wide apparatus reserve fleet. The Reserve Apparatus Vehicle Program will allow the volunteer departments to utilize the apparatus during times when their primary apparatus is not available due to scheduled maintenance or various mechanical issues.	10,080,000

**Capital Improvement Ten Year Detail  
Fiscal Year 2018 - 2027**

Project	Projected Costs			Prior Appr.	Budget Yr		Ten Year Capital Program					Future
	*FTE	Operating	Total		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023		
Project Costs												
Airport												
Capital Equipment - Airport	0.0	0	4,844,059	959,059	357,000	364,000	371,000	378,000	385,000	392,000	1,638,000	
Proposed Taxiway S	0.0	0	1,180,000	0	0	0	0	0	0	0	1,180,000	
Land Acquisition - Airport	0.0	0	6,414,000	816,000	2,040,000	0	0	0	0	0	3,558,000	
T-Hangar 1, 2 and 3 Replacement	0.0	0	368,000	41,000	31,000	31,000	32,000	32,000	33,000	28,000	140,000	
Taxiway T Construction	0.0	0	915,000	0	0	0	159,000	756,000	0	0	0	
Runway 9/27 Rehabilitation	0.0	0	2,436,000	0	0	0	0	216,000	1,100,000	1,120,000	0	
Taxiway F and H Rehabilitation	0.0	0	2,429,000	0	0	0	0	0	0	0	2,429,000	
Air Traffic Control Tower Replacement	0.0	0	256,000	187,000	32,000	0	37,000	0	0	0	0	
Passenger Terminal Hold Room Expansion	0.0	2,000	1,959,000	202,000	612,000	882,000	263,000	0	0	0	0	
Airport Security System Enhancements	0.0	0	491,000	331,000	160,000	0	0	0	0	0	0	
Airport Roof Replacement Project	0.0	0	231,000	49,000	54,000	55,000	8,000	9,000	9,000	9,000	38,000	
Airport Environmental Assessment	0.0	0	835,000	70,000	765,000	0	0	0	0	0	0	
Taxiway G Rehabilitation	0.0	0	1,920,000	0	0	0	0	0	0	0	1,920,000	
Hangar 17 Addition	0.0	0	204,000	0	204,000	0	0	0	0	0	0	
Airport Total	0.0	2,000	24,482,059	2,655,059	4,255,000	1,332,000	870,000	1,391,000	1,527,000	1,549,000	10,903,000	
Bridges												
Bridge Inspection & Inventory	0.0	0	630,525	219,525	29,000	0	165,000	0	22,000	0	195,000	
Garis Shop Road Bridge W4021	0.0	0	1,805,800	1,555,800	0	250,000	0	0	0	0	0	
Old Roxbury Road Bridge W5372	0.0	0	3,144,077	1,946,077	122,000	546,000	530,000	0	0	0	0	
Crystal Falls Drive Bridge W3051	0.0	0	1,594,500	854,500	740,000	0	0	0	0	0	0	
Rinehart Road Culvert 14/03	0.0	0	332,000	0	0	31,000	301,000	0	0	0	0	
Kretsinger Road Culvert 14/01	0.0	0	316,000	0	0	31,000	285,000	0	0	0	0	
Frog Eye Road Culvert 11/06	0.0	0	602,000	0	0	0	0	0	0	0	602,000	
Keefer Road Bridge 15/20	0.0	0	199,000	0	0	85,000	114,000	0	0	0	0	
Burnside Bridge Road Culvert 01/03	0.0	0	329,000	0	0	0	0	0	114,000	215,000	0	
Greenspring Furnace Road Culvert 15/15	0.0	0	398,000	0	0	0	67,000	331,000	0	0	0	
Harpers Ferry Road Culvert 11/02	0.0	0	541,000	0	0	0	0	33,000	508,000	0	0	
Back Road Culvert 11/03	0.0	0	295,000	0	0	0	32,000	263,000	0	0	0	
Long Hollow Road Culvert 05/07	0.0	0	316,000	0	0	0	0	0	0	0	316,000	
Hoffman's Inn Road Culvert 05/06	0.0	0	313,000	0	0	0	0	0	0	0	313,000	
Henline Road Culvert 05/05	0.0	0	465,000	0	0	0	0	0	0	0	465,000	
Bridge Scour Repairs	0.0	0	528,000	221,000	75,000	0	0	0	0	0	232,000	
Bowie Road Culvert	0.0	0	305,000	0	0	0	0	0	0	0	305,000	
Rensburg Road Culvert	0.0	0	287,000	0	0	0	0	0	0	0	287,000	
Lanes Road Culvert 15/12	0.0	0	317,000	0	0	0	32,000	285,000	0	0	0	
Greenbrier Road Culvert 16/14	0.0	0	65,000	0	0	0	0	0	0	0	65,000	

\*FTE – Full Time Equivalent

\*\*Separate Entities

**Capital Improvement Ten Year Detail  
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Project	Projected Costs			Prior Appr.	Budget Yr		Ten Year Capital Program					Future
	*FTE	Operating	Total		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023		
Project Costs												
Taylors Landing Road Bridge W7101	0.0	0	1,179,000	0	0	0	0	0	0	0	1,179,000	
Mooreville Road Culvert 15/21	0.0	0	355,000	0	0	0	0	0	0	0	355,000	
Willow Road Culvert 05/10	0.0	0	323,000	0	0	0	0	0	0	0	323,000	
Ashton Road Culvert 04/06	0.0	0	30,000	0	0	0	0	0	0	0	30,000	
Halfway Boulevard Bridges W0912	0.0	0	2,112,000	0	115,000	0	1,007,000	990,000	0	0	0	
Airport Bridge Lighting	0.0	0	125,000	0	125,000	0	0	0	0	0	0	
Slabtown Road Bridge	0.0	0	3,800,000	0	0	200,000	0	0	1,000,000	2,600,000	0	
Bridges Total	0.0	0	20,706,902	4,796,902	1,206,000	1,143,000	2,533,000	1,902,000	1,644,000	2,815,000	4,667,000	
Drainage												
Stream Restoration at Various Locations	0.0	0	2,178,000	229,000	418,000	35,000	42,000	426,000	0	45,000	983,000	
Stormwater Retrofits	0.0	0	11,415,900	2,042,900	860,000	878,000	894,000	586,000	1,260,000	945,000	3,950,000	
Shank Road Drainage	0.0	0	153,000	0	0	153,000	0	0	0	0	0	
Hoffmaster and Harpers Ferry Road Drainage	0.0	0	870,000	0	428,000	442,000	0	0	0	0	0	
Harpers Ferry Road Drainage, 3600 Block	0.0	0	376,000	0	0	62,000	314,000	0	0	0	0	
Brookfield Avenue Drainage	0.0	0	109,000	0	0	109,000	0	0	0	0	0	
Broadfording Church Road Culvert	0.0	0	231,000	0	0	231,000	0	0	0	0	0	
Bottom Road Drainage	0.0	0	280,000	256,000	24,000	0	0	0	0	0	0	
Chestnut Grove Road Drainage	0.0	0	84,000	0	0	0	84,000	0	0	0	0	
Drainage Total	0.0	0	15,696,900	2,527,900	1,730,000	1,910,000	1,334,000	1,012,000	1,260,000	990,000	4,933,000	
Board of Education												
Sharpsburg Elementary School-Replacement	0.0	5,000	23,874,000	0	645,000	8,209,000	10,124,000	4,896,000	0	0	0	
Western Heights Middle School Modernization	0.0	5,000	31,283,000	0	0	0	0	1,168,000	9,708,000	10,997,000	9,410,000	
Springfield Middle School Modernization	0.0	0	33,020,000	0	0	0	0	0	0	0	33,020,000	
Urban Education Campus-BOE Component	0.0	0	7,000,000	0	4,000,000	3,000,000	0	0	0	0	0	
Board of Education Total	0.0	10,000	95,177,000	0	4,645,000	11,209,000	10,124,000	6,064,000	9,708,000	10,997,000	42,430,000	
Hagerstown Community College												
Learning Resource Center Renovation	0.0	0	3,221,000	1,190,000	1,085,000	946,000	0	0	0	0	0	
Teacher Education Center and Roof Replacement	1.0	25,000	1,583,000	0	0	0	0	0	0	0	1,583,000	
Student Center Parking Lot	0.0	0	697,000	0	35,000	0	662,000	0	0	0	0	
SMART/Alternative Energy House/Training Center	1.0	68,000	2,103,000	150,000	1,150,000	803,000	0	0	0	0	0	
Business Incubator/Technical Innovation Center (TIC) Upgrade	0.0	0	4,250,000	0	0	0	280,000	3,970,000	0	0	0	
Commercial Transportation Instructional Facility	0.0	25,000	6,500,000	0	0	0	0	0	0	1,414,000	5,086,000	

\*FTE – Full Time Equivalent

\*\*Separate Entities

**Capital Improvement Ten Year Detail  
Fiscal Year 2018 - 2027**

Project	Projected Costs			Prior Appr.	Budget Yr		Ten Year Capital Program					Future
	*FTE	Operating	Total		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023		
<b>Project Costs</b>												
LRC Exterior Metal Panel System and Roof Replacement	0.0	0	1,685,000	0	0	0	0	118,000	1,567,000	0	0	
<b>Hagerstown Community College Total</b>	<b>2.0</b>	<b>118,000</b>	<b>20,039,000</b>	<b>1,340,000</b>	<b>2,270,000</b>	<b>1,749,000</b>	<b>942,000</b>	<b>4,088,000</b>	<b>1,567,000</b>	<b>1,414,000</b>	<b>6,669,000</b>	
<b>Public Libraries</b>												
Systemic Projects - Library	0.0	0	125,300	26,300	10,000	10,000	10,000	10,000	10,000	10,000	39,000	
Hancock Public Library Replacement	1.5	56,000	3,001,000	277,000	10,000	10,000	10,000	78,000	2,616,000	0	0	
<b>Public Libraries Total</b>	<b>1.5</b>	<b>56,000</b>	<b>3,126,300</b>	<b>303,300</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>88,000</b>	<b>2,626,000</b>	<b>10,000</b>	<b>39,000</b>	
<b>General Government</b>												
Contingency - General Fund	0.0	0	1,109,305	124,305	100,000	98,000	99,000	98,000	98,000	99,000	393,000	
Bond Issuance Costs	0.0	0	1,105,000	122,000	98,000	98,000	99,000	98,000	98,000	99,000	393,000	
Financial System Management & Upgrades	0.0	20,000	1,769,796	846,796	444,000	208,000	32,000	32,000	33,000	34,000	140,000	
General - Equipment and Vehicle Replacement Program	0.0	0	4,837,589	397,589	408,000	416,000	424,000	432,000	440,000	448,000	1,872,000	
Demolition of Structures on Various County Properties	0.0	0	110,000	10,000	100,000	0	0	0	0	0	0	
County Admin. Building Exterior Enhancements and Site Improvements	0.0	0	1,014,000	357,000	357,000	300,000	0	0	0	0	0	
Building Renovations 33-35 W. Washington Street	0.0	0	1,097,000	587,000	510,000	0	0	0	0	0	0	
Information Systems Replacement Program	0.0	0	2,230,285	168,285	153,000	166,000	180,000	194,000	209,000	224,000	936,000	
Broadband Wireless Network Infrastructure	0.0	0	270,856	133,856	36,000	10,000	11,000	11,000	11,000	11,000	47,000	
GIS Planimetric Data Update	0.0	0	150,000	0	74,000	76,000	0	0	0	0	0	
Systemic Improvements-Buildings	0.0	0	2,412,828	592,828	49,000	197,000	196,000	197,000	197,000	196,000	788,000	
Tree Forestation	0.0	0	173,548	49,548	0	21,000	0	22,000	0	22,000	59,000	
<b>General Government Total</b>	<b>0.0</b>	<b>20,000</b>	<b>16,280,207</b>	<b>3,389,207</b>	<b>2,329,000</b>	<b>1,590,000</b>	<b>1,041,000</b>	<b>1,084,000</b>	<b>1,086,000</b>	<b>1,133,000</b>	<b>4,628,000</b>	
<b>Parks &amp; Recreation</b>												
BR Capital Equipment Replacement Program	0.0	0	560,666	5,666	51,000	52,000	53,000	54,000	55,000	56,000	234,000	
North Central County Park	2.0	81,000	93,000	0	0	0	0	0	0	0	93,000	
Regional Park Equip. Replacement	0.0	0	133,000	41,000	92,000	0	0	0	0	0	0	
Chestnut Grove Park, Overlay Parking Lot	0.0	0	42,000	0	0	42,000	0	0	0	0	0	
Tennis Courts, Resurfacing	0.0	0	179,300	117,300	20,000	21,000	21,000	0	0	0	0	
Ag Center Land Acquisition Development	0.0	0	156,000	0	51,000	52,000	53,000	0	0	0	0	
MLS Pool Sun Shades	0.0	0	10,000	0	10,000	0	0	0	0	0	0	
<b>Parks &amp; Recreation Total</b>	<b>2.0</b>	<b>81,000</b>	<b>1,173,966</b>	<b>163,966</b>	<b>224,000</b>	<b>167,000</b>	<b>127,000</b>	<b>54,000</b>	<b>55,000</b>	<b>56,000</b>	<b>327,000</b>	
<b>Public Safety</b>												
Communication Tower(s) various locations	0.0	0	522,000	204,000	102,000	0	106,000	0	110,000	0	0	
Motorola Portable Radio Replacement Program	0.0	0	1,212,000	102,000	102,000	104,000	106,000	108,000	110,000	112,000	468,000	
Detention Center - Systemic Projects	0.0	0	3,215,000	500,000	255,000	260,000	265,000	270,000	275,000	280,000	1,110,000	

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\*\*Separate Entities

**Capital Improvement Ten Year Detail  
Fiscal Year 2018 - 2027**

Project	Projected Costs			Prior Appr.	Budget Yr		Ten Year Capital Program					Future
	*FTE	Operating	Total		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023		
Project Costs												
Police, Fire and Emerg Svcs Training Facility	1.0	207,000	5,000,000	612,000	3,328,000	1,060,000	0	0	0	0	0	
Emergency Svcs Equip & Vehicle Program	0.0	0	3,038,183	1,039,183	200,000	200,000	200,000	200,000	200,000	200,000	799,000	
County Rescue Fleet Replacement	0.0	0	10,080,000	0	0	1,040,000	1,060,000	1,080,000	1,100,000	1,120,000	4,680,000	
Volunteer Fire Services Apparatus Reserve Fleet	0.0	0	2,220,000	0	204,000	208,000	212,000	216,000	220,000	224,000	936,000	
Law Enforcement - Vehicle and Equipment Replacement Program	0.0	0	8,285,422	657,422	616,000	603,000	683,000	702,000	726,000	795,000	3,503,000	
Public Safety Total	1.0	207,000	33,572,605	3,114,605	4,807,000	3,475,000	2,632,000	2,576,000	2,741,000	2,731,000	11,496,000	
Railroad Crossings												
Railroad Crossing Improvements	0.0	0	1,972,837	390,837	0	279,000	0	0	295,000	300,000	708,000	
Railroad Crossings Total	0.0	0	1,972,837	390,837	0	279,000	0	0	295,000	300,000	708,000	
Road Improvement												
Pavement Maintenance and Rehab Program	0.0	0	58,170,178	9,077,178	4,080,000	5,000,000	5,000,000	5,000,000	5,001,000	5,000,000	20,012,000	
Longmeadow Road	0.0	4,000	529,000	0	0	0	0	0	0	0	529,000	
Eastern Boulevard Extended	0.0	4,000	9,686,000	0	0	0	0	0	1,100,000	2,912,000	5,674,000	
Southern Boulevard Phase I	0.0	3,000	9,818,100	9,544,100	274,000	0	0	0	0	0	0	
E. Oak Ridge Drive/South Pointe Signal	0.0	1,000	332,000	0	0	0	111,000	0	221,000	0	0	
Eastern Boulevard Widening Phase II	0.0	2,000	5,272,300	1,836,300	0	780,000	2,359,000	297,000	0	0	0	
Transportation ADA	0.0	0	1,108,450	268,450	83,000	83,000	83,000	82,000	83,000	84,000	342,000	
Halfway Boulevard Extended Phase I	0.0	2,000	2,049,000	0	900,000	1,000,000	149,000	0	0	0	0	
Eastern Blvd at Antietam Drive Improvements	0.0	0	2,506,000	2,256,000	250,000	0	0	0	0	0	0	
Showalter Road Extended East	0.0	4,000	510,000	0	510,000	0	0	0	0	0	0	
Colonel Henry K Douglas Drive Extended Bridge	0.0	2,000	2,785,000	0	0	0	0	0	0	0	2,785,000	
Professional Boulevard Extended - Phase II	0.0	3,000	5,465,200	1,414,200	1,200,000	531,000	2,028,000	292,000	0	0	0	
Professional Boulevard Bridge - Phase I	0.0	1,000	8,607,000	6,081,000	759,000	1,767,000	0	0	0	0	0	
Marsh Pike from MD60 to Longmeadow	0.0	2,000	1,837,000	0	0	0	0	0	0	0	1,837,000	
Mt Aetna Road Spot Improvements	0.0	3,000	2,399,000	0	0	0	0	0	0	0	2,399,000	
Burnside Bridge Road Spot Improvements	0.0	0	544,000	0	0	0	0	0	0	0	544,000	
Valley Mall Area Road Improvements Phase II	0.0	0	992,000	0	0	0	0	0	825,000	167,000	0	
Medical Campus Road Signal	0.0	1,000	423,000	0	423,000	0	0	0	0	0	0	
Bucky Avenue	0.0	0	355,000	0	0	0	0	0	0	0	355,000	
Colonel Henry K. Douglas Drive Extended Phase I	0.0	1,000	3,220,000	1,020,000	2,200,000	0	0	0	0	0	0	
Professional Boulevard Extended - Phase III	0.0	1,000	1,693,000	0	0	0	0	640,000	1,053,000	0	0	

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\*\*Separate Entities

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Fiscal Year 2018 - 2027**

Project	Projected Costs			Prior Appr.	Budget Yr		Ten Year Capital Program					Future
	*FTE	Operating	Total		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023		
Project Costs												
Professional Boulevard Extended - Phase IV	0.0	1,000	1,826,000	0	0	0	0	0	0	224,000	1,602,000	
Crayton Boulevard Extended	0.0	1,000	3,304,000	2,165,000	800,000	88,000	251,000	0	0	0	0	
Halfway Boulevard Extended Bridge / Phase II	0.0	0	2,000,000	0	0	0	0	0	0	0	2,000,000	
HWY Equip and Vehicle Replacement Program	0.0	0	11,573,144	473,144	1,020,000	1,040,000	1,060,000	1,080,000	1,100,000	1,120,000	4,680,000	
Highway Maintenance Shop - Western Section	0.0	3,000	374,000	241,000	133,000	0	0	0	0	0	0	
HWY Western Section - Fuel Tank Replacement	0.0	0	847,000	198,000	96,000	192,000	193,000	168,000	0	0	0	
Road Improvement Total	0.0	39,000	138,225,372	34,574,372	12,728,000	10,481,000	11,234,000	7,559,000	9,383,000	9,507,000	42,759,000	
Solid Waste												
Contingency - Solid Waste	0.0	0	147,000	87,000	0	0	0	0	0	0	60,000	
Close Out Cap - Rubble Fill	0.0	0	2,092,000	0	0	0	0	0	100,000	1,992,000	0	
40 West Truck Loading Facility Rehab & Upgrades	0.0	0	106,000	0	0	0	106,000	0	0	0	0	
40 West Pavement Rehab and Bridge Repair	0.0	0	696,000	0	0	0	0	0	0	0	696,000	
Seal Coating Closed Facilities	0.0	0	783,000	0	0	0	0	0	783,000	0	0	
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	2,340,000	0	0	0	0	0	0	0	2,340,000	
City County Gas Mitigation	0.0	0	1,674,000	822,000	852,000	0	0	0	0	0	0	
Kaetzel Transfer Station Retaining Wall Replacement	0.0	0	177,000	0	0	177,000	0	0	0	0	0	
SW Equip/Vehicle Replacement Program	0.0	0	347,000	67,000	26,000	26,000	27,000	27,000	28,000	28,000	118,000	
Resh Road Pavement Rehabilitation	0.0	0	1,060,000	0	0	0	1,060,000	0	0	0	0	
Transfer Station Upgrades	0.0	0	232,000	0	0	0	0	0	0	0	232,000	
Solid Waste Total	0.0	0	12,705,000	976,000	878,000	203,000	1,193,000	3,078,000	911,000	2,020,000	3,446,000	
Transit												
Fixed Route Bus Replacement Program	0.0	0	4,748,000	0	2,994,000	0	1,037,000	0	717,000	0	0	
ADA Bus Replacement	0.0	0	544,915	137,915	0	0	0	97,000	0	101,000	209,000	
Vehicle Maintenance Program	0.0	0	4,176,000	291,000	357,000	364,000	371,000	378,000	385,000	392,000	1,638,000	
Transit Total	0.0	0	9,468,915	428,915	3,351,000	364,000	1,408,000	475,000	1,102,000	493,000	1,847,000	
Water Quality												
Utility Administration												
General Building Improvements	0.0	0	1,393,000	101,000	0	520,000	594,000	25,000	24,000	25,000	104,000	
Laboratory Rehab of Ventilation System	0.0	0	255,000	0	255,000	0	0	0	0	0	0	
WQ Equip/Vehicle Replacement Program	0.0	0	1,377,234	224,234	94,000	96,000	98,000	99,000	102,000	103,000	561,000	
SCADA Replacement	0.0	0	300,000	0	0	0	0	0	0	0	300,000	
Lab Equipment Replacement	0.0	0	285,000	47,000	26,000	31,000	21,000	22,000	22,000	22,000	94,000	
Utility Administration Total	0.0	0	3,610,234	372,234	375,000	647,000	713,000	146,000	148,000	150,000	1,059,000	
Wastewater Utility												
Smithsburg WwTP - ENR Upgrades	0.0	10,000	12,694,387	1,495,387	408,000	0	5,391,000	5,400,000	0	0	0	

\*FTE – Full Time Equivalent

\*\*Separate Entities

**Capital Improvement Ten Year Detail  
Fiscal Year 2018 - 2027**

Project	Projected Costs			Prior Appr.	Budget Yr		Ten Year Capital Program					Future
	*FTE	Operating	Total		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023		
Project Costs												
Pump Station Upgrades - Various Stations	0.0	0	1,909,683	1,024,683	0	0	0	0	0	0	885,000	
Replace PO 2 Pump Station	0.0	0	1,426,000	0	0	0	0	0	0	1,426,000	0	
Potomac Edison Pump Station & Force Main	0.0	0	1,632,000	0	0	0	0	0	0	1,632,000	0	
Antietam WwTP - ENR Upgrades	0.0	0	4,152,000	622,000	0	0	0	0	0	0	3,530,000	
General WwTP Improvements	0.0	0	3,286,000	0	0	0	0	0	986,000	0	2,300,000	
Collection System Rehabilitation Project	0.0	0	3,755,087	13,087	357,000	780,000	0	0	275,000	560,000	1,770,000	
Sandy Hook WwTP	0.0	0	770,000	0	0	0	0	0	770,000	0	0	
Heavy Sewer EQP and VEH Replacement	0.0	0	912,000	315,000	88,000	95,000	74,000	39,000	39,000	40,000	222,000	
Replace Grinder Pumps	0.0	0	761,000	26,000	26,000	26,000	47,000	82,000	84,000	85,000	385,000	
Capacity Management Project	0.0	0	9,723,000	1,173,000	510,000	520,000	3,180,000	3,240,000	1,100,000	0	0	
Wastewater Utility Total	0.0	10,000	41,021,157	4,669,157	1,389,000	1,421,000	8,692,000	8,761,000	3,254,000	3,743,000	9,092,000	
Water Utility												
WQ Water Meter Replacement	0.0	0	557,095	161,095	50,000	50,000	50,000	50,000	32,000	32,000	132,000	
General WTP Improvements	0.0	0	884,325	62,325	0	0	0	242,000	0	0	580,000	
Sharpsburg Water Treatment Plant	0.0	0	794,000	0	204,000	0	0	0	0	0	590,000	
Mt Aetna Water System Improvements	0.0	0	729,000	0	0	130,000	0	599,000	0	0	0	
Highfield/Sharpsburg Water Storage Tank	0.0	0	330,000	0	0	0	0	0	330,000	0	0	
WQ Main Replacement	0.0	0	3,588,000	0	0	0	0	0	0	616,000	2,972,000	
Water Utility Total	0.0	0	6,882,420	223,420	254,000	180,000	50,000	891,000	362,000	648,000	4,274,000	
Water Quality Total	0.0	10,000	51,513,811	5,264,811	2,018,000	2,248,000	9,455,000	9,798,000	3,764,000	4,541,000	14,425,000	
TOTAL	6.5	543,000	444,140,874	59,925,874	40,461,000	36,170,000	42,913,000	39,169,000	37,669,000	38,556,000	149,277,000	
County Operating Impact	3.0	359,000										
**Board of Education	0.0	10,000										
**Community College	2.0	118,000										
**Library	1.5	56,000										
Total	6.5	543,000										

\*FTE – Full Time Equivalent

\*\*Separate Entities

**Capital Improvement 10yr Detail**  
**Fiscal Year 2018 - 2027**

			Budget Yr		Ten Year Capital Program					
	Total	Prior Appr.	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future	
<b>Funding Sources</b>										
General Fund	73,568,679	16,254,679	5,000,000	5,500,000	5,500,000	4,849,000	5,500,000	5,483,000	25,482,000	
Highway Fund	5,169,000	225,000	466,000	542,000	593,000	593,000	425,000	450,000	1,875,000	
Hotel Rental Fund	533,000	533,000	0	0	0	0	0	0	0	
Solid Waste Fund	453,000	113,000	26,000	26,000	27,000	27,000	28,000	28,000	178,000	
Utility Admin Fund	325,234	325,234	0	0	0	0	0	0	0	
Water Fund	161,095	161,095	0	0	0	0	0	0	0	
Sewer Fund	2,766,157	2,766,157	0	0	0	0	0	0	0	
Airport Fund	813,000	244,000	145,000	86,000	40,000	41,000	42,000	37,000	178,000	
Tax Supported Bond	134,036,100	14,036,100	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	48,000,000	
Self Supported Bond	49,232,325	2,414,325	2,586,000	2,102,000	9,201,000	12,482,000	4,344,000	2,880,000	13,223,000	
Loan	204,000	0	204,000	0	0	0	0	0	0	
Transfer Tax	21,551,000	1,451,000	2,100,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000	
Excise Tax - Schools	3,850,000	0	385,000	385,000	385,000	385,000	385,000	385,000	1,540,000	
Excise Tax - Roads	1,530,320	270,320	126,000	126,000	126,000	126,000	126,000	126,000	504,000	
Excise Tax - Other	319,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	116,000	
Excise Tax - Library	149,200	50,200	10,000	10,000	10,000	10,000	10,000	10,000	39,000	
Excise Tax - Non-Residential	550,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	200,000	
Capital Reserve - General	12,952,631	8,814,631	700,000	0	0	0	0	566,000	2,872,000	
Capital Reserve - Utility	1,616,000	47,000	120,000	127,000	119,000	146,000	148,000	150,000	759,000	
Capital Reserve - Sewer	1,705,000	373,000	114,000	121,000	121,000	121,000	123,000	125,000	607,000	
Capital Reserve - Water	396,000	0	50,000	50,000	50,000	50,000	32,000	32,000	132,000	
Federal Grant	42,939,818	8,758,818	8,309,000	2,854,000	3,075,000	2,273,000	2,987,000	3,753,000	10,930,000	
State Grant	63,403,315	2,414,315	3,687,000	9,912,000	9,587,000	2,819,000	5,568,000	5,105,000	24,311,000	
Contributions	25,917,000	595,000	4,354,000	250,000	0	1,168,000	3,872,000	5,347,000	10,331,000	
<b>TOTAL</b>	<b>444,140,874</b>	<b>59,925,874</b>	<b>40,461,000</b>	<b>36,170,000</b>	<b>42,913,000</b>	<b>39,169,000</b>	<b>37,669,000</b>	<b>38,556,000</b>	<b>149,277,000</b>	

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# *General Fund*

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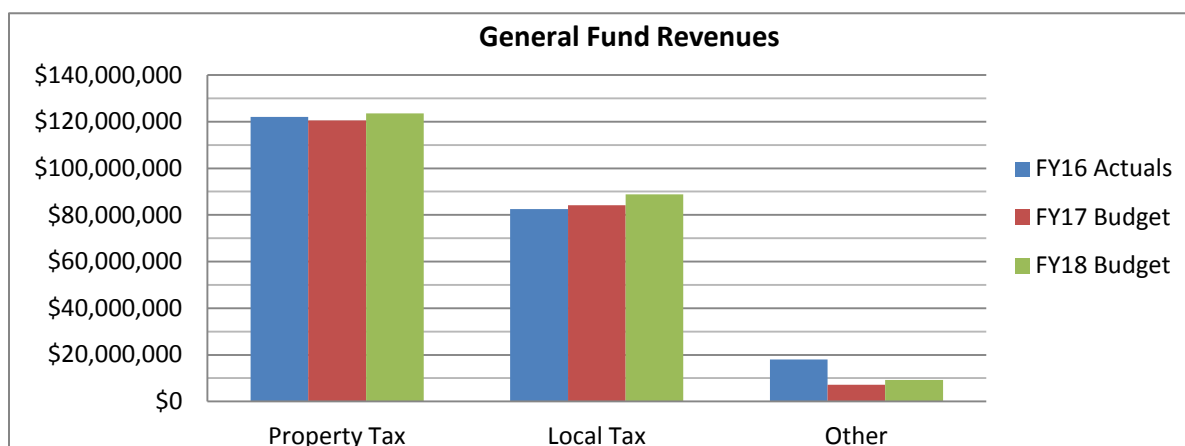
*General Fund – Revenue Summary*

Category	2016 Actual	2017 Budget	2018 Budget	\$ Change	% Change
Property Tax	122,024,387	120,495,940	123,602,410	3,106,470	2.58%
Local Taxes	82,567,547	84,100,000	88,805,000	4,705,000	5.59%
Interest Earnings	471,159	375,000	425,000	50,000	13.33%
Charges for Services:					
Plan Review & Permitting; Engineering; and Construction	1,303,555	1,273,150	1,366,650	93,500	7.34%
Planning and Zoning	24,479	23,900	23,900	0	0.00%
Parks and Recreation	460,182	476,550	489,550	13,000	2.73%
Public Safety	1,576,909	1,859,400	4,078,060	2,218,660	119.32%
Other	736,476	638,980	622,260	(16,720)	-2.62%
Grants for Operations	6,380,339	2,514,730	2,292,230	(222,500)	-8.85%
Bond Proceeds	7,078,184	0	0	0	0.00%
<b>Total</b>	<b>222,623,217</b>	<b>211,757,650</b>	<b>221,705,060</b>	<b>9,947,410</b>	<b>4.70%</b>

General Fund Revenue Structure

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

Major revenue categories are Property Tax, Local Taxes, Interest Earnings, Charges for Services, and Grants for Operations, which can be seen in the table above. Property Tax and Local Taxes represent the two major revenue sources in the General Fund, as they comprise 96% or \$212.5 million of total General Fund revenues. Detail of the revenue sources and the underlying assumptions can be read on pages 83-89.

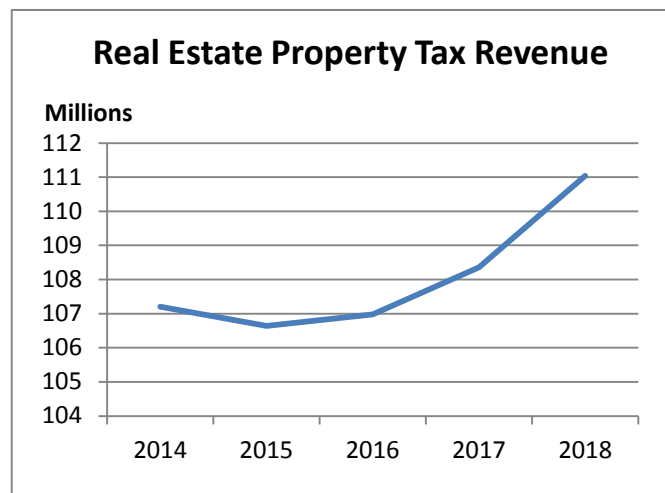


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*General Fund – Revenue Detail*

Property Tax					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Real Estate Property Tax	108,378,572	108,354,710	111,037,170	2,682,460	2.48%
Corporate Personal Property Tax	14,449,229	12,950,000	13,757,540	807,540	6.24%
State Administrative Fees	(578,891)	(600,000)	(580,000)	20,000	(3.33%)
Interest on Property Taxes	409,974	430,000	430,000	0	0.00%
Payment in Lieu of Taxes	275,278	292,980	304,960	11,980	4.09%
Enterprise Tax Reimbursement	193,340	168,740	273,490	104,750	62.08%
Service Charge – Semi-Annual	122,153	130,000	30,000	(100,000)	(76.92%)
Tax Sale Penalty and Other Fees	75,848	60,000	60,000	0	0.00%
Enterprise Zone Tax Credit	(386,652)	(337,480)	(546,970)	(209,490)	62.07%
Agricultural Tax Credit	(362,088)	(370,000)	(380,000)	(10,000)	2.70%
Historical Tax Credit	(583)	(5,000)	(1,000)	4,000	(80.00%)
County Homeowners Tax	(223,297)	(250,000)	(250,000)	0	0.00%
Disabled Veteran's Credit	0	0	(180,000)	(180,000)	100.00%
Other Credits	(38,116)	(38,000)	(53,620)	(15,620)	41.11%
Discount Allowed – Property Tax	(312,822)	(310,000)	(320,000)	(10,000)	3.23%
Federal Payment in Lieu of Taxes	22,442	19,990	20,840	850	4.25%
<b>Total</b>	<b>122,024,387</b>	<b>120,495,940</b>	<b>123,602,410</b>	<b>3,106,470</b>	<b>2.58%</b>

Property taxes are the largest source of revenue available to the County and represent taxes assessed on real and personal property. Property taxes make up approximately 56.0% 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 \$123.6 million for FY2018, which is an increase of \$3.1 million or 2.58%. 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](http://www.dat.state.md.us/sdatweb/stats). Below is a graph showing the trend analysis of Real Estate Property Tax revenue from 2014 to 2018.

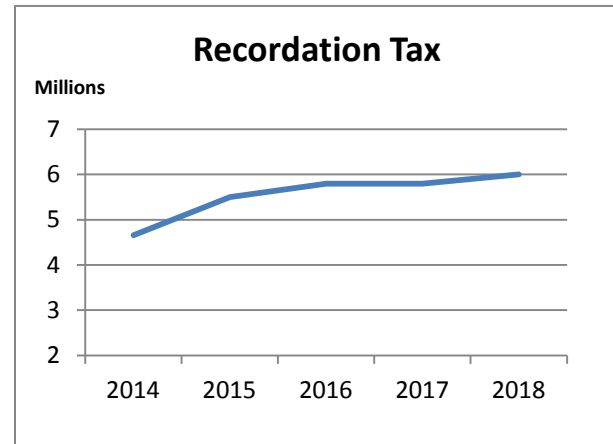
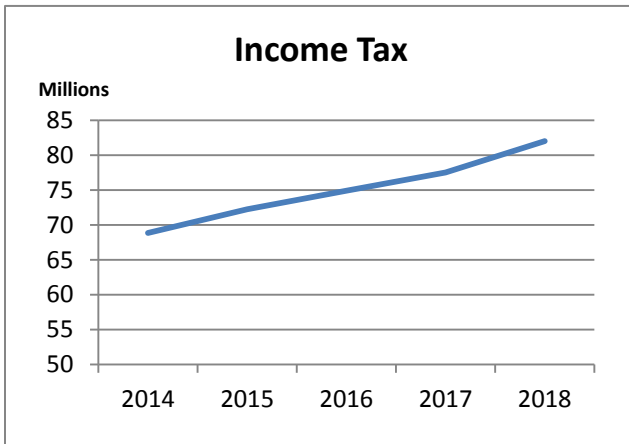


Local Taxes					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Income Tax	75,208,180	77,500,000	82,000,000	4,500,000	5.81%
Admissions and Amusement Tax	274,939	300,000	280,000	(20,000)	(6.67%)
Recordation Tax	6,539,448	5,800,000	6,000,000	200,000	3.45%
Trailer Tax	544,980	500,000	525,000	25,000	5.00%
<b>Total</b>	<b>82,567,547</b>	<b>84,100,000</b>	<b>88,805,000</b>	<b>4,705,000</b>	<b>5.59%</b>

Local Taxes are projected to increase by \$4.7 million or 5.59% in FY2018. Income and Recordation Tax account for 99% of this category. The Income Tax is the second largest revenue source for the County, representing 37% 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 \$6.0 million and is based on current trends and projected economic outlooks, excluding one-time revenues.

Below are graphs showing the trend analysis of Income and Recordation tax revenues from 2014 to 2018.



Interest Earnings					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Interest Income – Investments	455,361	350,000	400,000	50,000	14.29%
Interest Income – Municipal Investment	15,798	25,000	25,000	0	0.00%
<b>Total</b>	<b>471,159</b>	<b>375,000</b>	<b>425,000</b>	<b>50,000</b>	<b>13.33%</b>

Budgeted interest earnings are based on the current year's investment amount with the expected interest rates, which are expected to remain relatively stable or rise slightly. 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 – Division of Engineering and Construction Management					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Plan Review & Permitting:					
Miscellaneous Licenses	700	700	700	0	0.00%
Building Permits – Residential	150,300	170,000	155,000	(15,000)	(8.82%)
Building Permits – Commercial	130,406	140,000	110,000	(30,000)	(21.43%)
Municipal Fees	16,971	12,000	16,000	4,000	33.33%
Electrical Licenses Fees	11,650	7,000	88,000	81,000	1157.14%
Electrical Permit – Residential	267,264	225,000	250,000	25,000	11.11%
Electrical Permit – Commercial	121,616	140,000	130,000	(10,000)	(7.14%)
HVAC Registration Fees	16,130	14,000	18,000	4,000	28.57%
HVAC – Residential	97,459	95,000	105,000	10,000	10.53%
HVAC – Commercial	42,473	40,000	47,000	7,000	17.50%
Other Permit Fees	38,798	40,000	42,000	2,000	5.00%
Plumbing Licenses Fees	23,880	26,000	26,000	0	0.00%
Plumbing Permits – Residential	104,162	100,000	110,000	10,000	10.00%
Plumbing Permits – Commercial	35,104	40,000	42,000	2,000	5.00%
Technology Fees	49,355	35,000	45,000	10,000	28.57%
Fines and Forfeitures	100	300	300	0	0.00%
Review Fees	165,217	150,000	150,000	0	0.00%
Drawings/Blue Line Prints	0	400	400	0	0.00%
Reimbursed Expense – Other	16,305	20,000	20,000	0	0.00%
Engineering:					
Drawings/Blue Line Prints	5,405	3,000	3,000	0	0.00%
Reimbursed Expenses – Engineering	0	7,500	0	(7,500)	(100.00%)
Construction:					
Other Permit Fees	475	500	500	0	0.00%
Fines and Forfeitures	0	1,000	500	(500)	(50.00%)
Review Fees	9,000	5,500	7,000	1,500	27.27%
Technology Fees	785	250	250	0	0.00%
<b>Total</b>	<b>1,303,555</b>	<b>1,273,150</b>	<b>1,366,650</b>	<b>93,500</b>	<b>7.34%</b>

Revenue from the Division of Engineering and Construction Management is projected to increase by \$93,500 for FY2018. It is a renewal year for electrical licenses which results in a budget increase of \$81,000 in this revenue source.

Charges for Services – Planning and Zoning					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Zoning Appeals	17,175	16,000	16,000	0	0.00%
Rezoning	6,384	7,000	7,000	0	0.00%
Development Fees	525	500	500	0	0.00%
Other Planning Fees	395	400	400	0	0.00%
<b>Total</b>	<b>24,479</b>	<b>23,900</b>	<b>23,900</b>	<b>0</b>	<b>0.00%</b>

Plan review fees are projected to total \$23,900. The major revenue source in this category is zoning appeals which are budgeted to generate \$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	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Parks:					
Sale of Wood	6,950	5,000	6,000	1,000	20.00%
Rental Fees	32,371	40,000	45,000	5,000	12.50%
Ball Field Fees	10,480	10,800	10,800	0	0.00%
Ball Field Lighting Fees	900	3,000	3,000	0	0.00%
Concession Stands	5,673	4,500	4,500	0	0.00%
Contributions	1,191	1,000	1,000	0	0.00%
Program Fees	7,303	9,000	9,000	0	0.00%
Fuel	1,843	1,500	1,500	0	0.00%
Martin L. Snook Pool:					
Pool Fees	53,951	50,000	57,000	7,000	14.00%
Concession Fees	16,777	15,000	15,000	0	0.00%
Recreation:					
Program Fees	322,743	336,750	336,750	0	0.00%
<b>Total</b>	<b>460,182</b>	<b>476,550</b>	<b>489,550</b>	<b>13,000</b>	<b>2.73%</b>

Parks and Recreation revenue are projected to produce \$489,550 for FY2018. 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 \$336,750 and are based on the cost of the program. Rental fees are estimated at \$45,000 and are generated from pavilion usage. Pool fees are estimated at \$57,000 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	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Sheriff – Judicial:					
Sheriff Fees	51,447	50,000	52,000	2,000	4.00%
Peace Order Service	7,580	5,600	7,000	1,400	25.00%
Sheriff – Process Servers:					
Peace Order Service	210,049	220,000	214,000	(6,000)	(2.73%)
Sheriff – Patrol:					
Parking Violations	657	400	600	200	50.00%
School Bus Camera Fines	28,000	25,000	20,000	(5,000)	(20.00%)
Sale of Publications	6,527	5,000	6,500	1,500	30.00%
Reimbursed Expenses	134,873	136,000	140,000	4,000	2.94%
Speed Cameras	0	0	2,400,000	2,400,000	100.00%
Sheriff – Central Booking:					
Rental Income	15,720	15,720	15,720	0	0.00%
Sheriff – Detention:					
Housing Federal Prisoners	282	0	240	240	100.00%
Housing State Prisoners	170,190	225,000	225,000	0	0.00%
Home Detention Fees	35,213	50,960	45,960	(5,000)	(9.81%)
Prisoners Release Program Fees	46,589	66,640	29,000	(37,640)	(56.48%)
Alien Inmate Reimbursement	45,109	15,000	15,000	0	0.00%
Social Security Income	10,932	18,000	10,500	(7,500)	(41.67%)
Reimbursed Expenses	6,576	7,000	7,000	0	0.00%
Sheriff – Day Reporting:					
Day Reporting Fee	0	216,000	45,360	(170,640)	(79.00%)
Sheriff – Narcotics Task Force:					
Reimbursed Expenses	300,797	302,620	338,720	36,100	11.93%
Emergency Services:					
EMCS Salary Reimbursement	15,600	15,600	15,600	0	0.00%
False Alarm Fines	54,070	64,000	60,000	(4,000)	(6.25%)
Reimbursed Expenses	407,850	405,630	405,630	0	0.00%
Wireless Communications:					
Rental - Other	28,848	15,230	24,230	9,000	59.09%
<b>Total</b>	<b>1,576,909</b>	<b>1,859,400</b>	<b>4,078,060</b>	<b>2,218,660</b>	<b>119.32%</b>

Public Safety is projected to generate fees of \$4.08 million for FY2018. New in FY18 is the revenue for speed cameras which are expected to result in \$2.4 million. The reimbursed expense for Emergency Services is the second 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	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Circuit Court:					
Reimbursed Jurors	72,510	75,000	75,000	0	0.00%
Reimbursed Expense	8,420	8,420	8,420	0	0.00%
State's Attorney					
Reimbursed Expense	41,456	60,000	55,000	(5,000)	(8.33%)
Purchasing:					
Sale of Publications	1,620	1,000	1,500	500	50.00%
Information Technology:					
Other Planning Fees (GIS Plots)	38	100	100	0	0.00%
Weed Control:					
Weed Control Fees	248,136	194,710	205,990	11,280	5.79%
General:					
Gain/Loss – Sale of Asset	51,530	25,000	25,000	0	0.00%
Rental – Building	101,251	99,250	83,250	(16,000)	(16.12%)
Reimburse Administrative	7,292	15,000	7,500	(7,500)	(50.00%)
Miscellaneous	171,357	150,000	150,000	0	0.00%
Sheriff Auxiliary	31,557	10,000	10,000	0	0.00%
Bad Check Fee	1,075	500	500	0	0.00%
Election Filing Fees	670	0	0	0	0.00%
Cash Drawer Over (Under)	(436)	0	0	0	0.00%
<b>Total</b>	<b>736,476</b>	<b>638,980</b>	<b>622,260</b>	<b>(16,720)</b>	<b>(2.62%)</b>

Other Charges for Services accounts for fees generally related to general operational costs or minor categories and are small in nature. The major revenue sources in this section are Rental – Building, Reimbursed Expenses for the courts, and Weed Control. The County owns various properties that are rented for various rates. Reimbursed expenses for the court system represents (1) reimbursement from the State of Maryland for jurors, based on the number of days; (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	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Law Enforcement Grant	235,104	670,000	440,000	(230,000)	(34.33%)
State Aid for Police	620,053	680,730	680,730	0	0.00%
State:					
Alcoholic Beverage Licenses	0	5,000	5,000	0	0.00%
Trader's Licenses	200,499	200,000	200,000	0	0.00%
Court Costs and Fines	5,999	50,000	50,000	0	0.00%
Marriage Ceremony Fees	4,160	4,000	4,000	0	0.00%
911 Fees	871,004	850,000	850,000	0	0.00%
Marriage Licenses	58,355	55,000	55,000	0	0.00%
State Park Fees	210	0	0	0	0.00%
Programs	24,269	0	0	0	0.00%
Operating Grants	4,360,686	0	7,500	7,500	100.00%
<b>Total</b>	<b>6,380,339</b>	<b>2,514,730</b>	<b>2,292,230</b>	<b>(222,500)</b>	<b>-8.85%</b>

State Aid for Police Protection and 911 Fees represent the two major revenue sources in this category. State Aid for Police Protection is a grant received from the State of Maryland. Revenues are determined by formula, administered and calculated by the State of Maryland Police. The formula accounts for agency size, number of sworn officers, county population, net taxable income, and police protection expenditures per capita.

911 fees are set at \$.75 per call to help defray County operating cost on all stationary and cellular residential and commercial telephone accounts. The telephone companies collect the tax and remit it to the State. The State in turn distributes the income to the counties plus interest.

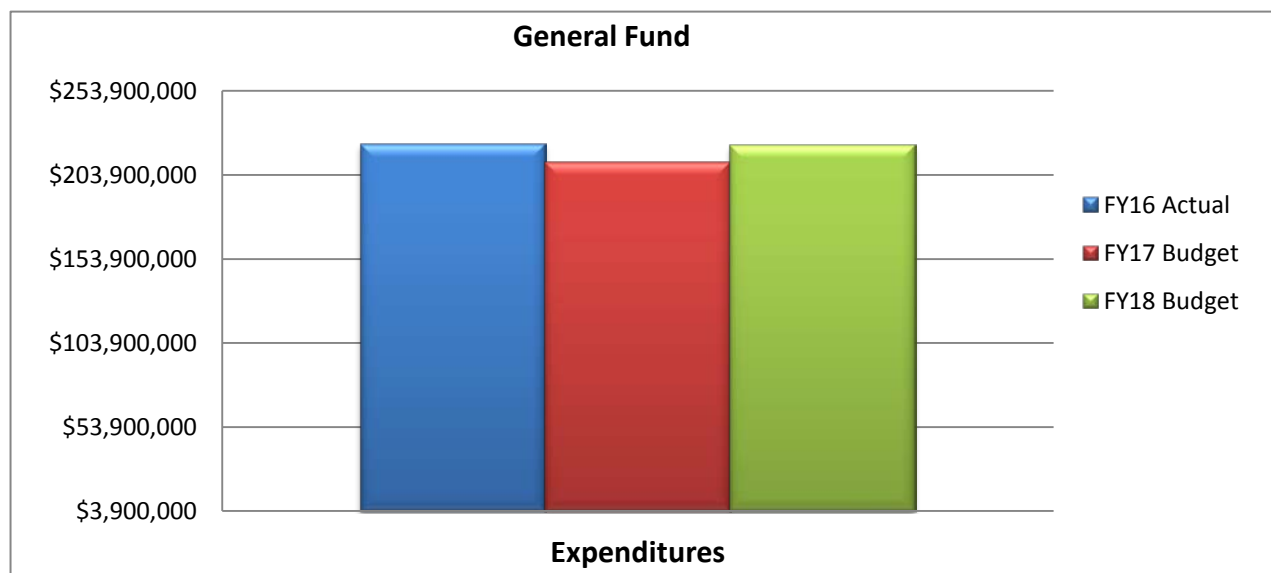
Other					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Bond Proceeds	7,078,184	0	0	0	0.00%
<b>Total</b>	<b>7,078,184</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>

<b>GRAND TOTAL</b>	<b>222,623,217</b>	<b>211,757,650</b>	<b>221,705,060</b>	<b>9,947,410</b>	<b>4.70%</b>
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*General Fund – Expenditure Summary*

Category	2016 Actual	2017 Budget	2018 Budget	\$ Change	% Change
Education	107,100,541	107,452,410	109,921,740	2,469,330	2.30%
Public Safety	41,135,978	44,663,270	45,806,260	1,142,990	2.56%
Transfers	39,502,332	28,928,000	30,532,460	1,604,460	5.55%
Court System	4,476,276	4,887,670	5,042,410	154,740	3.17%
State Functions	4,302,986	4,443,400	4,601,490	158,090	3.56%
Community Funding	1,697,403	1,700,000	1,726,100	26,100	1.54%
General Operations	9,472,871	8,773,670	12,630,460	3,856,790	43.96%
Buildings	1,254,232	1,293,990	1,306,780	12,790	0.99%
Other	4,318,914	2,000	2,000	0	0.00%
Medical	19,840	20,000	20,000	0	0.00%
Public Works	234,721	232,390	240,970	8,580	3.69%
Engineering	1,554,675	1,613,930	2,138,610	524,680	32.51%
Construction	1,655,567	1,764,870	1,878,200	113,330	6.42%
Plan Review & Permitting	919,188	931,740	1,484,980	553,240	59.38%
Permitting	839,056	1,031,510	0	(1,031,510)	(100.00%)
Planning & Zoning	650,824	741,770	779,270	37,500	5.06%
Parks & Facilities	2,598,471	2,709,530	2,849,650	140,120	5.17%
Business Development	555,275	567,500	743,680	176,180	31.04%
<b>Total</b>	<b>222,289,150</b>	<b>211,757,650</b>	<b>221,705,060</b>	<b>9,947,410</b>	<b>4.70%</b>



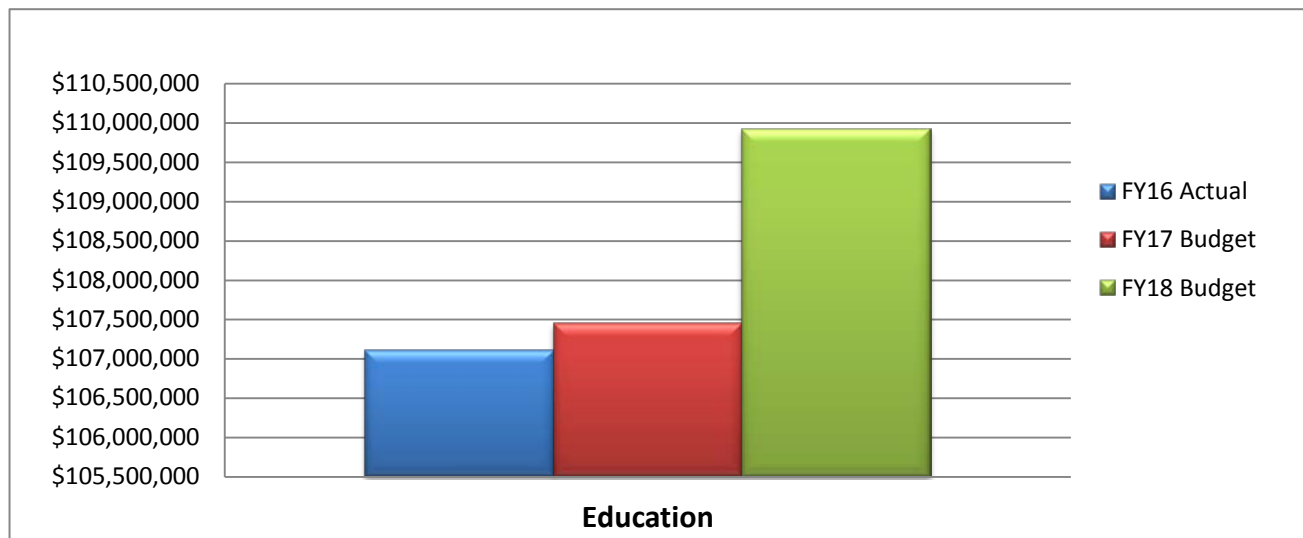
General Fund expenditures are classified first by function or program, such as, education, public safety, courts, etc. This representation can be seen above, with the largest categories being education, public safety, and operating and capital transfers. You will see that total appropriations increased by 4.70% or \$9.9 million from FY17. Each category is shown in detail following this page.

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

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

*General Fund – Education Summary*

Category	2016 Actual	2017 Budget	2018 Budget	\$ Change	% Change
Board of Education	94,844,030	94,844,030	97,053,410	2,209,380	2.33%
Hagerstown Community College	9,265,010	9,543,050	9,743,000	199,950	2.10%
Free Library	2,967,330	3,029,330	3,089,330	60,000	1.98%
Library Branch Maintenance	24,171	36,000	36,000	0	0.00%
<b>Total</b>	<b>107,100,541</b>	<b>107,452,410</b>	<b>109,921,740</b>	<b>2,469,330</b>	<b>2.30%</b>



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## Board of Education

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Fund:	General Fund	Category:	Education
Program Code:	90000	Contact:	Dr. Boyd Michael

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### Agency Function:

Washington County Public Schools is a countywide system serving approximately 22,500 students in 26 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.

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### Goals for Fiscal Year 2018

- ✓ Implement an aligned, cohesive, understanding-focused essential curriculum for all students leading to increased student achievement as measured by the Maryland State Assessment program.
- ✓ Prepare all students for college and career readiness as measured by the indicators from *College and Career Ready Act of 2013*.
- ✓ Provide differentiated professional development for instructional staff in the use and implementation of the essential curriculum and digital resources.
- ✓ Revise and implement Digital Learning Plan (DLP) 2.0 as a result of information secured by surveying staff and students to determine educational impact, preferences, and effective budgeting for digital tools.
- ✓ Complete the educational specifications and construction documents for Sharpsburg Elementary School.
- ✓ Complete systemic projects throughout the system at aging schools.
- ✓ Complete design and begin construction of BOE component of the Urban Improvement Project.
- ✓ Increase instructional support for English Learners to meet the demands of a growing population of struggling learners as required and defined by the *Every Student Succeeds Act*.
- ✓ Enhance student, staff, and community safety and security measures by aligning resources to support this effort.
- ✓ Acquire approval for International Baccalaureate Career Programme (IBCP) at North High and Middle Years Programme (MYP) at Northern Middle to expand opportunities for rigorous, global programs.
- ✓ Explore the expansion of early learning opportunities for students, especially pre-kindergarten programs.
- ✓ Provide increased resources for employee benefits and compensation to meet the requirements of employee contracts.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	94,844,030	94,844,030	97,053,410	2,209,380	2.33%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>94,844,030</b>	<b>94,844,030</b>	<b>97,053,410</b>	<b>2,209,380</b>	<b>2.33%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	4,841,760	4,841,760	0	(4,841,760)	(100.00%)
Operating	90,002,270	90,002,270	97,053,410	7,051,140	7.83%
Capital Outlay	0	0	0	0	0.00%
	<b>94,844,030</b>	<b>94,844,030</b>	<b>97,053,410</b>	<b>2,209,380</b>	<b>2.33%</b>

Summary of County Required Contribution to State Retirement System		
Fiscal Year	Required Contribution	Budgeted
2015	4,099,702	4,099,800
2016	4,841,754	4,841,760
2017*	0	0

\*Consolidated with Maintenance of Effort Appropriation.

Summary of Maintenance of Effort Appropriations			
Fiscal Year	Maintenance of Effort Requirement	Local Funding	Excess of MOE Requirement
2015	90,745,750	90,745,750	0
2016	90,002,270	90,002,270	0
2017	94,607,570	94,844,030	0
2018	97,000,410	97,000,410	0

Summary of One Time Appropriations		
Fiscal Year	Funding	
2018	53,000	Required due to increase in disparity grant

Composite Cost Per Pupil			
Fiscal Year	Budgeted Cost	Enrollment	Cost Per Pupil
2015	259,328,230	22,327	11,615
2016	259,322,774	22,303	11,627
2017	262,624,917	22,545	11,649
2018	270,991,559	22,762 (projected)	11,905

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## *Hagerstown Community College*

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

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### **Agency Function:**

Hagerstown Community College (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.

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### **Goals for Fiscal Year 2018**

- ✓ Fully implement the new enrollment management system and the related assignments for individuals and departments to include increasing early college enrollments (ESSENCE and STMC) and working with WCPS to recruit middle school students into more career pathways that require postsecondary education.
- ✓ Implement the multi-year academic and student services development initiative, with a targeted emphasis in FY18 on faculty academic advising and program and course schedule enhancements, as well as increased student retention initiatives largely based in the Learning Support Center and the Student Center.
- ✓ Operationalize the “Promise Scholarship Program” and further expand other need-based scholarship fund raising while continuing to pursue grant dollars to support student success and curriculum development initiatives.
- ✓ Implement a new evening and weekend scheduling model for credit and credit-free courses and programs, spanning traditional, hybrid, and online courses and programs.
- ✓ Continue IT upgrades using designated funds and apply technology tools to better establish and maintain sustainable budgets for all programs/services.
- ✓ Review and make adjustments in programs to meet job market projections for graduates in selected fields such as health care and business.
- ✓ Concept development for state CIP submission for the Center for Business and Entrepreneurship Studies (CBES).
- ✓ Begin construction of the Smart House/Energy Efficiency and Building Trades Training Center, and the new parking lot for the Student Center.
- ✓ Target grants proposals areas where needs are high and resource limitations are hindering program growth and student success.
- ✓ Continue to emphasize faculty and staff professional development, shared governance, and the pursuit of best practices to improve campus communications.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	9,265,010	9,543,050	9,743,000	199,950	2.10%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>9,265,010</b>	<b>9,543,050</b>	<b>9,743,000</b>	<b>199,950</b>	<b>2.10%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	9,265,010	9,543,050	9,743,000	199,950	2.10%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>9,265,010</b>	<b>9,543,050</b>	<b>9,743,000</b>	<b>199,950</b>	<b>2.10%</b>

Services Provided or Clients Served (Unduplicated)			
Programs	FY2016	FY2017*	Projected FY2018
Credit	6,022	5,797	5,971
Non-Credit	7,470	6,439	6,471
<b>Total**</b>	<b>12,287</b>	<b>11,687</b>	<b>11,884</b>

\*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.

### Goals for Fiscal Year 2018

- ✓ Continue to work with the County and the architect to begin construction phase of the new Hancock Branch Library.
- ✓ Continue to partner with Barbara Ingram School for the Arts as their campus library.
- ✓ Continue to partner with Maryland Symphony Orchestra in providing a series of five music related lectures.
- ✓ Partner with Western Maryland Regional Library to complete a Facilities Study.
- ✓ Continue to provide STEM programs throughout the library system for school age children and their families.
- ✓ Engage the young adults/teens through Teen Idol, Just Dance and ComicCon events.
- ✓ Provide emerging literacy classes for preschoolers throughout the library system.
- ✓ Partner with Washington County Public Schools to provide every Washington County child in K-12 with a library card.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	2,967,330	3,029,330	3,089,330	60,000	1.98%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>2,967,330</b>	<b>3,029,330</b>	<b>3,089,330</b>	<b>60,000</b>	<b>1.98%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	2,967,330	3,029,330	3,089,330	60,000	1.98%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>2,967,330</b>	<b>3,029,330</b>	<b>3,089,330</b>	<b>60,000</b>	<b>1.98%</b>

Services Provided or Clients Served		
Programs	2015	2016
Circulation of library materials	1,212,477	1,081,228
Children's Story Hours	1,515	1,412
Children's STEM Classes	452	281
Young Adult Classes	N/A	380
Informational Programs for Adults	N/A	415
Registration of new borrowers	6,734	5,449
Reference questions answered	129,070	135,091
Number of computer center users	185,771	161,380

## *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

### **Goals for Fiscal Year 2018**

- ✓ Evaluate lighting in all libraries and upgrade for efficiency.
- ✓ Scrape and repaint Boonsboro Library entrance.

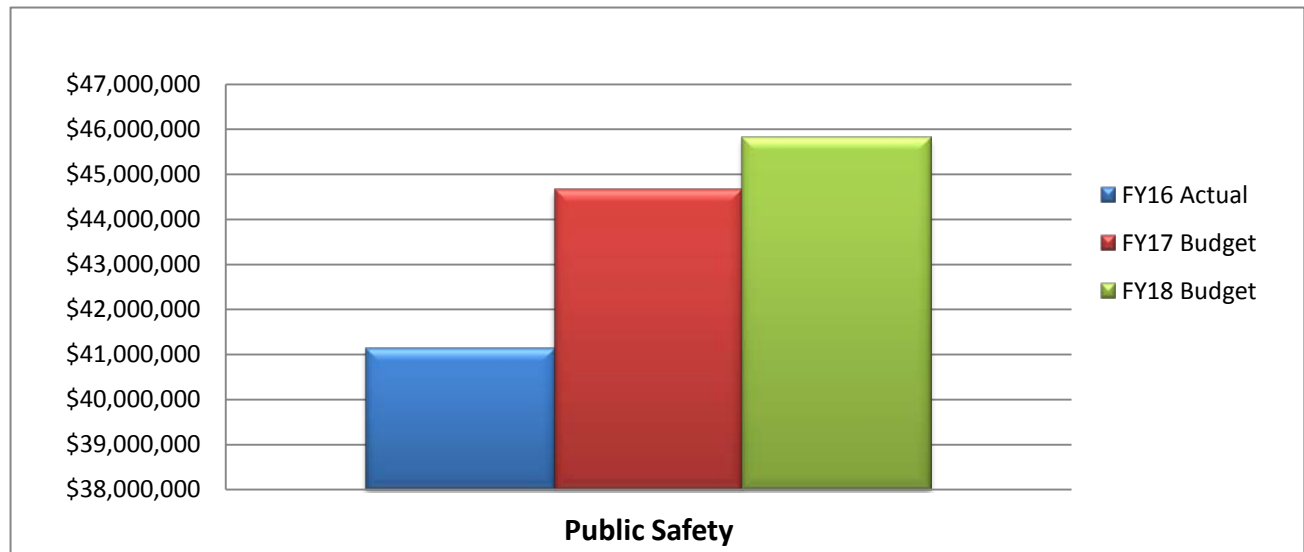
Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	24,171	36,000	36,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>24,171</b>	<b>36,000</b>	<b>36,000</b>	<b>0</b>	<b>0.00%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	24,171	36,000	36,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>24,171</b>	<b>36,000</b>	<b>36,000</b>	<b>0</b>	<b>0.00%</b>

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*General Fund – Public Safety Summary*

Category	2016 Actual	2017 Budget	2018 Budget	\$ Change	% Change
Sheriff – Judicial	2,336,733	2,503,030	2,536,970	33,940	1.36%
Sheriff – Process Servers	117,050	140,440	143,890	3,450	2.46%
Sheriff – Patrol	9,345,168	9,789,120	10,253,250	464,130	4.74%
Sheriff – Central Booking	851,139	903,080	940,360	37,280	4.13%
Sheriff – Detention Center	12,872,066	13,530,730	14,175,090	644,360	4.76%
Sheriff – Day Reporting Center	0	627,060	547,030	(80,030)	(12.76%)
Sheriff – Narcotics Task Force	699,919	712,340	751,950	39,610	5.56%
Civil Air Patrol	3,600	3,600	3,600	0	0.00%
Fire & Rescue Volunteer Services	6,504,960	7,306,500	6,886,580	(419,920)	(5.75%)
EMS Operations	1,127,839	1,495,950	1,416,980	(78,970)	(5.28%)
Fire Operations	0	0	233,050	233,050	100.00%
Air Unit	28,789	36,190	28,220	(7,970)	(22.02%)
Special Operations	363,317	479,270	474,530	(4,740)	(0.99%)
911 – Communications	4,188,200	4,426,830	4,668,570	241,740	5.46%
Emergency Management	145,982	168,870	182,990	14,120	8.36%
Wireless Communications	1,276,535	1,250,260	1,221,600	(28,660)	(2.29%)
Humane Society of Washington County	1,247,290	1,290,000	1,341,600	51,600	4.00%
Sheriff Auxiliary	27,391	0	0	0	0.00%
<b>Total</b>	<b>41,135,978</b>	<b>44,663,270</b>	<b>45,806,260</b>	<b>1,142,990</b>	<b>2.56%</b>



## *Sheriff – Judicial*

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Fund:	General Fund	Category:	Public Safety
Program Code:	11300	Contact:	Sheriff Doug Mullendore

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### 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.

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### Goals for Fiscal Year 2018

- ✓ To assist in the implementation of MDEC (Maryland Electronic Court) paperless system at Circuit Court.
- ✓ Replace the LiveScan fingerprinting machine at Judicial.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	2,042,602	2,277,430	2,037,970	(239,460)	(10.51%)
Grants/Intergovernmental	235,104	170,000	440,000	270,000	158.82%
Fees/Charges	59,027	55,600	59,000	3,400	6.12%
<b>Total</b>	<b>2,336,733</b>	<b>2,503,030</b>	<b>2,536,970</b>	<b>33,940</b>	<b>1.36%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	2,165,981	2,356,280	2,379,460	23,180	0.98%
Operating	128,365	146,750	135,650	(11,100)	(7.56%)
Capital Outlay	42,387	0	21,860	21,860	100.00%
<b>Total</b>	<b>2,336,733</b>	<b>2,503,030</b>	<b>2,536,970</b>	<b>33,940</b>	<b>1.36%</b>

Positions	
Title	Full Time
Deputy Sheriff Captain	1
Deputy Sheriff Lieutenant	1
Deputy Sheriff Sergeant	2
Deputy Sheriff First Class	13
Deputy Sheriff	1
Deputy First Class (Security)	4
Administrative Assistant	1
Records Supervisor	1
Senior Office Associate	2
<b>Total</b>	<b>26</b>

## *Sheriff – Process Servers*

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

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### **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.

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### **Goals for Fiscal Year 2018**

- ✓ Improve no service rate through improved summons service.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	(92,999)	(79,560)	(70,110)	9,450	11.88%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	210,049	220,000	214,000	(6,000)	(2.73%)
<b>Total</b>	<b>117,050</b>	<b>140,440</b>	<b>143,890</b>	<b>3,450</b>	<b>2.46%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	110,784	132,890	138,300	5,410	4.07%
Operating	6,266	7,550	5,590	(1,960)	(25.96%)
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>117,050</b>	<b>140,440</b>	<b>143,890</b>	<b>3,450</b>	<b>2.46%</b>

Positions	
Title	Full Time
Senior Office Associate	1
<b>Total</b>	<b>1</b>

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## *Sheriff – Patrol*

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

### **Departmental Function:**

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

### **Goals for Fiscal Year 2018**

- ✓ Implement body worn cameras for the entire agency.
- ✓ Aggressively investigate all heroin related crimes.
- ✓ Enhance our recruiting efforts by developing a public service video.
- ✓ Enhance the process of our Fleet Maintenance/Up-Fitting Program.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	8,555,058	8,941,990	7,005,420	(1,936,570)	(21.66%)
Grants/Intergovernmental	620,053	680,730	680,730	0	0.00%
Fees/Charges	170,057	166,400	2,567,100	2,400,700	1442.73%
<b>Total</b>	<b>9,345,168</b>	<b>9,789,120</b>	<b>10,253,250</b>	<b>464,130</b>	<b>4.74%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	8,154,549	8,767,940	9,146,380	378,440	4.32%
Operating	1,134,154	1,021,180	1,106,870	85,690	8.39%
Capital Outlay	56,465	0	0	0	0.00%
<b>Total</b>	<b>9,345,168</b>	<b>9,789,120</b>	<b>10,253,250</b>	<b>464,130</b>	<b>4.74%</b>

Positions	
Title	Full Time
Sheriff	1
Chief Deputy	1
Major	1
Captain	2
Lieutenant	6
Sergeant	13
Corporal	1
Deputy First Class	32
Deputy	26
Office Manager	1
Administrative Assistant	1
Senior Office Associate	3
Auto Services Technician	1
Public Safety Systems Manager	1
Drug/Re-Entry Coordinator	1
Public Safety Information Technology Specialist	1
Property/Planning/Fleet Management/Grants Coordinator	1
Personnel and Training Coordinator	1
Sex Offender Registrar	1
GIS/Crime Analyst	1
Investigator/Property Clerk	1
<b>Total</b>	<b>97</b>

## *Sheriff – Central Booking*

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

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### **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.

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### **Goals for Fiscal Year 2018**

- ✓ Replace current outdated LiveScan machine with a new one.
- ✓ Upgrade interface between Keystone and Dynamic Imagine softwares.
- ✓ Upgrade current camera system with higher resolution camera system.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	835,419	887,360	924,640	37,280	4.20%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	15,720	15,720	15,720	0	0.00%
<b>Total</b>	<b>851,139</b>	<b>903,080</b>	<b>940,360</b>	<b>37,280</b>	<b>4.13%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	831,774	877,760	925,680	47,920	5.46%
Operating	18,171	25,320	14,680	(10,640)	(42.02%)
Capital Outlay	1,194	0	0	0	0.00%
<b>Total</b>	<b>851,139</b>	<b>903,080</b>	<b>940,360</b>	<b>37,280</b>	<b>4.13%</b>

Positions	
Title	Full Time
Lieutenant	1
Detention Officer First Class	9
<b>Total</b>	<b>10</b>

## *Sheriff – Detention Center*

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

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### **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.

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### **Goals for Fiscal Year 2018**

- ✓ Recruit, hire and train a minimum of seven employees to eliminate current vacancies and anticipated retirements.
- ✓ Develop and implement a mentoring program to prepare future supervisors.
- ✓ Replacement of the current outdated control center electronics that control all doors.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	12,557,175	13,148,130	13,842,390	694,260	5.28%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	314,891	382,600	332,700	(49,900)	(13.04%)
<b>Total</b>	<b>12,872,066</b>	<b>13,530,730</b>	<b>14,175,090</b>	<b>644,360</b>	<b>4.76%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	10,016,234	10,708,800	11,078,230	369,430	3.45%
Operating	2,831,676	2,821,930	3,096,860	274,930	9.74%
Capital Outlay	24,156	0	0	0	0.00%
<b>Total</b>	<b>12,872,066</b>	<b>13,530,730</b>	<b>14,175,090</b>	<b>644,360</b>	<b>4.76%</b>

Positions	
Title	Full Time
Detention Major	1
Deputy Sheriff Major	1
Detention Captain	2
Detention Lieutenant	4
Detention Sergeant	14
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	4
Administrative Assistant	1
Inmate Account Administrator	1
<b>Total</b>	<b>124</b>

## *Sheriff – Day Reporting Center*

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Fund:	General Fund	Category:	Public Safety
Program Code:	11321	Contact:	Sheriff Doug Mullendore

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### **Departmental Function:**

The Day Reporting Center (DRC) is an alternative to incarceration for offenders who have a substance abuse addiction and for purposes of implementing reentry programs.

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### **Goals for Fiscal Year 2018**

- ✓ Modify program design with the partnering agencies and criminal justice system for optimal efficiency and effectiveness.
- ✓ Increase the number of clients to include pre-trial supervision and those on probation supervision.
- ✓ Coordinate with selected vendor for treatment services in order to have a seamless transition.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	0	(88,940)	251,670	340,610	382.97%
Grants/Intergovernmental	0	500,000	250,000	(250,000)	(50.00%)
Fees/Charges	0	216,000	45,360	(170,640)	(79.00%)
<b>Total</b>	<b>0</b>	<b>627,060</b>	<b>547,030</b>	<b>(80,030)</b>	<b>(12.76%)</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	172,620	201,910	29,290	16.97%
Operating	0	327,440	345,120	17,680	5.40%
Capital Outlay	0	127,000	0	(127,000)	(100.00%)
<b>Total</b>	<b>0</b>	<b>627,060</b>	<b>547,030</b>	<b>(80,030)</b>	<b>(12.76%)</b>

Positions	
Title	Full Time
Program Director	1
Deputy	1
<b>Total</b>	<b>2</b>

## *Sheriff – Narcotics Task Force*

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

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### **Departmental Function:**

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

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### **Goals for Fiscal Year 2018**

- ✓ Dismantle or disrupt at least two drug trafficking organizations.
- ✓ Work with the schools to help with getting drug education to school aged children.
- ✓ Conduct joint investigation with Drug Enforcement Administration that targets upper level heroin distributors.
- ✓ Continue to grow the overdose search in Intranet database for easy overdose search breakdown.
- ✓ Come up with a way to start tracking heroin overdose related prosecutions.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	399,122	409,720	413,230	3,510	0.86%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	300,797	302,620	338,720	36,100	11.93%
<b>Total</b>	<b>699,919</b>	<b>712,340</b>	<b>751,950</b>	<b>39,610</b>	<b>5.56%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	408,166	426,810	446,220	19,410	4.55%
Operating	244,051	262,310	281,640	19,330	7.37%
Capital Outlay	47,702	23,220	24,090	870	3.75%
<b>Total</b>	<b>699,919</b>	<b>712,340</b>	<b>751,950</b>	<b>39,610</b>	<b>5.56%</b>

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

## Civil Air Patrol

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Fund:	General Fund	Category:	Public Safety
Program Code:	93110	Contact:	Bill Donovan

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### 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.

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### Goals for Fiscal Year 2018

✓ Not provided.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	3,600	3,600	3,600	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>0</b>	<b>0.00%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	3,600	3,600	3,600	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>0</b>	<b>0.00%</b>

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## *Fire and Rescue Volunteer Services*

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Fund:	General Fund	Category:	Public Safety
Program Code:	93130	Contact:	Jimmy Sprecher Jr., President

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### **Agency Function:**

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

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### **Goals for Fiscal Year 2018**

- ✓ Continue to work with the County to develop a comprehensive Emergency Services Operational program for the future of Washington County.
- ✓ Support the efforts to establish a county wide consolidated public safety training facility.
- ✓ Expand efforts to establish a health and fitness plan for first responders.
- ✓ Work cooperatively with the County to develop a long-range plan for communication and replacement of radios for emergency services.
- ✓ Work in partnership with the Department of Emergency Services for the delivery of fire and EMS services to the residents of the Fairplay area.
- ✓ Evaluate the Volunteer Stipend Program to help incentivize volunteers and decrease response times for the volunteer stations.
- ✓ Continue to work to increase the number of personnel responding to calls.
- ✓ Carry on with comprehensive and aggressive efforts in recruiting new members for the fire and EMS services in the County. (SAFER grant)
- ✓ To work cooperatively with the County in developing long-range plans for the communications center and replacement of radios for emergency services.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	6,504,960	7,306,500	6,886,580	(419,920)	(5.75%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>6,504,960</b>	<b>7,306,500</b>	<b>6,886,580</b>	<b>(419,920)</b>	<b>(5.75%)</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	793,095	1,358,960	1,302,400	(56,560)	(4.16%)
Operating	5,667,616	5,938,050	5,584,180	(353,870)	(5.96%)
Capital Outlay	44,249	9,490	0	(9,490)	(100.00%)
<b>Total</b>	<b>6,504,960</b>	<b>7,306,500</b>	<b>6,886,580</b>	<b>(419,920)</b>	<b>(5.75%)</b>

Services Provided or Clients Served			
Programs	2014	2015	2016
Emergency Ambulance Responses*	21,780	23,065	24,453
Emergency Fire Response Alarms**	11,780	11,680	11,848
LOSAP Volunteer Alarm Responses	48,602	44,633	37,170
LOSAP Volunteer Hours Donated	134,876	146,375	175,536

LOSAP = Length of Service Award Program

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

## EMS Operations

Fund:	General Fund	Category:	Public Safety
Program Code:	11520	Contact:	R. David Hays

### Departmental Function:

This department handles oversight of all 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. This increased involvement is intended to help obtain compliance with federal, state and local laws, codes and standards establishing a “Citizens First” service delivery model.

### Goals for Fiscal Year 2018

- ✓ Finalize the implementation of centralized staffing program for EMS scheduling. This goal will be considered complete when the program and policies are in place and the program is operational. (September 2017).
- ✓ Continue to research and implement policies and procedures that will optimize the EMS supply chain to reduce expenses and waste. (December 2017).
- ✓ Initiate a review of the new County wide Field Training Program for both the advanced and basic life support levels. (January 2018).
- ✓ Complete a review the updated Consolidated Emergency Services Plan (VFIS Study) that will outline future system delivery and further define the associated cost for future funding considerations. (December 2018).
- ✓ Complete the budgeted purchase of the County wide vehicle reserve fleet for first line EMS apparatus (March 2018).
- ✓ Work with partner agencies to complete the site design and architectural phases for the Consolidated Public Safety Training Center (CPSTC) and begin build-out of the CPSTC. (July 2018).

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	1,127,839	1,495,950	1,416,980	(78,970)	(5.28%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>1,127,839</b>	<b>1,495,950</b>	<b>1,416,980</b>	<b>(78,970)</b>	<b>(5.28%)</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	895,736	1,107,820	1,036,270	(71,550)	(6.46%)
Operating	231,641	370,530	380,710	10,180	2.75%
Capital Outlay	462	17,600	0	(17,600)	(100.00%)
<b>Total</b>	<b>1,127,839</b>	<b>1,495,950</b>	<b>1,416,980</b>	<b>(78,970)</b>	<b>(5.28%)</b>

Positions	
Title	Full Time
Assistant Director, Emergency Medical Services	1
Advanced Life Support Technician II	8
<b>Total</b>	<b>9</b>

## *Fire Operations*

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Fund:	General Fund	Category:	Public Safety
Program Code:	11525	Contact:	R. David Hays

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### **Departmental Function:**

This department handles oversight of all fire and rescue services for the County. Currently, its primary mission involves management of programs that are designed to assist the volunteer services in the completion of their daily missions (countywide personalized protective equipment, Reserve Fleet, apparatus and equipment replacement program, etc.). In addition to its responsibilities in those programs, the department will increase its involvement in fire and rescue operations as the system continues to grow. This increased involvement is intended to help maintain compliance with federal, state and local laws, codes and standards establishing a “Citizens First” service delivery model.

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### **Goals for Fiscal Year 2018**

- ✓ Finalize the implementation of the mobile data terminal initiative to all fire departments. This goal will be considered complete when the program and policies are in place and the program is operational. (September 2017).
- ✓ Complete the updated Consolidated Emergency Services Plan, outlining future system deliveries and define associated cost for future funding consideration. (Complete December 2017).
- ✓ Implement the County wide purchasing agreement for ladder, pump, hose and Department of Transportation testing. (July 2017).
- ✓ Complete the purchase and implementation of the County wide vehicle reserve fleet for first line fire apparatus. (April 2018).
- ✓ Complete the purchase and implementation of the centralized personalized protective equipment purchasing system for volunteer and career responders with efforts centered on maximizing cost savings. (July 2017).
- ✓ Complete the site design and architectural phases for the Consolidated Public Safety Training Center (CPSTC) and begin build-up of the CPSTC. (July 2017).
- ✓ Foster additional training opportunities relative to fire, EMS, rescue, Emergency Management and hazard mitigation. (2017/2018).

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	0	0	233,050	233,050	100.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>		<b>0</b>	<b>233,050</b>	<b>233,050</b>	<b>100.00%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	0	85,500	85,500	100.00%
Operating	0	0	137,550	137,550	100.00%
Capital Outlay	0	0	10,000	10,000	100.00%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>233,050</b>	<b>233,050</b>	<b>100.00%</b>

Positions	
Title	Full Time
Assistant Director, Fire Services	1
<b>Total</b>	<b>1</b>

## *Air Unit*

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Fund:	General Fund	Category:	Public Safety
Program Code:	11420	Contact:	R. David Hays

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### **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.

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### **Goals for Fiscal Year 2018**

- ✓ Continue efforts to enhance volunteer staffing at the Air Unit. Throughout the FY17 budget year we have participated with the Washington County Volunteer Fire & Rescue Association's Recruitment and Retention Program and its coordinator; experiencing limited success in bringing new members to the unit. (July/August 2017).
- ✓ Complete the operator training for the new air unit delivered in May of 2017. As the new air unit enters service, the existing air unit (replaced) will be taken out of service prepared for sale. We will work closely with County purchasing to liquidate the existing unit (June 2017).
- ✓ Continue annual oversight of the Air Unit Operations budget. Meet quarterly with the Air Unit Command Staff in order to keep the budget on schedule to avoid overruns. (2017/2018).

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	28,789	36,190	28,220	(7,970)	(22.02%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>28,789</b>	<b>36,190</b>	<b>28,220</b>	<b>(7,970)</b>	<b>(22.02%)</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	28,789	32,740	28,220	(4,520)	(13.81%)
Capital Outlay	0	3,450	0	(3,450)	(100.00%)
<b>Total</b>	<b>28,789</b>	<b>36,190</b>	<b>28,220</b>	<b>(7,970)</b>	<b>(22.02%)</b>

## Special Operations

Fund:	General Fund	Category:	Public Safety
Program Code:	11430	Contact:	R. David Hays

### Departmental Function:

This department provides highly specialized emergency response services to fire, EMS and rescue companies in Washington County. The department serves as the field operations unit for community civil defense and emergency preparedness. In the delivery of its mission, the Special Operations Division provides five primary emergency service functions including; structural rescue, trench collapse/rescue, confined space rescue, technical rescue (high-angle rope/rope, all terrain and swift water) and response to hazardous materials (to include biological, chemical and nuclear incidents).

### Goals for Fiscal Year 2018

- ✓ Continue the consolidation of apparatus and equipment to maximize cost and purchasing efficiency. (2017-2027).
- ✓ Continue to evaluate the organization's regulatory obligations ensuring that they meet the various missions of Special Operations. (October 2017).
- ✓ Ensure the safety and accuracy of inventory, and eliminate excess products (expired or end of shelf life). (August 2016).
- ✓ Pursue the implementation of a staffing change, moving from all part-time staffing to a minimum of three full-time staff with the intent to ensure consistent and sustainable staffing coverage for the services provided. (July 2018).
- ✓ Exercise a request for proposals for the purchase of the new Hazardous Material Response unit. Attend pre-construction, mid-point and final delivery inspections. Construction of the replacement unit is expected to be completed in June of 2016.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	363,317	479,270	474,530	(4,740)	(0.99%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>363,317</b>	<b>479,270</b>	<b>474,530</b>	<b>(4,740)</b>	<b>(0.99%)</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	235,366	360,170	377,020	16,850	4.68%
Operating	112,123	119,100	97,510	(21,590)	(18.13%)
Capital Outlay	15,828	0	0	0	0.00%
<b>Total</b>	<b>363,317</b>	<b>479,270</b>	<b>474,530</b>	<b>(4,740)</b>	<b>(0.99%)</b>

## 911 – Communications

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Fund:	General Fund	Category:	Public Safety
Program Code:	11440	Contact:	R. David Hays

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### Departmental Function:

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

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### Goals for Fiscal Year 2018

- ✓ Conduct Version 13 Emergency Medical Dispatch update training sessions for communications personnel and medical director. Review and approve Version 13 updates, and fully implement CAD and ProQA changes prior to (October 1, 2017).
- ✓ Completion of the primary 911 center (Elliott Parkway) renovation which entails the purchase and installation of new furniture, adding additional positions to handle future growth (February 2018).
- ✓ Complete the cross-training of all supervisors (August 1, 2017).
- ✓ Completion of Standard Operating Procedures review and revision (Currently 80% updated).
- ✓ Complete the review and update of VESTA and CAD Read Screens information (September 2017).

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	2,839,676	3,091,600	3,337,340	245,740	7.95%
Grants/Intergovernmental	871,004	850,000	850,000	0	0.00%
Fees/Charges	477,520	485,230	481,230	(4,000)	(0.82%)
<b>Total</b>	<b>4,188,200</b>	<b>4,426,830</b>	<b>4,668,570</b>	<b>241,740</b>	<b>5.46%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	3,712,552	3,899,630	4,143,200	243,570	6.25%
Operating	471,039	520,020	525,370	5,350	1.03%
Capital Outlay	4,609	7,180	0	(7,180)	(100.00%)
<b>Total</b>	<b>4,188,200</b>	<b>4,426,830</b>	<b>4,668,570</b>	<b>241,740</b>	<b>5.46%</b>

Positions	
Title	Full Time
Director, Fire & Rescue & Emergency Management	1
Director, Training QA/QC	1
Assistant Director, Emergency Communications	1
Deputy Director-Communications (Administrative)	1
Information Technology Administrator	1
Professional Services Administrator	1
Emergency Communications Supervisor	8
Operations Manager	1
Emergency Communications Specialist	34
Administrative Assistant	1
<b>Total</b>	<b>50</b>

## *Emergency Management*

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Fund:	General Fund	Category:	Public Safety
Program Code:	11530	Contact:	R. David Hays

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### **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.

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### **Goals for Fiscal Year 2018**

- ✓ Complete the installation and testing of the Interoperability Solution that will allow for connectivity between Washington County's UHF Radio System and the State's new "MdFirst" 700 MHz Radio System. Currently the State is moving towards a Statewide 700 MHz Radio system, this initiative will allow us to communicate with the State and surrounding counties when established. (September 2017).
- ✓ Establish the first Maryland Emergency Management Assistance Team (MEMAT). The Maryland Emergency Management Agency has asked the Western Maryland Incident Management Team (Washington County) to be included in a statewide effort (MEMAT) established by the State. This will require our members to obtain additional training and experience to fulfill this request. (Spring 2017).
- ✓ Continue efforts to strengthen Local Emergency Management Laws by working with the County Attorney and Board of Washington County Commissioners (BOCC) to enact legislation. This gives the BOCC and the Washington County Director of Emergency Management greater authorities and latitude during time of local emergencies. It should include expanded purchasing powers, a better defined declaration process, and the establishment of emergency powers provisions. (Spring 2018).
- ✓ Establish the Emergency Management/Homeland Security Committee. This will allow for the reorganization and consolidation of several existing bodies and committees; increases "stakeholder buy-in"; and will include participation of the City of Hagerstown in our emergency planning processes. (October 2017).

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	145,982	168,870	182,990	14,120	8.36%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>145,982</b>	<b>168,870</b>	<b>182,990</b>	<b>14,120</b>	<b>8.36%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	111,430	132,140	140,150	8,010	6.06%
Operating	31,416	36,730	42,840	6,110	16.63%
Capital Outlay	3,136	0	0	0	0.00%
<b>Total</b>	<b>145,982</b>	<b>168,870</b>	<b>182,990</b>	<b>14,120</b>	<b>8.36%</b>

Positions	
Title	Full Time
Assistant Director, Emergency Management	1
Emergency Management Specialist	1
<b>Total</b>	<b>2</b>

## Wireless Communications

Fund:	General Fund	Category:	Public Safety
Program Code:	11540	Contact:	Mark Madeo

### 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.

### Goals for Fiscal Year 2018

- ✓ Update uninterruptable power systems at prime locations due to the age of the units.
- ✓ System upgrade on the Motorola backbone from release 7.14 to release 7.26.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	1,247,687	1,235,030	1,197,370	(37,600)	(3.05%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	28,848	15,230	24,230	9,000	59.09%
<b>Total</b>	<b>1,276,535</b>	<b>1,250,260</b>	<b>1,221,600</b>	<b>(28,660)</b>	<b>(2.29%)</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	367,963	407,980	426,850	18,870	4.63%
Operating	870,866	842,280	794,750	(47,530)	(5.64%)
Capital Outlay	37,706	0	0	0	0.00%
<b>Total</b>	<b>1,276,535</b>	<b>1,250,260</b>	<b>1,221,600</b>	<b>(28,660)</b>	<b>(2.29%)</b>

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

## Humane Society of Washington County

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

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### 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).

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### Goals for Fiscal Year 2018

- ✓ Achieve and maintain 80% live release rate.
- ✓ Offer four Rabies/License/Microchip Clinics in cooperation with the Health Department.
- ✓ Distribute 200,000 lbs. of food via Pet Food Pantry.
- ✓ Complete 100 community education events for adults and children.
- ✓ Help 700 animals owned/cared for by Washington County citizens via public assistance programs.
- ✓ Place 3,000 animals in new adoptive homes.
- ✓ Spay/neuter 3,000 companion animals via HSWC clinic and community veterinary partnerships.
- ✓ Respond to one national animal disaster as a Response Partner with the ASPCA's Field Investigations and Response team.
- ✓ Host two training events for animal welfare professionals within the region.
- ✓ Transition to national model of managed animal admissions.
- ✓ Trap, neuter, vaccinate, and release (TNR) 300 feral community cats.
- ✓ Revise five sections or definitions in the County Ordinance; this includes definitions for such items as proper water, shelter, and extreme weather conditions.
- ✓ Four Field Services Officers (FSOs) complete Module A of National Animal Control and Humane Officer Academy (NACHO). Two FSOs complete Module C of NACHO. Three FSOs will have completed Module B by July 1, 2018. The National Animal Control Association recently revised the training standards, requiring retraining of FSOs.
- ✓ FSOs deliver 1,000 pounds of pet food to families in need; this does not include one special delivery to elderly citizens in December.
- ✓ FSOs provide education/assistance to 12 families to avoid impoundment of animals; the target is to help a minimum of one family per month.
- ✓ FSOs participate in four community events.
- ✓ FSOs to continue to provide portable housing/shelter for feral cat colonies caretakers.
- ✓ Equip FSOs with portable police radios to increase officer safety.
- ✓ The Development Department to raise \$400,000.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	1,247,290	1,290,000	1,341,600	51,600	4.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>1,247,290</b>	<b>1,290,000</b>	<b>1,341,600</b>	<b>51,600</b>	<b>4.00%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	1,247,290	1,290,000	1,341,600	51,600	4.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>1,247,290</b>	<b>1,290,000</b>	<b>1,341,600</b>	<b>51,600</b>	<b>4.00%</b>

Services Provided or Clients Served			
Programs	FY 2016	FY 2017*	Projected FY 2018
SNAP animals altered	343	269	300
Animal Control – total field calls for service	2,692	1,708	2,200
Total Animals Sheltered	6,588	5,297	6,600
Shelter Visitors	22,583	21,159	23,000

\*All FY2017 Data is for the period July 1, 2016 – April 30, 2017.

### *General Fund – Transfers Summary*

Category	2016 Actual	2017 Budget	2018 Budget	\$ Change	% Change
Operating Transfers	11,478,152	10,238,000	10,327,890	89,890	0.88%
Capital Transfers	28,024,180	18,690,000	20,204,570	1,514,570	8.10%
<b>Total</b>	<b>39,502,332</b>	<b>28,928,000</b>	<b>30,532,460</b>	<b>1,604,460</b>	<b>5.55%</b>



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## *Operating Transfers*

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

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### **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.
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Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	11,478,152	10,238,000	10,327,890	89,890	0.88%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>11,478,152</b>	<b>10,238,000</b>	<b>10,327,890</b>	<b>89,890</b>	<b>0.88%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	11,478,152	10,238,000	10,327,890	89,890	0.88%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>11,478,152</b>	<b>10,238,000</b>	<b>10,327,890</b>	<b>89,890</b>	<b>0.88%</b>

Category Funding Breakdown					
Program	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Highway	9,431,090	8,190,000	8,151,110	(38,890)	(0.47%)
Solid Waste	491,400	491,400	473,630	(17,770)	(3.62%)
Agricultural Education Center	140,050	173,740	183,940	10,200	5.87%
Community Grant Management	286,820	266,160	316,220	50,060	18.81%
Land Preservation	130,814	142,730	136,550	(6,180)	(4.33%)
HEPMPO	7,990	6,730	7,950	1,220	18.13%
Utility Administration	167,695	182,770	201,950	19,180	10.49%
Transit	472,300	484,470	484,470	0	0.00%
Airport	14,500	14,500	14,500	0	0.00%
Golf Course	296,950	246,950	319,020	72,070	29.18%
Municipalities in Lieu	38,543	38,550	38,550	0	0.00%
<b>Total</b>	<b>11,478,152</b>	<b>10,238,000</b>	<b>10,327,890</b>	<b>89,890</b>	<b>0.88%</b>

## *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	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	28,024,180	18,690,000	20,204,570	1,514,570	8.10%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>28,024,180</b>	<b>18,690,000</b>	<b>20,204,570</b>	<b>1,514,570</b>	<b>8.10%</b>

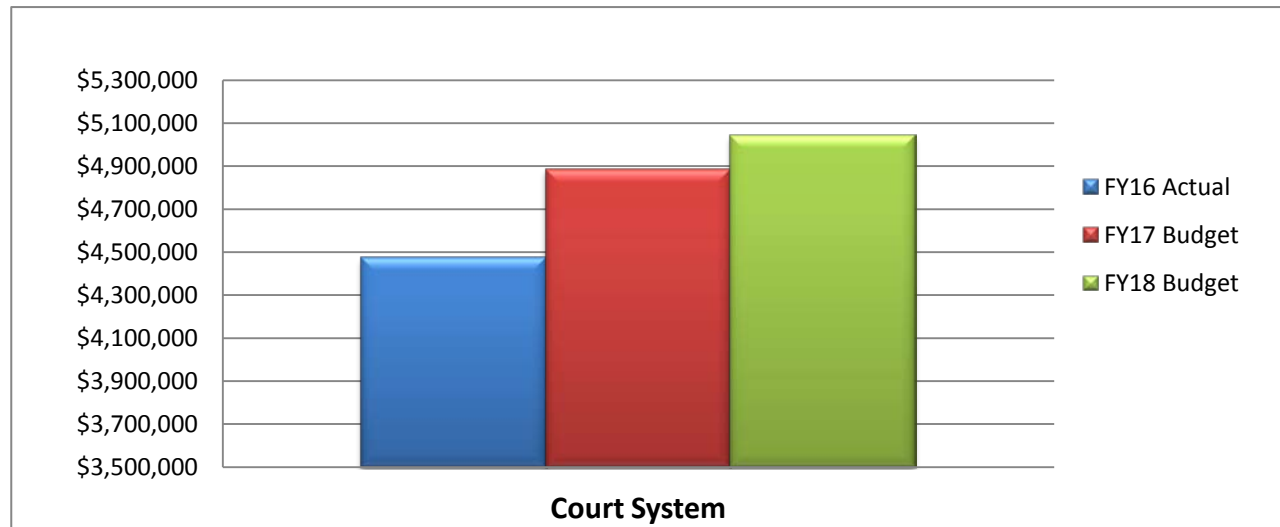
Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	28,024,180	18,690,000	20,204,570	1,514,570	8.10%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>28,024,180</b>	<b>18,690,000</b>	<b>20,204,570</b>	<b>1,514,570</b>	<b>8.10%</b>

Category Funding Breakdown					
Program	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Capital Improvement Projects	7,130,000	3,215,000	5,000,000	1,785,000	55.52%
Debt Service	20,894,180	15,475,000	15,204,570	(270,430)	(1.75%)
<b>Total</b>	<b>28,024,180</b>	<b>18,690,000</b>	<b>20,204,570</b>	<b>1,514,570</b>	<b>8.10%</b>

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### *General Fund – Court System Summary*

Category	2016 Actual	2017 Budget	2018 Budget	\$ Change	% Change
Circuit Court	1,349,455	1,517,330	1,559,700	42,370	2.79%
Orphans Court	29,827	30,920	30,920	0	0.00%
State's Attorney	3,096,994	3,339,420	3,451,790	112,370	3.36%
<b>Total</b>	<b>4,476,276</b>	<b>4,887,670</b>	<b>5,042,410</b>	<b>154,740</b>	<b>3.17%</b>



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## *Circuit Court*

Fund:	General Fund	Category:	Court System
Program Code:	10200	Contact:	Eunice Plank

### **Departmental Function:**

The Circuit Court for Washington County is not a department of County Government. The Circuit Courts were created by the Maryland Constitution and are the highest common law and equity courts of record exercising original jurisdiction within the State. The Circuit Court for Washington County has full common law and equity powers and jurisdiction in all civil, juvenile, and criminal cases arising within the County, except when jurisdiction has been conferred upon another tribunal by law and in those situations the Circuit Court serves as an appellate court.

### **Goals for Fiscal Year 2018**

- ✓ The Maryland Judiciary is transitioning to a paperless, all electronic court known as MDEC (Maryland Electronic Court). MDEC is being rolled out pursuant to an implementation schedule mandated by the judiciary. Washington County has begun the 7-month process with a go-live date of October 16, 2017. This is a very large undertaking requiring numerous meetings, equipment upgrades, and the transfer of large amounts of data as well as employee training.
- ✓ Continue with plans for the relocation of the Register of Wills office to allow for renovation of that space for a sixth judge.
- ✓ Continue to dispose of cases in a timely manner pursuant to the Maryland Circuit Court Time Standards. This will be particularly challenging for the current year because of the work being done to implement MDEC.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	1,268,525	1,433,910	1,476,280	42,370	2.95%
Grants/Intergovernmental	72,510	75,000	75,000	0	0.00%
Fees/Charges	8,420	8,420	8,420	0	0.00%
<b>Total</b>	<b>1,349,455</b>	<b>1,517,330</b>	<b>1,559,700</b>	<b>42,370</b>	<b>2.79%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	1,128,858	1,273,080	1,326,450	53,370	4.19%
Operating	218,222	244,250	233,250	(11,000)	(4.50%)
Capital Outlay	2,375	0	0	0	0.00%
<b>Total</b>	<b>1,349,455</b>	<b>1,517,330</b>	<b>1,559,700</b>	<b>42,370</b>	<b>2.79%</b>

Positions	
Title	Full Time
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
Administrative Assistant	1
Legal Secretary	4
<b>Total</b>	<b>20</b>

## Orphans Court

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

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### 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.

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### Goals for Fiscal Year 2018

✓ Not applicable.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	29,827	30,920	30,920	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>29,827</b>	<b>30,920</b>	<b>30,920</b>	<b>0</b>	<b>0.00%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	29,080	29,420	29,420	0	0.00%
Operating	747	1,500	1,500	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>29,827</b>	<b>30,920</b>	<b>30,920</b>	<b>0</b>	<b>0.00%</b>

Services Provided		
	2016	2017*
Total New Proceedings Established	974	1,038
Personal Representative/Interested Person/Party /Contacts	5,215	4,554
Safekeeping Wills/Codicils Received	1,802	1,209
Safekeeping Wills/Codicils Removed	1,057	1,091
Docket Entries Recorded	16,743	16,290
Claims Recorded	458	332
Number of Receipts Issued	3,665	3,404
Number of Billing Invoices Issued	203	214
Number of Disbursements (Checks written)	64	51
Number of Hearings Established	176	177
Number of Hearings Held	161	160
Number of Accounts	681	604

\*Statistics are for the period of July 1, 2016, through June 6, 2017.

## 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.

### Goals for Fiscal Year 2018

- ✓ To focus on confronting the opioid crisis with our community and State partners.

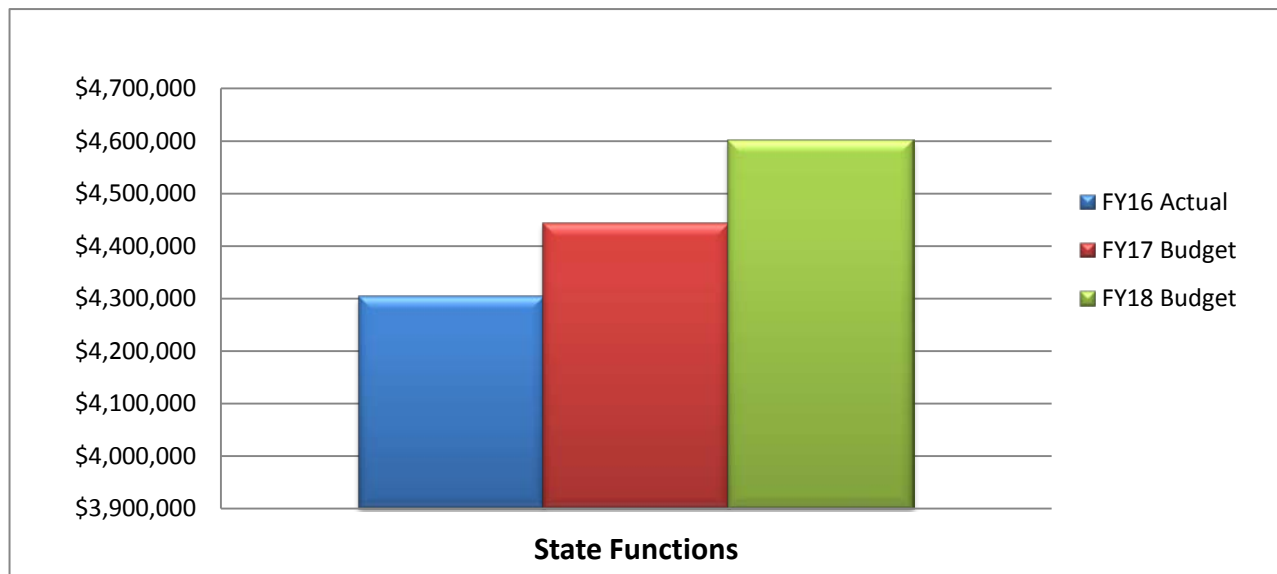
Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	3,055,538	3,279,420	3,396,790	117,370	3.58%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	41,456	60,000	55,000	(5,000)	(8.33%)
<b>Total</b>	<b>3,096,994</b>	<b>3,339,420</b>	<b>3,451,790</b>	<b>112,370</b>	<b>3.36%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	2,894,456	3,178,250	3,282,370	104,120	3.28%
Operating	165,141	161,170	169,420	8,250	5.12%
Capital Outlay	37,397	0	0	0	0.00%
<b>Total</b>	<b>3,096,994</b>	<b>3,339,420</b>	<b>3,451,790</b>	<b>112,370</b>	<b>3.36%</b>

Positions	
Title	Full Time
State's Attorney	1
Deputy State's Attorney	2
Assistant State's Attorney III	2
Assistant State's Attorney II	10
Victim/Witness Unit Director	1
Victim/Witness Coordinator	3
Diversion Alternative Director	1
Senior Investigator	1
Investigator	2
Caseworker	2
Office Manager	1
Legal Secretary	1
Team Leader-State Attorney	2
Senior Office Associate	8
Work Crew Supervisor	1
<b>Total</b>	<b>38</b>

*General Fund – State Functions Summary*

Category	2016 Actual	2017 Budget	2018 Budget	\$ Change	% Change
Health Department	2,339,270	2,339,270	2,339,270	0	0.00%
Social Services	338,070	373,390	424,390	51,000	13.66%
Agricultural Extension Service	271,130	271,130	275,760	4,630	1.71%
Election Board	956,606	1,052,900	1,145,990	93,090	8.84%
Soil Conservation	195,400	202,000	206,040	4,040	2.00%
Weed Control	196,390	194,710	200,040	5,330	2.74%
Gypsy Moth Program	6,120	10,000	10,000	0	0.00%
<b>Total</b>	<b>4,302,986</b>	<b>4,443,400</b>	<b>4,601,490</b>	<b>158,090</b>	<b>3.56%</b>



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## Health Department

Fund:	General Fund	Category:	State Functions
Program Code:	94000	Contact:	Earl Stoner

### Agency Function:

The Washington County Health Department (WCHD) is part of the State of Maryland Department of Mental Hygiene, Community Health Administration, and serves as an agency of Washington County Government. Funding for WCHD is a combination of Federal, State, local monies, plus third party and private-pay reimbursements. The WCHD is committed to serving the community by promoting, protecting, and improving the health of every citizen. Public health functions include assessment, policy development, and assurance. "Assessment" is the foundation of public health activities and encompasses the identification of problems, analysis of data, and monitoring of progress. "Policy development" promotes the use of scientific knowledge by establishing a course of action for solving problems, educating the public and developing community partnership. The final public health function is "assurance" that services necessary to achieve agreed upon goals is provided either by encouraging action by others, requiring action by regulations and laws or providing services directly. The WCHD strives to maintain an effective partnership with all residents of Washington County by ensuring that all personnel and operations are of the highest quality and that continuous improvement occurs in our services to the community.

### Goals for Fiscal Year 2018

- ✓ Assist with ensuring students entering public and private schools are in compliance with school immunizations within 20 days of school entry.
- ✓ Maintain family planning and sexually transmitted infection services for underinsured and uninsured.
- ✓ Provide access to sexually transmitted infection and pregnancy prevention services for adolescents.
- ✓ Ensure timely and appropriate response to reports of communicable disease cases and outbreaks.
- ✓ Continue enhancing internal capabilities to ensure adequate service provision utilizing a fee-for-service payment model.
- ✓ Facilitate the installation of additional BRF systems to assist Washington County citizenry on current wait list.
- ✓ Decrease the adverse impact of opioids on Washington County, with an immediate emphasis on reducing overdose deaths.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 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%
<b>Total</b>	<b>2,339,270</b>	<b>2,339,270</b>	<b>2,339,270</b>	<b>0</b>	<b>0.00%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	2,339,270	2,339,270	2,339,270	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>2,339,270</b>	<b>2,339,270</b>	<b>2,339,270</b>	<b>0</b>	<b>0.00%</b>

Clients / Contacts				
Programs	FY 2016 Actual		FY 2017* (03/31/17)	
	Clients	Contacts	Clients	Contacts
<b>Behavioral Health:</b>				
Cameo	75	4,393	54	2,870
Catoctin Summit Adolescent Program (CSAP)	90	6,495	54	4,513
Drug-Free Workplace Services (572)	167	224	104	123
Drug Court Treatment	37	1,003	16	434
Jail Substance Abuse (JSAP)	640	4,699	482	2,719
Trauma/Addictions/Mental Health/Recovery-TAMAR	134	1,332	85	719
Mental Health Adult Services	249	2,291	276	1,340
Mental Health Adolescent Services	36	242	23	160
Outpatient Services	2,198	11,661	1,814	10,657
Family Investment Screenings	1,384	1,855	1,037	1,320
<b>Community First Choice:</b>				
Adult (Geriatric) Evaluation/Assessment	318	345	200	207
Nurse Monitoring	124	618	133	478
<b>Community Health:</b>				
HIV Case Management	209	938	178	675
<i>Communicable Disease Control</i>				
Reportable Disease Investigations	315	N/A	163	N/A
Communicable Disease Outbreaks	22	N/A	21	N/A
School Influenza Vaccine	N/A	N/A	1,628	1,739
School Flu Mist Vaccines	1,915	1,996	N/A	N/A
HIV Testing and Counseling	422	422	396	396
Post Exposure Rabies Prophylaxis	98	112	78	96
Pre-Exposure Rabies Prophylaxis	80	96	76	93

Clients / Contacts				
Programs	FY 2016 Actual		FY 2017* (03/31/17)	
	Clients	Contacts	Clients	Contacts
Adult Immunizations	84	109	99	113
Child Immunizations	234	318	153	205
Family Planning/Reproductive Health	669	1,378	532	955
Sexually Transmitted Disease Control	311	371	280	331
Tuberculosis Control	81	410	79	431
<b>Environmental Health:***</b>				
<b>Complaints</b>	274	959	200	700
<b>Permits:</b>				
Septic Permits	133	466	103	361
New Permits	43	151	37	130
Repair Permits	90	315	66	231
Well Permits	137	480	108	378
Building Permits	493	1,233	313	783
Campground Permits	11	14	7	7
Mobile Home Permits	21	21	17	17
Spa Permits	8	8	8	8
Bathing Beach Permits	1	1	1	1
Pool Permits	51	51	13	13
Burn Permits	4	4	5	5
Exotic Bird Permits	4	2	2	2
Food Permits	835	2,088	851	2,128
Environmental Inspections	393	393	391	293
Monitoring Inspections	159	159	77	77
Opening Inspections	129	194	76	114
Pre-Opening Inspections	78	156	77	154
Re-Inspections	15	15	12	12
Temporary Food Permits	853	955	526	589
Remodeled Food Facility Plan Review	21	32	15	23
New Food Facility Plan Review	20	30	14	21
<b>Tests:</b>				
Daycares	130	94	91	70
Non-Communities	71	42	74	35
COPs Issued	54	0	46	0
Health Department Tested	22	54	19	48
Private Lab	22	0	25	0

Clients / Contacts				
Programs	FY 2016 Actual		FY 2017* (03/31/17)	
	Clients	Contacts	Clients	Contacts
<b>Animal Bites:</b>				
Number of Positives	7	14	11	22
Number of Quarantines	397	596	325	488

\*FY 2017 includes first 3 quarters only.

\*\* Numbers include all Environmental Health programs:

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

## *Social Services*

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Fund:	General Fund	Category:	State Functions
Program Code:	94010	Contact:	Michael Piercy

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### **Agency Function:**

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

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### **Goals for Fiscal Year 2018**

- ✓ During FY 18, 93% of the aged or disabled adults receiving Adult Foster Care will be maintained in the community outside of a long-term care facility.
- ✓ During FY 18, 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.
- ✓ One hundred parents and children will be supported by programs offered at the Family Center during FY 18.
- ✓ Eighty percent of families will make quarterly progress toward their self-sufficiency goals.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	338,070	373,390	424,390	51,000	13.66%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>338,070</b>	<b>373,390</b>	<b>424,390</b>	<b>51,000</b>	<b>13.66%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	338,070	373,390	424,390	51,000	13.66%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>338,070</b>	<b>373,390</b>	<b>424,390</b>	<b>51,000</b>	<b>13.66%</b>

Services Provided or Clients Serviced		
Programs	2017 Actual	2018 Estimate
Adult Foster Care	31	30
School Family Liaison (Family School Partnership)		
Families	143	150
Children	251	260
Family Support Center		
Adults	109	100
Children	124	90
<b>Total</b>	<b>658</b>	<b>630</b>

## *Agricultural Extension Service*

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Fund:	General Fund	Category:	State Functions
Program Code:	94020 and 94030	Contact:	Dr. Jennifer Bentlejewski

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### **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.

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### **Goals for Fiscal Year 2018**

- ✓ Provide innovative, educational programs for at least 10,000 Washington County youth and adults in order to deliver measurable results impacting the economy, environment, and community.
- ✓ Through the Master Gardener Program, provide solutions for over 6,000 residents with gardening issues which result in more effective pesticide practices, safer fruit and vegetable production, etc.
- ✓ Empower at least 1,000 youth and adults to enhance their financial management and to improve their eating habits.
- ✓ Target 1,500 at-risk youth and families with ongoing nutrition and health education.
- ✓ Increase opportunities for at least 1,000 youth to excel through 4-H club programs, 4-H in-school enrichment, and the 4-H camping program.
- ✓ 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 20,000 acres in nutrient management planning.
- ✓ Build human capacity by recruiting and/or maintaining at least 200 UME volunteers to achieve desired community outcomes in Washington County.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	271,130	271,130	275,760	4,630	1.71%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>271,130</b>	<b>271,130</b>	<b>275,760</b>	<b>4,630</b>	<b>1.71%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	271,130	271,130	275,760	4,630	1.71%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>271,130</b>	<b>271,130</b>	<b>275,760</b>	<b>4,630</b>	<b>1.71%</b>

Category Funding Breakdown					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
UME Service	232,400	232,400	237,030	4,630	1.99%
County Cooperative Extension	38,730	38,730	38,730	0	0.00%
<b>Total</b>	<b>271,130</b>	<b>271,130</b>	<b>275,760</b>	<b>4,630</b>	<b>1.71%</b>

Services Provided or Clients Served		
Programs	2016	2017
Agriculture & Natural Resources	3,017 clients reached through 384 workshops, seminars, webinars, and individual consultations.	2,160 clients reached through 176 workshops, seminars, webinars, and individual consultations.
Nutrient Management Plans written and updated	Nutrient management plans written and/or updated for 29,000 acres.	Nutrient management plans written and/or updated for 26,138 acres.
Home Horticulture	<ul style="list-style-type: none"> <li>- 100 Master Gardeners volunteered 5,808 hours, along with the educator, to conduct workshops, seminars, and events reaching 6,233 clients.</li> <li>- 3,735 horticulture consultations conducted at plant clinics and community events.</li> <li>- 604 horticulture problems solved in-office for clients.</li> </ul>	<ul style="list-style-type: none"> <li>- 100 Master Gardeners volunteered 6,295 hours, along with the educator, to conduct workshops, seminars, and events reaching 6,729 clients.</li> <li>- 4,836 horticulture consultations conducted at plant clinics and community events.</li> <li>- 707 horticulture problems solved in-office for clients.</li> </ul>

Services Provided or Clients Serviced		
Programs	2016	2017
Family & Consumer Sciences	<ul style="list-style-type: none"> <li>- 667 clients reached through 47 workshops and seminars.</li> <li>- 800 youth and adults reached with nutrition education at elementary schools, Judy Center, Head Start, Community Garden, and Noland Village through the Food Supplement Nutrition Education Program.</li> </ul>	<ul style="list-style-type: none"> <li>- 838 clients reached through 30 workshops and seminars.</li> <li>- 303 youth and adults reached with nutrition education at elementary schools, Judy Center, Head Start, Community Garden, and Noland Village through the Food Supplement Nutrition Education Program.</li> </ul>
Expanded Food & Nutrition Education Program	779 youth and adults reached through workshops, classes, and one-on-one consultations.	919 youth and adults reached through workshops, classes, and one-on-one consultations.
4-H Youth Development Programs	<ul style="list-style-type: none"> <li>- 4,237 youth and adults reached through 270 trainings as well as school enrichment and day camp programs.</li> <li>- 329 youth enrolled in the Washington County 4-H club program with 103 volunteers donating nearly 7,000 hours.</li> </ul>	<ul style="list-style-type: none"> <li>- 3,079 youth and adults reached through school enrichment and day camp programs.</li> <li>- 264 youth enrolled in the Washington County 4-H club program with 105 volunteers donating 7,100 hours.</li> </ul>

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## *Election Board*

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

### **Departmental Function:**

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

### **Goals for Fiscal Year 2018**

- ✓ Move to a new facility that will combine the office, warehouse, early voting and training site at one location. Move must be completed by November 1, 2017.
- ✓ Conduct site surveys on all 48 polling places by October 1, 2017.
- ✓ Locate a larger facility for District 26-3 polling place and notify voters by October 1, 2017.
- ✓ Educate public regarding Early Voting thru expanded use of Social Media. Uses include: notification of Early Voting dates and times, location of Early Voting, wait times during early voting and encouraging voters to get out and vote.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	955,936	1,052,900	1,145,990	93,090	8.84%
Grants/Intergovernmental	0	0		0	0.00%
Fees/Charges	670	0	0	0	0.00%
<b>Total</b>	<b>956,606</b>	<b>1,052,900</b>	<b>1,145,990</b>	<b>93,090</b>	<b>8.84%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	116,446	72,470	99,820	27,350	37.74%
Operating	839,930	980,430	1,046,170	65,740	6.71%
Capital Outlay	230	0	0	0	0.00%
<b>Total</b>	<b>956,606</b>	<b>1,052,900</b>	<b>1,145,990</b>	<b>93,090</b>	<b>8.84%</b>

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## *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.

### **Goals for Fiscal Year 2018**

- ✓ Complete installation of Best Available Technology Septic System and Farm Best Management Practices (BMP) utilizing Federal 319 grant on Little Grove Creek.
- ✓ Complete 150 Best Management Practices on farms.
- ✓ Continue Chesapeake Bay Trust Fund for five positions - two planners, one technician, and partial funding for manager and administrative assistant.
- ✓ Complete 45 Conservation Plans for 6,000 acres.
- ✓ Increase cover crop participation to 12,000 acres.
- ✓ Deliver 1.5 million in State and Federal cost share funds to farmers.
- ✓ Install informational kiosks at two locations in the Antietam Creek Watershed to meet goals of Antietam Creek Watershed Restoration Plan.
- ✓ Certify three additional agricultural stewards.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	195,400	202,000	206,040	4,040	2.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>195,400</b>	<b>202,000</b>	<b>206,040</b>	<b>4,040</b>	<b>2.00%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	195,400	202,000	206,040	4,040	2.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>195,400</b>	<b>202,000</b>	<b>206,040</b>	<b>4,040</b>	<b>2.00%</b>

Services Provided or Clients Served				
Services	2016 Goal	2017 Goal	2018 Goal	
Soil Conservation and Water Quality Plans (in acres)	5,500	4,500	4,500	
Best Management Practices	150	150	150	
Cost Share (in dollars)	1,500,000	1,750,000	1,750,000	
Forest Conservation Act	1	1	1	
Urban Reviews	600	600	600	
Stream Projects	2	2	2	
Cover Crop Acres	9,000	10,000	10,000	
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.

### **Goals for Fiscal Year 2018**

- ✓ To increase Weed Control Program presence in the County to continue the progress made by the program in controlling noxious and invasive weeds.
- ✓ To add to and modify existing equipment to expand and improve the control capabilities of the program and increase revenues by 10%.
- ✓ To increase the number of personnel hours on contact and inspection services by 10 %.
- ✓ To provide the highest quality technical, advisory and control services to the residence of Washington County by training and accrediting all personnel.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	(51,749)	0	(5,950)	(5,950)	(100.00%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	248,139	194,710	205,990	11,280	5.79%
<b>Total</b>	<b>196,390</b>	<b>194,710</b>	<b>200,040</b>	<b>5,330</b>	<b>2.74%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	119,404	121,360	127,530	6,170	5.08%
Operating	75,073	73,350	72,510	(840)	(1.15%)
Capital Outlay	1,913	0	0	0	0.00%
<b>Total</b>	<b>196,390</b>	<b>194,710</b>	<b>200,040</b>	<b>5,330</b>	<b>2.74%</b>

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## *Gypsy Moth Program*

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

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### **Departmental Function:**

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

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### **Funding Sources**

Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	6,120	10,000	10,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>6,120</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>0.00%</b>

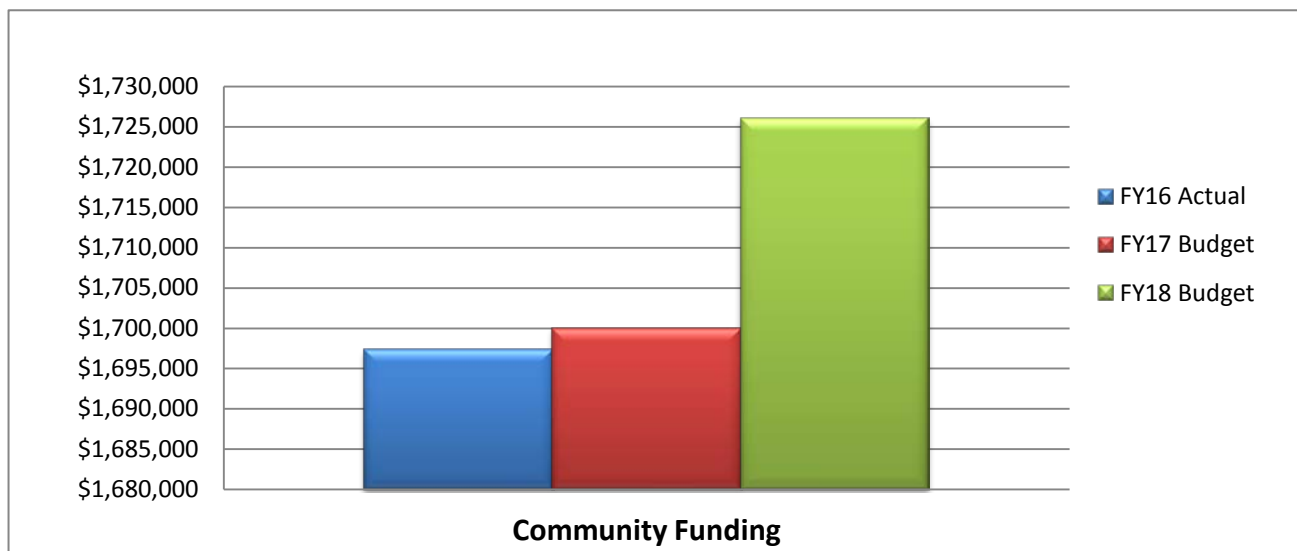
### **Program Expenditures**

Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	6,120	10,000	10,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>6,120</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>0.00%</b>

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### *General Fund – Community Funding Summary*

Category	2016 Actual	2017 Budget	2018 Budget	\$ Change	% Change
Community Funding	1,697,403	1,700,000	1,726,100	26,100	1.54%
<b>Total</b>	<b>1,697,403</b>	<b>1,700,000</b>	<b>1,726,100</b>	<b>26,100</b>	<b>1.54%</b>



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## Community Funding

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

### Agency Function:

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

### Goals for Fiscal Year 2018

- ✓ Improve the quality of grant applications by providing applicants with materials and personalized grant writing assistance to improve their grant writing skills.
- ✓ Ensure fund applicants focus on “Return on Investment” to the community when considering the scope of their funding requests.

### Funding Sources

Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	1,697,403	1,700,000	1,726,000	26,100	1.54%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>1,697,403</b>	<b>1,700,000</b>	<b>1,726,000</b>	<b>26,100</b>	<b>1.54%</b>

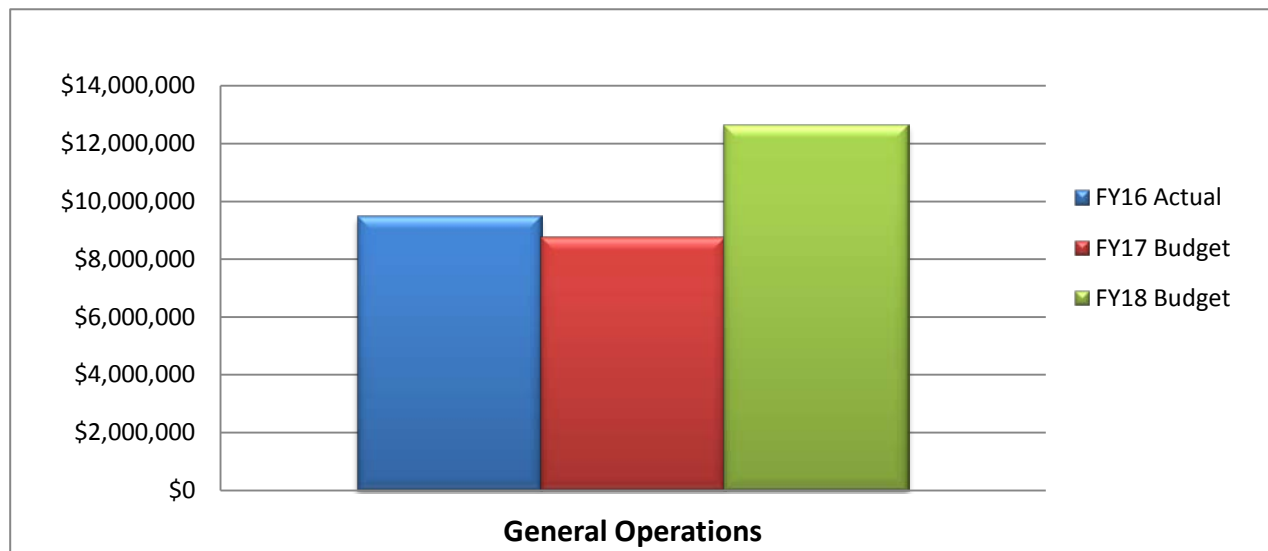
### Program Expenditures

Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	1,697,403	1,700,000	1,726,000	26,100	1.54%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>1,697,403</b>	<b>1,700,000</b>	<b>1,726,000</b>	<b>26,100</b>	<b>1.54%</b>

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*General Fund – General Operations Summary*

Category	2016 Actual	2017 Budget	2018 Budget	\$ Change	% Change
County Commissioners	223,005	292,070	284,430	(7,640)	(2.62%)
County Clerk	95,594	101,480	104,370	2,890	2.85%
County Administrator	454,933	440,510	474,500	33,990	7.72%
Public Relations & Community Affairs	390,997	414,170	422,630	8,460	2.04%
Budget and Finance	1,352,373	1,411,430	1,435,300	23,870	1.69%
Independent Accounting and Audit	61,460	70,000	70,000	0	0.00%
Purchasing	502,158	537,800	534,080	(3,720)	(0.69%)
Treasurer	425,766	442,820	460,820	18,000	4.06%
County Attorney	631,440	694,180	721,420	27,240	3.92%
Human Resources	708,259	778,320	759,040	(19,280)	(2.48%)
Central Services	197,458	204,200	151,900	(52,300)	(25.61%)
Information Technology	2,091,721	2,192,030	2,403,870	211,840	9.66%
General Operations	2,337,707	1,194,660	4,808,100	3,613,440	302.47%
<b>Total</b>	<b>9,472,871</b>	<b>8,773,670</b>	<b>12,630,460</b>	<b>3,856,790</b>	<b>43.96%</b>



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## County Commissioners

Fund:	General Fund	Category:	General Operations
Program Code:	10100	Contact:	Terry Baker

### Departmental Function:

The five County Commissioners are elected on an at-large basis for four-year terms in the years of statewide elections. The Board is responsible for the overall operation of County Government as appropriate, in accordance with the Washington County Code of Public Local Laws.

### Goals for Fiscal Year 2018

- ✓ Support the Urban Improvement Plan for City Center.
- ✓ Evaluate opportunities for intergovernmental partnerships.
- ✓ Evaluate community wide capital needs for fiscal planning purposes.
- ✓ Continue to support a vibrant business climate in Washington County.
- ✓ Continue to improve methods to be readily accessible to the public and work towards common goals.
- ✓ Promote the Strategic Economic Development Plan.
- ✓ Support opportunities for international partnerships/development and communicate with Washington County Sister Counties.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	223,005	292,070	284,430	(7,640)	(2.62%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>223,005</b>	<b>292,070</b>	<b>284,430</b>	<b>(7,640)</b>	<b>(2.62%)</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	216,800	239,120	231,480	(7,640)	(3.20%)
Operating	6,205	52,950	52,950	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>223,005</b>	<b>292,070</b>	<b>284,430</b>	<b>(7,640)</b>	<b>(2.62%)</b>

Positions	
Title	Full Time
Commissioner - President	1
Commissioner	4
<b>Total</b>	<b>5</b>

## County Clerk

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

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### 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.

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### Goals for Fiscal Year 2018

- ✓ Use Laserfiche program to condense/eliminate paper files.
- ✓ Work on transferring older minutes books to State Archives.
- ✓ Pre-plan for election year for Board of County Commissioners.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	95,594	101,480	104,370	2,890	2.85%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>95,594</b>	<b>101,480</b>	<b>104,370</b>	<b>2,890</b>	<b>2.85%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	73,763	77,780	80,920	3,140	4.04%
Operating	21,831	23,700	23,450	(250)	(1.05%)
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>95,594</b>	<b>101,480</b>	<b>104,370</b>	<b>2,890</b>	<b>2.85%</b>

Positions	
Title	Full Time
County Clerk	1
<b>Total</b>	<b>1</b>

## County Administrator

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Fund:	General Fund	Category:	General Operations
Program Code:	10300	Contact:	Robert Slocum

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### Departmental Function:

The County Administrator is the Chief Administrative Officer of Washington County as outlined in the Code of Public Local Laws of Washington County and is under the supervision of the Board of County Commissioners. The County Administrator is responsible for the day-to-day operations of County government. A major function of the County Administrator is to interpret and execute the policies of the Board of County Commissioners as they pertain to County matters. The current County Administrator was appointed by the Board of County Commissioners in March of 2017.

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### Goals for Fiscal Year 2018

- ✓ Begin and complete the design of a new emergency services training facility, which will serve police, fire and EMS programs.
- ✓ Adopt and implement the Comprehensive Fire Plan to be submitted to the Board of County Commissioners for approval.
- ✓ Continue support of the Day Reporting Program, now underway and growing in rehabilitative services.
- ✓ Support and expand recreational programs and facilities for citizens.
- ✓ Further expand the Senior Center space to accommodate programs requested and supported by the seniors.
- ✓ Develop a clean streets and streams strategy to address National Pollutant Discharge Elimination System permit requirements while enhancing scenic beauty.
- ✓ Further solar and alternative energy generation facilities to for environmental and economic benefit.
- ✓ Communicate and collaborate with the City of Hagerstown and local municipalities.
- ✓ Engage local governments and agencies common opportunities.
- ✓ Promote the City of Hagerstown, the Urban Improvement Project, and City/County achievements.
- ✓ Seek to partner in Solid Waste processing for long term waste solutions and cost savings.
- ✓ Take every opportunity to expand broadband in the urban growth area and beyond; promote the Gigabyte City and expansion of same.
- ✓ Meet resources with needs in budgeting and funding, staffing and maintenance.
- ✓ Capitalize on public/private partnerships, implement plans in place and grow new ones.
- ✓ Fully promote existing building code to safely and efficiently rehabilitate pre-existing buildings.
- ✓ Enhance Economic Development Commission's role in County government to accommodate and assist businesses.
- ✓ Partner in any and all opportunities to grow stable employment and valuable infrastructure
- ✓ Promote the Hagerstown Regional Airport for commercial airline and private use.
- ✓ Launch Cascade Town Centre into private ownership, promoting private jobs and public revenue.
- ✓ Encourage and support County staff in the betterment of Washington County.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	454,933	440,510	474,500	33,990	7.72%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>454,933</b>	<b>440,510</b>	<b>474,500</b>	<b>33,990</b>	<b>7.72%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	391,077	410,540	444,830	34,290	8.35%
Operating	63,856	29,970	29,670	(300)	(1.00%)
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>454,933</b>	<b>440,510</b>	<b>474,500</b>	<b>33,990</b>	<b>7.72%</b>

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

## Public Relations and Community Affairs

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

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### 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.

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### Goals for Fiscal Year 2018

- ✓ Use feedback from beta Citizens Academy to develop an improved more robust class and research establishing a Teen/Youth Citizens Academy.
- ✓ Develop a detailed marketing plan for Mt. Aetna Technology Park and other economic development properties as identified.
- ✓ Implement a print on demand system for business cards and marketing collateral.
- ✓ Public/Private partnership to install Wifi on Washington County Transit buses.
- ✓ PR Roadshow to meet with all the departments to do a needs assessment to assist them with public information.
- ✓ Develop RFP for new Washington County website and facilitate the launch of a new comprehensive website.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	390,997	414,170	422,630	8,460	2.04%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>390,997</b>	<b>414,170</b>	<b>422,630</b>	<b>8,460</b>	<b>2.04%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	291,629	306,910	314,760	7,850	2.56%
Operating	99,368	107,260	107,870	610	0.57%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>390,997</b>	<b>414,170</b>	<b>422,630</b>	<b>8,460</b>	<b>2.04%</b>

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

## Budget and Finance

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

### Departmental Function:

The Office of Budget and Finance provides financial management and administration to the Board of County Commissioners. This includes the formulation, execution, and oversight for operating and capital improvement program budgets, which involve both short-term and long-term analysis. It is responsible for the financial and accounting practices for all county operations, including but not limited to the management of cash funds and investments, administration of debt, interpretation and analysis of financial information, and the development and implementation of countywide financial policies and procedures, including financial and accounting control systems. The Office of Budget and Finance has oversight responsibilities for the Washington County Purchasing Office and Community Grant Management.

### Goals for Fiscal Year 2018

- ✓ Complete the upgrade from PeopleSoft web based financial and operating budget software to Oracle Cloud versions.
- ✓ Implement the Oracle Cloud version of capital budgeting.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	1,352,373	1,411,430	1,435,300	23,870	1.69%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>1,352,373</b>	<b>1,411,430</b>	<b>1,435,300</b>	<b>23,870</b>	<b>1.69%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	1,304,391	1,358,480	1,384,350	25,870	1.90%
Operating	47,982	52,950	50,950	(2,000)	(3.78%)
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>1,352,373</b>	<b>1,411,430</b>	<b>1,435,300</b>	<b>23,870</b>	<b>1.69%</b>

Services Provided		
	2016 Actual	2017 Actual
Total Number of Vouchers Paid	24,340	25,143
Total Accounts Payable Checks Issued & Electronic Fund Transfers	11,370	12,195
Total Payroll Checks Issued & Electronic Fund Transfers	25,904	27,122
Total Number of Billings Produced	34,552	34,630

Positions	
Title	Full Time
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
<b>Total</b>	<b>15</b>

## *Independent Accounting and Audit*

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

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### **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.

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Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	61,460	70,000	70,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>61,460</b>	<b>70,000</b>	<b>70,000</b>	<b>0</b>	<b>0.00%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	61,460	70,000	70,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>61,460</b>	<b>70,000</b>	<b>70,000</b>	<b>0</b>	<b>0.00%</b>

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## Purchasing

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Fund:	General Fund	Category:	General Operations
Program Code:	10520	Contact:	Rick Curry

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### 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.

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### Goals for Fiscal Year 2018

- ✓ Implementation of conversion of PeopleSoft Financials to the Oracle Cloud.
- ✓ Implement electronic signature for PeopleSoft Purchase Orders.
- ✓ Implement confidentiality/conflict of interest agreement form for Coordinating Committee Members.
- ✓ Convert from selling construction project documents to a no charge for construction documents.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	500,538	536,800	532,580	(4,220)	(0.79%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	1,620	1,000	1,500	500	50.00%
<b>Total</b>	<b>502,158</b>	<b>537,800</b>	<b>534,080</b>	<b>(3,720)</b>	<b>(0.69%)</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	482,821	510,220	506,500	(3,720)	(0.73%)
Operating	19,337	27,580	27,580	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>502,158</b>	<b>537,800</b>	<b>534,080</b>	<b>(3,720)</b>	<b>(0.69%)</b>

Services Provided		
	2016 Actual	2017 Actual
Total Number of Purchase Orders	1,238	1,276
Total Dollar Value of Purchase Orders & Additional Grant Contracts	\$33,515,313	\$65,760,695
Number of Service Contracts	111	105

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

## *Treasurer*

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

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### **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.

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### **Goals for Fiscal Year 2018**

- ✓ Restructure online bank payment process to improve customer service, processing efficiency, and transaction volume.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	425,766	442,820	460,820	18,000	4.06%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>425,766</b>	<b>442,820</b>	<b>460,820</b>	<b>18,000</b>	<b>4.06%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	378,889	396,320	412,820	16,500	4.16%
Operating	43,627	46,500	48,000	1,500	3.23%
Capital Outlay	3,250	0	0	0	0.00%
<b>Total</b>	<b>425,766</b>	<b>442,820</b>	<b>460,820</b>	<b>18,000</b>	<b>4.06%</b>

Positions	
Title	Full Time
Treasurer	1
Chief Deputy Treasurer	1
Deputy Treasurer	2
Accounts Receivable Technician	1
<b>Total</b>	<b>5</b>

## County Attorney

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

### Departmental Function:

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

### Goals for Fiscal Year 2018

- ✓ Implement 2017 legislation and draft legislation for the 2018 legislative session.
- ✓ Work closely with County staff and various outside entities on issues relating to the Downtown Urban Improvement Project.
- ✓ Work closely with County staff and various outside entities on issues relating to the Cascade Town Centre project.
- ✓ Continue to work with County staff regarding the review and revision of County policies.
- ✓ Work with the Sheriff's Department and County staff on issues relating to the potential implementation of speed cameras in the County.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	631,440	694,180	721,420	27,240	3.92%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>631,440</b>	<b>694,180</b>	<b>721,420</b>	<b>27,240</b>	<b>3.92%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	581,860	622,280	655,570	33,290	5.35%
Operating	49,580	71,900	65,850	(6,050)	(8.41%)
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>631,440</b>	<b>694,180</b>	<b>721,420</b>	<b>27,240</b>	<b>3.92%</b>

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

## Human Resources

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

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### 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.

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### Goals for Fiscal Year 2018

- ✓ Continue the process of County Commissioner approval of Human Resources' policies updates.
- ✓ Continue to provide excellent recreational programs throughout the year to all Washington County Citizens who wish to participate.
- ✓ Complete the FY 2017 Salary Study over the summer with recommendations to County Commissioners no later than September 2017.
- ✓ Continue to work in collaboration with the Budget & Finance and IT departments in the transition of PeopleSoft to the Oracle Cloud.
- ✓ Collaborate with Aetna in use of wellness funds as part of the wellness programs offered to County employees. This will not only include a variety of programs throughout all departments, but also the offering of an Employee Health and Wellness Fair in conjunction with HCC and Fitness and Recreation in FY 2018.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	708,259	778,320	759,040	(19,280)	(2.48%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>708,259</b>	<b>778,320</b>	<b>759,040</b>	<b>(19,280)</b>	<b>(2.48%)</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	547,696	575,820	616,940	41,120	7.14%
Operating	160,563	202,500	142,100	(60,400)	(29.83%)
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>708,259</b>	<b>778,320</b>	<b>759,040</b>	<b>(19,280)</b>	<b>(2.48%)</b>

Positions	
Title	Full Time
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
<b>Total</b>	<b>7</b>

## *Central Services*

Fund:	General Fund	Category:	General Operations
Program Code:	10970	Contact:	Rick Curry

### Departmental Function:

The services include operation of the mailroom, document copying, postal services, and to provide information to the citizens.

### Goals for Fiscal Year 2018

- ✓ To train as many County employees as possible on all of the machines and processing of the various types of mail.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	197,458	204,200	151,900	(52,300)	(25.61%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>197,458</b>	<b>204,200</b>	<b>151,900</b>	<b>(52,300)</b>	<b>(25.61%)</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	56,360	59,400	0	(59,400)	(100.00%)
Operating	141,098	144,800	151,900	7,100	4.90%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>197,458</b>	<b>204,200</b>	<b>151,900</b>	<b>(52,300)</b>	<b>(25.61%)</b>

Services Provided		
	2016 Actual	2017 Actual
Number of processed pieces of mail	192,636	177,630
Total Number of photocopying service	397,085	398,232

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## Information Technology

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

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### 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.

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### Goals for Fiscal Year 2018

- ✓ Complete the migration process of moving the County's enterprise financial, human resource and budgeting systems to Oracle's Cloud Services platform.
- ✓ Complete the rollout of the Citizen's Web portal component.
- ✓ Begin the migration process of moving the County's enterprise Microsoft Exchange email and Office Suite to Microsoft Office 365 cloud based platform.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	2,091,683	2,191,930	2,403,770	211,840	9.66%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	38	100	100	0	0.00%
<b>Total</b>	<b>2,091,721</b>	<b>2,192,030</b>	<b>2,403,870</b>	<b>211,840</b>	<b>9.66%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	1,380,739	1,454,100	1,513,120	59,020	4.06%
Operating	710,982	737,930	890,750	152,820	20.71%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>2,091,721</b>	<b>2,192,030</b>	<b>2,403,870</b>	<b>211,840</b>	<b>9.66%</b>

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

## *General Operations*

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

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### **Departmental Function:**

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

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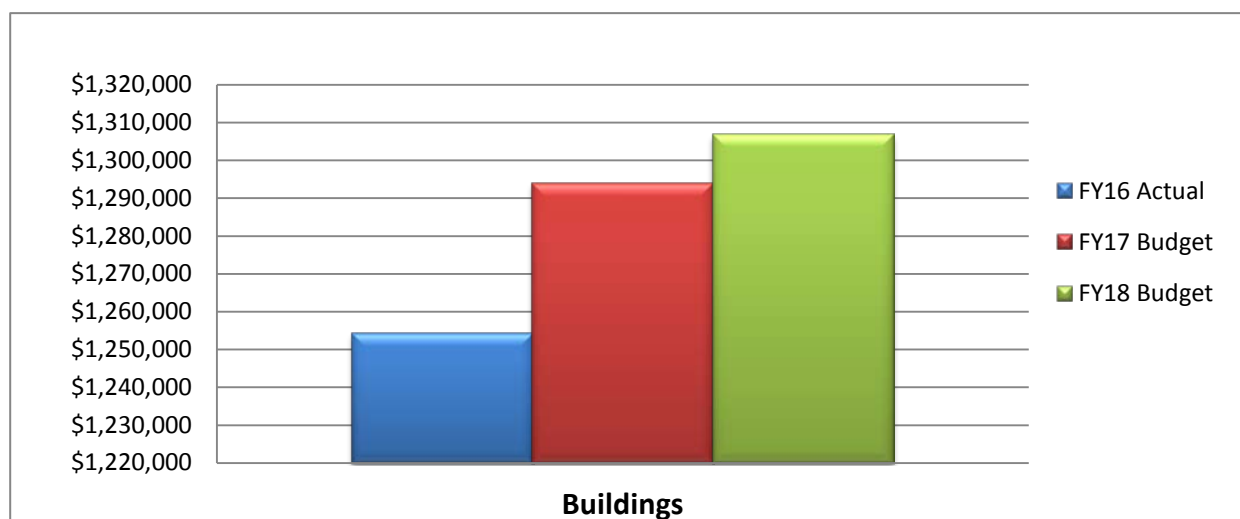
Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	2,337,707	1,194,660	4,808,100	3,613,400	302.47%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>2,337,707</b>	<b>1,194,660</b>	<b>4,808,100</b>	<b>3,613,400</b>	<b>302.47%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	1,738,720	704,640	2,193,330	1,488,690	67.87%
Operating	598,987	490,020	437,720	2,124,750	433.60%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>2,337,707</b>	<b>1,194,660</b>	<b>4,808,100</b>	<b>3,613,400</b>	<b>302.47%</b>

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*General Fund – Buildings Summary*

Category	2016 Actual	2017 Budget	2018 Budget	\$ Change	% Change
Martin Luther King Center	73,194	80,300	80,400	100	0.12%
Administration Building	172,738	183,600	183,600	0	0.00%
Administration Building II	94,648	103,850	105,350	1,500	1.44%
Court House	580,819	587,230	603,250	16,020	2.73%
County Office Building	192,873	195,310	195,310	0	0.00%
Administration Annex	48,266	56,300	53,970	(2,330)	(4.14%)
Dwyer Center	23,639	29,700	29,700	0	0.00%
Rental Properties	1,291	2,000	2,000	0	0.00%
Public Facilities Annex	66,764	55,700	53,200	(2,500)	(4.49%)
<b>Total</b>	<b>1,254,232</b>	<b>1,293,990</b>	<b>1,306,780</b>	<b>12,790</b>	<b>0.99%</b>



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## *Buildings*

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

### Departmental Function:

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

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

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

### Goals for Fiscal Year 2018

- ✓ Remodel Public Facilities Annex Day Reporting Center.
- ✓ Remodel 1<sup>st</sup> floor County Office Building for Register of Wills Offices.
- ✓ Remodel 3<sup>rd</sup> floor lunch room Administration Building.
- ✓ Upgrade HVAC Administration Building II.

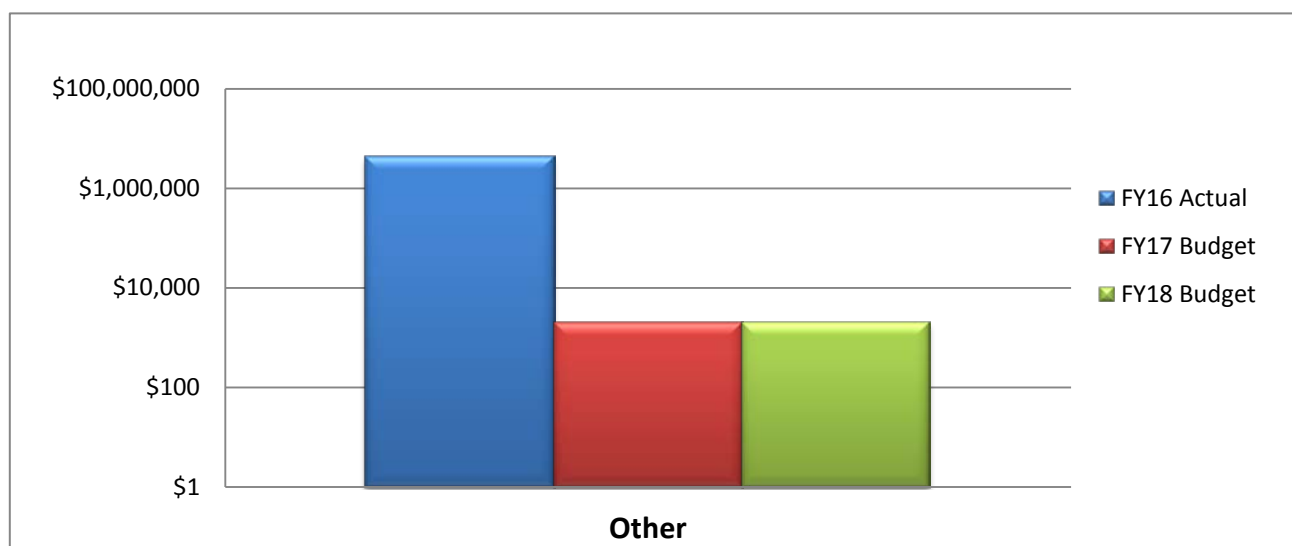
Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	1,254,232	1,293,990	1,306,780	12,790	0.99%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>1,254,232</b>	<b>1,293,990</b>	<b>1,306,780</b>	<b>12,790</b>	<b>0.99%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	331,562	347,230	360,250	13,020	3.75%
Operating	922,670	946,760	946,530	(230)	(0.02%)
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>1,254,232</b>	<b>1,293,990</b>	<b>1,306,780</b>	<b>12,790</b>	<b>0.99%</b>

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

### *General Fund – Other Summary*

Category	2016 Actual	2017 Budget	2018 Budget	\$ Change	% Change
Women's Commission	2,489	2,000	2,000	0	0.00%
Grants	4,316,425	0	0	0	0.00%
<b>Total</b>	<b>4,318,914</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>	<b>0.00%</b>



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## *Women's Commission*

Fund:	General Fund	Category:	Other
Program Code:	11100	Contact:	Andrea Wiley

### **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.

### **Goals for Fiscal Year 2018**

- ✓ By June 30, 2018, the Washington County Commission for Women will complete a plan for a fall seminar to offer topics of importance to the women of Washington County in areas such as finance, health and fitness, business, and parenting.
- ✓ By June 30, 2018, the Washington County Commission for Women will celebrate achievements and accomplishments of local women.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	2,489	2,000	2,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>2,489</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>	<b>0.00%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	2,489	2,000	2,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>2,489</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>	<b>0.00%</b>

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## *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.

### Goals for Fiscal Year 2018

✓ Not applicable.

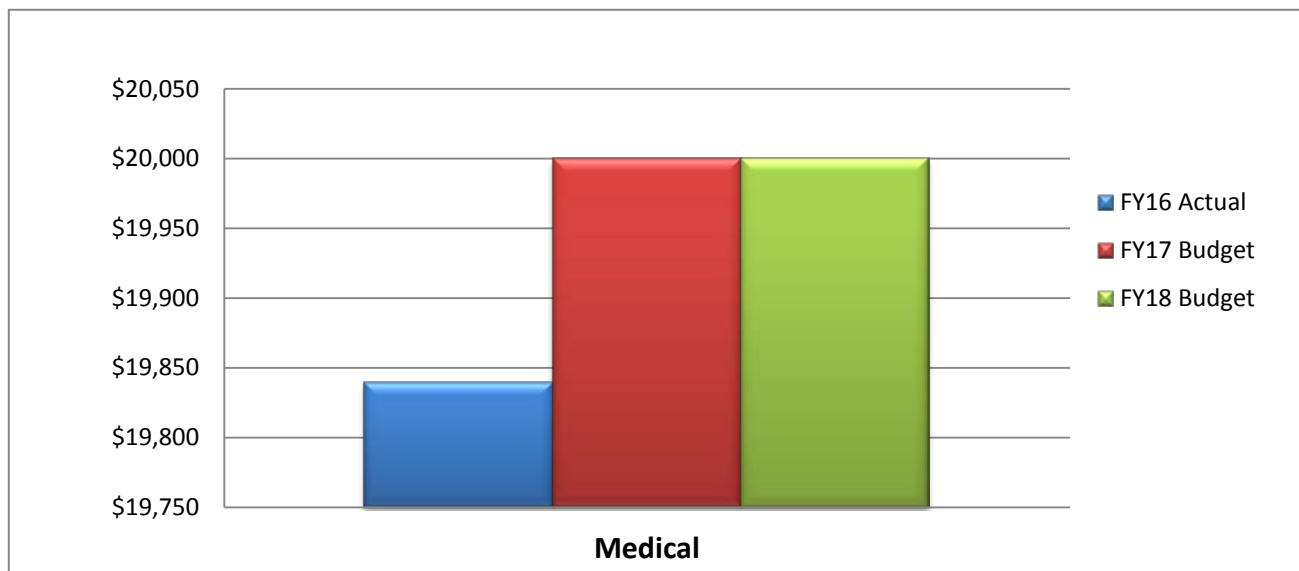
Funding Sources						
Category	2016 Actual	2017 Budget	2018 Budget	Change		
				\$	%	
General Fund Support	0	0	0	0	0.00%	
Grants/Intergovernmental	4,316,425	0	0	0	0.00%	
Fees/Charges	0	0	0	0	0.00%	
<b>Total</b>	<b>4,316,425</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	

Program Expenditures						
Category	2016 Actual	2017 Budget	2018 Budget	Change		
				\$	%	
Wages and Benefits	484,062	0	0	0	0.00%	
Operating	1,024,478	0	0	0	0.00%	
Capital Outlay	2,807,885	0	0	0	0.00%	
<b>Total</b>	<b>4,316,425</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	

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### *General Fund – Medical Summary*

Category	2016 Actual	2017 Budget	2018 Budget	\$ Change	% Change
Medical Examiner	19,840	20,000	20,000	0	0.00%
<b>Total</b>	<b>19,840</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>0.00%</b>



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*Medical Examiner*

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

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**Departmental Function:**

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

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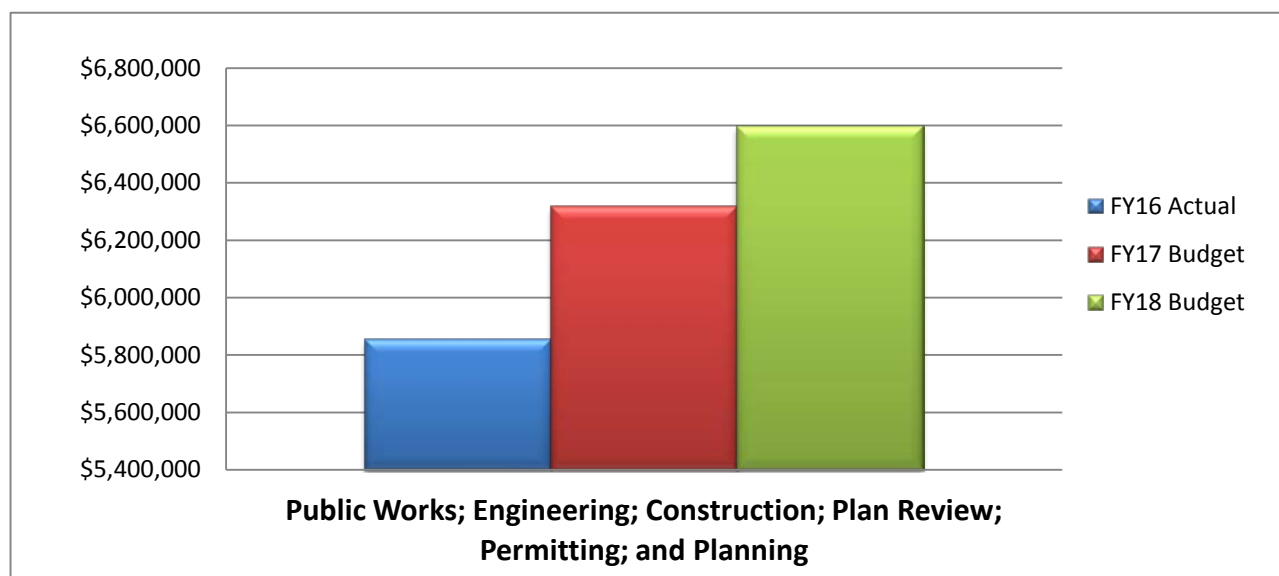
Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	19,840	20,000	20,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>19,840</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>0.00%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	19,840	20,000	20,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>19,840</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>0.00%</b>

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

Category	2016 Actual	2017 Budget	2018 Budget	\$ Change	% Change
Public Works	234,721	232,390	240,970	8,580	3.69%
Engineering	1,554,675	1,613,930	2,138,610	524,680	32.51%
Construction	1,655,567	1,764,870	1,878,200	113,330	6.42%
Plan Review & Permitting	919,188	931,740	1,484,980	553,240	59.38%
Permitting	839,056	1,031,510	0	(1,031,510)	(100.00%)
Planning and Zoning	601,509	688,330	725,830	37,500	5.45%
Zoning Appeals	49,315	53,440	53,440	0	0.00%
<b>Total</b>	<b>5,854,031</b>	<b>6,316,210</b>	<b>6,522,030</b>	<b>205,820</b>	<b>3.26%</b>



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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.

### Goals for Fiscal Year 2018

- ✓ Provide assistance with Salary Study to ensure internal equity between Public Works Departments.
- ✓ Evaluate potential land acquisitions for two departments.
- ✓ Evaluate overall efficiency of all departments.
- ✓ Upgrade reporting and work order systems all departments.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	234,721	232,390	240,970	8,580	3.69%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>234,721</b>	<b>232,390</b>	<b>240,970</b>	<b>8,580</b>	<b>3.69%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	220,556	213,920	223,360	9,440	4.41%
Operating	12,194	18,470	17,610	(860)	(4.66%)
Capital Outlay	1,971	0	0	0	0.00%
<b>Total</b>	<b>234,721</b>	<b>232,390</b>	<b>240,970</b>	<b>8,580</b>	<b>3.69%</b>

Positions	
Title	Full Time
Director of Public Works	1
Senior Office Associate	1
<b>Total</b>	<b>2</b>

## *Engineering & Construction Management – Engineering*

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

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### **Departmental Function:**

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

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### **Goals for Fiscal Year 2018**

- ✓ Complete the preliminary/final design and real property work for various projects – Eastern Boulevard Widening Phase II; Eastern Boulevard at Antietam Drive; North County Park (Holcim); Eastern Boulevard Phase III; Keedysville Road bridge; Poffenberger Road bridges; Crystal Falls Road bridge; Spur Road culvert; Hopewell Road culverts; and Wright Road culverts.
- ✓ Update Land Development and Roadway Improvement Standards.
- ✓ Provide GIS maps for County website (bridge weight restriction postings, capital improvement projects, etc.).
- ✓ Secure and utilize State and Federal funds for bridge, safety, water quality improvements, and roads including but not limited to Federal Aid Bridge, Transportation Alternatives, Federal Clean Water Act Section 319(h) funding, and Appalachian Regional Commission.
- ✓ 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 projects.
- ✓ Provide most effective means for maintenance and repair of roads, bridges, and culverts.
- ✓ Begin construction on Eastern Boulevard Widening Phase I; Crayton Boulevard; Colonel Henry Douglas Drive; Professional Boulevard Bridge Phase I/II; Trego Road culverts; Mousetown Road culvert; Smithsburg Wastewater Treatment Plant Stream Restoration; Bittersweet Drive drainage; Bottom Road drainage; Marsh Pike sidewalk extension; bus shelters; Emergency Services Training Center; and Pavement Maintenance Program.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	1,544,175	1,603,430	2,135,610	532,180	33.19%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	10,500	10,500	3,000	(7,500)	(71.43%)
<b>Total</b>	<b>1,554,675</b>	<b>1,613,930</b>	<b>2,138,610</b>	<b>524,680</b>	<b>32.51%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	1,504,306	1,554,840	2,082,780	527,940	33.95%
Operating	47,749	59,090	55,830	(3,260)	(5.52%)
Capital Outlay	2,620	0	0	0	0.00%
<b>Total</b>	<b>1,554,675</b>	<b>1,613,930</b>	<b>2,138,610</b>	<b>524,680</b>	<b>32.51%</b>

Positions	
Title	Full Time
Director of Engineering and Construction Management	1
Director of Engineering	1
Chief of Design	1
Chief Project Manager	1
Senior Architectural Project Manager	1
Civil Engineer	3
Public Works Engineer	1
Real Property Administrator	1
Chief of Surveys	1
Project Manager	3
Survey Party Chief	1
GIS Analyst	1
Engineer Technician III	3
Technology Coordinator	1
Survey Technician	1
Administrative Assistant	1
<b>Total</b>	<b>22</b>

## Engineering & Construction Management – Construction

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Fund:	General Fund	Category:	Division of ECM-Construction
Program Code:	11630	Contact:	Richard Eichelberger

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### Departmental Function:

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

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### Goals for Fiscal Year 2018

- ✓ Maintain 24 hour or less response time to all inspection requests.
- ✓ Continue to evaluate departmental policies/procedures for efficiency.
- ✓ Continue customer satisfaction with all facets of the department.
- ✓ Continue excellence in coordination with the Engineering, Plan Review and Permitting staff.
- ✓ Continue training the building/trade/construction inspectors to assist with CIP projects as needed.
- ✓ Continue to provide inspection services in support of Engineering Department/Capital Projects.
- ✓ Continue supervision of consultant inspection services.
- ✓ Complete integration of the Building Plans Examiners into the department.
- ✓ Complete promotions of Senior Building and Construction Inspector.
- ✓ Implement in-house training program.
- ✓ Explore expansion of Accela Automation and Mobile Office software.
- ✓ Participate in the review of the 2018 International Code Council codes.
- ✓ Expand review and use of the Existing Building Code.
- ✓ Provide single day field training for each Permit Tech.
- ✓ Provide outreach meetings to Contractors.
- ✓ Continue to provide assistance to all County departments as needed.
- ✓ Participate in Home Show.
- ✓ Replace and retrain promoted inspectors.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	1,645,307	1,757,620	1,869,950	112,330	6.39%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	10,260	7,250	8,250	1,000	13.79%
<b>Total</b>	<b>1,655,567</b>	<b>1,764,870</b>	<b>1,878,200</b>	<b>113,330</b>	<b>6.42%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	1,575,416	1,692,750	1,789,800	97,050	5.73%
Operating	80,151	71,120	77,060	5,940	8.35%
Capital Outlay	0	1,000	11,340	10,340	1034.00%
<b>Total</b>	<b>1,655,567</b>	<b>1,764,870</b>	<b>1,878,200</b>	<b>113,330</b>	<b>6.42%</b>

Positions	
Title	Full Time
Director of Construction	1
Deputy Code Official	1
Chief Building Inspector	1
Combination Inspector	1
Chief Site Inspector	1
Electrical Inspector II	1
Electrical Inspector I	2
Plumbing Inspector II	1
Plumbing Inspector I	1
Building Inspector II	1
Building Inspector I	2
Plans Examiner II	2
Construction Inspector	5
Administrative Assistant	1
<b>Total</b>	<b>21</b>

## Engineering & Construction Management – Plan Review and Permitting

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Fund:	General Fund	Category:	Engineering & Construction Management
Program Code:	11610	Contact:	Tim Lung

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### 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, electrical contractors, and junkyards. Administers the County floodplain management program and implements 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.

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### Goals for Fiscal Year 2018

- ✓ 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.
- ✓ Continue to revise and update the Standards and Specifications for Land Development and Roadway Improvements and receive approval of same by the Board of County Commissioners.
- ✓ Facilitate the County's adoption of the updated Flood Insurance Study/Flood Insurance Rate Maps and compliant Floodplain Ordinance. Continue to provide support to residents and property owners in the interim and post-adoption periods.
- ✓ Publish new and updated customer information brochures explaining routine land development review processes.
- ✓ Complete implementation and training of the Accela Automation software upgrade.
- ✓ Continue year-over-year coordination with the Engineering and Construction departments.
- ✓ Provide the necessary tools, equipment and support required for all staff to successfully complete their responsibilities on a daily basis.
- ✓ Participate in the yearly Home Show at Hagerstown Community College.
- ✓ Implement license renewal for all trade contractors online through Accela Citizen Access to increase efficiency while providing a greater convenience for our contractors.
- ✓ Expand public education for both internal and external customers by creating brochures and handouts on various permitting processes/policies.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	737,566	761,040	129,580	(631,460)	(82.97)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	181,622	170,700	1,355,400	1,184,700	694.02%
<b>Total</b>	<b>919,188</b>	<b>931,740</b>	<b>1,484,980</b>	<b>553,240</b>	<b>59.38%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	882,049	910,460	1,421,200	510,740	56.10%
Operating	36,285	21,280	63,780	42,500	199.72%
Capital Outlay	854	0	0	0	0.00%
<b>Total</b>	<b>919,188</b>	<b>931,740</b>	<b>1,484,980</b>	<b>553,240</b>	<b>59.38%</b>

Positions	
Title	Full Time
Director of Plan Review & Permitting	1
Chief of Plan Review	1
Senior Plan Review/Floodplain Manager	1
Chief of Permits	1
Plan Reviewer	2
Senior Planner	1
Zoning Coordinator	1
Zoning Inspector	1
Office Manager	1
Administrative Assistant	1
Permits Technician	4
Senior Office Associate	2
<b>Total</b>	<b>17</b>

*Engineering & Construction Management – Permitting*

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Fund:	General Fund	Category:	Division of ECM-Permitting
Program Code:	11500		

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**Departmental Function:**

Due to reorganization, this department has merged with Plan Review.

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Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	(267,213)	(18,190)	0	(18,190)	(100.00%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	1,106,269	1,049,700	0	(1,049,700)	(100.00%)
<b>Total</b>	<b>839,056</b>	<b>1,031,510</b>	<b>0</b>	<b>(1,031,510)</b>	<b>(100.00%)</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	818,986	1,002,050	0	(1,002,050)	(100.00%)
Operating	17,493	29,460	0	(29,460)	(100.00%)
Capital Outlay	2,577	0	0	0	0.00%
<b>Total</b>	<b>839,056</b>	<b>1,031,510</b>	<b>0</b>	<b>(1,031,510)</b>	<b>(100.00%)</b>

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## Planning and Zoning

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

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### 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 inspections and enforcement, school adequacy evaluations, Historic District Commission activities, addressing and road name maintenance are also housed in this department.

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### Goals for Fiscal Year 2018

- ✓ Secure Planning Commission recommendation on first draft of updated Comprehensive Plan.
- ✓ Adoption of Land Preservation, Parks and Recreation Plan.
- ✓ Implement Next Generation Farmland Acquisition Program.
- ✓ Present final Tier Map for adoption.
- ✓ Secure FY18 Rural Legacy funding.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	594,205	680,430	717,930	37,500	5.51%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	7,304	7,900	7,900	0	0.00%
<b>Total</b>	<b>601,509</b>	<b>688,330</b>	<b>725,830</b>	<b>37,500</b>	<b>5.45%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	583,462	667,610	705,110	37,500	5.62%
Operating	16,695	20,720	20,720	0	0.00%
Capital Outlay	1,352	0	0	0	0.00%
<b>Total</b>	<b>601,509</b>	<b>688,330</b>	<b>725,830</b>	<b>37,500</b>	<b>5.45%</b>

Positions	
Title	Full Time
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
<b>Total</b>	<b>8</b>

## *Zoning Appeals*

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Fund:	General Fund	Category:	Planning and Zoning
Program Code:	10810	Contact:	Tim Lung

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### **Departmental Function:**

The Board of Zoning Appeals is supported by the Plan Review & Permitting Department. 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.

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### **Goals for Fiscal Year 2018**

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

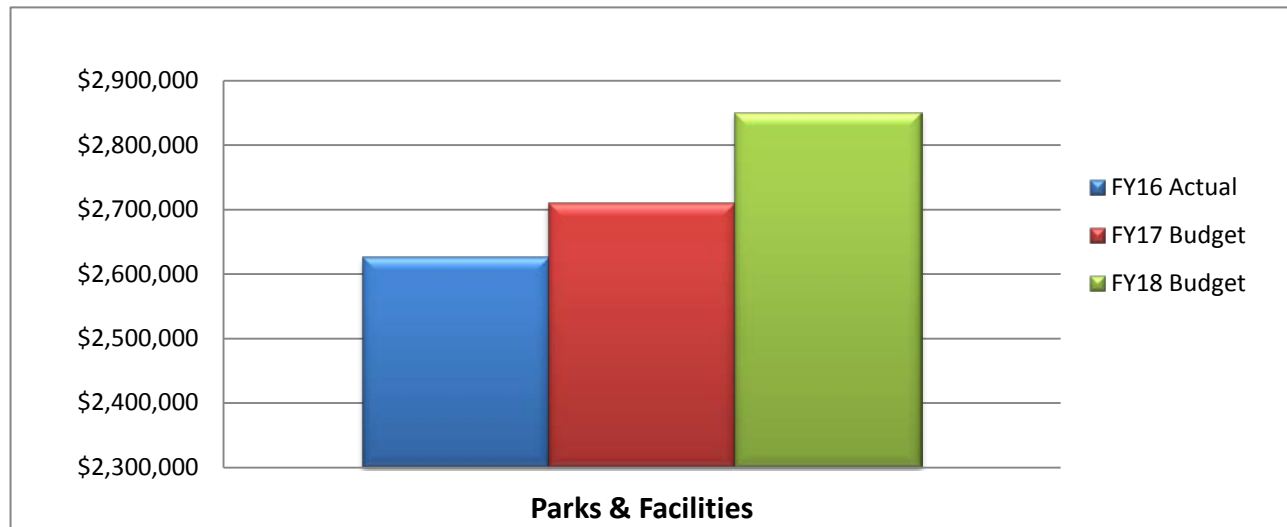
Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	32,140	37,440	37,440	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	17,175	16,000	16,000	0	0.00%
<b>Total</b>	<b>49,315</b>	<b>53,440</b>	<b>53,440</b>	<b>0</b>	<b>0.00%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	23,173	26,640	26,640	0	0.00%
Operating	26,142	26,800	26,800	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>49,315</b>	<b>53,440</b>	<b>53,440</b>	<b>0</b>	<b>0.00%</b>

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*General Fund – Parks & Facilities Summary*

Category	2016 Actual	2017 Budget	2018 Budget	\$ Change	% Change
Buildings, Grounds & Parks	1,609,697	1,706,720	1,808,600	101,880	5.97%
Martin L. Snook Pool	119,726	128,370	133,100	4,730	3.68%
Fitness & Recreation	869,048	874,440	907,950	33,510	3.83%
<b>Total</b>	<b>2,598,471</b>	<b>2,709,530</b>	<b>2,849,650</b>	<b>140,120</b>	<b>5.17%</b>



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## *Buildings, Grounds & Parks*

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

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### **Departmental Function:**

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

---

### **Goals for Fiscal Year 2018**

- ✓ Resurface tennis court at Marty Snook Park.
- ✓ Replace pavilion apron at Clear Spring Park.
- ✓ Repair structural damage at Pinesburg concession stand.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	1,542,985	1,631,920	1,727,800	95,880	5.88%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	66,712	74,800	80,800	6,000	8.02%
<b>Total</b>	<b>1,609,697</b>	<b>1,706,720</b>	<b>1,808,600</b>	<b>101,880</b>	<b>5.97%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	1,277,359	1,345,760	1,447,950	102,190	7.59%
Operating	332,338	360,960	360,650	(310)	(0.09%)
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>1,609,697</b>	<b>1,706,720</b>	<b>1,808,600</b>	<b>101,880</b>	<b>5.97%</b>

Positions	
Title	Full Time
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	9
Office Associate	1
<b>Total</b>	<b>21</b>

*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.

---

**Goals for Fiscal Year 2018**

- ✓ Replace pool perimeter grating.
- ✓ Construct new patio in pool yard area.
- ✓ Install sun shades in pool yard area.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	48,999	63,370	61,100	(2,270)	(3.58%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	70,727	65,000	72,000	7,000	10.77%
<b>Total</b>	<b>119,726</b>	<b>128,370</b>	<b>133,100</b>	<b>4,730</b>	<b>3.68%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	86,082	88,270	93,700	5,430	6.15%
Operating	33,644	36,100	39,400	3,300	9.14%
Capital Outlay	0	4,000	0	(4,000)	(100.00%)
<b>Total</b>	<b>119,726</b>	<b>128,370</b>	<b>133,100</b>	<b>4,730</b>	<b>3.68%</b>

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## *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.

### **Goals for Fiscal Year 2018**

- ✓ Require all part-time employees to go through fingerprint and background checks.
- ✓ Re-organize sports programs to offer two new programs (sports league & sports camp) that will create enough revenue to cover all direct costs.
- ✓ Evaluate joint use agreements with the Washington County Public Schools to discuss increase access of recreation facilities for the citizens of Washington County.
- ✓ Work with the Division of Health & Human Services and Hagerstown Community College in offering an Employee Health and Wellness Fair.

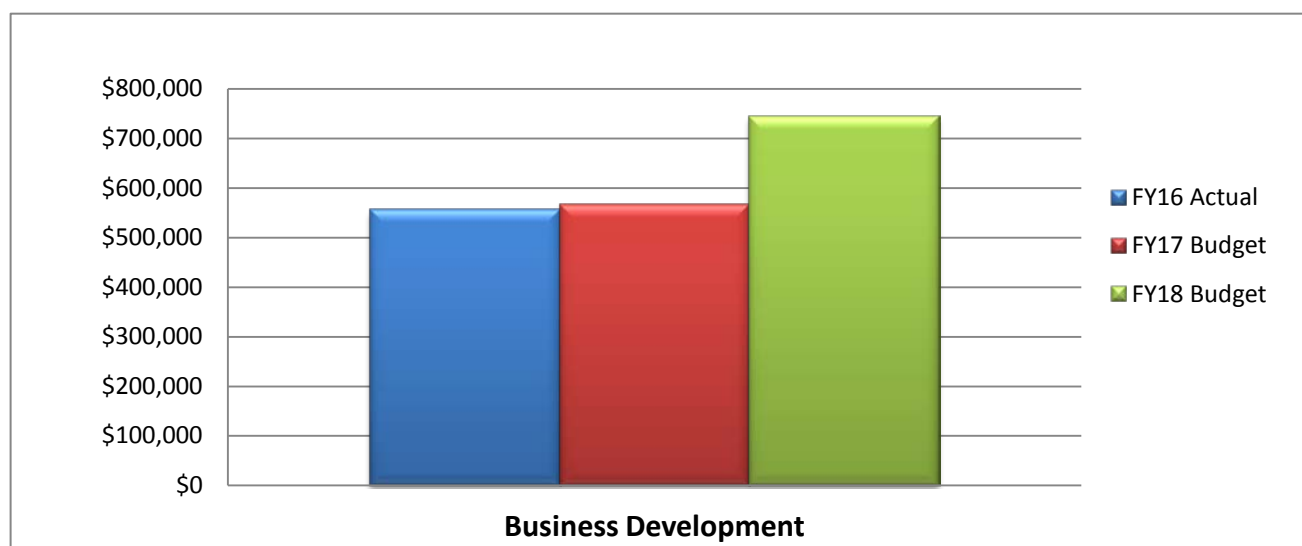
Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	573,305	537,690	571,200	33,510	6.23%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	322,743	336,750	336,750	0	0.00%
<b>Total</b>	<b>869,048</b>	<b>874,440</b>	<b>907,950</b>	<b>33,510</b>	<b>3.83%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	758,680	744,390	777,900	33,510	4.50%
Operating	110,368	130,050	130,050	0	0.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>869,048</b>	<b>874,440</b>	<b>907,950</b>	<b>33,510</b>	<b>3.83%</b>

Positions	
Title	Full Time
Fitness and Recreation Director	1
Recreation Program Coordinator	3
Office Manager	1
<b>Total</b>	<b>5</b>

*General Fund – Business Development Summary*

Category	2016 Actual	2017 Budget	2018 Budget	\$ Change	% Change
Department of Business Development	555,275	567,500	743,680	176,180	31.04%
<b>Total</b>	<b>555,275</b>	<b>567,500</b>	<b>743,680</b>	<b>176,180</b>	<b>31.04%</b>



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## *Department of Business Development*

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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.

---

### **Goals for Fiscal Year 2018**

- ✓ Business Outreach: Continue program with emphasis on companies with less than 25 employees. Visiting 8 to 10 businesses per month and resolve identified impediments to business operations.
- ✓ Business Support: Continue Manufacturing Roundtable and Lean Peer Group programs, initiate Logistics Roundtable & Lean Peer Group, and continue workforce development programs; Creating the pipeline, supporting the Workforce Innovation & Opportunity Act, and alternate workforce. Pursue Smart City funding.
- ✓ Business Expansion: Methodically approach existing mid to large companies to check on expansion needs. Facilitate increase in business sales by conducting export training to introduce international trade and expansion of foreign markets, conduct procurement training to introduce government contracting. Continue to facilitate Ag sales via support of farmers' markets, local sourcing with Washington County Public Schools and retailers, various farm promotional guides, and Ag tourism.
- ✓ Business Attraction: Assist in developing a marketing plan for Mt. Aetna in partnership with CHIEF and other economic development projects/properties as identified. Develop business development plan for attraction of aerospace related companies to Hagerstown Regional Airport (HGR) & collaborate with HGR on land acquisition to increase available real estate. Collaborate with Public Relations on redesign of business development section of the website with emphasis on factors important to a relocation decision.
- ✓ Entrepreneurship: Continue support of entrepreneurs via participation in the Entrepreneur Council of Washington County, offer counseling from business idea to start-up, and provide financial support to continue co-location of Small Business Development Center.
- ✓ Community Development: Continue to assist municipalities with economic development projects.

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	555,275	567,500	743,680	176,180	31.04%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>555,275</b>	<b>567,500</b>	<b>743,680</b>	<b>176,180</b>	<b>31.04%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	378,272	397,700	548,880	151,180	38.01%
Operating	176,603	169,800	194,800	25,000	14.72%
Capital Outlay	400	0	0	0	0.00%
<b>Total</b>	<b>555,275</b>	<b>567,500</b>	<b>743,680</b>	<b>176,180</b>	<b>31.04%</b>

Positions	
Title	Full Time
Director of Business Development	1
Business Development Specialist	1
Agricultural Marketing Specialist	1
Business Support Specialist	1
Administrative Assistant	1
<b>Total</b>	<b>5</b>

# Highway Fund

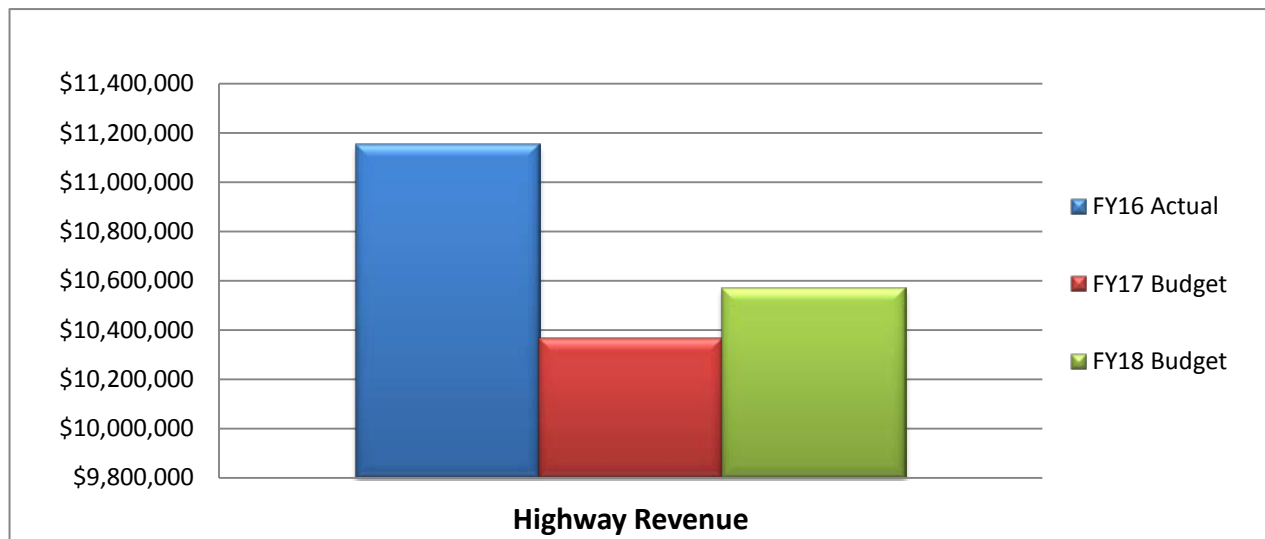
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Highway .....	251

## *Highway Fund Summary*

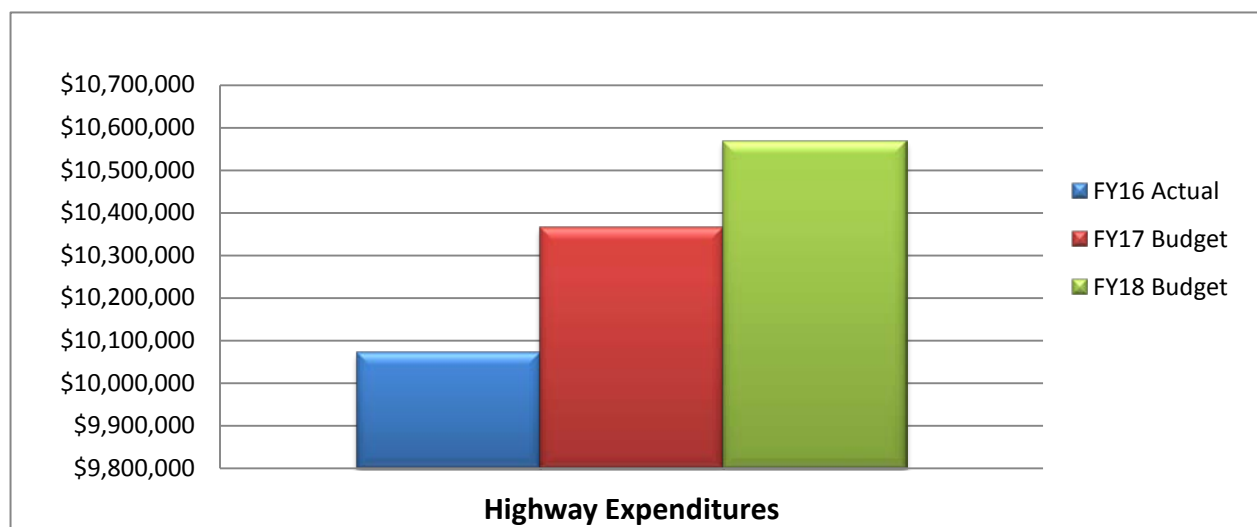
### Highway Fund Revenue

Fund	2016 Actual	2017 Budget	2018 Budget	\$ Change	% Change
Highway Fund	11,151,861	10,365,890	10,567,610	201,720	1.95%
<b>Total</b>	<b>11,151,861</b>	<b>10,365,890</b>	<b>10,567,610</b>	<b>201,720</b>	<b>1.95%</b>



### Highway Fund Expenditures

Fund	2016 Actual	2017 Budget	2018 Budget	\$ Change	% Change
Highway Fund	10,071,134	10,365,890	10,567,610	201,720	1.95%
<b>Total</b>	<b>10,071,134</b>	<b>10,365,890</b>	<b>10,567,610</b>	<b>201,720</b>	<b>1.95%</b>



## Highway

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

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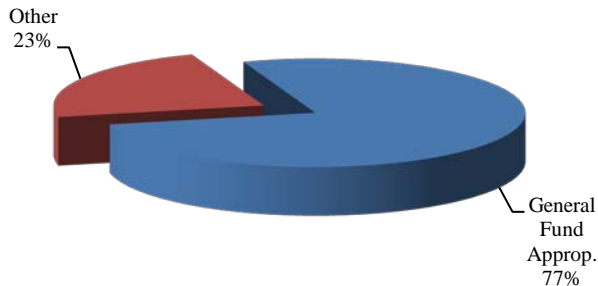
### Departmental Function:

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.

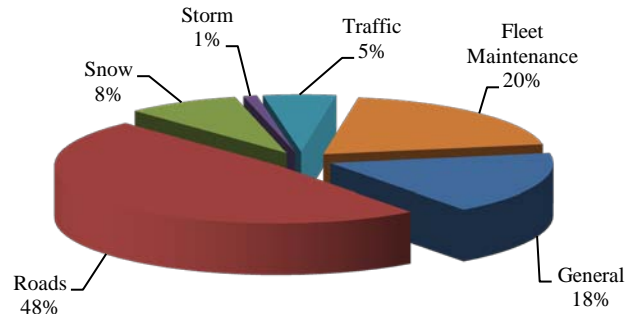
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### Fund Summary

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.

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### Department/Agency

#### Goals for Fiscal Year 2018

- ✓ Replace all v-box spreaders with tailgate spreaders. Purchase 10 more spreaders allowing the Highway Department to reduce the cost of maintenance and safety issues for our employees.
- ✓ Purchase a new paint truck due to the age and maintenance cost of the old paint truck. The need to repaint lines, especially due to safety concerns, warrants purchasing a new smaller unit.
- ✓ Budget CIP equipment to enable us to meet the 10-year equipment replacement policy. This program has failed in previous years due to cuts in the Highway User Revenues. Failing equipment is high in maintenance cost and also hinders response time for issues and/or safety throughout Washington County.

### Detail Summary

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	9,431,090	8,190,000	8,151,110	(38,890)	(0.47%)
Operating and Capital Grants	0	0	0	0	0.00%
Fees/Charges	1,720,771	2,175,890	2,416,500	240,610	11.06%
<b>Total</b>	<b>11,151,861</b>	<b>10,365,890</b>	<b>10,567,610</b>	<b>201,720</b>	<b>1.95%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	6,462,153	6,807,540	7,435,250	627,710	9.22%
Operating	3,602,122	3,544,850	3,132,360	(412,490)	(11.64%)
Capital Related Costs	6,859	13,500	0	(13,500)	(100.00%)
<b>Total</b>	<b>10,071,134</b>	<b>10,365,890</b>	<b>10,567,610</b>	<b>201,720</b>	<b>1.95%</b>

Positions	
Title	Full Time
Highway Director	1
Office Manager	1
Senior Office Associate	1
Section Supervisor	5
Assistant Section Supervisor	4
Lead Construction Specialist	1
Equipment Operator III	12
Crew Coordinator/Equip Operator II	1
Equipment Operator II	22
Equipment Operator I	25
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
Automotive Body/Paint Technician	1
Office Associate	1
<b>Total</b>	<b>89</b>

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## *Other Governmental Funds*

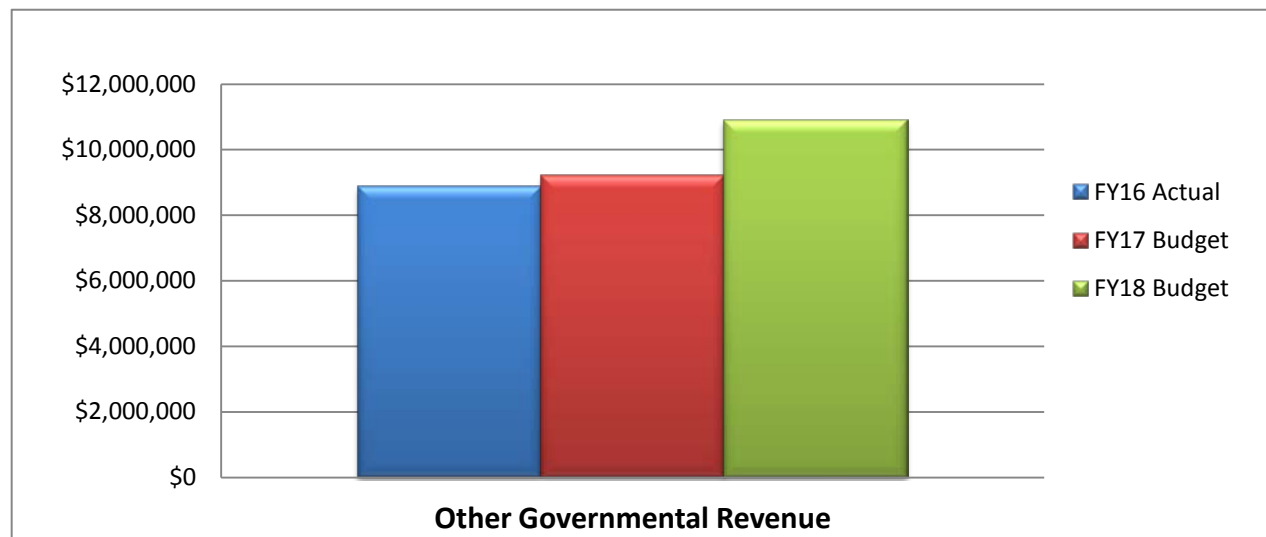
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## *Other Governmental Funds Summary*

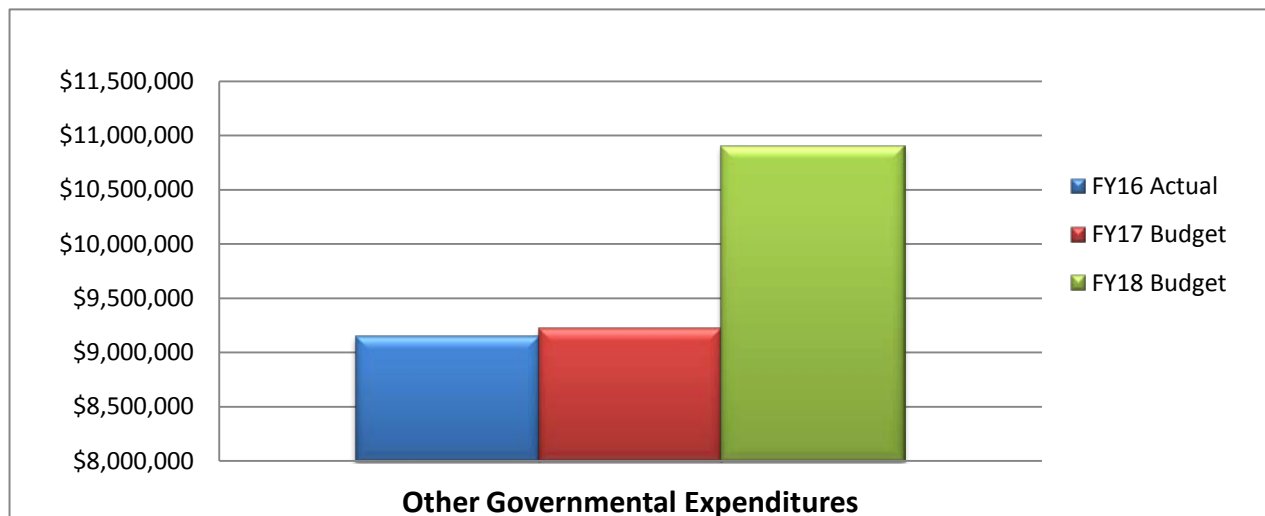
### Other Governmental Funds Revenue

Fund	2016 Actual	2017 Budget	2018 Budget	\$ Change	% Change
Cascade Town Centre	0	0	1,097,050	1,097,050	100.00%
Agricultural Education Center	241,941	214,940	225,140	10,200	4.75%
Community Grant Management	390,392	389,090	435,210	46,120	11.85%
Inmate Welfare	415,688	371,530	429,130	57,600	15.50%
Gaming	2,158,533	2,161,340	2,137,880	(23,460)	(1.09%)
Hotel Rental Tax	2,050,800	2,523,000	2,100,000	(423,000)	(16.77%)
Land Preservation	3,073,911	3,052,650	3,925,510	872,860	28.59%
Contraband	11,435	0	8,930	8,930	100.00%
HEPMPO	522,615	503,620	543,820	40,200	7.98%
<b>Total</b>	<b>8,865,315</b>	<b>9,216,170</b>	<b>10,902,670</b>	<b>1,686,500</b>	<b>18.30%</b>



### Other Governmental Funds Expenditures

Fund	2016 Actual	2017 Budget	2018 Budget	\$ Change	% Change
Cascade Town Centre	0	0	1,097,050	1,097,050	100.00%
Agricultural Education Center	226,038	214,940	225,140	10,200	4.75%
Community Grant Management	402,441	389,090	435,210	46,120	11.85%
Inmate Welfare	402,508	371,530	429,130	57,600	15.50%
Gaming	2,155,609	2,161,340	2,137,880	(23,460)	(1.09%)
Hotel Rental Tax	2,517,724	2,523,000	2,100,000	(423,000)	(16.77%)
Land Preservation	2,873,263	3,052,650	3,925,510	872,860	28.59%
Contraband	55,664	0	8,930	8,930	100.00%
HEPMPO	513,756	503,620	543,820	40,200	7.98%
<b>Total</b>	<b>9,147,003</b>	<b>9,216,170</b>	<b>10,902,670</b>	<b>1,686,500</b>	<b>18.30%</b>



## Cascade Town Centre

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Fund:	Cascade Town Centre	Category:	Governmental Fund
Program Code:	22	Contact:	James Sterling

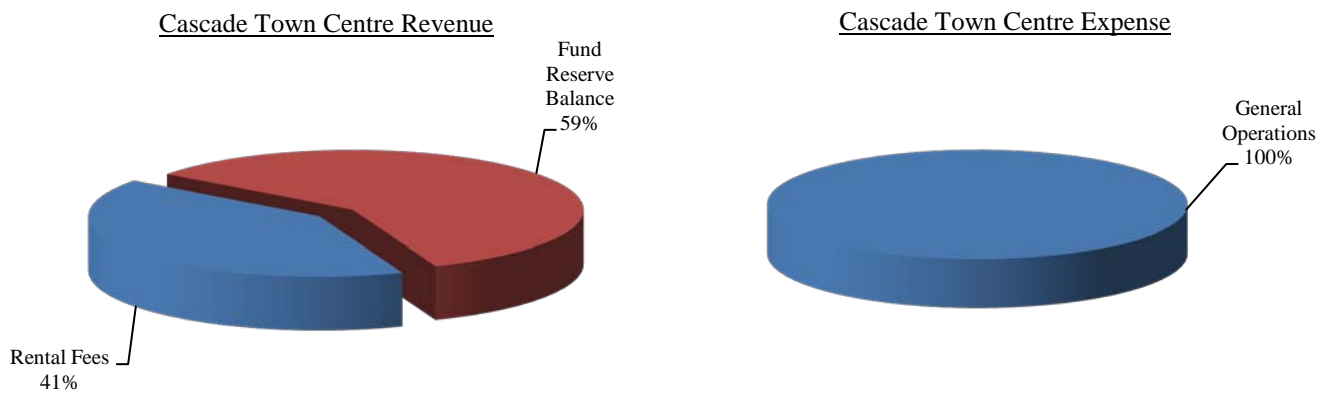
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### Departmental Function:

Cascade Town Centre fund was created to foster redevelopment at the closed Fort Ritchie site. The Cascade Town Centre will be centered around six areas: Academic, Retail, Residential, Commercial, Culture & Entertainment, and Health and Wellness. The County will act as the general contractor and have oversight with the developer.

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### Fund Summary



Startup money transferred from the dissolution of Penmar Development Corp is the main revenue source until tax increment revenues escalate. Tax Increment Financing area has been approved and will generate additional revenue sources. Residential rentals account for the other 41% of total revenues.

---

### Department/Agency

#### Goals for Fiscal Year 2018

- ✓ Secure financing with at least two anchor investors.
- ✓ Visit foreign investment groups.
- ✓ Engage with investors at the Global Enterprise conference.

### Detail Summary

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges/Fund Balance Reserve	0	0	1,097,050	1,097,050	100.00%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,097,050</b>	<b>1,097,050</b>	<b>100.00%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	0	423,380	423,380	100.00%
Operating	0	0	673,670	673,670	100.00%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,097,050</b>	<b>1,097,050</b>	<b>100.00%</b>

Positions	
Title	Full Time
Section Supervisor	1
Senior Electrician	1
Senior HVAC Technician	1
<b>Total</b>	<b>3</b>

## *Agricultural Education Center*

---

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

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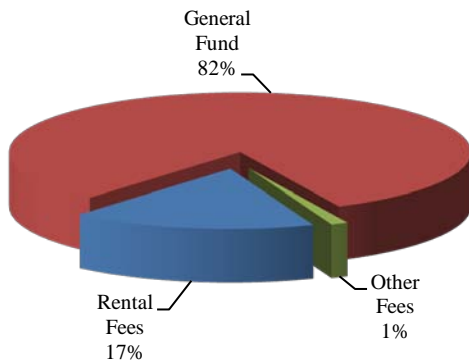
### **Departmental Function:**

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.

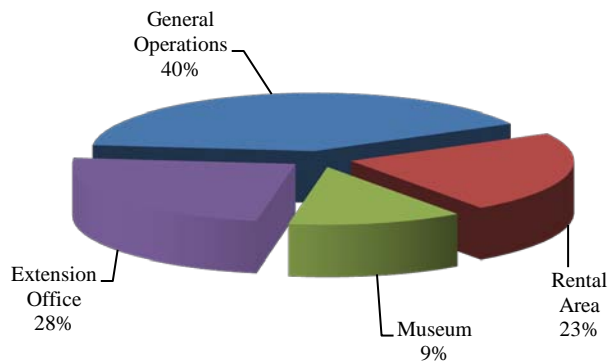
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### **Fund Summary**

Agricultural Ed Center Revenue



Agricultural Ed Center Expense



The General Fund appropriation accounts for 82% or \$183,940 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**

#### **Goals for Fiscal Year 2018**

- ✓ Complete sound system upgrade.
- ✓ Complete Wi-Fi system.
- ✓ Install water hydrants in garden areas.

### Detail Summary

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	181,550	173,740	183,940	10,200	5.87%
Grants/Intergovernmental	3,816	0	0	0	0.00%
Fees/Charges	56,125	41,200	41,200	0	0.00%
<b>Total</b>	<b>241,491</b>	<b>214,940</b>	<b>225,140</b>	<b>10,200</b>	<b>4.75%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	65,457	69,000	75,000	6,000	8.70%
Operating	156,541	145,940	150,140	4,200	2.88%
Capital Outlay	4,040	0	0	0	0.00%
<b>Total</b>	<b>226,038</b>	<b>214,940</b>	<b>225,140</b>	<b>10,200</b>	<b>4.75%</b>

Positions	
Title	Full Time
Senior Office Associate	1
<b>Total</b>	<b>1</b>

## Community Grant Management

---

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

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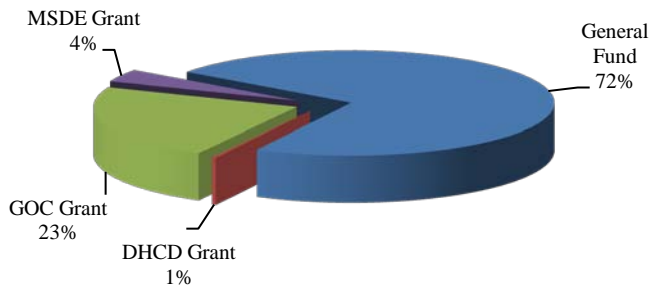
### Departmental Function:

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.

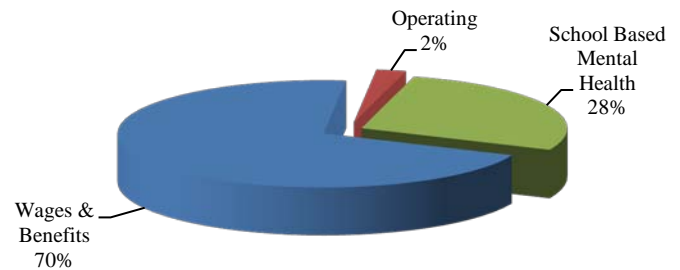
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### Fund Summary

#### 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

#### Goals for Fiscal Year 2018

- ✓ Secure grant funding from the Children's Cabinet Interagency Fund to continue programs that impact the Governor's 4-strategic goals.
- ✓ Secure grant funding to assist with County funded projects such as the Hagerstown Urban Improvement Project and Cascade Town Centre.
- ✓ Convert grant and CIP grant fund reconciliation documents to a new user-friendly standardized format.
- ✓ The senior grant manager will receive a certification as a Grant Management Professional as recognized by Federal standards.
- ✓ Continue to effectively manage County grant funding with a goal of 100% compliance.

### Detail Summary

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	286,820	266,160	316,220	50,060	18.81%
Grants/Intergovernmental	103,572	122,930	118,990	(3,940)	(3.21%)
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>390,392</b>	<b>389,090</b>	<b>435,210</b>	<b>46,120</b>	<b>11.85%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	269,977	256,880	305,060	48,180	18.76%
Operating	12,464	12,210	10,150	(2,060)	(16.87%)
Appropriations	120,000	120,000	120,000	0	0.00%
<b>Total</b>	<b>402,441</b>	<b>389,090</b>	<b>435,210</b>	<b>46,120</b>	<b>11.85%</b>

Services Provided		
	2016 Actual	2017 Actual*
Total Grant Oversight Management	61	88
Total Value of Grant Oversight Management	\$9,954,000	\$23,136,402

\*Includes regular grants and CIP projects with grants.

Positions	
Title	Full Time
Director of Community Grant Management	1
Senior Grant Manager	1
Grant Manager	1
Grant Analyst	1
<b>Total</b>	<b>4</b>

## *Inmate Welfare*

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

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### **Departmental Function:**

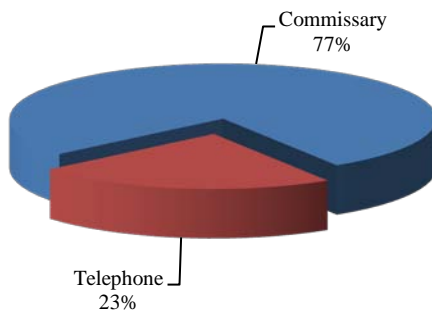
The Washington County Inmate Welfare Fund was created by Article – Correctional Services Chapter 27 and 2 11-902. Each local correctional facility may establish an inmate welfare fund that is beneficial to the housed inmates. This fund may be used only for goods and services that benefit the general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

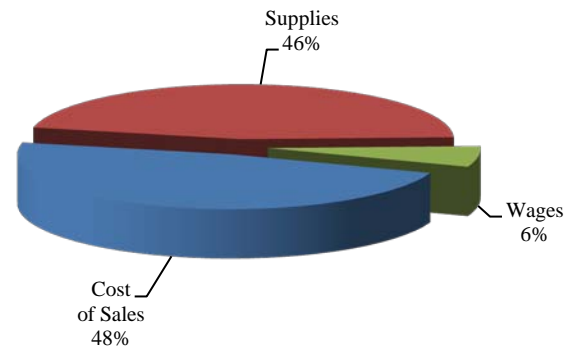
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### **Fund Summary**

Inmate Welfare Revenue



Inmate Welfare Expense



Commissary sales account for 77% or \$331,130 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**

#### **Goals for Fiscal Year 2018**

- ✓ Hire and provide training for the replacement of the current part-time inmate accounts administrator.
- ✓ Replace the current lobby money kiosk with a newer version.
- ✓ Continue the review of the commissary offerings for healthy and safer alternatives.

### Detail Summary

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	415,688	371,530	429,130	57,600	15.50%
<b>Total</b>	<b>415,688</b>	<b>371,530</b>	<b>429,130</b>	<b>57,600</b>	<b>15.50%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	19,434	26,220	26,220	0	0.00%
Operating	379,954	345,310	402,910	57,600	16.68%
Capital Outlay	3,120	0	0	0	0.00%
<b>Total</b>	<b>402,508</b>	<b>371,530</b>	<b>429,130</b>	<b>57,600</b>	<b>15.50%</b>

## *Gaming Fund*

---

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

---

### **Departmental Function:**

The Office of Community Grant Management interprets, implements, and enforces State law, County rules and regulations as well as all policies governing tip jar and bingo gaming activity within Washington County. The Office has sole authority to approve or deny license requests. Also, compliance of gaming laws and regulations of non-profit clubs and for-profit taverns and restaurants is monitored. Responsibilities include the accurate collection and management of monies deposited to the Gaming Fund for distributions which are then allocated by an appointed seven-member panel to fire and rescue companies and local charities. This office also issues licenses and regulates coin-operated amusement devices throughout the County.

---

### **Fund Summary**



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

---

### **Department/Agency**

#### Goals for Fiscal Year 2018

- ✓ Increase the number of licensed tip jar operators by conducting personal business contacts with qualified potential tip jar operators.
- ✓ Increase Gaming Fund revenues by 5% by recruiting new operators.
- ✓ Maintain 100% gaming regulation compliance through regular inspections and operator education.
- ✓ Remain proactive in preventing interest in State control of the Charitable Gaming Program through information sharing and open communications with the General Assembly, Comptroller's Office, and the Maryland State Lottery Commission.

### Detail Summary

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Fund Balance Reserve	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	2,158,533	2,161,340	2,137,880	(23,460)	(1.09%)
<b>Total</b>	<b>2,158,533</b>	<b>2,161,340</b>	<b>2,137,880</b>	<b>(23,460)</b>	<b>(1.09%)</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	168,581	181,870	190,710	8,840	4.86%
Operating	2,110	14,550	17,050	2,500	17.18%
Capital Outlay	0	0	0	0	0.00%
Gaming Distributions	1,984,918	1,964,920	1,930,120	(34,800)	(1.77%)
<b>Total</b>	<b>2,155,609</b>	<b>2,161,340</b>	<b>2,137,880</b>	<b>(23,460)</b>	<b>(1.09%)</b>

Services Provided		
	2016 Actual	2017 Actual
Total Gaming Applications Processed and or Monitored	100	110
Total Gaming Awards	\$1,996,167	\$1,938,257

Positions	
Title	Full Time
Administrative Assistant	1
Senior Office Associate	1
<b>Total</b>	<b>2</b>

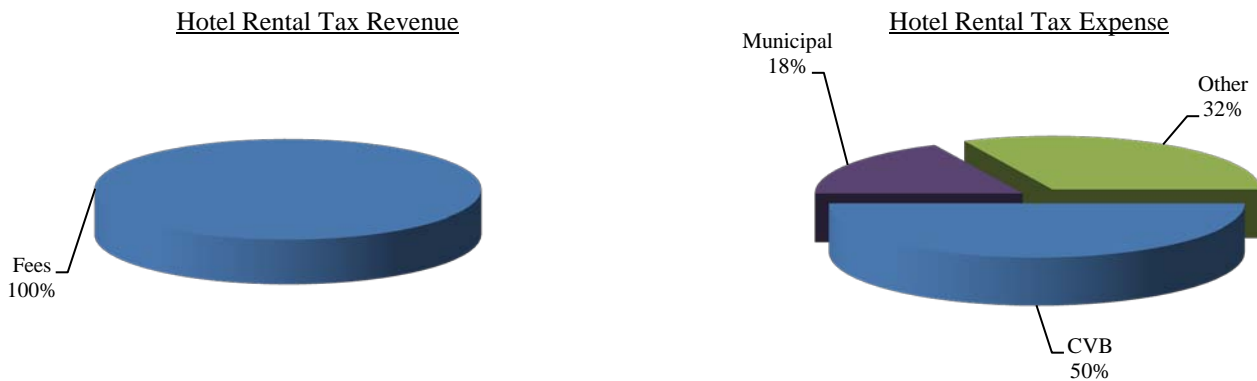
## Hotel Rental Tax Fund

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

### Departmental Function:

The Hotel Rental Tax fund is used to account for revenue generated by a 6% local Hotel Rental Tax approved under Md. Code Article 24, Title 9, and Subtitle 3 by local resolution. The expenditure of the Hotel Rental Tax revenue is restricted by State statute. The Convention and Visitors Bureau receives 50% of collected fees to promote tourism. Municipalities receive a portion of the tax revenue based on population with each one receiving a minimum of \$15,000; the remaining amount is distributed as approved by the County Commissioners to promote tourism, to encourage economic development, or to promote cultural and/or recreational activities in Washington County.

### Fund Summary



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

### Department/Agency

#### Goals for Fiscal Year 2018

✓ Not applicable.

### Detail Summary

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental (Fund Balance Reserve)	0	423,000	0	(423,000)	(100.00%)
Fees/Charges	2,050,800	2,100,000	2,100,000	0	0.00%
<b>Total</b>	<b>2,050,800</b>	<b>2,523,000</b>	<b>2,100,000</b>	<b>(423,000)</b>	<b>(16.77%)</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	2,517,724	2,523,000	2,100,000	(423,000)	(16.77%)
Capital Outlay		0	0	0	0.00%
<b>Total</b>	<b>2,517,724</b>	<b>2,523,000</b>	<b>2,100,000</b>	<b>(423,000)</b>	<b>(16.77%)</b>

## *Land Preservation Fund*

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

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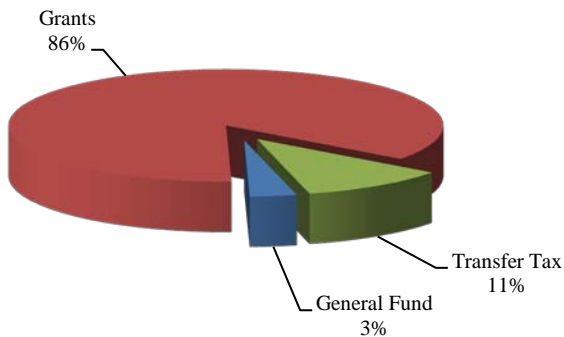
### **Departmental Function:**

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.

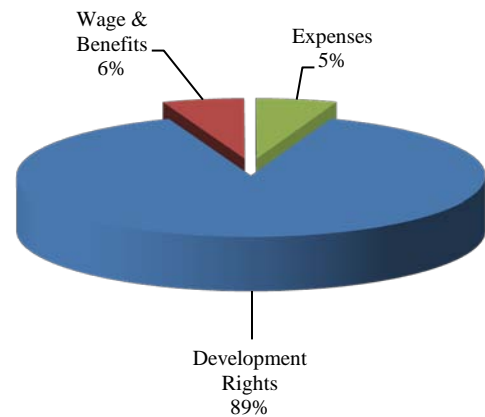
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### **Fund Summary**

Land Preservation Revenue



Land Preservation Expense



### **Department/Agency**

#### Goals for Fiscal Year 2018

- ✓ Continue to work towards achieving the goal of 50,000 permanently preserved acres.
- ✓ Complete the update of the Agricultural Land Preservation District Ordinance and Agricultural Transfer Tax Ordinance.
- ✓ Continue with the update of the agricultural portion of the Comprehensive Plan update.
- ✓ Settle our first easements through the Maryland Department of Natural Resources' POS-Stateside program.
- ✓ Continue to seek donated easements.
- ✓ Settle easements through the Agricultural Conservation Easement Program (ACEP).
- ✓ Find new avenues and funding sources for preserving farmland and open space lands.

### Detail Summary

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	130,814	142,730	136,550	(6,180)	(4.33%)
Grants/Intergovernmental	2,338,224	2,478,670	3,358,960	880,290	35.51%
Fees/Charges/Fund Balance	604,873	431,250	430,000	(1,250)	(0.29%)
<b>Total</b>	<b>3,073,911</b>	<b>3,052,650</b>	<b>3,925,510</b>	<b>872,860</b>	<b>28.59%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	187,990	201,400	221,470	20,070	9.97%
Operating	2,685,273	2,851,250	3,704,040	852,790	29.91%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>2,873,263</b>	<b>3,052,650</b>	<b>3,925,510</b>	<b>872,860</b>	<b>28.59%</b>

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

## Contraband

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

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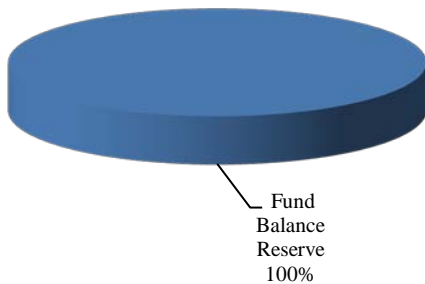
### Departmental Function:

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

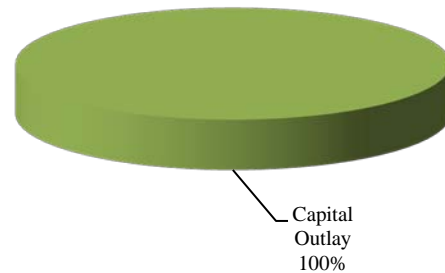
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### Fund Summary

#### Contraband Fund Revenue



#### Contraband Fund Expense



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### Department/Agency

#### Goals for Fiscal Year 2018

- ✓ Purchase a new VHF transmitter for the Narcotics Task Force.
- ✓ Purchase and replace two video/audio recorders for the Narcotics Task Force.

### Detail Summary

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Fund Balance Reserve	0	0	8,930	8,930	100.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	11,435	0	0	0	0.00%
<b>Total</b>	<b>11,435</b>	<b>0</b>	<b>8,930</b>	<b>8,930</b>	<b>100.00%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	4,198	0	0	0	0.00%
Capital Outlay	51,466	0	8,930	8,930	100.00%
<b>Total</b>	<b>55,664</b>	<b>0</b>	<b>8,930</b>	<b>8,930</b>	<b>100.00%</b>

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

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

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### **Departmental Function:**

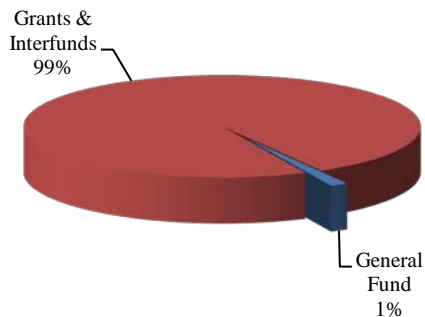
The Hagerstown/Eastern Panhandle Metropolitan Planning Organization (HEPMPO) is the Federal and State designated regional transportation planning body for the urbanized areas in Berkeley and Jefferson counties in West Virginia; Washington County, Maryland; and a small portion of Franklin County, Pennsylvania. 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.

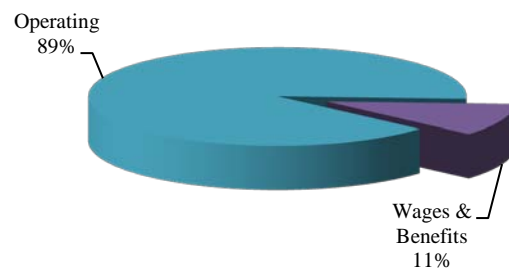
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### **Fund Summary**

HEPMPO Revenue



HEPMPO Expense



### **Department/Agency**

#### **Goals for Fiscal Year 2018**

- ✓ Continue to incorporate planning factors and performance measures into regional planning efforts in accordance with the new FAST Act transportation legislation.
- ✓ Continue updating the Long Range Transportation Plan with an anticipated adoption date of March 2018.
- ✓ Continue to support local governmental bodies in the application and implementation of grant applications.

### Detail Summary

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	24,170	6,730	7,950	1,220	18.13%
Grants/Intergovernmental	498,445	496,890	535,870	38,980	7.84%
Fees/Charges	0	0	0	0	0.00%
<b>Total</b>	<b>522,615</b>	<b>503,620</b>	<b>543,820</b>	<b>40,200</b>	<b>7.98%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	46,047	53,920	57,790	3,870	7.17%
Operating	464,990	449,700	486,030	36,330	8.08%
Capital Outlay	2,719	0	0	0	0.00%
<b>Total</b>	<b>513,756</b>	<b>503,620</b>	<b>543,820</b>	<b>40,200</b>	<b>7.98%</b>

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

# Enterprise Funds

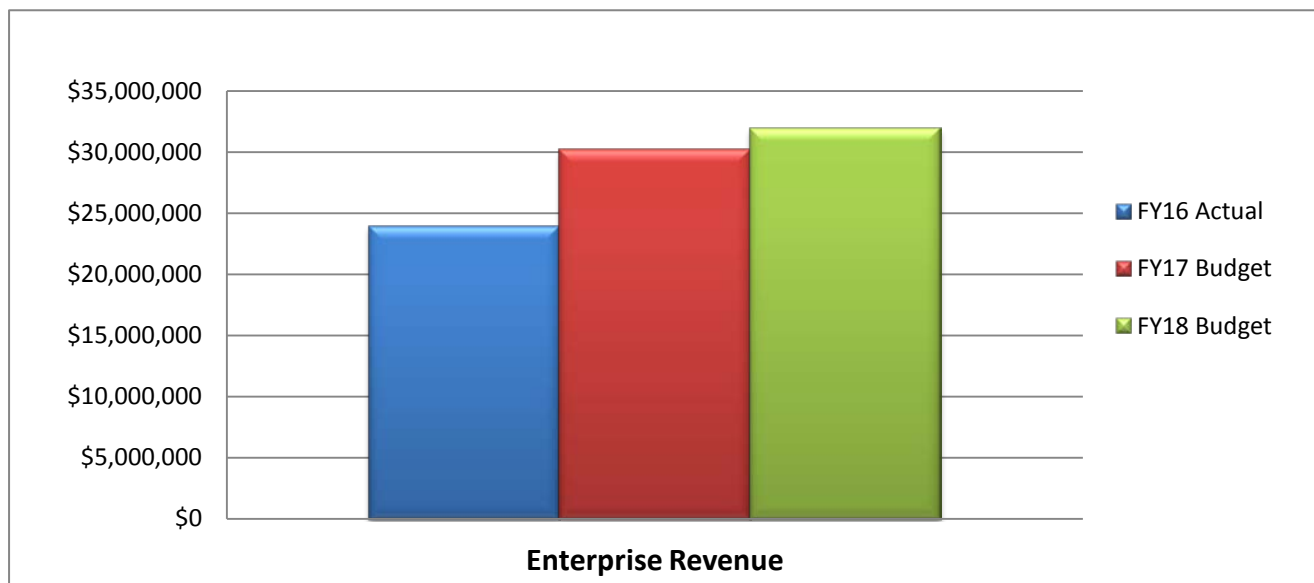
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## *Enterprise Funds Summary*

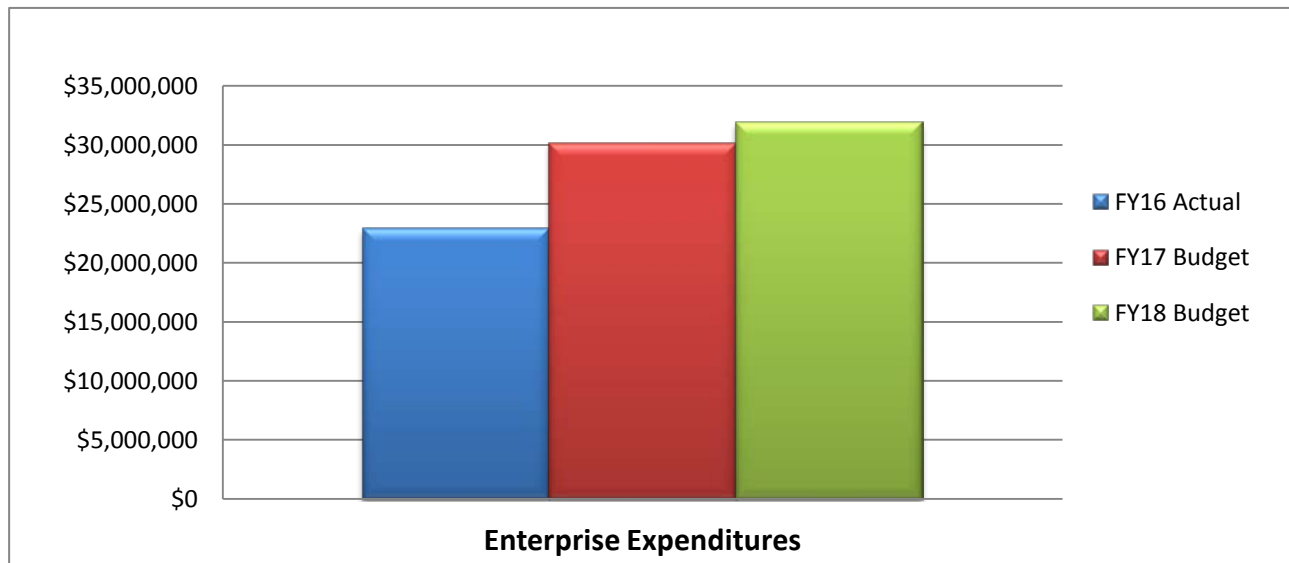
### Enterprise Funds Revenue

Fund	2016 Actual	2017 Budget	2018 Budget	\$ Change	% Change
Solid Waste	6,273,550	6,397,560	6,974,830	577,270	9.02%
Water Quality	11,580,814	18,163,400	19,058,100	894,700	4.93%
Transit	2,349,755	2,465,580	2,559,970	94,390	3.83%
Airport	2,651,022	1,940,090	2,076,840	136,750	7.05%
Golf Course	1,124,874	1,219,200	1,234,470	15,270	1.25%
<b>Total</b>	<b>23,980,015</b>	<b>30,185,830</b>	<b>31,904,210</b>	<b>1,718,380</b>	<b>5.69%</b>



### Enterprise Funds Expenditures

Fund	2016 Actual	2017 Budget	2018 Budget	\$ Change	% Change
Solid Waste	4,843,903	6,397,560	6,974,830	577,270	9.02%
Water Quality	12,292,261	18,163,400	19,058,100	894,700	4.93%
Transit	2,689,150	2,465,580	2,559,970	94,390	3.83%
Airport	1,965,879	1,940,090	2,076,840	136,750	7.05%
Golf Course	1,105,767	1,219,200	1,234,470	15,270	1.25%
<b>Total</b>	<b>22,896,960</b>	<b>30,185,830</b>	<b>31,904,210</b>	<b>1,718,380</b>	<b>5.69%</b>



## Solid Waste

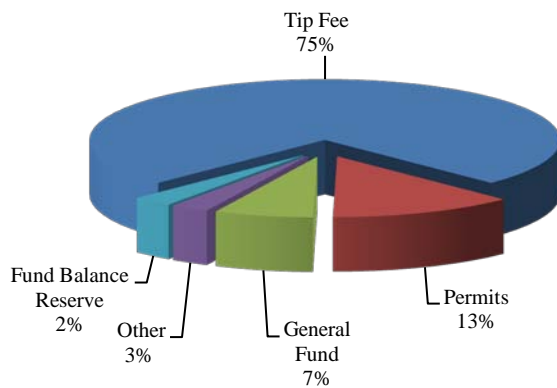
Fund:	Solid Waste	Category:	Enterprise Fund
Program Code:	21	Contact:	Julie Pippel

### Departmental Function:

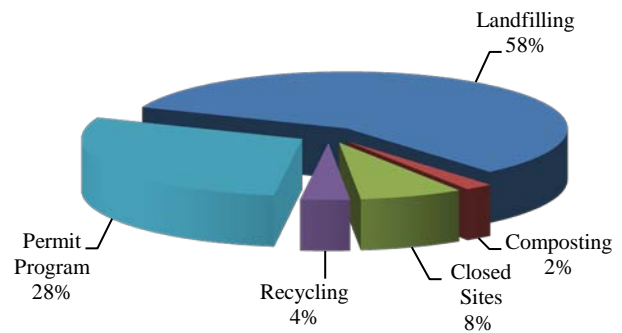
To protect the environment and public health by providing safe, reliable, efficient and cost effective solid waste disposal and recycling services for our customers.

### Fund Summary

Solid Waste Revenue



Solid Waste Expense



The Solid Waste operation generates 75% of total revenue or \$5,232,820 from tip fees and 13% or \$890,400 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

#### Goals for Fiscal Year 2018

- ✓ Continue Phase II of the Solar Project at 40 West Landfill.
- ✓ Continue Phase II and III of the Solar Project at Resh Road Landfill.
- ✓ Continue Waste to Renewable Energy Project.
- ✓ Complete the City/County Landfill Gas Mitigation Project.

### Detail Summary

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	491,400	491,400	473,630	(17,770)	(3.62%)
Fund Balance Reserve	0	0	183,540	183,540	100.00%
Grants	0	0	0	0	0.00%
Fees and Charges	5,782,150	5,906,160	6,317,660	411,500	6.97%
<b>Total</b>	<b>6,273,550</b>	<b>6,397,560</b>	<b>6,974,830</b>	<b>577,270</b>	<b>9.02%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	1,885,909	2,000,930	2,230,330	229,400	11.46%
Operating	2,237,630	2,474,960	2,286,370	(188,590)	(7.62%)
Capital Related Costs	720,364	1,921,670	2,458,130	536,460	27.92%
<b>Total</b>	<b>4,843,903</b>	<b>6,397,560</b>	<b>6,974,830</b>	<b>577,270</b>	<b>9.02%</b>

Positions	
Title	Full Time
Deputy Director Solid Waste & Watershed	1
Assistant Solid Waste Director	1
Weigh Clerk	2
Administrative Assistant	1
Senior Office Associate	1
Weigh Clerk/Recycling Assistant	1
Auto Service Specialist	2
Solid Waste Equipment Operator	6
Landfill Attendant	4
Recycling/Operations Coordinator	1
<b>Total</b>	<b>20</b>

## *Water Quality*

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

### **Departmental Function:**

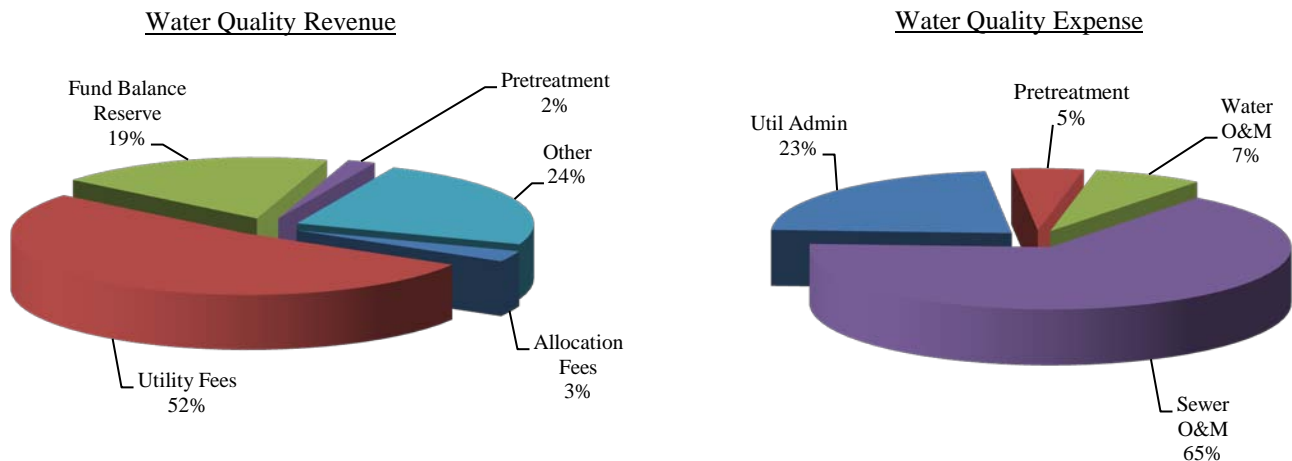
The Water Quality Department performs various functions:

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**



The Water Quality Fund bills utility customers quarterly and \$9,829,300 has been budgeted for FY18 or 52% 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 \$572,830 – 3% of budget. The allocation fees are projected based on average growth factors in addition to any new service areas.

## Departmental/Agency

### Goals for Fiscal Year 2018

- ✓ Continue construction of the Conococheague Wastewater Plant Enhanced Nutrient Removal Upgrade Project.
- ✓ Complete construction of Capacity Management Project Phase I.
- ✓ Complete construction of Pump Station PO1 upgrades.

### Detail Summary

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Fund Balance Reserve	0	3,440,200	3,575,560	135,360	3.93%
General Fund Support	167,695	182,770	203,720	20,950	11.46%
Grants	20,054	0	0	0	0.00%
Fees and Charges	11,393,065	14,540,430	15,278,820	738,390	5.08%
<b>Total</b>	<b>11,580,814</b>	<b>18,163,400</b>	<b>19,058,100</b>	<b>894,700</b>	<b>4.93%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	6,031,092	6,469,960	7,213,130	743,170	11.49%
Operating	2,966,320	6,557,840	6,989,470	431,630	6.58%
Capital Related Costs	3,294,849	5,135,600	4,855,500	(280,100)	(5.45%)
<b>Total</b>	<b>12,292,261</b>	<b>18,163,400</b>	<b>19,058,100</b>	<b>894,700</b>	<b>4.93%</b>

Positions	
Title	Full Time
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
Environmental Engineer	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
Office Associate	1
Chief of Lab Testing**	1
Chemist**	1
Lab Technician III**	2
Lab Technician II**	1
Senior Electrician	1
Electrician	2
Distribution System Manager	1
Project Manager	1
Senior Skilled Tradesworker	1
Skilled Tradesworker	2
Systems Mechanic III	1
Systems Mechanic II	2
Systems Mechanic I	1
Utilities Construction Inspector	1
Automotive Services Technician	1
Inventory Clerk/Equipment Operator	1
Equipment Operator III	3
Utility Worker II	3

Positions	
Title	Full Time
Utility Worker I	1
Senior Chief Plant Operator	1
Chief Plant Operator	4
Senior Plant Operator	12
Plant Operator Trainee	4
Senior Collection Operator	9
Collection Operator Trainee	3
Electronics Technician	1
<b>Total</b>	<b>80</b>

\*\*Assigned to Director of Environmental Management

## Transit

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

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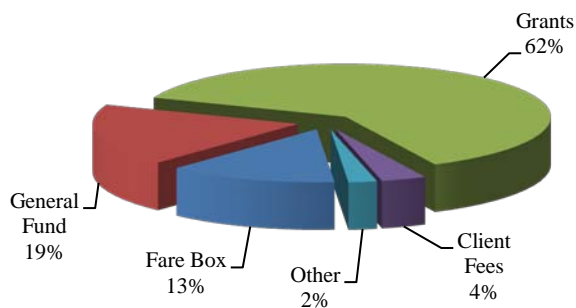
### Departmental Function:

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).

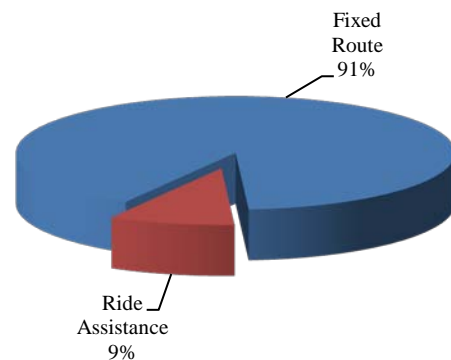
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### Fund Summary

Transit Revenue



Transit Expense



The Transit Fund's main support is from Federal, State, and Local grants, which account for 62% or \$1,582,740 of the total budget. Client Fees are collections from the participants of the ADA, SSTAP, and DSS programs. These fees supplement the grants that support these programs. Fare Box revenue from the Fixed Route service represents 13% of the budget or \$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.

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### Department/Agency

#### Goals for Fiscal Year 2018

- ✓ Completion of five-year Transportation Development Plan.
- ✓ Continue the Passenger Shelter Installation Program.
- ✓ Installation of security cameras on all public transit vehicles.
- ✓ Procurement/implementation of RouteMatch Fixed-route Planning software (add-on to current Demand Response scheduling program).

### Detail Summary

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Fund Balance Reserve	0	0	26,510	26,510	100.00%
General Fund Support	456,120	484,470	484,470	0	0.00%
Grants	1,453,389	1,529,250	1,582,740	53,490	3.50%
Fees and Charges	440,246	451,860	466,250	14,390	3.18%
<b>Total</b>	<b>2,349,755</b>	<b>2,465,580</b>	<b>2,559,970</b>	<b>94,390</b>	<b>3.83%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	1,779,260	1,741,070	1,903,300	162,230	9.32%
Operating	909,519	724,510	656,670	(67,840)	(9.36%)
Capital Related Costs	371	0	0	0	0.00%
<b>Total</b>	<b>2,689,150</b>	<b>2,465,580</b>	<b>2,559,970</b>	<b>94,390</b>	<b>3.83%</b>

Positions	
Title	Full Time
Transit Director	1
Deputy Director Transit	1
Administrative Assistant	1
Office Associate	2
Bus Operator	8
Transit Fleet and Facility Manager	1
Transit Fleet Technician	2
Custodian	1
Driver Supervisor	1
<b>Total</b>	<b>18</b>

## Airport

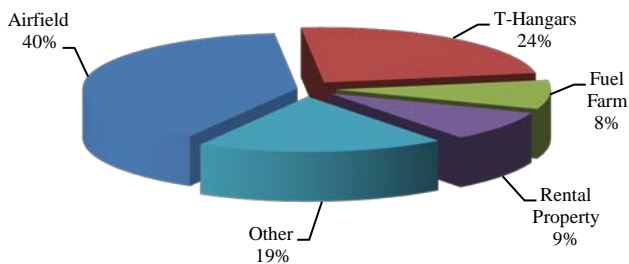
Fund:	Airport	Category:	Enterprise Fund
Program Code:	45	Contact:	Phil Ridenour

### Departmental Function:

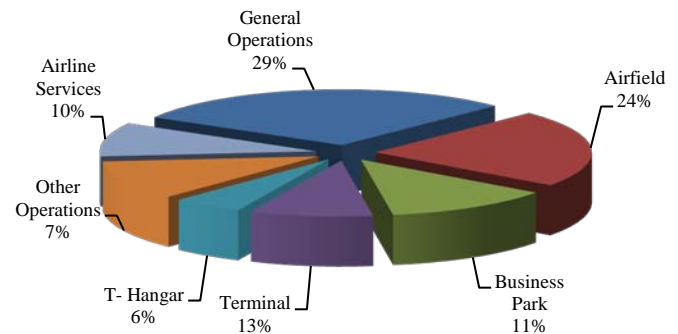
Hagerstown Regional Airport (HGR) contributes to the economic base of Washington County by providing and supporting the air transportation needs of the Quad-State area in accordance with Federal Aviation Administration (FAA) regulations, State, and County laws.

### Fund Summary

Airport Revenue



Airport Expense



T-Hangar revenue accounts for 24% or \$497,680 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 8% or \$176,110 of total revenue, consisting of fees for the use of fuel and maintenance of the Fuel Farm. Revenue from the Airfield is 40% or \$829,560 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

#### Goals for Fiscal Year 2018

- ✓ Work closely with legislators to assure reauthorization of funding to maintain the Federal Contract Tower, Essential Air Service and TSA programs.
- ✓ Add at least one additional commercial service flight from HGR.
- ✓ Establish airline customer service satisfaction surveys and develop a plan for improvement if a need is determined as a result of the surveys.
- ✓ Develop an airport ambassador program utilizing volunteers throughout the community to promote the airport and act as greeters during airline flights.
- ✓ Work closely with Business Development to aggressively market the Northwest quadrant of the airfield and locate aviation related businesses in that area.

### Detail Summary

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	64,500	64,500	64,500	0	0.00%
Grants	139,299	104,690	90,910	(13,780)	(13.16%)
Fees and Charges	2,447,223	1,770,900	1,921,430	150,530	8.50%
<b>Total</b>	<b>2,651,022</b>	<b>1,940,090</b>	<b>2,076,840</b>	<b>136,750</b>	<b>7.05%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	865,369	884,140	989,260	105,120	11.89%
Operating	665,344	665,590	671,510	5,920	0.89%
Capital Related Costs	435,166	390,360	416,070	25,710	6.59%
<b>Total</b>	<b>1,965,879</b>	<b>1,940,090</b>	<b>2,076,840</b>	<b>136,750</b>	<b>7.05%</b>

Positions	
Title	Full Time
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	1
<b>Total</b>	<b>10</b>

## *Golf Course*

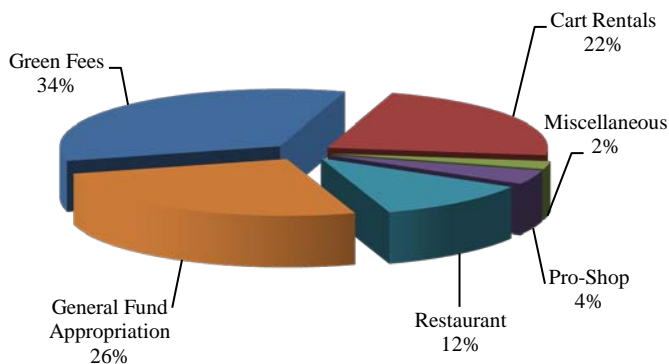
Fund:	Golf Course	Category:	Enterprise Fund
Program Code:	46	Contact:	Darrell Whittington

### **Departmental Function:**

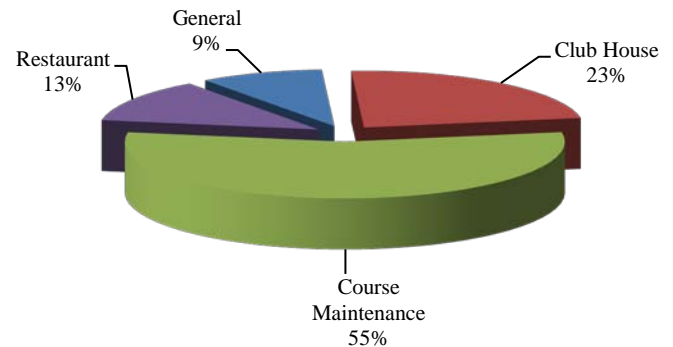
Black Rock Golf Course provides 18 holes of quality golf for the residents of Washington County and surrounding areas. There are three departments within the Black Rock organization being overseen by a Board of Directors consisting of seven members. Policies and procedures are set by this committee and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

### **Fund Summary**

Golf Course Revenue



Golf Course Expense



A majority of the Golf Course operation funds is derived from Green Fees, generating \$418,750 or 34% of the revenue. Green Fees average \$21 per round, which includes 18 holes weekday and weekend play. Cart rental accounts for \$276,100 or 22%. Together, green fees and cart rental account for \$694,850 or 56% of revenue. The largest expense for the operational side of the golf course is maintenance of the golf course which accounts for \$683,000 or 55% of the budget and includes salaries, chemicals, irrigation, and capital outlay costs.

### **Departmental/Agency**

#### Goals for Fiscal Year 2018

- ✓ Replace obsolete irrigation heads.
- ✓ Replace roof on maintenance building.
- ✓ Continue tree removal and replacement.
- ✓ Evaluate golf cart bid package and rebid.

### Detail Summary

Funding Sources					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
General Fund Support	296,950	246,950	319,020	72,070	29.18%
Operating and Capital Grants	0	0	0	0	0.00%
Fees and Charges	827,924	972,250	915,450	(56,800)	(5.84%)
	<b>1,124,874</b>	<b>1,219,200</b>	<b>1,234,470</b>	<b>15,270</b>	<b>1.25%</b>

Program Expenditures					
Category	2016 Actual	2017 Budget	2018 Budget	Change	
				\$	%
Wages and Benefits	678,641	767,310	783,730	16,420	2.14%
Operating	427,126	451,890	450,740	(1,150)	(0.25%)
Capital Related Costs	0	0	0	0	0.00%
<b>Total</b>	<b>1,105,767</b>	<b>1,219,200</b>	<b>1,234,470</b>	<b>15,270</b>	<b>1.25%</b>

Positions	
Title	Full Time
Golf Director	1
Golf Course Superintendent	1
Assistant Golf Course Superintendent	1
Golf Course Mechanic	1
Golf Maintenance Worker	2
Grill Cook I	1
<b>Total</b>	<b>7</b>

# Information Resources

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## *Frequently Asked Questions*

### **Q. Why does the County require cash reserves?**

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

### **Q. What are the County's tax rates?**

Major Tax Rates					
Type	Rate	Basis	Date of Tax last increase	If rates were increased by	It would generate additional revenue of
<b>Real Estate:</b>	\$ .948	\$100 assessed value	2001	\$.01	\$1,216,154
<b>Income Tax:</b>	2.80%	Taxable Income	2001	.01%	\$253,845
<b>Recordation Tax:</b>	\$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.* General fund monies of \$116.4 million are used to support various activities related to educational funding. These include operating funds and debt service costs. In addition to operational funding, the County also provides funding for the Capital Improvement Plan of those various organizations. During the recent budget session the County approved the allocation of excise tax, bonds and pay-go funds to fund educational projects. In fiscal year 2018 the Capital Improvement budget reflects \$6.9 million for education related projects, of which \$1.7 million is grant funded. Total educational funding in the fiscal year 2018 budget is \$123.3 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 \$.944.

**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?**

<b>Name</b>	<b>Number</b>
<b>County Commissioners:</b>	
Terry Baker	240-313-2205
John Barr	240-313-2207
Jeff Cline	240-313-2208
LeRoy Myers	240-313-2206
Wayne Keefer	240-313-2209
<b>County Administrator Office</b>	
Robert Slocum, County Administrator	240-313-2202
<b>Budget and Finance</b>	
Debra Murray, Chief Financial Officer	240-313-2300

<b>Documents</b>	<b>Website</b>
2018 Budget Document	Available on-line @ <a href="http://www2.washco-md.net/budget_finance/finance_docs.shtm">http://www2.washco-md.net/budget_finance/finance_docs.shtm</a>
10 Year Capital Improvement Program	Available on-line @ <a href="http://www2.washco-md.net/budget_finance/finance_docs.shtm">http://www2.washco-md.net/budget_finance/finance_docs.shtm</a>
Audited Financial Statements	Available on-line @ <a href="http://www2.washco-md.net/budget_finance/finance_docs.shtm">http://www2.washco-md.net/budget_finance/finance_docs.shtm</a>
Official Statement for Bond Issue	Available on-line @ <a href="http://www2.washco-md.net/budget_finance/finance_docs.shtm">http://www2.washco-md.net/budget_finance/finance_docs.shtm</a>

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

County Commissioners of Washington County  
 Department of Budget and Finance  
 100 West Washington Street  
 Room 3100  
 Hagerstown, MD 21740

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## *GLOSSARY OF TERMS*

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

## *GLOSSARY OF TERMS*

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

## *GLOSSARY OF TERMS*

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

## *GLOSSARY OF TERMS*

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

## *GLOSSARY OF TERMS*

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

## *GLOSSARY OF TERMS*

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

## *GLOSSARY OF TERMS*

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

## *ACRONYMS*

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

APFO	Adequate Public Facilities Ordinance
ARC	Appalachian Regional Commission
BOCC	Board of County Commissioners
BOE	Board of Education
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
STEM	Science, Technology, Engineering and Math
WCHD	Washington County Health Department
WCPS	Washington County Public Schools