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Washington County
M A R Y L A N D

Fiscal Year 2020

Operating and Capital
Budgets

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
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For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

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, 2017. In order to receive this award, a governmental unit must publish a

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Budget Message

July 1, 2019

To the Citizens of Washington County:

We are pleased to present to you the fiscal year 2020 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 2020</i>					
Page Reference	Fund Description	Approved Budget 2019	Approved Budget 2020	Increase (Decrease)	% Change
	Major Operating Funds:				
95	General	\$ 229,639,310	\$ 233,782,190	\$ 4,142,880	1.80%
285	Solid Waste	8,121,710	7,649,030	(472,680)	(5.82)%
287	Water Quality	19,422,180	20,722,320	1,300,140	6.69%
257	Highway	11,156,680	11,490,360	333,680	2.99%
293	Airport	1,987,720	1,999,070	11,350	0.57%
281	Transit	2,563,400	2,696,940	133,540	5.21%
295	Golf Course	1,203,350	1,162,950	(40,400)	(3.36)%
		274,094,350	279,502,860	5,408,510	1.97%
	Restricted Funds:				
275	Hotel Rental Tax	2,100,000	2,100,000	0	0.00%
267	Agricultural Education	238,920	241,820	2,900	1.21%
269	Grant Management	387,780	425,510	37,730	9.73%
271	Inmate Welfare	454,000	645,920	191,920	42.27%
273	Gaming	2,166,150	2,164,770	(1,380)	(0.06)%
277	Land Preservation	3,761,390	4,424,270	662,880	17.62%
281	Metropolitan Planning Org.	550,080	563,240	13,160	2.39%
279	Contraband	4,650	5,910	1,260	27.09%
265	Cascade Town Centre	1,036,950	996,680	(40,270)	(3.88)%
		\$ 10,699,920	\$ 11,568,120	868,200	8.11%
	Total Operating Funds	\$ 284,794,270	\$ 291,070,980	\$ 6,276,710	2.20%
77	Capital Funds	\$43,708,000	\$56,319,000	\$ 12,611,000	28.85%
	Total Approved Budgets	\$328,502,270	\$347,389,980	\$18,887,710	5.75%

The 2020 budgets were prepared with an emphasis on long-term financial planning and adherence to 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 public safety, education, environmental initiatives, planning and improving governmental efficiency, and promoting economic opportunities.

The 2020 Washington County budget totals \$347,389,980 which is \$18,887,710 or 5.75% above the 2019 approved budget. Operating funds increased \$6.3 million or 2.20% while Capital funds increased \$12.6 million or 28.85%. No tax increase for real property taxes was imposed however; an increase in income tax was approved, increasing the rate from 2.8% to 3.2%

with an effective date of 01/01/2020. This increase is expected to yield additional revenue of approximately \$5.2M for FY2020, representing six months of additional revenue. In addition, a 3% increase for sewer rates was approved.

The Board of County Commissioners adopted and plan to implement a new scale effective September 2019, which will change the wage scale from a 3.5% step scale to a 2.5% step scale. A 2.5% merit step for employees was approved, also effective September 2019.

The budget was balanced based on the following changes and objectives:

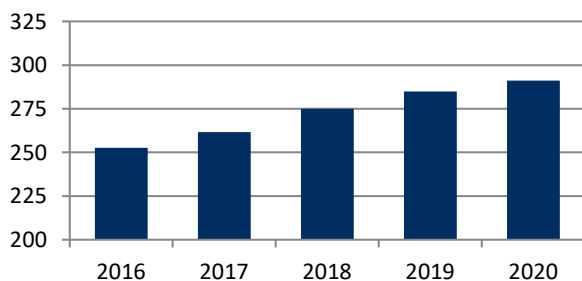
- 1) Increase in property tax assessable base.
- 2) Increase in local income tax rate from 2.8% to 3.2%.
- 3) Additional educational funding.
- 4) Additional public safety funding.
- 5) Initiatives related to infrastructure and personnel.

The County has five main priorities, also recognized as service lines that the County uses to drive budgetary dollars and are shown below in no particular order: 1) Economic Development; 2) Education; 3) Human Services; 4) Infrastructure; and 5) Public Safety. These priorities serve as the foundation for strategic imperatives that the County is actively pursuing, setting goals for each priority, both short term and longer term. The County's slogan "Committed to Customer Service, Dedicated to Progress" encompasses the heart at which the County serves its citizens.

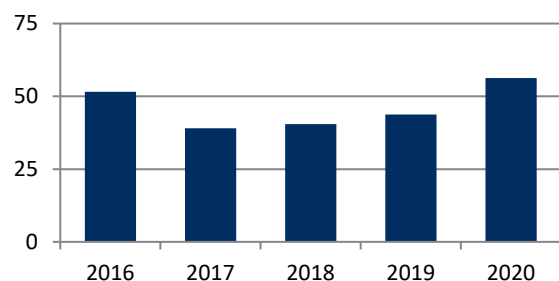


Washington County's history over the past several years for operating and capital budgets are shown in the tables below in millions. Operating budgets have increased approximately 3% per year. Capital Budgets vary from year-to-year due to the level of major construction activity, mandated funding requirements, and the initiation of new funds or service responsibilities.

Change in Operating Budgets



Change in Capital Budgets

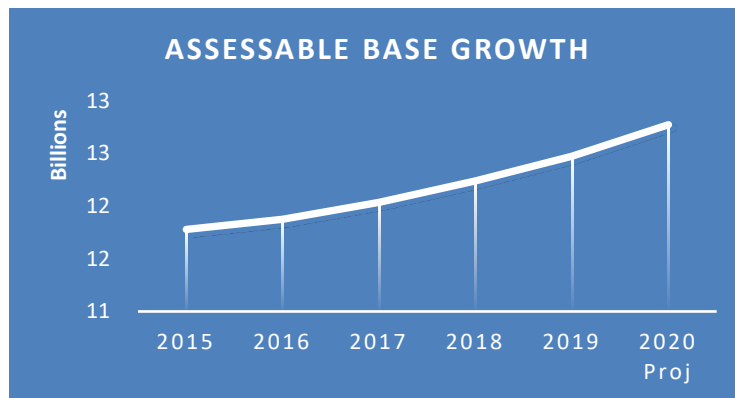


Highlights of the General Fund Budget:

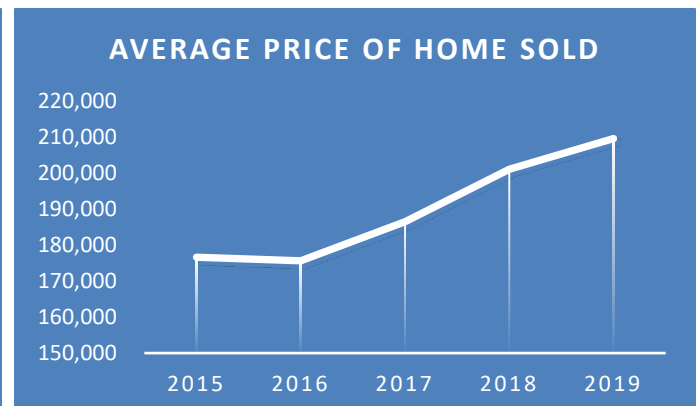
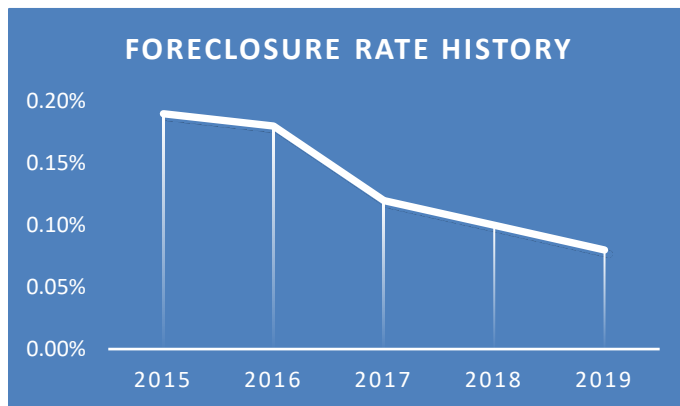
Revenue:

The General Fund budget totals \$233.8 million, a \$4.1 million increase or 1.8% over FY2019. The General Fund operating budget derives 95% of its revenue from taxes.

Property tax revenue increased by \$2.2 million or 1.78%. Washington County's property tax base for 2020 reflects an assessable base increase. Estimates are based on information received from the State Department of Assessments and Taxation. Assessments are stable and have been rising over the past several years. The County has experienced steady growth in real estate tax since 2016, an average of 1.5% increase per year. The property tax rate has been held constant for 20 years representing no increase for FY2020.

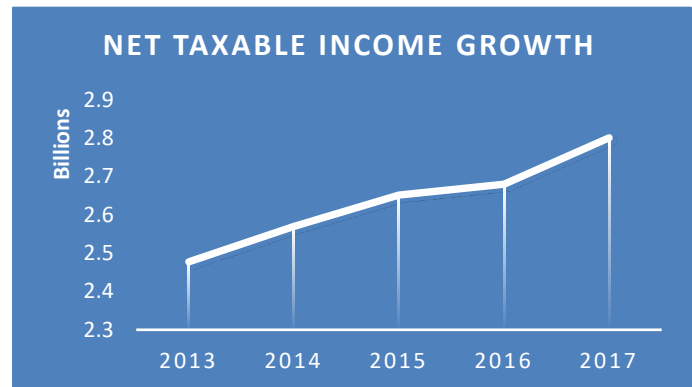
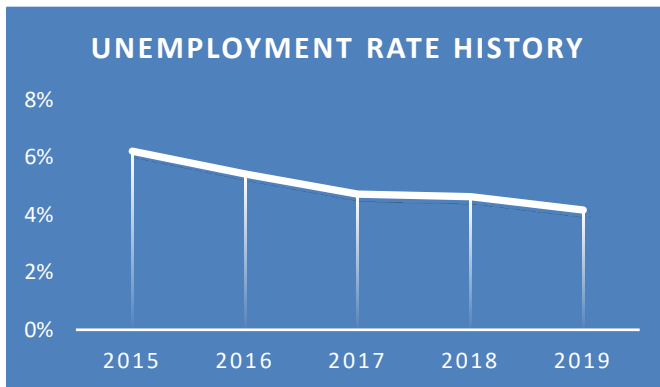


In line with the assessable base increases, housing trends look favorable. The County's foreclosure rate continues to decrease, while the average sale price continues to increase. Washington County experienced a 6% increase in the average sale price from \$200K in FY2018 to 210K in FY2019.



Income tax grew \$4.0 million or 4.7% based on recent trends as well as an increase in the income tax rate from 2.8% to 3.2%. It is the County's budget strategy to estimate income tax according to current and prior year actuals, along with overall predictions for employment and wage growth. The County had experienced slower than anticipated income tax growth through 2018 and the majority of 2019. In FY 2018, the County came under budget by approximately \$4M. Throughout FY2019, the County had projected to be under budget by approximately \$2M. For this reason, the County's 2020 budget for income tax took more of a conservative approach, reducing the base budget slightly prior to increasing the budget for the income tax rate increase. Following budget approval, the County received the largest reconciling distribution in history as a result of taxpayer's response to the Federal Tax Cuts and Jobs act. Maryland taxpayers have experienced smaller refunds and larger payments to the state, which provides a positive outlook for County revenue moving forward.

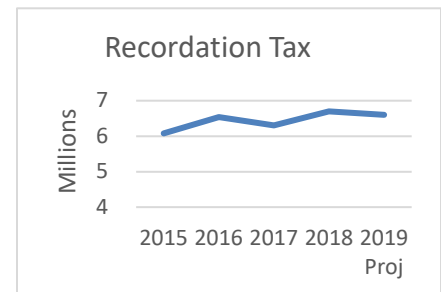
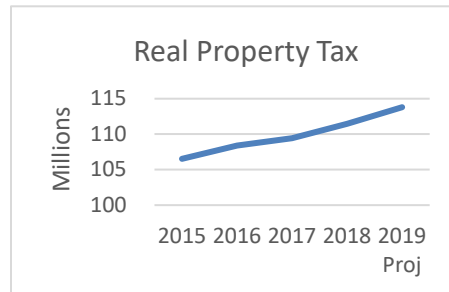
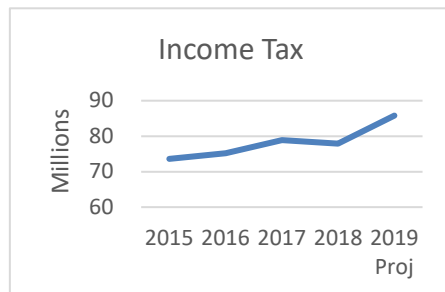
The graphs below highlight County decreases in the unemployment rate and increases in taxable income over the past five years.



Revenues increased by \$4.1 million or 1.80%:

- Property Tax revenue increased by \$2.2 million or 1.78% and is based on estimates from the State Department of Assessments and taxation.
- Local revenues grew by \$4 million or 4.33% mainly due to an increase in the local income tax rate from 2.7% to 3.2%.
- Other revenues represent a net decrease of \$2.1 million mainly due to a reduction in speed camera revenue based on experience, offset slightly with increased investment revenue.

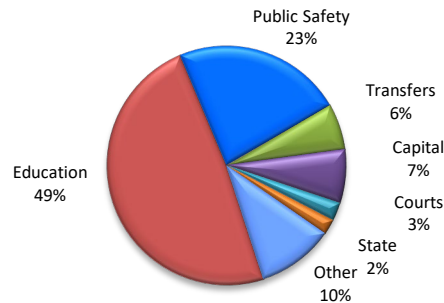
History of major revenue activity is reflected below:



Expenditures:

The General Fund allocates 49% or \$113.8 million of the budget towards education, of which \$100.5 million is allocated to the Board of Education (BOE); \$10 million to Hagerstown Community College (HCC); and \$3.2 million to libraries. \$53.8 million or 23% of the budget provides for Public Safety, \$33.5 million of which is allocated to law enforcement, \$18.9 million allocated to emergency services, and \$1.4 million for animal control. Capital costs represent 7% or \$16.7 million. This includes costs for debt service as well as an appropriation to the CIP fund. Transfers to other funds represent 6% or \$14.5 million of which \$9.0 million is a transfer to the Highway Fund and \$3.0 million transferred to the Sewer Fund. State and court functions represent 5% or \$10.7 million and the remaining 10% provides for all other County departments.

Allocation of General Fund Expenditures



Expenditures increased over FY2019's budget by \$4.1 million or 1.80%. Major budget changes include:

- Reallocation of pension expense from general operations to appropriate departments and funds.
- Additional funding for Fire/EMS staffing.
- Additional funding for education.
- One-time appropriation to the Sewer Fund.
- Reduction in capital funding based on priorities.

Board of Education funding increased by \$2.0 million, a 2.01% increase over the prior year.

Public safety expenditures increased \$4.1 million due to: 1) wages and benefit cost increase of \$1.9 million; 2) \$250K related to inmate services at the detention center; 3) \$112K additional appropriation to the Volunteer Fire and Rescue Association; 4) \$400K for year one of a local match requirement for a SAFER grant to hire up to 29 firefighters; 5) \$1 million dedicated towards emergency Services personnel; 6) \$100K for a new police academy; and 7) approximately \$400K for mandated contract increases and safety equipment.

Operating transfers increased by \$3.1 million mainly due to a one-time \$3.0 million appropriation to balance the Sewer Fund.

Funding for capital projects decreased by \$3.5 million in order to fund other priorities. Debt service increased by approximately \$900K based on debt service amortization schedules.

Courts and state operations increased by approximately \$800K due to wages & benefits, three new positions related to a new judge approved from the State of Maryland, and costs related to state mandates of the Election Board, including same day voter registration.

Other operating departments decreased overall by \$3.3 million, mainly due to a redistribution of budgeted pension costs.

Summary:

Recognizing the importance of these functions, the County has consistently increased funding primarily for education and public safety. Over the past 10 years, these costs represent over 80%, or \$29 million of the total budget increase. Capital funding has experienced a reduction in an effort to balance priorities and initiatives of the County, while maintaining low tax rates for citizens.

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 maintains a minimum level of 17% 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. The County will meet this reserve requirement for FY2019. The reserve represents, but is not limited to, reserves for catastrophic events, economic downturns, financial liquidity, and unanticipated opportunities. In addition, and providing further flexibility, excess revenues that exist at the end of a fiscal period are often moved to the Capital Fund. These savings are

generally used for one-time capital expenditures that create jobs and tax base increases, but remain flexible in nature and can be utilized for a multitude of purposes.

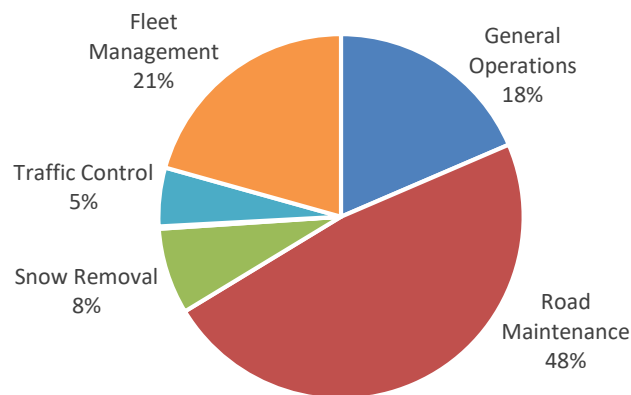
As it relates to employee pension, LOSAP, and OPEB plans, the County has proactively responded by fully funding the actuarially determined contribution within all three plans. The County adheres to a funding policy which outlines the principles that guide the County in making funding decisions about the plan in order to accumulate the funds needed to fulfill the plan's obligations to the participants and beneficiaries.

Overall, the 2020 budget provides for existing services, new initiatives and was prepared in line with sound financial management practices. The County will continue to monitor economic conditions; service requirements/demands; and State changes, while striving to maintain existing government services, maintain rates, increase employment, improve education, and meet infrastructure needs. We understand that the economy is on a slow recovery for our citizens and for the County. With that, the 2020 budget still provides base services, maintains low debt levels, and preserves our cash operating reserves so that we can meet challenges and opportunities in the future as we have in the past.

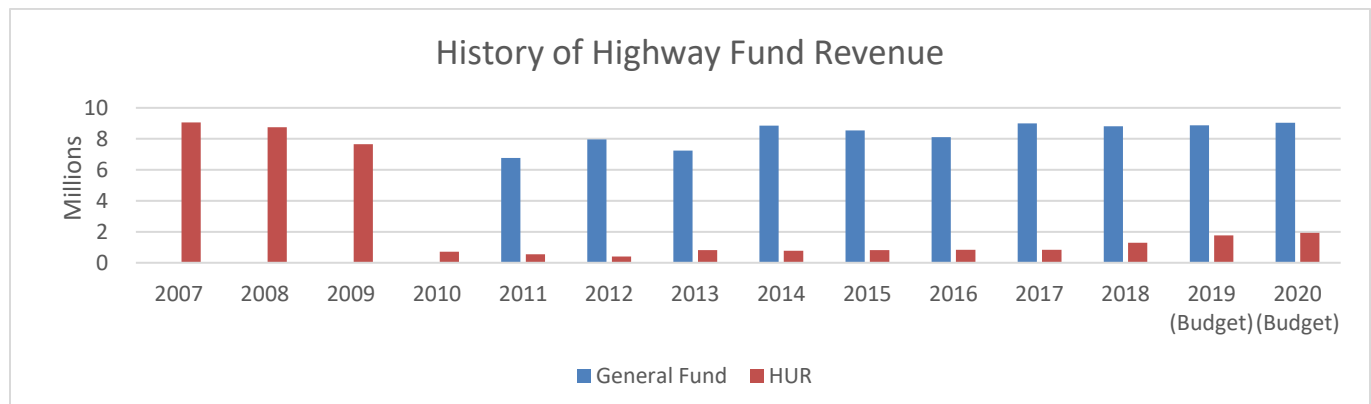
Highlights of the Highway Budget:

The Highway Fund increased \$.3 million or 2.99% over the prior year. This increase is largely due to wages and benefits which includes a 2.5% step effective September 2019.

Highway Expenditures



Prior to FY2010, Highway User Revenues were used as the primary source of revenue amounting to approximately \$9 million per year. However, the County has had to supplant this revenue with General Fund dollars due to changes in legislation at the State level. The chart below shows the history of highway user and General Fund revenue and how those figures have changed over time.



Highlights of the Water Quality Budget:

The Water Quality Funds include 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.

For FY2020, Water Quality experienced an increase of \$1.3 million or 6.7%. This increase is mainly the result of wage and benefit increases of \$660 thousand, which includes cost for a 2.5% step increase for employees and a redistribution of pension expense. In addition, \$300 thousand is the result of inter fund transfers while the remaining \$300 thousand is for maintenance, chemical, and equipment needs. FY2020 sewer rates increased by 3%, while water rates experienced no increase. A 3% sewer rate increase affects the average residential customer by increasing quarterly costs by approximately \$4.96. This rate increase is attributed to State mandated regulations for capital improvement projects. In FY2019, the County completed a \$31.3 million project to meet local reduction requirements of total nitrogen and total phosphorus. \$11 million was locally funded for the project.

Highlights of the Solid Waste Budget:

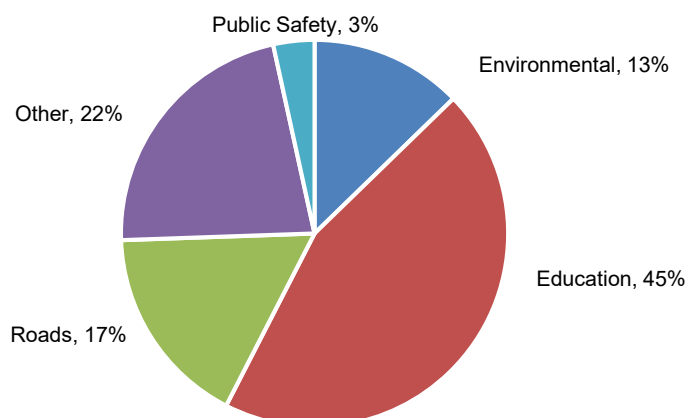
The Solid Waste budget decreased by \$.4 million or 5.82% over the prior year. This is the result of a decrease in debt service costs. No fee increases were approved for FY2020.

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 actively seeking innovative solutions to extend the life of the landfill.

Highlights of the 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 2020 is \$56.3 million, representing a \$12.6 million increase from the prior year. Capital budgets fluctuate greatly from year to year based on available funding levels. The increase for the FY20 capital budget is a result of anticipated grant funds and outside contributions. County local dollars actually decreased in the FY2020 plan by \$3.5 million. Major capital projects include: new schools and educational facility renovations of \$26.1 million for the BOE, HCC, and the public library system; \$9.6 million for road improvements, drainage, and bridges; \$7.2 million for environmental projects; \$10 million for transportation projects; \$2.0 million for public safety; and \$ 1.4 million for other category projects.



Major Projects – Many projects in the capital plan are multi-year projects. Please refer to the Capital and Debt section of the budget book for total project costs. Costs listed below are related to the FY2020 appropriation.

The FY2020 capital plan includes \$10 million for Sharpsburg elementary; \$6 million for the Barbara Ingram School for the Arts (BISFA); and \$ 6.3 million for Hagerstown Community College’s Center for Business and Entrepreneurial Studies. The Barbara Ingram School for the Arts is an expansion to existing space that will almost double student capacity while addressing required curriculum and programming needs. It is part of the larger Urban Improvement Project (UIP) which is a multi-faceted project that has a total budget of around \$40 million dollars. It is a partnership between the Board of Education (BOE), University System of Maryland at Hagerstown (USMH), the Maryland Theatre, private developers, the City of Hagerstown and of course the County. The governor has dedicated \$7.5 million dollars towards the UIP. The Center for Business and Entrepreneurial Studies is a renovation project that will provide a specifically designed space and major building upgrades to create opportunities for local startup companies in the areas of bio technology and cyber security. Included in the renovation is the creation of a business incubator.

The Airport receives \$1 million in federal aviation administration entitlement grants annually which help to support capital projects. The majority of airport projects are funded through grants, making the County’s contribution very small in comparison, roughly 5% of the project cost. If the airport does not secure the grant required for a project, the project will be delayed or removed from the plan. For FY2020, entitlement funds, which represent additionally appropriated grant funds from the federal government, will be requested for project costs. The Runway 9/27 Rehab represents an existing runway in need of sub surface repairs, milling, overlay, painting and new energy efficient lighting and has a cost of \$6 million for FY2020. The Passenger Terminal Hold Room Expansion project, with a budget of \$2.4 million will expand capacity in the terminal hold room from 150 to about 300 and is needed due to additional flight offerings and growth at the Airport.

The Police, Fire, and Emergency Services Training Facility represents \$1.5 million in FY2020 but is an \$11.5 million project overall and spans multiple years. 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 will 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 multiple locations to one, designated public safety campus. The project would be constructed over several phases ranging from the main building to other necessary training structures.

The Smithsburg Wastewater Treatment Plant and the Capacity Management Projects are two major sewer projects budgeted in FY2020. Smithsburg WwTP has dedicated funds of \$2.5 million and the Capacity Management project represents \$3.2 million for FY2020. The Smithsburg WwTP will increase capacity for the town of Smithsburg to foster future development and the Capacity Management Project will construct a new regional pump station in the Maugansville area, freeing up capacity for the City of Hagerstown and increasing County revenue.

The County’s Capital Improvement Budget for 2020 was prepared using conservative projections for major supportive 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 2020 will be supported with 20% in cash related payments, 30% in borrowing, and 50% 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.

Challenges

As the County constructed the fiscal year 2020 budget, priorities were addressed, and issues were identified.

A major challenge that the County continues to face is the ability to provide competitive wages. The County's concern has increased based on recent legislation that raises the minimum wage to \$15 per hour by 2025. As we recognize the cost of living objective from the State, the County has concern over the implementation of the wage increase and what it means for the wage scale overall. If the County would increase all wages at the same ratio that minimum wage increases, the County would face 10's of millions of dollars in additional wage and benefit costs. If the County does not increase the scale proportionately, a disparity will be created especially among the lower half of the wage scale. For FY2020, the County changed the wage scale from a 3.5% step scale to a 2.5% step scale and issued a 2.5% step for employees. The County will take steps moving forward to continually assess and evaluate salary scales, allowing appropriate adjustments to be made throughout the budget process if sufficient revenues exist to support it.

Fire and Rescue services continue to be a budgetary challenge as costs rise. Lower levels of volunteerism have contributed to reduced levels of staffing and fundraising efforts. Additional funding requests are being made for support of operations, equipment, and staffing. The County Commissioners approved an application for a SAFER grant to support the hiring of 29 firefighters for FY2020. The grant will provide reimbursement to the County for 75% of wage and benefit cost for the first and second year, and 35% reimbursement for the third year. The fourth year, the County would bear the full cost of employment. In addition, the County reserved \$1 million in its annual budget to provide for emergency services personnel costs. It is still being determined as to whether those funds will be provided to companies as an appropriation or if the County will hire additional personnel. Continued increases are expected for fire and rescue in future years.

The County faced millions in damages from the South County flood which occurred in May 2018. The County is fortunate to work with FEMA for reimbursement of 75% of costs associated with repairing damaged infrastructure. The County has completed several projects but will continue those efforts through FY2020.

The County continues to work with JGBLI in efforts to develop the Fort Ritchie site in Cascade, Maryland.

The County is following the Kirwan Commission discussions closely as outcomes could have an impact on County expenditures. At this time, it is unknown as to what extent the County could be affected; however, discussions regarding pre-kindergarten and teacher pay have been top issues.

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. While we are prepared for small to moderate reductions, any significant cost shifts would be of concern.

The loss of Highway User Revenue continues to impact the County today. Restoration of those funds would greatly contribute to the County's ability to better maintain road infrastructure and provide for Highway operations.

State mandates related to the Election Board operation have increased local costs for FY2020 by approximately \$200K due to the same day voter registration. This mandate will require additional staff and equipment to comply. A future concern is legislation that would increase the number of early voting sites. Currently, the County maintains one site but could be mandated to increase to three based on voter population. The County will continue to monitor this legislation.

Long-term sustainability for the Solid Waste facility is imperative. The County continues to research innovative ways to reduce waste and enhance environmental responsibility with a cost-effective solution. A waste to energy facility was proposed in the past but faced many challenges and efforts were discontinued.

The Water Quality enterprise funds are faced with financial challenges due to changing regulation and infrastructure requirements for treatment plants. The Sewer Fund required a \$3 million appropriation from the General Fund in FY2020 to balance the budget. The County has developed a plan to reduce recurring operating cost in the near future for the sewer Operation by reducing staff through attrition. The County must remain committed to this plan to provide a self-supported fund moving forward.

Goals (Highlights)

The County provides funding in its current Capital Improvement budget to construct a police, fire, and emergency services training facility. This facility will provide a needed local service to the large number of police, fire, correctional, and other emergency services personnel serving in and around Washington County, as well as provide training to people planning to enter those fields. As the area continues to grow, this will help meet the increasing demand for trained EMS personnel. The project depends on speed camera revenue as a source of funding. The County has completed the design work for the site and looks to break ground in the near future.

The Urban Improvement Project is underway and serves to revitalize a portion of downtown Hagerstown. The Barbara Ingram School for the Arts project will almost double the student capacity; renovations to the Maryland Theatre will offer better flow of traffic inside the theatre for patrons and add additional space for other functions; University System of Maryland will be making renovations to expand student learning; and an outdoor plaza area is to be constructed. This project is an effort characterized by cooperation between these parties and is funded through private dollars, County dollars, and State grants. Revitalization of the downtown area is important for economic development in both the City and County.

Economic development is of great importance to the County. The County will continue to partner with the Economic Development Coalition to bring stakeholders and industry leaders in economic development together for the purpose of collaboration, communication, and to help retain, attract, and grow our tax base.

The County has created a Green Initiative which focuses on compliance with the Federal Clean Water Act. The County's Clean Streets Clean Streams program will be accomplished through a variety of methods including tree plantings, street sweeping, septic opportunities, and storm water retrofits. In FY2019, the County collected over 500,000 pounds of litter and debris. Exorbitant costs will be offset and reduced at every opportunity by leveraging existing resources, grant funding, and cost sharing agreements to enable increased progress towards requirements.

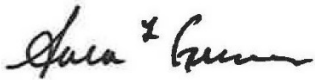
The County is committed to expanding its "Making Connections" campaign, which won the MEDA "Small Community Economic Development Marketing Award" in 2019. This campaign involves several road project negotiations that will spur economic development leveraging a variety of funding sources including private funds, State funds, and County funds, resulting in reduced cost for the County and positive growth for the community. The County is committed to this innovative approach that serves several parties in a positive, economical manner.

Conclusion

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. The County has outlined budget and fiscal practices to provide long-term financial management and be proactive rather than 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.

The County will continue to 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. 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,



Sara L. Greaves, CPA
Chief Financial Officer
Washington County, Maryland

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County Commissioners of Washington County



JEFFREY A. "JEFF" CLINE, a third-term County Commissioner, serves as President of the Board of County Commissioners and is a Williamsport, Maryland, resident. He is a graduate of Williamsport High School and Hagerstown Community College. 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. He is also a graduate of Leadership Washington County Class 26.



TERRY L. BAKER, a fourth-term County Commissioner, was first elected in 2006, and serves as Vice-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, Maryland, and as Assistant Mayor for such municipality from 2004 to 2006.



WAYNE K. KEEFER, a second-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., initially assumed office on April 5, 2016 and was subsequently elected to a full, four-year term in 2018. He is a lifelong resident of Hancock and a 2004 graduate of Hancock Middle-Senior High School. Mr. Keefer holds an A.S. degree in Management from Hagerstown Community College and a B.S. degree in Business Administration and an 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 and an adjunct instructor with Frostburg State University and the University System of Maryland at



CORT F. MEINELSCHMIDT, a first-term County Commissioner, was born and raised in Washington County. He served in the United States Navy as rescue swimmer for nearly seven years. On September 30, 2003, the Department of the Navy conferred upon Mr. Meinelschmidt, the Navy and Marine Corps Achievement Medal for "the superior performance of his duties" and "more notably, 15 lives saved." He has worked in the financial services business since 2004 and is currently the CEO of Sentinel Capital Solutions, where he is active in the day-to-day research and trading of Sentinel's investment portfolios. Mr. Meinelschmidt is very active in the community serving on non-profit boards and as a coach to Washington County Special Olympics Swim Team.



RANDALL E. "RANDY" WAGNER, a first-term County Commissioner, was born and raised in Washington County. He graduated from North Hagerstown High School and is a veteran of the United States Coast Guard, where he served for four years. Mr. Wagner worked at Mack Truck for 17 years before becoming a small business owner in Washington County, owning and operating 40 West Marine in Clear Spring for eight years. He has served the local community as a realtor for the past 16 years and is a licensed private pilot. Prior to his election to the Board of County Commissioners, Mr. Wagner served on the Animal Control Board of Washington County for eight years and held the position of Vice-Chair.



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 in accordance with the County's Mission Statement. Each goal and objective below is within one of the five core service lines offered by Washington County Government. These service lines serve to define the various roles and priorities of the County. They provide clear expectation and understanding to both the County and its citizens and are held at the forefront of everything the County does. Assessing new opportunities and initiatives are accomplished through first defining where they fall within our service lines. The County then looks towards County priorities to provide a guide in moving forward. The service lines 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 goals are prioritized annually to ensure there is a clear understanding of the direction in which the County 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 and provide a hospitable climate for business.
- Objective:** Ensure public health, safety, and welfare of residents and visitors. Employ well-trained professionals to serve in law enforcement, fire and rescue, emergency services, utilities, and building codes.

Education:

- Goal:** Provide the financial resources, facilities, and coordination in leadership to promote a quality education to primary and secondary learners as well as learners of all ages.
- 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.

Human Services:

- Goal:** Preserve and enhance the County's quality of life for residents and visitors.
- Objective:** Provide diverse recreational, educational, and cultural opportunities for children and adults and promote the health and wellbeing of vibrant and active community.

Infrastructure:

- Goal:** Plan, program, build and maintain the physical assets necessary to accommodate a thriving community and robust economy.
- Objective:** Utilize public funds, grants, and private partnerships to manage and improve roads, bridges, utilities, buildings, parks, landfill, airport, and transit resources.

Economic Development:

Goal: Nurture existing business and promote new business which to fuel the economic engine necessary for success in all other service lines.

Objective: Foster a culture within government that encourages opportunity and supports private investment in Washington County's new and existing businesses.

Key Goals for Fiscal Year 2020

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

- Break ground on the new emergency services training facility, which will service police, fire, and EMS programs to form a central location designed to support County wide operations.
- Execute the appropriate use of additional EMS funding for volunteers and staff.
- Execute a comprehensive fire plan to include the SAFER grant and accountability measures in place.

Education: Provide resources to promote a quality education

- Exceed prior year funding for education.
- Continue efforts with the Joint Capital Improvement Committee.

Human Services: Preserve and enhance the County's quality of life for residents and visitors.

- Expand recreational programs and facilities for citizens.
- Design the on campus expansion of Senior Center space with a secured grant now in place.
- Launch a "Commitment to Customer Service" program that is well into development.
- Facilitate sustainable future for Fort Ritchie Community Center.
- Develop metrics for success with staff and leadership.
- Progress upon strategic imperatives identified by the Board.

Infrastructure: Protect, preserve, and enhance the County's services and facilities necessary for the economy.

- Begin construction of Professional Boulevard.
- Design Halfway Boulevard.
- Further the "Clean County" initiative to address multiple permits while enhancing Washington County.
- Support local municipalities and economic endeavors with general guidance and environmental expertise.
- Expand utility cost savings in both capital investment and daily operations.
- Seek partner in Solid Waste processing for long-term waste solutions and cost savings.
- Seek creativity in enterprise funds for long term cost saving solutions.

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

- Support the City of Hagerstown, the Urban Improvement Project, and City/County achievements.
- Promote development of Mt. Aetna Park, Cascade, and public private partnerships.
- Promote the Hagerstown Regional Airport for commercial airline and private use.
- Expand "Making Connections" campaign for further convenience, safety, and economic development.
- Collaborate with municipalities and the Economic Development Coalition to nurture and grow business in the collective community, making Washington County the place of choice to Live, Work, and Play.

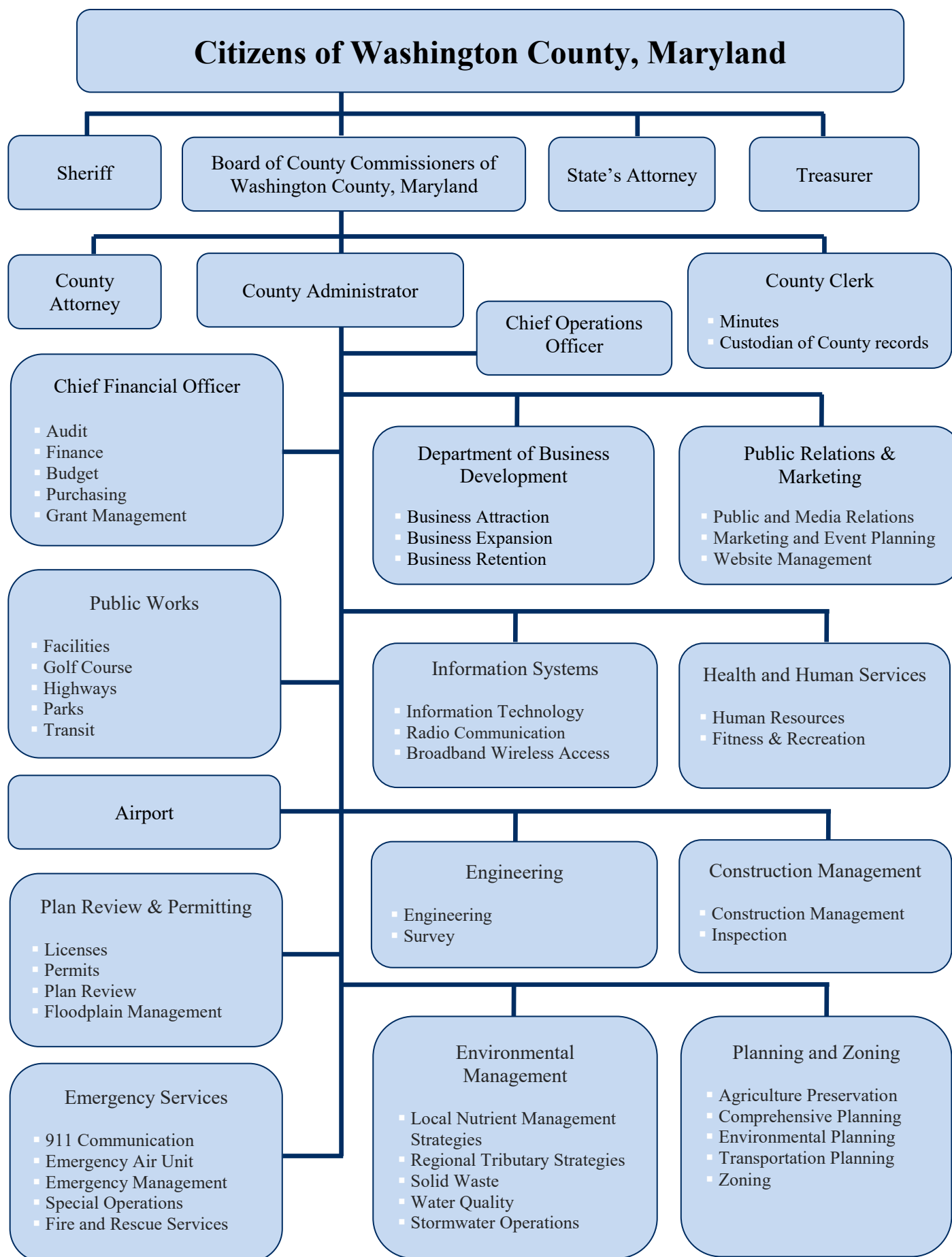
Matrix of Primary County Goals by Department in Relationship to Funds

The table below indicates which funds and departments are responsible for the implementation of FY2020 key goals. Refer to the Budget Details section of this document for each department's specific activities planned for FY2020 in support of these goals.

Department/Division	Public Safety	Education	Human Services	Infrastructure	Economic Development
General Fund:					
Education:		✓	✓		✓
Board of Education		✓	✓		
Hagerstown Community College		✓	✓		
Washington County Free Library		✓	✓		
Library Maintenance			✓	✓	
Public Safety:	✓				
Sheriff- Judicial	✓				
Sheriff - Process Servers	✓				
Sheriff - Patrol	✓		✓		
Sheriff - Central Booking	✓				
Sheriff - Detention Center	✓				
Sheriff - Day Reporting Center	✓		✓		
Sheriff - Narcotics Task Force	✓				
Washington County Police Academy	✓				
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 & Marketing					✓
Budget and Finance			✓		

Department/Division	Public Safety	Education	Human Services	Infrastructure	Economic Development
General Operations (cont'd):					
Purchasing			✓		
Treasurer			✓		
County Attorney			✓		✓
Human Resources			✓		
Central Services			✓		
Information Technology			✓		
Other:			✓		
Women's Commission			✓		
Diversity & Inclusion Committee			✓		
Commission on Aging			✓		
Museum of Fine Arts			✓		
Public Works, Engineering, Construction, Permitting & Planning:			✓	✓	
Public Works Administration	✓		✓		
Engineering			✓	✓	
Construction				✓	
Plan Review & Permitting	✓		✓	✓	
Planning & Zoning			✓	✓	
Zoning Appeals			✓	✓	
Parks & Facilities:			✓		
Buildings, Grounds & Parks			✓		
Martin L. Snook Pool			✓		
Fitness & Recreation			✓		
Business Development			✓	✓	✓
Highway Fund:			✓	✓	
Other Governmental Funds:	✓	✓	✓	✓	✓
Agricultural Education Center		✓			
Grant Management			✓		
Cascade Town Centre			✓		✓
Inmate Welfare	✓				
Gaming	✓		✓		
Land Preservation				✓	
Contraband	✓				
HEPMPO				✓	✓
Enterprise Funds:	✓		✓	✓	✓
Solid Waste				✓	
Water Quality				✓	
Transit			✓		
Airport	✓		✓		✓
Golf Course			✓		

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Administrative Officials

ROBERT J. SLOCUM, County Administrator, holds a Bachelor of Science degree in Civil Engineering from the University of Arizona; and is a licensed professional engineer in the State of Maryland. He was appointed as County Administrator effective March 28, 2017, after serving Washington County for 15 years in various capacities. His first position with the County was Deputy Chief Engineer, where he was primarily responsible for capital improvement projects. In 2008, Mr. Slocum was promoted to Deputy Director of Public Works; and in 2013 he was promoted to Director of the Division of Engineering and Construction where he was responsible for the Engineering, Construction Management and Inspections, and Plan Review and Permitting Departments. His family lives in Washington County, where his two children were born. He remains a member of the County Engineers Association of Maryland; the American Society of Civil Engineers; the Institute of Transportation Engineers; and the National Society of Professional Engineers. Mr. Slocum participated in the Leadership Washington County and received a Certificate in Management from Hagerstown Community College. He currently serves Micah's Backpack and serves on the boards of the Maryland Theatre, the United Way, and the Economic Development Coalition.

SARA L. GREAVES, C.P.A., Chief Financial Officer, holds a B.S. degree in Accounting from the University of Maryland University College. She earned a Master of Business Administration degree from Frostburg State University. Mrs. Greaves was hired by Washington County in 2012 as an accountant and was promoted to Deputy Director in 2014. She is a member of the American Institute of Certified Public Accountants, the Maryland Association of Certified Public Accountants, and the Maryland Government Finance Officers Association.

KIMBERLY K. EDLUND, C.P.A., Director of Budget and Finance, is a summa cum laude graduate from Shepherd University with a B.S. degree in Accounting. She earned a Master of Business Administration degree from Frostburg State University. Mrs. Edlund was hired by Washington County in 1995 as the Assistant Director of Budget and Finance and was promoted to Director in 2014. Prior to her employment with Washington County, she was a Senior Accountant with a regional public accounting firm. She is a member of the American Institute of Certified Public Accountants, the Maryland Association of Certified Public Accountants, and the Maryland Government Finance Officers Association.

KIRK C. DOWNEY, County Attorney, attended Duke University and received a B.A. cum laude in 1994; attended Oxford University, summer 1993; attended the University of Richmond School of Law and received a J.D. in 1997. Admitted to the Maryland Bar in 1997. Also admitted to practice before the U.S. District Court for the District of Maryland; the U.S. Court of Appeals for the Fourth Circuit; and the U.S. Supreme Court. Private Practice, 1997-2005. Member, Washington County Board of Zoning Appeals, 2002-2004. Member of the American, Maryland, and Washington County Bar Associations; Vice President, Washington County Bar Association.

Personnel Summary by Department

Summary of Full-Time Budgeted Positions	2018	2019	2020	Change from 2019 to 2020	% of Employees
General Fund:					
County Commissioners	5	5	5		0.61%
County Clerk	1	1	1		0.12%
Circuit Court	20	20	22	2	2.69%
Orphans Court	0	0	0		0.00%
State's Attorney	38	38	38		4.64%
County Administrator	3	4	4		0.49%
Public Relations & Marketing	4	4	4		0.49%
Election Board	0	0	0		0.00%
Budget & Finance	15	15	15		1.83%
Purchasing	6	6	6		0.73%
Treasurer	5	5	5		0.61%
County Attorney	5	5	5		0.61%
Human Resources	7	7	7		0.85%
Planning & Zoning	8	8	8		0.98%
Zoning Appeals	0	0	0		0.00%
Buildings	5	5	5		0.61%
Central Services	0	0	0		0.00%
Information Technology	15	14	14		1.71%
Sheriff – Judicial	26	26	26		3.17%
Sheriff – Process Servers	1	1	1		0.12%
Sheriff – Patrol	102	103	103		12.58%
Sheriff – Central Booking	10	10	10		1.22%
Sheriff – Detention	124	125	124	(1)	15.14%
Sheriff – Day Reporting Center	2	2	2		0.24%
Sheriff – Narcotics Task Force	6	6	6		0.73%
Special Operations	0	0	0		0.00%
911 – Communications	49	51	51		6.23%
EMS Operations	9	9	9		1.10%
Fire Operations	10	10	10		1.22%
Emergency Management	2	2	2		0.24%
Wireless Communications	5	5	4	(1)	0.49%
Public Works	2	2	2		0.24%
Engineering	21	21	21		2.56%
Construction	21	21	21		2.56%
Plan Review & Permitting	17	17	17		2.08%
Building, Grounds & Parks	16	16	16		1.95%
ML Snook Pool	0	0	0		0.00%
Fitness & Recreation	5	5	5		0.61%
Weed Control	0	0	0		0.00%
Business Development	6	6	6		0.73%

Personnel Summary by Department – Continued

Summary of Full-Time Budgeted Positions	2018	2019	2020	Change from 2019 to 2020	% of Employees
Highway Fund	89	89	89		10.87%
Solid Waste Fund	20	21	21		2.56%
Cascade Town Centre	3	3	3		0.37%
Agricultural Education Center Fund	1	1	1		0.12%
Grant Management Fund	4	4	4		0.49%
Inmate Welfare Fund	0	0	0		0.00%
Gaming Fund	2	2	2		0.24%
Hotel Rental Tax Fund	0	0	0		0.00%
Land Preservation Fund	2	2	1	(1)	0.12%
Contraband Fund	0	0	0		0.00%
HEPMPO Fund	0	0	0		0.00%
Water Quality Fund	80	88	88		10.74%
Transit Fund	18	18	18		2.20%
Airport Fund	10	10	10		1.22%
Golf Course Fund	7	7	7		0.85%
Total	807	820	819	(1)	100.00%

Represents Change

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 2020 Summary of Changes in Full-Time Positions

Function	Explanation of Change	Change
Circuit Court	Two positions for the newly appointed 6 th judge was approved. The positions are an administrative assistant and a court reporter.	2
Sheriff – Detention Center	Upon retirement, the position major was eliminated for cost savings.	(1)
Wireless Communications	The position of wireless communications tech has been eliminated for cost savings.	(1)
Land Preservation	Upon retirement, the position rural preservation administrator will be eliminated for cost savings.	(1)

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Community Profile

Location

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



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

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

Culture and Recreation

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

Some of Washington County's major local attractions include:



- ❖ Antietam National Battlefield – the site of 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 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 relax 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; home of the Maryland Symphony Orchestra and the Miss Maryland Pageant.

Hagerstown was founded by 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 beautifully renovated retail shops, restaurants, and condominiums all within walking distance of cultural attractions. Hagerstown hosts several annual festivals downtown, most notably the Western Maryland Blues Fest, Augustoberfest, and the Alsatia Mummer’s Day Parade.

Form of Government

The County is a body corporate and politic, which performs all local governmental functions in Washington County except those performed by the nine incorporated municipalities within Washington County. The executive offices of the County are located at 100 West Washington Street, Hagerstown, Maryland 21740. The County’s central telephone number is (240)-313-2210 and its website is www.washco-md.net.

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

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

As authorized by the County Code, the County Commissioners appoint a County Administrator. The County Administrator is selected on the basis of his or her executive and administrative abilities, including his or her knowledge and experience in public administration. He or she 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 County budgets and other accounting and fiscal matters as the Board deems necessary. In addition, the CFO is responsible for the fiscal methods and procedures of each office, department, board, commission, institution, and agency of County government. The CFO reports to the County Administrator.

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; twice weekly service to Orlando Sanford International; and during the summer season, twice weekly service to both St. Pete-Clearwater International Airport and Myrtle Beach International Airport. 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 1,600 people are employed locally as a result of the airport being in Washington County. 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 257 licensed beds in single-patient rooms. Services offered include a special care nursery, a level III trauma program, a primary stroke center, a wound center, and a cardiac diagnostic laboratory. Hospital services that address outpatient needs include the John R. Marsh Cancer Center, Total Rehab Care, Meritus Endocrinology Specialists, 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 187 full-time and part-time personnel in five divisions.

Other medical care facilities include the Environmental Health Division of the Health Department; the George W. Comstock Center for Public Health Research and Prevention; the Western Maryland Center, a State-owned chronic care facility; and the Brook Lane Psychiatric Center, a privately-owned psychiatric 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 35 troopers assigned to the local barrack, which is located just south of Hagerstown. The Hagerstown Police Department has a full-time force of 110 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 104 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.

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 DBD currently has six 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.

The DBD has formed strategic partnerships with such organizations as the Md Department of Commerce, The City of Hagerstown, the Washington County Chamber of Commerce, the Greater Hagerstown Committee, Inc., and Washington County Convention & Visitors Bureau, in order to better serve the needs of business in Washington County. The DBD was actively involved in Washington County becoming certified as the first ACT Work Ready Community in Maryland, an initiative that matches the labor force with available jobs in Washington County.

Demographic Information

Population

<u>Year</u>	<u>County Total</u>
1980	113,086
1990	121,393
2000	131,923
2010	147,734
2018	150,926
2020 projected	156,800
2025 projected	166,450
2030 projected	175,400

Sources: U.S. Census Bureau 1980, 1990, 2000, 2010, 2018; Projections by the Maryland Department of Planning 2017.

Population Statistics

Age:	19 & under	24.50%
	20-64 (workforce age)	59.60%
	65 & older	16.10%
	Median Age	40.6
Gender:	Male	50.80%
	Female	49.20%
Race:	White	82.90%
	Black	10.50%
	Other	6.60%

Source: U.S. Census Bureau, 2013-2017 American Community Survey.

County Income

Per Capita Income	\$ 46,522
Median Household Income	\$ 58,260
Average Household Income	\$ 75,383

Sources: U.S. Dept. of Commerce, Bureau of Economic Analysis (2018); U.S. Census Bureau, 2013-2017 American Community Survey.

Education Facilities in Washington County

Higher Education:

Hagerstown Community College
Purdue University Global - Hagerstown
University System of MD at Hagerstown

Primary Education:

26 Elementary Schools
7 Middle Schools
9 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: 22,595
39 Private Schools

Source: Washington County Board of Education.

Housing

2018 Median Selling Price

Washington County	\$ 190,088
Maryland	\$ 293,930

Source: Maryland Association of Realtors.

Households

Number of Households	55,999
Number of Family Households	37,413
Number of Non-family Households	18,586

Source: U.S. Census Bureau, 2013-2017 American Community Survey.

County Water Quality Systems

	<u>Total # of Services</u>
Full Service Water	1,342
Full Service Sewer	7,224
Collection Service Sewer	3,796
Total	12,362

Source: Washington County Department of Budget and Finance.

County Building Permits (000s)

	<u>Number</u>	<u>Value</u>
Residential New	245	\$ 59,441
Other Permits	1,104	\$ 138,376
Total	1,349	\$ 197,817

Source: Washington County Department of Plan Review and Permitting.

County Employment Statistics

Civilian Labor Force	76,194
Employed	72,670
Unemployed	3,524
Unemployment Rate	4.63%
State Average	4.14%

Source: MD Department of Labor, Licensing & Regulation for 2018.

Top 15 Employers in Washington County

	<u>Employer</u>	<u>Employment</u>
1	Washington County Public Schools	3,396
2	Meritus Health, Inc.	2,740
3	Citi	2,300
4	First Data	2,185
5	State of Maryland	2,030
6	Washington County Government	1,401
7	Volvo Group	1,300
8	FedEx Ground	900
9	Hagerstown Community College	890
10	Bowman Group, LLP	745
11	Federal Government	582
12	Merkle Response Services, Inc.	545
13	ARC of Washington County	500
14	Direct Mail Processors	500
15	City of Hagerstown	486

Source: Maryland Department of Commerce.

County Business Patterns

<u>Industry</u>	<u>Total # Establishments</u>
Services	1,211
Retail Trade	598
Other	444
Construction	332
Finance, Insurance, Real Estate	336
Transportation/Warehousing	146
Wholesale Trade	148
Manufacturing	124
Information	53
Utilities	5
Mining	2
Agricultural	4
Total	3,403

Source: U.S. Census Bureau, 2016 County Business Patterns.

**Top 20 Largest Taxpayers in Washington County
as of June 30, 2018
Ranked by Assessed Value**

	<u>Taxpayer</u>	<u>Assessed Value</u>
1	PR Valley Limited Ptsp	\$ 104,087,240
2	Outlet Village of Hagerstown	100,404,570
3	Potomac Edison	87,163,890
4	FedEx Ground Package System Inc.	71,159,300
5	Liberty Property Limited	69,952,130
6	Bowman Group	66,876,743
7	Washington Real Estate	61,565,367
8	Western Hagerstown Dist. Center	50,890,720
9	Walmart Stores/Wal-Mart R.E./Sam's R.E./Sam's East	48,619,100
10	LCN STP Hagerstown LLC	45,092,220
11	254 Hagerstown/Citigroup/Citicorp	40,000,000
12	2007 East Greencastle Pike	36,633,880
13	Verizon-Maryland	36,131,200
14	Intelsat Global Service LLC	34,923,520
15	Ghattas Enterprises Mougans Ave	34,360,000
16	Cortpark II LLC	33,078,370
17	Lowe's Home Centers Inc	30,215,990
18	Mack Trucks Inc	30,035,200
19	Norfolk Southern Combined Rail	29,903,920
20	GPT Hagerstown Owner LLC	29,758,700

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 through an approved budget adjustment.
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. Instructions are provided 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 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 and Chief Financial Officer 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 provided in the local newspaper and on the County web site. Documents and handouts are prepared for the public hearing.

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

Start Up:

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

Basis of Accounting and Budgeting

GAAP Basis of Accounting:

The basis of accounting refers to the timing of when revenues and expenditures are reported in financial documents. The County presents financial statements in accordance with GAAP.

The governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized when measurable and available. Expenditures are generally recorded when incurred. In accordance to GAAP, the County considers revenue collected within 90 days of the end of the fiscal year as being

available, except for property taxes, which must be collected within 60 days. Therefore, when revenues have not been received within the availability periods, they have been deferred into a future fiscal year.

The proprietary funds are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recognized when earned, and expenses are recognized when a liability is incurred, regardless of the timing of cash flows.

Budgetary Basis of Accounting:

The budgetary basis of accounting determines when a government charges expenditure to a budget appropriation, or when it credits revenue to its funds for budgeting purposes. Although the County presents financial statements in accordance with GAAP, the budget is adopted on a modified cash basis. The major areas of difference between the two basis of accounting area as follows:

- For budgetary purposes, expenditures are recognized when encumbered. Under GAAP, encumbrances are classified as a reservation of fund balance.
- For budgetary purposes, grant revenue is recognized when the grant-related reimbursable expenditures are made. Under GAAP, these revenues are recognized when measurable and available.
- For budgetary purposes, depreciation expense is not appropriated, but capital outlays are. Under GAAP, in the proprietary funds, capital outlay transactions are recorded as an increase in capital assets, and depreciation expense is recognized on an annual basis regardless of when a capital asset is actually replaced.
- For the budgetary purpose, accrued interest for debt service is not appropriated. Under GAAP, accrual for interest payable is recorded if meets certain criteria.

In recognition of these differences, companion financial statements are presented according to the budgetary 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.

Amendment to the Budget

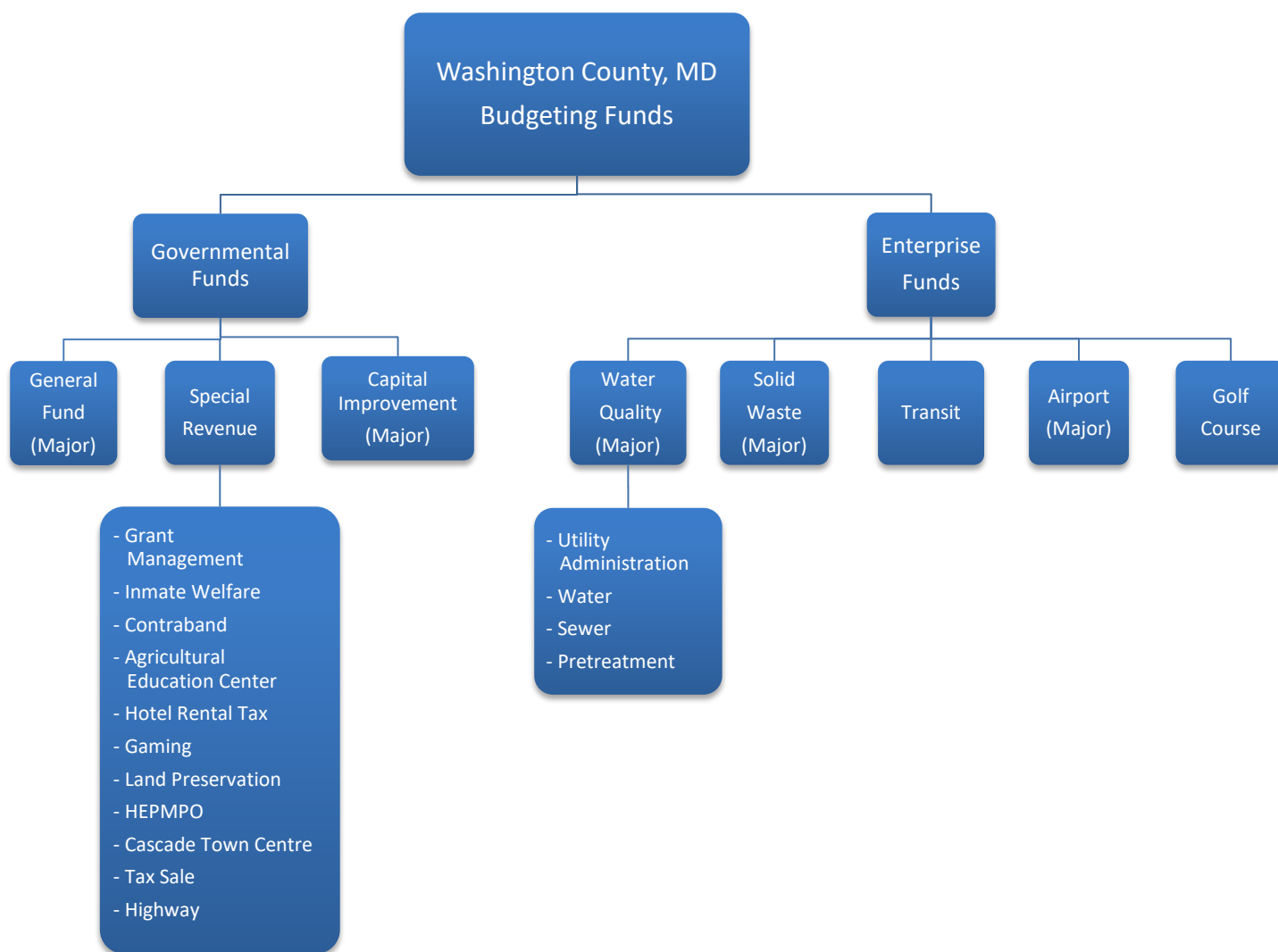
The County's Operating Budgets are adopted at the program/service level and the Capital Improvement Budgets are adopted at the project level. Transfers between programs or projects in excess of \$25,000 require County Commissioner approval. Any transfer out of contingency requires the approval of the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

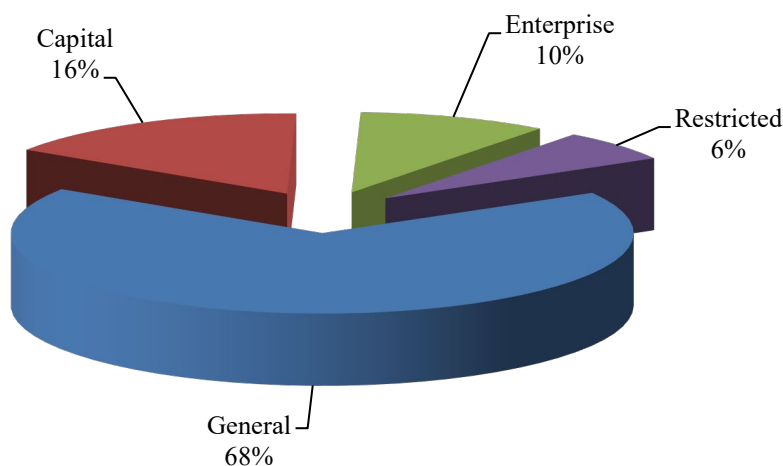
Fund Summaries

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 2020 Funds



<i>General Fund:</i>	<i>Major Fund</i>	<i>\$233,782,190</i>
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The General Fund is the primary operating fund of the County. It exists to account for a full range of countywide services traditionally associated with local government. These services include education, court system, public safety, parks and recreation, general administration, economic development, and any other activity for which a special fund has not been created.

<i>Capital Improvement Funds:</i>	<i>Major Fund</i>	<i>\$56,319,000</i>
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Capital Improvement Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities. The County maintains several Capital Improvement Funds to ensure legal compliance and proper financial management.

<i>Enterprise Funds:</i>	<i>\$34,230,310</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 five 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. (\$20,722,320 – 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. (\$7,649,030 – 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. (\$2,696,940 – Non-Major Fund)
- Airport Fund – The Airport Fund accounts for all operating activities necessary to provide air transportation needs to the Quad-State area. This includes, but is not limited to administration, operations and maintenance, financing, and related debt service. (\$1,999,070 – 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. (\$1,162,950 – Non-Major Fund)

Other Governmental Funds:

\$21,856,600

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:

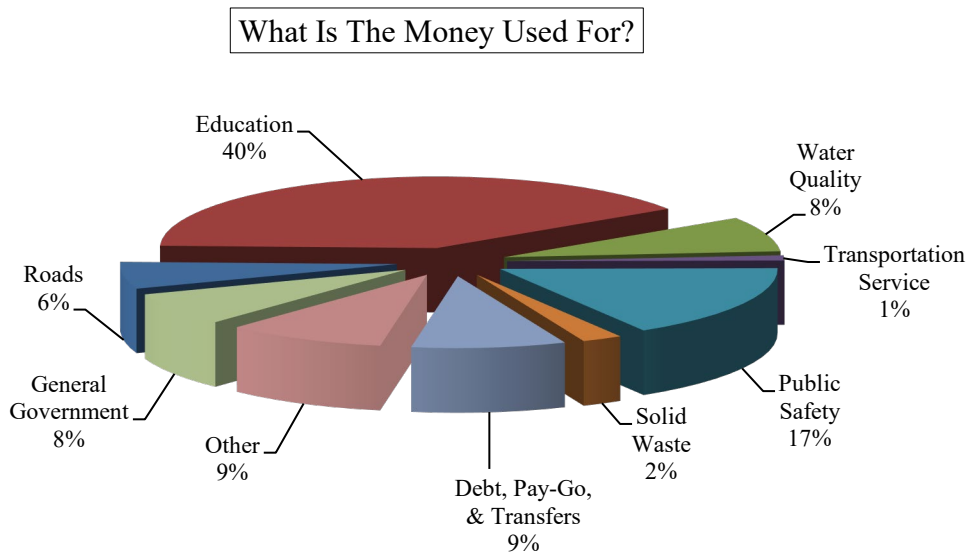
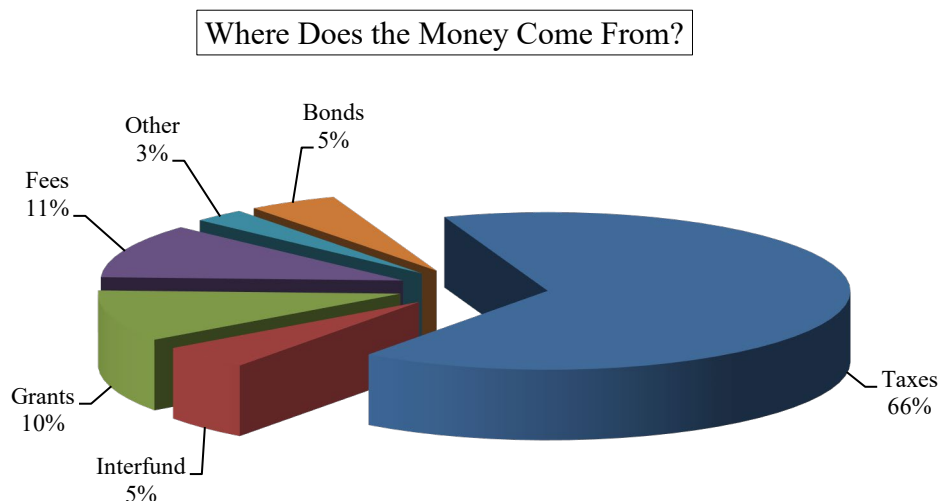
- Highway Fund - The Highway Fund accounts for all the activities necessary to maintain the County road system. This includes, but is not limited to patching, stabilization, right-of-way, storm damage, snow and ice removal, line striping, signal maintenance, administration, and fleet maintenance costs. (\$11,490,360 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 (\$11,568,120 Non-Major Fund). They are:

Agricultural Educational Center Fund	\$ 241,820
Grant Management Fund	\$ 425,510
Inmate Welfare Fund	\$ 645,920
Land Preservation Fund	\$ 4,424,270
Gaming Fund	\$ 2,164,770
Hotel Rental Tax Fund	\$ 2,100,000
Contraband Fund	\$ 5,910
HEPMPO Fund	\$ 563,240
Cascade Town Centre Fund	\$ 996,680

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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 2020.



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 2020. 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, 2019. This reserve protects the County against unanticipated revenue cuts or economic downturns. The reserve target rate is 17%.

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

Description	Fiscal Year		
	2018 Actual	2019 Budget	2020 Budget
Revenue (By Major Type):			
Property Tax	\$125,111,785	\$126,448,250	\$128,697,630
Income Tax	77,919,871	84,000,000	87,950,000
Other Local Taxes	9,782,318	9,405,000	9,405,000
Highway User	1,282,388	1,774,200	1,932,310
Interest	1,393,542	692,400	1,200,000
Fees	34,151,798	39,037,090	38,834,730
Grants	19,980,803	26,058,010	36,776,610
Other	1,663,757	2,569,780	4,031,520
Bonds	17,018,802	13,407,000	16,669,000
Subtotal	\$286,305,094	\$303,391,730	\$325,496,800
Transfers	18,871,170	18,107,340	17,386,610
Reserves	-	7,003,200	4,506,570
Contributed Capital	-	-	-
Total Revenue	\$305,176,264	\$328,502,270	\$347,389,980
Expenditures (By Function):			
Education	\$110,972,987	\$133,675,060	\$139,833,910
Public Safety	49,020,106	54,791,390	57,371,910
State/Community Promotion	10,283,450	7,372,480	6,774,880
Court System	4,965,034	5,212,800	5,733,180
General Government	21,742,899	28,808,610	25,820,200
Parks and Recreation	3,146,391	3,395,150	3,657,860
Water Quality	26,543,322	20,809,180	27,437,320
Roads/Infrastructure	23,297,330	23,482,680	21,102,360
Land Preservation	1,389,486	3,761,390	4,424,270
Solid Waste	7,999,883	8,404,710	8,176,030
Transit System	3,350,493	2,938,400	4,039,940
Airport	3,922,552	3,802,720	10,614,070
Golf Course	1,152,369	1,243,350	1,162,950
Subtotal	\$267,786,302	\$297,697,920	\$316,158,880
Transfers	17,800,104	16,488,370	16,045,230
Debt Service	14,745,795	14,315,980	15,185,870
Total Expenditures	\$300,332,201	\$328,502,270	\$347,389,980
Excess (Deficiency) of Revenues over Expenditures	\$4,844,063	\$ -	\$ -
Other Sources (Uses)	\$ -	\$ -	\$ -
GAAP Basis Adjustments	\$5,112,607	\$ -	\$ -
Beginning Fund Balance/Net Equity	\$309,656,960	\$319,613,630	\$319,613,630
Estimated Increase (Decrease)	\$ -	\$ -	\$ -
Ending Fund Balance/Net Equity (forecast)	\$319,613,630	\$319,613,630	\$319,613,630

Combined Statement of Revenues, Expenditures, and Changes in Undesignated Fund Balance
Fiscal Year 2020 Budgets – All Funds

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
Revenue (By Major Type):					
Property Tax	\$128,697,630	\$ -	\$ -	\$ -	\$128,697,630
Income Tax	87,950,000	-	-	-	87,950,000
Other Local Taxes	7,305,000	-	-	2,100,000	9,405,000
Highway User	-	-	-	1,932,310	1,932,310
Interest	1,200,000	-	-	-	1,200,000
Fees	6,508,260	2,900,000	26,675,030	2,751,440	38,834,730
Grants	2,121,300	28,429,000	1,617,480	4,608,830	36,776,610
Other	-	3,483,000	-	548,520	4,031,520
Bonds	-	16,669,000	-	-	16,669,000
Subtotal	\$233,782,190	\$51,481,000	\$ 28,292,510	\$ 11,941,100	\$325,496,800
Transfers	-	2,413,000	4,818,210	10,155,400	17,386,610
Reserves	-	2,425,000	1,119,590	961,980	4,506,570
Total Revenue	\$233,782,190	\$56,319,000	\$ 34,230,310	\$ 23,058,480	347,389,980
Expenditures (By Function):					
Education	\$113,776,910	\$26,057,000	\$ -	\$ -	\$139,833,910
Public Safety	53,775,600	1,956,000	-	1,640,310	57,371,910
State/Community	5,786,400	-	-	988,480	6,774,880
Court System	5,733,180	-	-	-	5,733,180
General Government	20,269,140	1,036,000	-	4,515,060	25,820,200
Parks and Recreation	3,209,860	448,000	-	-	3,657,860
Water Quality	-	6,715,000	20,722,320	-	27,437,320
Roads/Infrastructure	-	9,612,000	-	11,490,360	21,102,360
Land Preservation	-	-	-	4,424,270	4,424,270
Solid Waste	-	527,000	7,649,030	-	8,176,030
Transit System	-	1,353,000	2,696,940	-	4,039,940
Airport	-	8,615,000	1,999,070	-	10,614,070
Golf Course	-	-	1,162,950	-	1,162,950
Subtotal	\$202,551,090	\$56,319,000	\$34,230,310	\$23,058,480	\$316,158,880
Transfers	16,045,230	-	-	-	16,045,230
Debt Service	15,185,870	-	-	-	15,185,870
Total Expenditures	\$233,782,190	\$56,319,000	\$34,220,310	\$23,058,480	347,389,980
Beginning Fund Balance/Net Equity	\$40,678,000	\$71,984,125	\$202,735,732	\$4,215,773	\$319,613,630
Estimated Increase (Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance/Net Equity (forecast)	\$40,678,000	\$71,984,125	\$202,735,732	\$4,215,773	\$319,613,630

Combined Statement of Revenues, Expenditures, and Changes in Undesignated Fund Balance
Fiscal Year 2019 Budgets – All Funds

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
Revenue (By Major Type):					
Property Tax	\$126,448,250	\$ -	\$ -	\$ -	\$126,448,250
Income Tax	84,000,000	-	-	-	84,000,000
Other Local Taxes	7,305,000	-	-	2,100,000	9,405,000
Highway User	-	-	-	1,774,200	1,774,200
Interest	692,400	-	-	-	692,400
Fees	8,254,980	2,600,000	25,448,460	2,733,650	39,037,090
Grants	2,308,300	18,263,000	1,645,710	3,841,000	26,058,010
Other	630,380	1,503,000	-	436,400	2,569,780
Bonds	-	13,407,000	-	-	13,407,000
Subtotal	\$229,639,310	\$35,773,000	\$27,094,170	\$10,885,250	\$303,391,730
Transfers	-	6,231,000	2,022,590	9,853,750	18,107,340
Reserves	-	1,704,000	4,181,600	1,117,600	7,003,200
Total Revenue	\$229,639,310	\$43,708,000	\$33,298,360	\$21,856,600	\$328,502,270
Expenditures (By Function):					
Education	\$111,784,060	\$21,891,000	\$ -	\$ -	\$133,675,060
Public Safety	49,720,260	3,624,000	-	1,447,130	54,791,390
State/Community	6,384,000	-	-	988,480	7,372,480
Court System	5,212,800	-	-	-	5,212,800
General Government	22,703,690	1,602,000	-	4,502,920	28,808,610
Parks and Recreation	3,030,150	365,000	-	-	3,395,150
Water Quality	-	1,387,000	19,422,180	-	20,809,180
Roads/Infrastructure	-	12,326,000	-	11,156,680	23,482,680
Land Preservation	-	-	-	3,761,390	3,761,390
Solid Waste	-	283,000	8,121,710	-	8,404,710
Transit System	-	375,000	2,563,400	-	2,938,400
Airport	-	1,815,000	1,987,720	-	3,802,720
Golf Course	-	40,000	1,203,350	-	1,243,350
Subtotal	\$198,834,960	\$43,708,000	\$33,298,360	\$21,856,600	\$297,697,920
Transfers	16,488,370	-	-	-	16,488,370
Debt Service	14,315,980	-	-	-	14,315,980
Total Expenditures	\$229,639,310	\$43,708,000	\$33,298,360	\$21,856,600	\$328,502,270
Beginning Fund Balance/Net Equity	\$40,678,000	\$71,984,125	\$202,735,732	\$4,215,773	\$319,613,630
Estimated Increase (Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance/Net Equity (forecast)	\$40,678,000	\$71,984,125	\$202,735,732	\$4,215,773	\$319,613,630

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

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
Revenue (By Major Type):					
Property Tax	\$125,111,785	\$ -	\$ -	\$ -	\$125,111,785
Income Tax	77,919,871	-	-	-	77,919,871
Other Local Taxes	7,468,793	-	-	2,313,525	9,782,318
Highway User	-	-	-	1,282,388	1,282,388
Interest	1,393,440	-	-	102	1,393,542
Fees	5,339,297	3,563,596	22,314,479	2,934,426	34,151,798
Grants	3,530,989	10,499,706	1,517,601	2,432,537	19,980,803
Other	1,281,030	2,871	-	379,856	1,663,757
Bonds	-	17,018,802	-	-	17,018,802
Subtotal	\$222,045,205	\$31,084,975	\$23,832,080	\$9,342,834	\$286,305,094
Transfers	-	7,071,260	1,776,260	10,023,650	18,871,170
Total Revenue	\$222,045,205	\$38,156,235	\$25,608,340	\$19,366,484	\$305,176,264
Expenditures (By Function):					
Education	\$109,917,250	\$1,055,737	\$ -	\$ -	\$110,972,987
Public Safety	46,326,878	1,230,009	-	1,463,219	49,020,106
State/Community Promotion	6,250,676	-	-	4,032,774	10,283,450
Court System	4,965,034	-	-	-	4,965,034
General Government	17,607,866	2,153,516	-	1,981,517	21,742,899
Parks, Recreation, and Facilities	2,825,710	98,799	-	221,882	3,146,391
Water Quality	-	13,049,327	13,493,995	-	26,543,322
Roads/Infrastructure	-	12,578,565	-	10,718,765	23,297,330
Land Preservation	-	-	-	1,389,486	1,389,486
Solid Waste	-	1,362,981	6,636,902	-	7,999,883
Transit System	-	508,542	2,841,951	-	3,350,493
Airport	-	1,207,533	2,715,019	-	3,922,552
Golf Course	-	46,904	1,105,465	-	1,152,369
Subtotal	\$187,893,414	\$33,291,913	\$26,793,332	\$19,807,643	\$267,786,302
Transfers	17,750,104	-	-	50,000	17,800,104
Debt Service	14,745,795	-	-	-	14,745,795
Total Expenditures	\$220,389,313	\$33,291,913	\$26,793,332	\$19,857,643	\$300,332,201
Excess(Deficiency) of Revenues over Expenditures	\$1,655,892	\$4,864,322	(\$1,184,992)	(\$ 491,159)	\$4,844,063
Other Sources (Uses)	\$ -	\$ -	\$ -	\$ -	\$ -
Increase (Decrease) in Fund Balance	\$1,655,892	\$4,864,322	(\$1,184,992)	(\$491,159)	\$4,844,063
GAAP Basis Adjustments	\$ -	\$2,571,674	\$2,540,933	\$ -	\$5,112,607
Beginning Fund Balance/Net Equity	\$39,022,108	\$64,548,129	\$201,379,791	\$4,706,932	\$309,656,960
Ending Fund Balance/Net Equity	\$40,678,000	\$71,984,125	\$202,735,732	\$4,215,773	\$319,613,630

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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 and Zoning Director, the Director of Public Works, and the Director of Engineering 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.

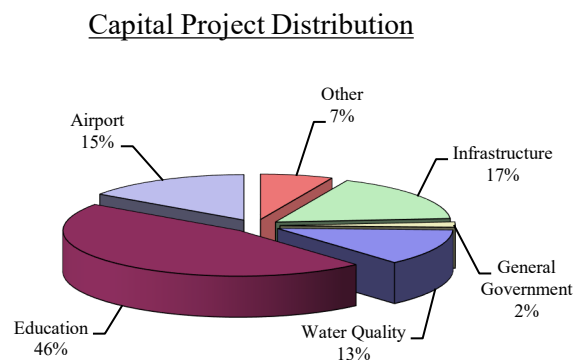
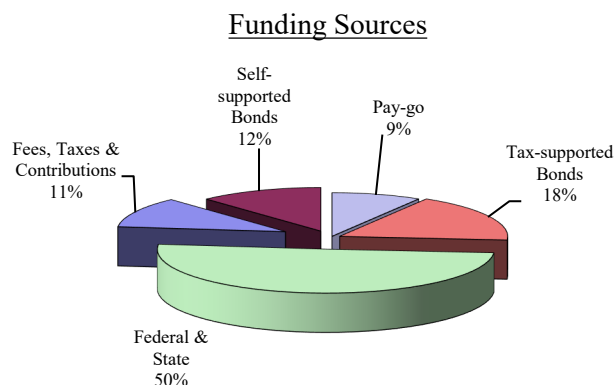
Capital Improvement Plan Funding Sources

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.
- *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 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.

FY20 Capital Improvement Budget Overview

A graphic illustration of planned capital project distribution and funding sources for fiscal year 2020 is shown below. The fiscal year 2020 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 2020 is approximately \$22.2 million.

The ten-year operating budget impact for major projects approved in the fiscal year 2020 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 effect 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
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	939	1,573	1.16%	1.56%	6.67%	8.98%	.22%	.33%
2018	952	1,614	1.17%	1.64%	6.59%	8.94%	.21%	.34%
2019 estimated	1,051	1,614	1.27%	1.64%	6.14%	8.94%	.19%	.34%
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
2020	1,093	1,614	1.31%	1.64%	6.74%	8.94%	0.21%	0.34%
2021	1,124	1,614	1.33%	1.64%	7.16%	8.94%	0.22%	0.34%
2022	1,147	1,614	1.35%	1.64%	7.03%	8.94%	0.22%	0.34%
2023	1,172	1,614	1.36%	1.64%	7.23%	8.94%	0.22%	0.34%
2024	1,192	1,614	1.38%	1.64%	7.47%	8.94%	0.23%	0.34%
2025	1,206	1,614	1.38%	1.64%	7.65%	8.94%	0.24%	0.34%
2026	1,217	1,614	1.38%	1.64%	7.67%	8.94%	0.24%	0.34%
2027	1,226	1,614	1.38%	1.64%	7.70%	8.94%	0.24%	0.34%
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
2028	1,232	1,614	1.64%	1.56%	7.91%	8.94%	0.24%	0.34%
2029	1,234	1,614	1.64%	1.56%	7.36%	8.94%	0.23%	0.34%
2030	1,243	1,614	1.64%	1.56%	7.37%	8.94%	0.23%	0.34%
2031	1,251	1,614	1.64%	1.56%	7.68%	8.94%	0.24%	0.34%
2032	1,252	1,614	1.64%	1.56%	7.68%	8.94%	0.24%	0.34%
2033	1,251	1,614	1.64%	1.56%	7.69%	8.94%	0.24%	0.34%
2034	1,247	1,614	1.64%	1.56%	7.69%	8.94%	0.24%	0.34%
2035	1,242	1,614	1.64%	1.56%	7.69%	8.94%	0.24%	0.34%
2036	1,235	1,614	1.64%	1.56%	7.61%	8.94%	0.23%	0.34%
2037	1,226	1,614	1.64%	1.56%	7.59%	8.94%	0.23%	0.34%
2038	1,216	1,614	1.64%	1.56%	7.58%	8.94%	0.23%	0.34%
2039	1,204	1,614	1.64%	1.56%	7.56%	8.94%	0.23%	0.34%
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, stable and growing property tax base, strong budgetary performance, strong financial policies, low debt burden, and sound reserve levels.

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

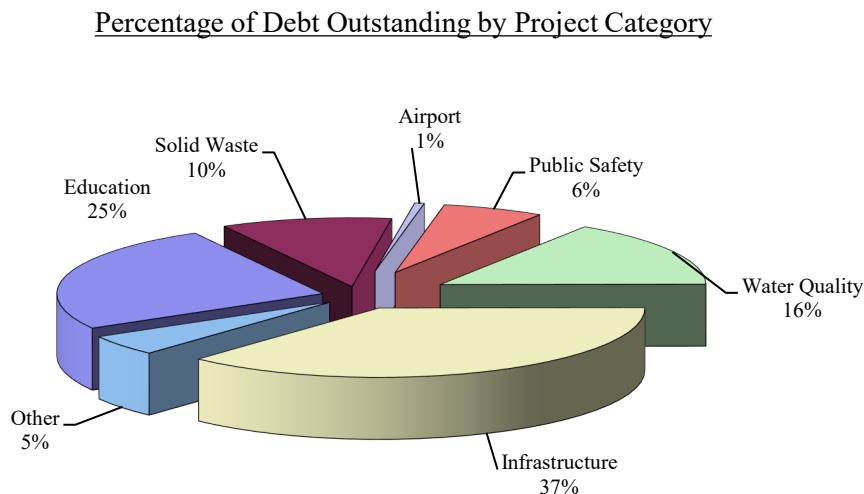
There are multiple factors that can affect the County's affordability to incur future indebtedness, including the County's economy and the availability of adequate financial resources. For that reason the financial ratios and analysis used, take into account the entire County financial condition, as 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, 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.

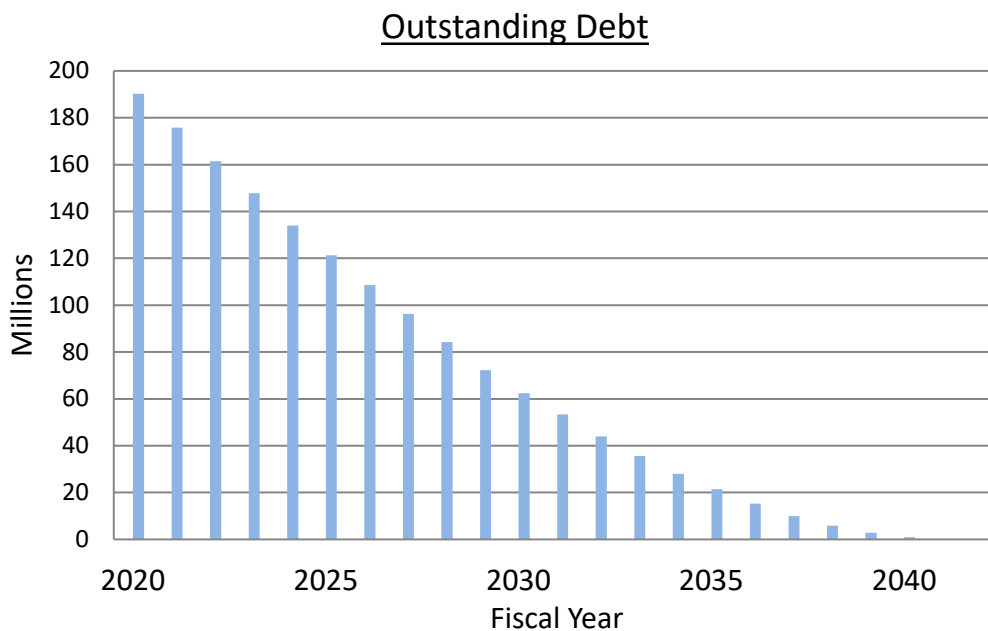
Outstanding Debt

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, 2019, by project category:



The following graph illustrates the current outstanding debt at June 30, 2019.



The table below shows the current outstanding balance at June 30, 2019, and the estimated impact of debt service on the Operating Budget for FY 2020.

Current Debt Balance and FY 2020 Principal and Interest Costs

Description	FY 2019 Balance	FY 2020 Principal	FY 2020 Interest	Total Debt Service
General Fund:				
2010 Ser A Public Improvement Bonds	1,112,246	548,156	25,146	573,302
2010 Ser B Build America Bonds	6,957,113	0	226,879	226,879
2010 Refunding Bonds	3,011,641	1,277,105	77,578	1,354,683
2011 Public Improvement Bonds	7,878,210	490,698	289,345	780,043
2012 Public Improvement Bonds	9,231,944	529,869	271,430	801,299
2012 Refunding Bonds	2,580,910	752,210	103,240	855,450
2013 Public Improvement Bonds	9,640,000	515,000	300,550	815,550
2013 Refunding Bonds	9,021,171	1,231,939	289,920	1,521,859
2014 Public Improvement Bonds	12,020,000	545,000	459,813	1,004,813
2015 Public Improvement Bonds	10,754,204	450,194	391,397	841,591
2015 Refunding Bonds	17,541,060	1,654,968	668,543	2,323,511
2016 Public Improvement Bonds	11,156,773	447,783	367,989	815,772
2016 Refunding Bonds	6,396,940	179,290	215,829	395,119
2017 Public Improvement Bonds	11,616,836	404,935	419,678	824,613
2018 Public Improvement Bonds	12,000,000	376,942	464,617	841,559
2019 Public Improvement Bonds	12,000,000	0	260,702	260,702
MD Water Quality Solid Waste Refinancing	834,934	310,890	8,349	319,239
MD Water Quality Resh Capping Ph 1	2,220,522	267,995	22,206	290,201
Total General Fund Existing Debt	\$ 145,974,504	\$ 9,982,974	\$ 4,863,211	\$ 14,846,185
2020 Planned Debt:	9,990,000			
2020 Public Improvement Bonds				
Total General Fund Debt	\$ 155,964,504	\$ 9,982,974	\$ 4,863,211	\$ 14,846,185
Solid Waste:				
2010 Ser A Public Improvement Bonds	440,270	216,981	9,953	226,934
2010 Ser B Build America Bonds	2,753,894	0	89,807	89,807
2010 Refunding Bonds	803,359	392,895	20,172	413,067
2011 Public Improvement Bonds	2,316,790	144,302	85,089	229,391
2012 Refunding Bonds	11,100	5,460	440	5,900
2013 Refunding Bonds	123,829	18,061	4,080	22,141
2015 Refunding Bonds	1,483,062	142,211	56,478	198,689
2016 Public Improvement Bonds	95,762	3,843	3,159	7,002
2016 Refunding Bonds	921,050	25,815	31,076	56,891
2017 Public Improvement Bonds	1,105,536	38,536	39,939	78,475
2018 Public Improvement Bonds	852,000	26,763	32,988	59,751
2019 Public Improvement Bonds	255,000	0	5,540	5,540
MD Water Quality 40 West Cell 3	811,319	139,906	8,925	148,831
MD Water Quality Solid Waste Refinancing	2,293,826	854,110	22,938	877,048
Total Solid Waste Existing Debt	\$ 14,266,800	\$ 2,008,880	\$ 410,580	\$ 2,419,470

Current Debt Balance and FY 2020 Principal and Interest Costs

Description	FY 2019 Balance	FY 2020 Principal	FY 2020 Interest	Total Debt Service
2020 Planned Debt:	500,000			
2020 Public Improvement Bonds				
Total Solid Waste Debt	\$ 14,766,800	\$ 2,008,880	\$ 410,580	\$ 2,419,470
Airport:				
2012 Refunding Bonds	472,990	97,330	18,920	116,250
Total Airport Existing Debt	\$ 472,990	\$ 97,330	\$ 18,920	\$ 116,250
Water Quality:				
1996 Series A Project & Refunding Bonds	566,145	566,148	1,683,855	2,250,003
2010 Ser A Public Improvement Bonds	192,484	94,863	4,351	99,214
2010 Ser B Build America Bonds	1,203,993	0	39,263	39,263
2012 Public Improvement Bonds	4,358,056	250,131	128,132	378,263
2015 Public Improvement Bonds	3,100,796	129,806	112,853	242,659
2015 Refunding Bonds	780,878	72,821	29,779	102,600
2016 Public Improvement Bonds	7,932,465	318,373	261,641	580,014
2016 Refunding Bonds	2,137,010	59,895	72,101	131,996
2017 Public Improvement Bonds	617,628	21,529	22,313	43,842
2018 Public Improvement Bonds	1,633,000	51,295	63,227	114,522
2019 Public Improvement Bonds	1,055,000	0	22,920	22,920
MD Water Quality Series BNR	414,979	205,740	7,055	212,795
MD Water Quality Pretreat. Refinancing 2004	1,786,063	420,000	7,144	427,144
MD Water Quality Halfway I & I	237,453	28,658	2,375	31,033
MD Water Quality Winebrenner	2,195,498	121,079	17,564	138,643
MD Water Quality Conococheague	1,784,798	65,316	9,257	74,573
Total Water Quality Existing Debt	\$ 29,996,246	\$ 2,405,654	\$ 2,483,830	\$ 4,889,484
2020 Planned Debt:	6,180,000			
2020 Public Improvement Bonds				
Total Water Quality Debt	\$ 36,176,246	\$ 2,405,654	\$ 2,483,830	\$ 4,889,484
Total Existing and 2020 Planned Debt	\$ 207,380,540	\$ 14,494,838	\$ 7,776,541	\$ 22,271,389

Bonded Limit Summary as of June 30, 2019

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, 2019, the unused authorization available for issuance of general obligation bonds was \$69,485,722.

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, 2019	
Assessed Value of Property in Washington County	\$ 13,103,696,000
Debt Limit: % of Assessed Value	10%
Water Quality Borrowing Limitation	1,310,369,600
Water Quality Debt	29,533,831
Debt Margin	1,280,835,769
Ratio of Water Quality Debt to Assessed Value	.23%

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

Description	Fiscal Year		
	2018 Actual	2019 Budget	2020 Budget
Revenue (By Major Type):			
Fees	\$ 3,563,596	\$ 2,600,000	\$ 2,900,000
Grants	10,499,706	18,263,000	28,429,000
Other	2,871	1,503,000	3,483,000
Bonds	17,018,802	13,407,000	16,669,000
Subtotal	31,084,975	35,773,000	51,481,000
Transfers	7,071,260	6,231,000	2,413,000
Capital Reserves	0	1,704,000	2,425,000
Total Revenue	38,156,235	43,708,000	56,319,000

Expenditures (By Function):

Education	1,055,737	21,891,000	26,057,000
Public Safety	1,230,009	3,624,000	1,956,000
General Government	2,153,516	1,602,000	1,036,000
Parks and Recreation	98,799	365,000	448,000
Water Quality	13,049,327	1,387,000	6,715,000
Roads/Infrastructure	12,578,565	12,326,000	9,612,000
Solid Waste	1,362,981	283,000	527,000
Transit System	508,542	375,000	1,353,000
Airport	1,207,533	1,815,000	8,615,000
Golf Course	46,904	40,000	0
Total Expenditures	33,291,913	43,708,000	56,319,000

Net Difference	4,864,322	0	0
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Project Detail of Major Projects – Fiscal Year 2020

Project Name	Project Description	Project Budget	Operating Impact
Sharpsburg Elem School Replacement	The project involves construction of 60,054 SF replacement building to support 473 students.	\$10,076,000	\$0
Urban Education Campus-BOE Component	This represents the Board's and State component of the intergovernmental partnership that supports the revitalization of the urban core of Hagerstown.	6,462,000	0
Center for Business and Entrepreneurial Studies	The project includes an extensive first floor renovation along with major building upgrades to create the Center for Business and Entrepreneurial Studies. The current building has large areas of space that was constructed for training in light manufacturing disciplines. As the market has changed, so has the demand for this type of space. The project will make these areas suitable for other purposes, including the creation of a business incubator. The renovation will create a lobby area, modern lab areas, classrooms and shared spaces for business incubation areas.	6,281,000	0
Runway 9/27 Rehabilitation	The project consists of the rehabilitation of 7,000' Runway 9/27.	6,000,000	0
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.	4,750,000	0
Capacity Management Project	Capacity Management has been expanded to include the following: Phase I – Construct a new regional pump station to service the Maugansville area. The new pump station will pump the sewage to the Cedar Lawn area where it will be discharged into the County's gravity collection system. Gravity lines will be constructed from the new station to Maugansville and Maugans Meadow's pump stations. Once the new station is on-line the existing Maugansville and Maugans Meadow's pump stations will be taken off-line. Phase II – Construct a new gravity line from the regional station to the Garden Spot pump station. At this time, the Garden Spot pump station will be taken off-line. Phase III – Construct a new gravity line from Garden Spot pump station to Freedom Hills pump station. At this time, the Freedom Hill pump station will be taken off-line.	3,180,000	0

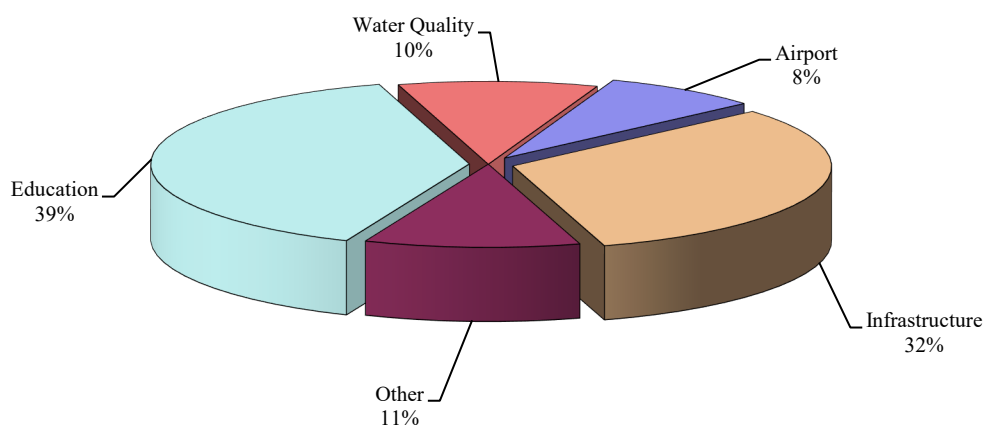
Project Name	Project Description	Project Budget	Operating Impact
Smithsburg WWTP ENR Upgrade	The project will upgrade the facility to address Maryland Department of the Environment (MDE) strategy for Enhanced Nutrient Removal (ENR) and expand capacity to address growth needs of the area.	\$2,500,000	\$10,000
Passenger Terminal Hold Room Expansion	The project involves an Airport Passenger Terminal Hold Room expansion to increase passenger capacity.	2,400,000	2,000
Capital Maintenance - BOE	Projects vary depending on the conditions, safety, security, and utility requirements. The Comprehensive Maintenance Plan outlines specific projects over the next five years. Projects which qualify for State funding of 71% of construction costs are included here. Projects are targeted to reduce deferred maintenance.	1,615,000	0
Police & EMS 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.	1,500,000	500,000
CVT Instructional Facility Acquisition	The project calls for the purchase of 5 - 10 acres of land with an existing building of approximately 5,000 sq. ft. that can be used for the Commercial Vehicle Training, Logistics, forklift training and the drone program. The ideal project should be near the interstate. The building will need to have space for two classrooms, three offices, a dock area and a forklift training area. A parking lot and driving surfaces will be needed to handle the large trucks.	1,400,000	0
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.	1,235,000	3,000

Project Name	Project Description	Project Budget	Operating Impact
Fixed Route Bus Replacement Program	FY 20 - Replace three (3) fixed-route transit buses, Units 710 -712 which will become 724- 726 FY 22 - Replace two (2) fixed-route transit buses, Units 713 - 714 which will become 727 - 728 FY 28 - Replace nine (9) fixed-route transit buses, Units 715- 723 which will become 729 - 737. FY 30 - Replace three (3) fixed-route transit buses, Unit 724-726 which will become 738-740.	\$978,000	\$0
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.	894,000	0
Halfway Boulevard Extended	The project involves the construction of a new four-lane open section roadway, including a large culvert, connecting existing Halfway Boulevard to MD Route 63. Intersection improvements at Halfway Boulevard extended and MD Route 63 include a traffic signal.	749,000	2,000
Roxbury Road Bridge W5372	This project involves the replacement of an existing one lane, two span bridge with a two lane multiple span bridge. The existing bridge has flooding issues and is structurally deficient and functionally obsolete.	530,000	0
Highway - Vehicle & Equipment Replacement Program	This project will replace vehicles and heavy/specialized equipment for maintenance and construction activity.	500,000	0
Contingency - General Fund	This project serves as a reserve to provide for emergency or unanticipated expenditures for all categories.	500,000	0
40 West Truck Loading Facility	Rehabilitation and upgrades to the existing leachate pump station at 40 West Landfill to address concerns with aging infrastructure.	500,000	0
Pump Station Upgrades - Various Stations	The project includes electrical and equipment upgrades.	500,000	0

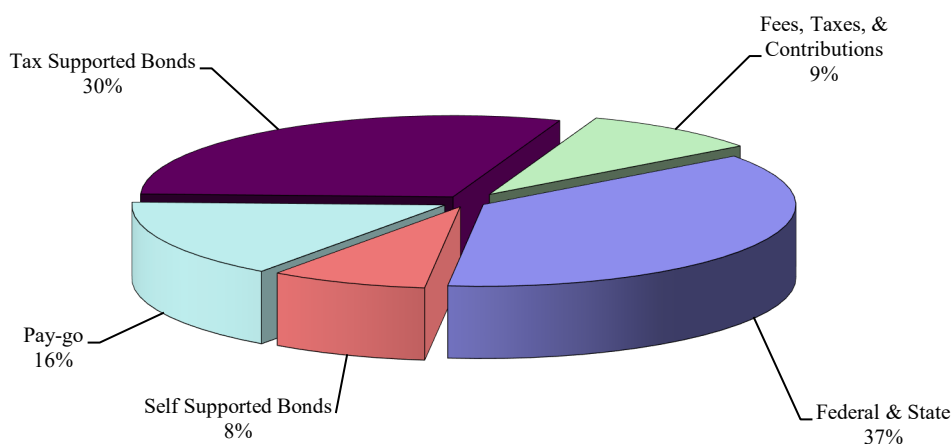
Ten Year Capital Improvement Plan Summary

The following graphs illustrate the projects by category and the funding sources that are currently scheduled for FY2020 thru FY2029. 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 \$365,336,000.

Project Categories for FY2020 thru FY2029



Funding Sources for FY2020 thru FY2029



Capital Improvement Ten Year Summary
Fiscal Year 2020 – 2029

Project	Total	Prior Appr.	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026- 2029
Project Costs									
Airport	36,429,279	7,182,279	8,615,000	2,415,000	1,328,000	1,763,000	3,029,000	1,608,000	10,489,000
Bridges	14,838,761	2,905,761	1,000,000	1,153,000	1,193,000	1,448,000	704,000	789,000	5,646,000
Drainage	16,825,265	3,595,265	1,128,000	1,012,000	1,543,000	1,321,000	1,621,000	1,313,000	5,292,000
Education	169,005,374	26,006,374	26,057,000	12,797,000	8,856,000	12,617,000	14,582,000	14,375,000	53,715,000
General Government	12,016,277	2,251,277	1,036,000	743,000	753,000	869,000	978,000	1,055,000	4,331,000
Parks & Recreation	6,304,990	370,990	448,000	450,000	300,000	300,000	300,000	346,000	3,790,000
Public Safety	23,421,805	7,986,805	1,956,000	2,133,000	2,320,000	2,262,000	1,078,000	1,016,000	4,670,000
Railroad Crossings	2,044,837	669,837	0	0	295,000	0	0	348,000	732,000
Road Improvement	108,232,239	18,566,239	7,484,000	9,886,000	9,010,000	7,484,000	7,921,000	8,956,000	38,925,000
Solid Waste	7,551,990	120,990	527,000	183,000	128,000	2,050,000	499,000	3,536,000	508,000
Transit	12,215,251	3,451,251	1,353,000	450,000	1,027,000	450,000	450,000	375,000	4,659,000
Water Quality	36,490,711	6,933,711	6,715,000	8,171,000	1,101,000	2,351,000	953,000	2,728,000	7,538,000
TOTAL	445,376,779	80,040,779	56,319,000	39,393,000	27,854,000	32,915,000	32,115,000	36,445,000	140,295,000
Funding Sources									
General Fund	56,667,392	15,867,392	1,500,000	2,400,000	3,400,000	3,500,000	4,000,000	4,500,000	21,500,000
Highway Fund	8,462,000	962,000	500,000	500,000	550,000	600,000	650,000	750,000	3,950,000
Solid Waste Fund	874,322	118,322	27,000	183,000	28,000	58,000	59,000	64,000	337,000
Utility Admin Fund	1,518,350	452,350	96,000	97,000	102,000	102,000	103,000	108,000	458,000
Water Fund	252,839	102,839	15,000	15,000	15,000	15,000	15,000	15,000	60,000
Sewer Fund	4,308,015	2,857,015	174,000	194,000	174,000	174,000	115,000	115,000	505,000
Airport Fund	1,049,220	303,220	101,000	72,000	73,000	111,000	69,000	90,000	230,000
Tax-Supported Bond	126,266,499	16,698,499	9,989,000	11,036,000	11,801,000	11,221,000	9,831,000	10,438,000	45,252,000
Self-Supported Bond	33,161,507	3,496,507	6,680,000	7,565,000	560,000	3,702,000	1,135,000	5,637,000	4,386,000
Transfer Tax	22,100,000	2,100,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
Excise Tax - Schools	4,620,000	770,000	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	153,900	53,900	10,000	10,000	10,000	10,000	10,000	10,000	40,000
Excise Tax - Non-Residential	550,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	200,000
APFO Fees - Roads	300,000	0	300,000	0	0	0	0	0	0
Capital Reserve - General	5,920,000	1,404,000	2,300,000	1,127,000	689,000	400,000	0	0	0
Capital Reserve - Water	125,000	0	125,000	0	0	0	0	0	0
Federal Grant	50,472,490	13,257,490	9,114,000	5,206,000	3,588,000	1,746,000	3,024,000	1,594,000	12,943,000
State Grant	114,030,925	16,174,925	19,315,000	7,649,000	3,084,000	8,686,000	10,514,000	10,534,000	38,074,000
Contributions	12,695,000	5,073,000	3,483,000	749,000	1,190,000	0	0	0	2,200,000
TOTAL	445,376,779	80,040,779	56,319,000	39,393,000	27,854,000	32,915,000	32,115,000	36,445,000	140,295,000

Project Detail of Major Projects – Fiscal Years 2020-2029

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.	\$50,250,000
Sharpsburg Elementary School- Replacement	The project involves construction of 60,054 SF replacement building to support 473 students.	16,267,000
Capital Maintenance - BOE	Projects vary depending on the conditions, safety, security, and utility requirements. The Comprehensive Maintenance Plan outlines specific projects over the next five years. Projects which qualify for State funding of 71% of construction costs are included here. Projects are targeted to reduce deferred maintenance.	15,173,000
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.	9,397,000
Highway - Vehicle & Equipment Replacement Program	This project will replace vehicles and heavy/specialized equipment for maintenance and construction activity.	9,250,000
Urban Education Campus- BOE Component	This represents the Board's and State component of the intergovernmental partnership that supports the revitalization of the urban core of Hagerstown.	8,932,000
Center for Business and Entrepreneurial Studies	The project includes an extensive first floor renovation along with major building upgrades to create the Center for Business and Entrepreneurial Studies. The current building has large areas of space that was constructed for training in light manufacturing disciplines. As the market has changed, so has the demand for this type of space. The project will make these areas suitable for other purposes, including the creation of a business incubator. The renovation will create a lobby area, modern lab areas, classrooms and shared spaces for business incubation areas.	7,690,000

**Capital Improvement Ten Year Detail
Fiscal Year 2020 - 2029**

Project	Projected Costs			Prior Appr.	Budget Yr		Ten Year Capital Program					Future
	*FTE	Operating	Total		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025		
Project Costs												
Airport												
Passenger Terminal Hold Room Expansion	0.0	2,000	5,484,000	1,084,000	2,400,000	2,000,000	0	0	0	0	0	
T-Hangar 1, 2, & 3 Replacement	0.0	0	410,000	103,000	0	32,000	33,000	28,000	34,000	35,000	145,000	
Airport Roof Replacement Project	0.0	0	349,220	62,220	37,000	15,000	15,000	45,000	35,000	55,000	85,000	
Airport Security System Enhancements	0.0	0	736,000	250,000	138,000	98,000	100,000	150,000	0	0	0	
Capital Equipment - Airport	0.0	0	4,771,059	1,531,059	0	20,000	180,000	290,000	120,000	290,000	2,340,000	
Land Acquisition-Airport	0.0	0	7,295,000	2,507,000	0	0	0	0	1,140,000	1,228,000	2,420,000	
Runway 9/27 Rehabilitation	0.0	0	6,500,000	500,000	6,000,000	0	0	0	0	0	0	
Airport Environmental Assessment	0.0	0	2,145,000	1,145,000	0	0	0	1,000,000	0	0	0	
Hangar 21 Stairs	0.0	0	40,000	0	40,000	0	0	0	0	0	0	
Proposed Taxiway S	0.0	0	1,180,000	0	0	0	0	0	0	0	1,180,000	
Runway 9 MALSR	0.0	0	1,484,000	0	0	0	0	0	0	0	1,484,000	
Snow Removal Equipment Storage Building Expansion	0.0	1,500	1,950,000	0	0	0	0	250,000	1,700,000	0	0	
Taxiway H Rehabilitation	0.0	0	1,250,000	0	0	250,000	1,000,000	0	0	0	0	
Taxiway G Rehabilitation	0.0	0	1,920,000	0	0	0	0	0	0	0	1,920,000	
Taxiway T Construction	0.0	0	915,000	0	0	0	0	0	0	0	915,000	
Airport Total	0.0	3,500	36,429,279	7,182,279	8,615,000	2,415,000	1,328,000	1,763,000	3,029,000	1,608,000	10,489,000	
Bridges												
Bridge Inspection and Inventory	0.0	1,080	627,500	60,500	175,000	0	22,000	0	171,000	0	199,000	
Roxbury Road Bridge W5372	0.0	0	3,144,077	2,614,077	530,000	0	0	0	0	0	0	
Bridge Scour Repairs	0.0	0	263,184	31,184	0	0	0	0	0	0	232,000	
Halfway Boulevard Bridges W0912	0.0	0	2,112,000	115,000	0	1,007,000	990,000	0	0	0	0	
Keefer Road Bridge 15/20	0.0	0	231,000	85,000	0	146,000	0	0	0	0	0	
Appletown Road Bridge W2184	0.0	0	479,000	0	0	0	0	0	0	0	479,000	
Ashton Road Culvert	0.0	0	399,000	0	0	0	0	0	0	0	399,000	
Back Road Culvert 11/03	0.0	0	295,000	0	295,000	0	0	0	0	0	0	
Bowie Road Culvert	0.0	0	305,000	0	0	0	0	0	0	0	305,000	
Burnside Bridge Road Culvert 01/03	0.0	0	329,000	0	0	0	0	0	114,000	215,000	0	
Draper Road Culvert 04/07	0.0	0	36,000	0	0	0	0	0	0	0	36,000	
Draper Road Culvert 04/08	0.0	0	36,000	0	0	0	0	0	0	0	36,000	
Frog Eye Road Culvert 11/06	0.0	0	652,000	0	0	0	0	266,000	386,000	0	0	
Greenspring Furnace Road Culvert 15/15	0.0	0	398,000	0	0	0	87,000	311,000	0	0	0	
Gruber Road Bridge 04/10	0.0	0	10,000	0	0	0	0	0	0	0	10,000	

*FTE – Full Time Equivalent

**Separate Entities

**Capital Improvement Ten Year Detail
Fiscal Year 2020 - 2029**

Project	Projected Costs		Total	Prior Appr.	Budget Yr		Ten Year Capital Program					Future
	*FTE	Operating			FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025		
Project Costs												
Harpers Ferry Road Culvert 11/02	0.0	0	541,000	0	0	0	0	0	33,000	508,000	0	
Henline Road Culvert 05/05	0.0	0	465,000	0	0	0	0	0	0	0	465,000	
Hoffman's Inn Road Culvert 05/06	0.0	0	313,000	0	0	0	0	0	0	0	313,000	
Kretsinger Road Culvert 14/01	0.0	0	316,000	0	0	0	31,000	285,000	0	0	0	
Lanes Road Culvert 15/12	0.0	0	317,000	0	0	0	32,000	285,000	0	0	0	
Long Hollow Road Culvert 05/07	0.0	0	316,000	0	0	0	0	0	0	66,000	250,000	
Mercersburg Road Culvert 04/16	0.0	0	384,000	0	0	0	0	0	0	0	384,000	
Mooreville Road Culvert 15/21	0.0	0	355,000	0	0	0	0	0	0	0	355,000	
Remsburg Road Culvert	0.0	0	287,000	0	0	0	0	0	0	0	287,000	
Rinehart Road Culvert 14/03	0.0	0	332,000	0	0	0	31,000	301,000	0	0	0	
Stone Masonry Bridge Repairs	0.0	0	270,000	0	0	0	0	0	0	0	270,000	
Taylors Landing Road Bridge W7101	0.0	0	1,179,000	0	0	0	0	0	0	0	1,179,000	
Willow Road Culvert 05/10	0.0	0	323,000	0	0	0	0	0	0	0	323,000	
Yarrowsburg Road Bridge W6191	0.0	0	124,000	0	0	0	0	0	0	0	124,000	
Bridges Total	0.0	1,080	14,838,761	2,905,761	1,000,000	1,153,000	1,193,000	1,448,000	704,000	789,000	5,646,000	
Drainage												
Stream Restoration at Various Locations	0.0	0	1,731,782	594,782	0	351,000	0	0	381,000	0	405,000	
Stormwater Retrofits	0.0	0	12,397,483	3,000,483	894,000	586,000	1,009,000	945,000	962,000	979,000	4,022,000	
Broadfording Church Road Culvert	0.0	0	231,000	0	0	0	231,000	0	0	0	0	
Chestnut Grove Road Drainage	0.0	0	84,000	0	84,000	0	0	0	0	0	0	
Crestwood Drive Culvert	0.0	0	75,000	0	75,000	0	0	0	0	0	0	
Drainage Improvements at Various Locations	0.0	0	750,000	0	75,000	75,000	75,000	75,000	75,000	75,000	300,000	
Draper Road Drainage Improvements	0.0	0	509,000	0	0	0	0	0	0	259,000	250,000	
Harpers Ferry Road Drainage, 3600 Block	0.0	0	376,000	0	0	0	75,000	301,000	0	0	0	
Shank Road Drainage	0.0	0	153,000	0	0	0	153,000	0	0	0	0	
Trego Mountain Road Drainage	0.0	0	315,000	0	0	0	0	0	0	0	315,000	
University Road Culvert	0.0	0	203,000	0	0	0	0	0	203,000	0	0	
Drainage Total	0.0	0	16,825,265	3,595,265	1,128,000	1,012,000	1,543,000	1,321,000	1,621,000	1,313,000	5,292,000	
Board of Education												
Capital Maintenance - BOE	0.0	0	19,685,882	4,512,882	1,615,000	1,558,000	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000	
Sharpsburg Elementary School Replacement	0.0	0	26,728,000	10,461,000	10,076,000	6,191,000	0	0	0	0	0	
Elementary School 1	0.0	-1,249,000	40,203,000	0	0	0	3,565,000	9,030,000	12,571,000	12,181,000	2,856,000	

*FTE – Full Time Equivalent

**Separate Entities

**Capital Improvement Ten Year Detail
Fiscal Year 2020 - 2029**

Project	Projected Costs			Prior Appr.	Budget Yr	Ten Year Capital Program						Future
	*FTE	Operating	Total		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025		
Project Costs												
Elementary School 2	0.0	-1,249,000	34,997,000	0	0	0	0	0	0	0	0	34,997,000
Urban Education Campus-BOE Component	0.0	0	19,318,000	10,386,000	6,462,000	2,470,000	0	0	0	0	0	0
Board of Education Total	0.0	-2,498,000	140,931,882	25,359,882	18,153,000	10,219,000	5,065,000	10,530,000	14,071,000	13,681,000		43,853,000
Hagerstown Community College												
Student Center Parking Lot	0.0	178,000	696,000	483,000	213,000	0	0	0	0	0	0	0
ARCC Air Conditioning	0.0	75,000	2,727,000	0	0	0	0	0	0	305,000		2,422,000
ATC Operations Building	0.0	2,000	5,400,000	0	0	0	0	0	0	0	0	5,400,000
Campus Road & Parking Lot Overlays	0.0	0	2,000,000	0	0	0	0	0	0	0	0	2,000,000
Center for Business and Entrepreneurial Studies	0.0	0	7,690,000	0	6,281,000	1,409,000	0	0	0	0	0	0
CVT Instructional Facility Acquisition	0.0	0	2,400,000	0	1,400,000	0	1,000,000	0	0	0	0	0
CVT Renovation/Construction Project	0.0	25,000	2,500,000	0	0	0	97,000	1,523,000	501,000	379,000		0
LRC Exterior Metal Panel System and Roof Replacement	0.0	0	1,703,000	0	0	1,149,000	0	554,000	0	0	0	0
Hagerstown Community College Total	0.0	280,000	25,116,000	483,000	7,894,000	2,558,000	1,097,000	2,077,000	501,000	684,000		9,822,000
Public Libraries												
Systemic Projects - Library	0.0	0	131,492	41,492	0	10,000	10,000	10,000	10,000	10,000		40,000
Hancock Public Library Replacement	1.5	56,000	2,826,000	122,000	10,000	10,000	2,684,000	0	0	0	0	0
Public Libraries Total	1.5	56,000	2,957,492	163,492	10,000	20,000	2,694,000	10,000	10,000	10,000		40,000
General Government												
Cost of Bond Issuance	0.0	0	1,176,600	143,600	99,000	98,000	98,000	99,000	98,000	99,000		442,000
Contingency - General Fund	0.0	0	1,474,305	449,305	500,000	25,000	25,000	50,000	50,000	75,000		300,000
Systemic Improvements - Building	0.0	0	2,310,707	337,707	196,000	197,000	197,000	196,000	196,000	196,000		795,000
Information Systems Replacment Program	0.0	0	1,215,871	305,871	100,000	50,000	70,000	90,000	100,000	100,000		400,000
Financial System Management & Upgrades	0.0	20,000	550,516	238,516	0	32,000	33,000	34,000	34,000	35,000		144,000
County Wireless Infrastructure	0.0	0	129,422	107,422	11,000	11,000	0	0	0	0	0	0
Accela Software Upgrade	0.0	0	38,351	8,351	30,000	0	0	0	0	0	0	0
General - Equipment and Vehicle Replacement Program	0.0	0	3,760,505	660,505	0	200,000	200,000	300,000	400,000	400,000		1,600,000
Facilities Roof Repairs	0.0	0	1,360,000	0	100,000	130,000	130,000	100,000	100,000	150,000		650,000
General Government Total	0.0	20,000	12,016,277	2,251,277	1,036,000	743,000	753,000	869,000	978,000	1,055,000		4,331,000

*FTE – Full Time Equivalent

**Separate Entities

Parks & Recreation

**Capital Improvement Ten Year Detail
Fiscal Year 2020 - 2029**

Project	Projected Costs			Prior Appr.	Budget Yr		Ten Year Capital Program					Future
	*FTE	Operating	Total		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025		
Project Costs												
BR Capital Equipment Program	0.0	0	224,000	44,000	0	20,000	20,000	20,000	20,000	20,000	80,000	
Tennis Court Resurfacing	0.0	0	272,990	42,990	0	30,000	30,000	30,000	30,000	30,000	80,000	
Park Equipment/Surfacing Replacement, Various Locations	0.0	0	1,592,000	92,000	150,000	150,000	150,000	150,000	150,000	150,000	600,000	
Parking Lot Repair/Overlay, Various Locations	0.0	0	1,245,000	192,000	153,000	100,000	100,000	100,000	100,000	100,000	400,000	
Marty Snook Park Fence Upgrades	0.0	0	20,000	0	20,000	0	0	0	0	0	0	
Ag Center Garage Doors	0.0	0	15,000	0	15,000	0	0	0	0	0	0	
Ag Center Track Upgrades	0.0	0	50,000	0	50,000	0	0	0	0	0	0	
Ag Center Kitchen Equipment Replacement	0.0	0	60,000	0	60,000	0	0	0	0	0	0	
Doubs Woods Equipment Storage Building	0.0	0	150,000	0	0	150,000	0	0	0	0	0	
North Central County Park	2.0	81,000	2,676,000	0	0	0	0	0	0	46,000	2,630,000	
Parks & Recreation Total	2.0	81,000	6,304,990	370,990	448,000	450,000	300,000	300,000	300,000	346,000	3,790,000	
Public Safety												
Detention Center - Systemic Projects	0.0	0	2,489,571	689,571	0	200,000	200,000	200,000	200,000	200,000	800,000	
Police & EMS Training Facility	3.0	500,000	11,500,000	5,800,000	1,500,000	1,400,000	1,400,000	1,400,000	0	0	0	
Communication Tower(s) Various	0.0	0	655,345	141,345	50,000	0	110,000	0	114,000	0	240,000	
Motorola Portable Radio Replacement Program	0.0	0	1,250,000	104,000	106,000	108,000	110,000	112,000	114,000	116,000	480,000	
Law Enforcement - Vehicle & Equipment Replacement Program	0.0	0	6,104,706	629,706	300,000	400,000	450,000	500,000	550,000	600,000	2,675,000	
Emergency Services Equipment & Vehicle Program	0.0	0	1,422,183	622,183	0	25,000	50,000	50,000	100,000	100,000	475,000	
Public Safety Total	3.0	500,000	23,421,805	7,986,805	1,956,000	2,133,000	2,320,000	2,262,000	1,078,000	1,016,000	4,670,000	
Railroad Crossings												
Railroad Crossing Improvements	0.0	0	2,044,837	669,837	0	0	295,000	0	0	348,000	732,000	
Railroad Crossings Total	0.0	0	2,044,837	669,837	0	0	295,000	0	0	348,000	732,000	
Road Improvement												
Transportation ADA	0.0	0	1,111,450	351,450	0	82,000	83,000	84,000	86,000	87,000	338,000	
Pavement Maintenance and Rehab Program	0.0	0	58,556,194	8,306,194	4,750,000	4,750,000	4,750,000	5,000,000	5,000,000	5,000,000	21,000,000	
Longmeadow Road	0.0	4,000	810,000	0	0	0	0	0	0	810,000	0	
Eastern Boulevard Extended	0.0	4,000	7,850,000	0	0	0	0	0	0	677,000	7,173,000	
Eastern Boulevard Widening Phase II	0.0	2,000	5,672,300	2,691,300	0	1,854,000	1,127,000	0	0	0	0	

*FTE – Full Time Equivalent

**Separate Entities

**Capital Improvement Ten Year Detail
Fiscal Year 2020 - 2029**

Project	Projected Costs			Prior Appr.	Budget Yr		Ten Year Capital Program					Future
	*FTE	Operating	Total		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025		
Project Costs												
Professional Boulevard Extended Phase II	0.0	3,000	4,309,200	2,824,200	1,235,000	250,000	0	0	0	0	0	
Valley Mall Area Road Improvements Phase II	0.0	0	992,000	0	250,000	0	0	0	742,000	0	0	
Professional Boulevard Extended Phase III	0.0	1,000	1,203,000	0	0	0	0	0	900,000	303,000	0	
Showalter Road Extended East	0.0	4,000	2,251,000	510,000	0	0	0	0	0	0	1,741,000	
Halfway Boulevard Extended	0.0	2,000	5,972,000	2,323,000	749,000	2,000,000	900,000	0	0	0	0	
Bucky Avenue	0.0	0	355,000	0	0	0	0	0	0	0	355,000	
Burnside Bridge Road Spot Improvements	0.0	0	544,000	0	0	0	0	0	0	0	544,000	
Colonel Henry Douglas Drive Extended Phase II	0.0	3,000	800,000	0	0	0	0	0	0	0	800,000	
E. Oak Ridge Drive/South Pointe Signal	0.0	1,000	461,000	0	0	0	0	0	0	111,000	350,000	
Mt Aetna Road Spot Improvements	0.0	3,000	1,399,000	0	0	0	0	0	0	0	1,399,000	
Professional Boulevard Extended - Phase IV	0.0	1,000	800,000	0	0	0	0	0	0	800,000	0	
Rockdale Road and Independence Road Spot Improvements	0.0	3,600	1,225,000	0	0	0	0	0	0	0	1,225,000	
Wright Road	0.0	1,080	2,750,000	0	0	100,000	1,250,000	1,400,000	0	0	0	
Highway - Vehicle & Equipment Replacement Program	0.0	0	10,324,095	1,074,095	500,000	850,000	900,000	1,000,000	1,000,000	1,000,000	4,000,000	
Highway Western Section - Fuel Tank Replacement	0.0	0	847,000	486,000	0	0	0	0	193,000	168,000	0	
Road Improvement Total	0.0	32,680	108,232,239	18,566,239	7,484,000	9,886,000	9,010,000	7,484,000	7,921,000	8,956,000	38,925,000	
Solid Waste												
Contingency - Solid Waste	0.0	0	399,000	87,000	0	0	0	30,000	30,000	35,000	217,000	
40 West Truck Loading Facility	0.0	0	500,000	0	500,000	0	0	0	0	0	0	
Close Out Cap - Rubblefill	0.0	0	2,092,000	0	0	0	100,000	1,992,000	0	0	0	
SW Equipment & Vehicle Replacement	0.0	0	316,668	28,668	27,000	27,000	28,000	28,000	29,000	29,000	120,000	
40 West Landfill - Cell 5 Construction	0.0	200,000	4,083,000	0	0	0	0	0	440,000	3,472,000	171,000	
City/County Groundwater Investigation	0.0	0	156,000	0	0	156,000	0	0	0	0	0	
Solid Waste Total	0.0	200,000	7,546,668	115,668	527,000	183,000	128,000	2,050,000	499,000	3,536,000	508,000	
Transit												
Vehicle Preventive Maintenance	0.0	0	4,207,251	457,251	375,000	375,000	375,000	375,000	375,000	375,000	1,500,000	
Fixed Route Bus Replacement Program	0.0	0	7,558,000	2,994,000	978,000	0	652,000	0	0	0	2,934,000	
ADA Bus Replacement	0.0	0	450,000	0	0	75,000	0	75,000	75,000	0	225,000	
Transit Total	0.0	0	12,215,251	3,451,251	1,353,000	450,000	1,027,000	450,000	450,000	375,000	4,659,000	

*FTE – Full Time Equivalent

**Separate Entities

**Capital Improvement Ten Year Detail
Fiscal Year 2020 - 2029**

Project	Projected Costs		Total	Prior Appr.	Budget Yr		Ten Year Capital Program					Future
	*FTE	Operating			FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025		
Project Costs												
Water Quality												
Utility Administration												
General Building Improvements	0.0	0	1,206,310	242,310	0	0	0	0	370,000	594,000	0	
Lab Equipment Replacement	0.0	0	288,581	57,581	21,000	22,000	22,000	22,000	23,000	23,000	98,000	
WQ Equip/Vehicle Replacement Program	0.0	0	1,055,219	220,219	75,000	75,000	80,000	80,000	80,000	85,000	360,000	
Utility Administration Total	0.0	0	2,550,110	520,110	96,000	97,000	102,000	102,000	473,000	702,000	458,000	
Wastewater Utility												
Replace Grinder Pumps	0.0	0	818,531	33,531	40,000	60,000	80,000	80,000	80,000	80,000	365,000	
Pen Mar/ Highfield/ Cascade Septic Tank Pumping and Replacement	0.0	0	115,000	35,000	40,000	40,000	0	0	0	0	0	
Pump Station Upgrades - Various Stations	0.0	0	3,352,557	1,064,557	500,000	0	0	153,000	0	0	1,635,000	
Collection System Rehabilitation Project	0.0	0	4,052,235	697,235	0	275,000	560,000	0	0	870,000	1,650,000	
Capacity Management Project	0.0	0	8,800,542	1,280,542	3,180,000	4,340,000	0	0	0	0	0	
Smithsburg WWTP ENR Upgrade	0.0	10,000	7,403,387	1,903,387	2,500,000	3,000,000	0	0	0	0	0	
Heavy Sewer EQP and VEH Replacement	0.0	0	918,972	332,972	94,000	94,000	94,000	94,000	35,000	35,000	140,000	
Potomac Edison Pump Station & Force Main	0.0	0	1,700,000	0	0	0	0	0	0	0	1,700,000	
General WwTP Improvements	0.0	0	1,350,000	0	0	0	0	250,000	250,000	300,000	550,000	
Wastewater Utility Total	0.0	10,000	28,511,224	5,347,224	6,354,000	7,809,000	734,000	577,000	365,000	1,285,000	6,040,000	
Water Utility												
Water Meter Replacement	0.0	0	252,839	102,839	15,000	15,000	15,000	15,000	15,000	15,000	60,000	
Mt Aetna Water System Improvements	0.0	0	729,000	130,000	0	0	0	599,000	0	0	0	
Sharpsburg Water Treatment Plant	0.0	0	794,000	204,000	0	0	0	0	0	0	590,000	
General WTP Improvements	0.0	0	859,298	37,298	0	0	0	242,000	0	290,000	290,000	
Highfield/Sharpsburg Water Storage Tank	0.0	0	336,000	0	0	0	0	0	0	336,000	0	
Sharpsburg Water Meter Cradle Replacement	0.0	0	1,000,000	0	250,000	250,000	250,000	250,000	0	0	0	
WQ Main Replacement	0.0	0	866,000	0	0	0	0	566,000	100,000	100,000	100,000	
Water Utility Total	0.0	0	4,837,137	474,137	265,000	265,000	265,000	1,672,000	115,000	741,000	1,040,000	
Water Quality Total	0.0	10,000	35,898,471	6,341,471	6,715,000	8,171,000	1,101,000	2,351,000	953,000	2,728,000	7,538,000	
TOTAL	6.5	-1,313,740	444,779,217	79,443,217	56,319,000	39,393,000	27,854,000	32,915,000	32,115,000	36,445,000	140,295,000	
County Operating Impact	5.0	848,260										
**Board of Education	0.0	-2,498,000										
**Community College	0.0	280,000										
**Library	1.5	56,000										
Total	6.5	-1,313,740										

*FTE – Full Time Equivalent

**Separate Entities

Capital Improvement Ten Year Detail
Fiscal Year 2020 - 2029

			Budget Yr		Ten Year Capital Program					
	Total	Prior Appr.	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025		
Funding Sources										
General Fund	56,696,792	15,896,792	1,500,000	2,400,000	3,400,000	3,500,000	4,000,000	4,500,000	21,500,000	
Highway Fund	8,462,000	962,000	500,000	500,000	550,000	600,000	650,000	750,000	3,950,000	
Solid Waste Fund	869,000	113,000	27,000	183,000	28,000	58,000	59,000	64,000	337,000	
Utility Admin Fund	1,406,710	340,710	96,000	97,000	102,000	102,000	103,000	108,000	458,000	
Water Fund	252,839	102,839	15,000	15,000	15,000	15,000	15,000	15,000	60,000	
Sewer Fund	4,308,015	2,857,015	174,000	194,000	174,000	174,000	115,000	115,000	505,000	
Airport Fund	1,049,220	303,220	101,000	72,000	73,000	111,000	69,000	90,000	230,000	
Tax-Supported Bond	126,266,499	16,698,499	9,989,000	11,036,000	11,801,000	11,221,000	9,831,000	10,438,000	45,252,000	
Self-Supported Bond	32,651,507	2,986,507	6,680,000	7,565,000	560,000	3,702,000	1,135,000	5,637,000	4,386,000	
Transfer Tax	22,100,000	2,100,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000	
Excise Tax - Schools	4,620,000	770,000	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	153,900	53,900	10,000	10,000	10,000	10,000	10,000	10,000	40,000	
Excise Tax - Non-Residential	550,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	200,000	
APFO Fees - Roads	300,000	0	300,000	0	0	0	0	0	0	
Capital Reserve - General	5,920,000	1,404,000	2,300,000	1,127,000	689,000	400,000	0	0	0	
Capital Reserve - Water	125,000	0	125,000	0	0	0	0	0	0	
Federal Grant	50,472,490	13,257,490	9,114,000	5,206,000	3,588,000	1,746,000	3,024,000	1,594,000	12,943,000	
State Grant	114,030,925	16,174,925	19,315,000	7,649,000	3,084,000	8,686,000	10,514,000	10,534,000	38,074,000	
Contributions	12,695,000	5,073,000	3,483,000	749,000	1,190,000	0	0	0	2,200,000	
TOTAL	444,779,217	79,443,217	56,319,000	39,393,000	27,854,000	32,915,000	32,115,000	36,445,000	140,295,000	

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General Fund

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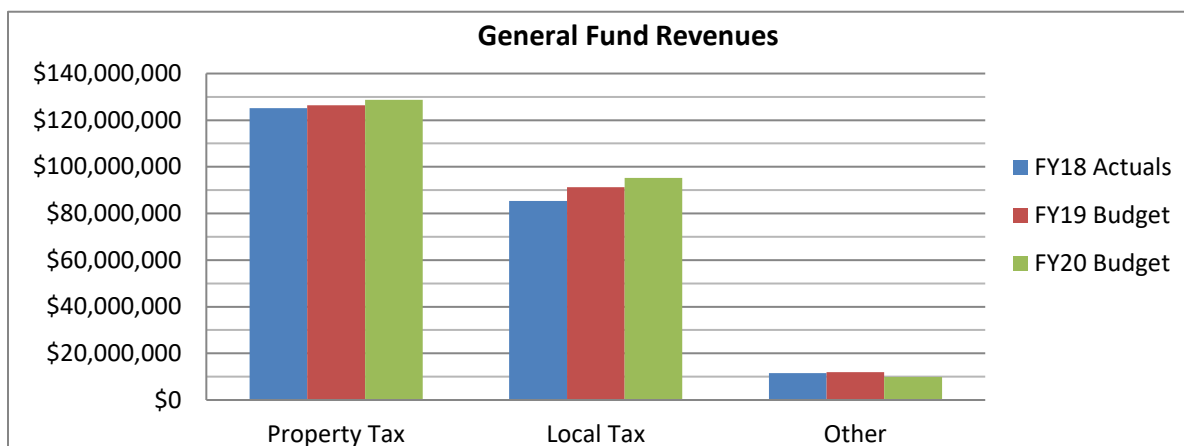
General Fund – Revenue Summary

Category	2018 Actual	2019 Budget	2020 Budget	\$ Change	% Change
Property Tax	125,111,785	126,448,250	128,697,630	2,249,380	1.78%
Local Taxes	85,388,664	91,305,000	95,255,000	3,950,000	4.33%
Interest Earnings	1,393,440	692,400	1,200,000	507,600	73.31%
Charges for Services:					
Plan Review & Permitting; Engineering; and Construction	1,462,760	1,253,650	1,238,050	(15,600)	-1.24%
Planning and Zoning	31,502	23,900	37,400	13,500	56.49%
Parks and Recreation	432,687	468,300	468,300	0	0.00%
Public Safety	3,412,348	6,509,130	4,106,760	(2,402,370)	-36.91%
Other	1,281,030	630,380	657,750	27,370	4.34%
Grants for Operations	3,530,989	2,308,300	2,121,300	(187,000)	-8.10%
Total	222,045,205	229,639,310	233,782,190	4,142,880	1.80%

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 95% or \$217.8 million of total General Fund revenues. Detail of the revenue sources and the underlying assumptions can be read on pages 87-93.

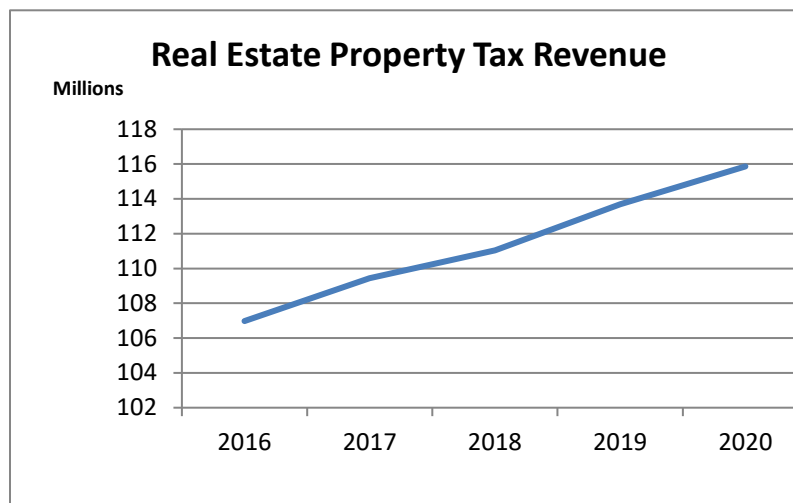


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General Fund – Revenue Detail

Property Tax					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Real Estate Property Tax	111,458,323	113,679,470	115,862,420	2,182,950	1.92%
Corporate Personal Property Tax	14,781,966	14,057,110	14,057,110	0	0.00%
State Administrative Fees	(575,101)	(580,000)	(580,000)	0	0.00%
Interest on Property Taxes	388,684	385,000	395,000	10,000	2.70%
Payment in Lieu of Taxes	287,930	288,210	290,000	1,790	0.62%
Enterprise Tax Reimbursement	252,158	223,930	203,500	(20,430)	-9.12%
Service Charge – Semi-Annual	31,669	30,000	60,000	30,000	100.00%
Tax Sale Penalty and Other Fees	58,303	60,000	60,000	0	0.00%
Enterprise Zone Tax Credit	(500,113)	(447,860)	(407,000)	40,860	-9.12%
Agricultural Tax Credit	(387,221)	(390,000)	(410,000)	(20,000)	5.13%
Historical Tax Credit	0	(1,000)	0	1,000	-100.00%
County Homeowners Tax	(200,633)	(230,000)	(220,000)	10,000	-4.35%
Disabled Veteran's Credit	(105,740)	(240,000)	(225,000)	15,000	-6.25%
Other Credits	(16,227)	(82,450)	(85,000)	(2,550)	3.09%
Discount Allowed – Property Tax	(322,981)	(325,000)	(325,000)	0	0.00%
Federal Payment in Lieu of Taxes	21,599	20,840	21,600	760	3.65%
Total	125,111,785	126,448,250	128,697,630	2,249,380	1.78%

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 55.1% 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 \$126.4 million for FY2020, which is an increase of \$2.2 million or 1.78%. The increase is a result an increase in the County's taxable base because of reassessments. Property taxes are estimated by several methods, including trend analysis, economic analysis, and real estate analysis. The primary means, however, are the assessments provided by the Maryland Department of Assessments and Taxation, and full detail is provided on their website at www.dat.state.md.us/sdatweb/stats. Below is a graph showing the trend analysis of Real Estate Property Tax revenue from 2016 to 2020.

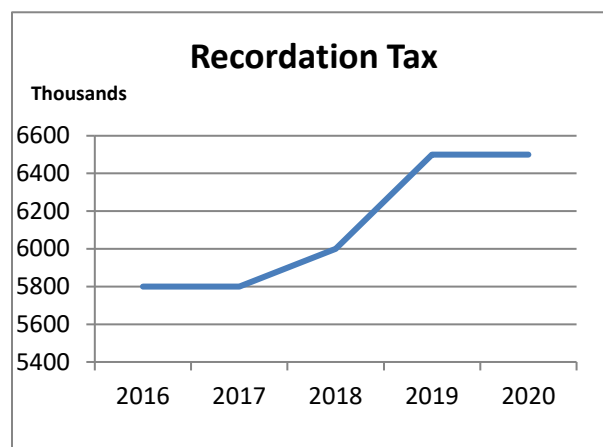
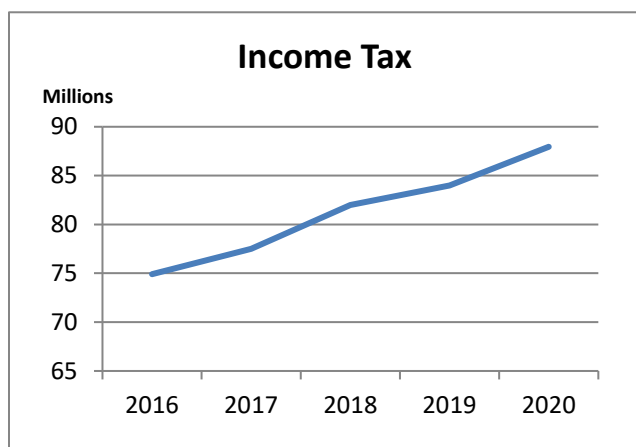


Local Taxes					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Income Tax	77,919,871	84,000,000	87,950,000	3,950,000	4.70%
Admissions and Amusement Tax	187,039	255,000	255,000	0	0.00%
Recordation Tax	6,698,891	6,500,000	6,500,000	0	0.00%
Trailer Tax	582,863	550,000	550,000	0	0.00%
Total	85,388,664	91,305,000	95,255,000	3,950,000	4.33%

Local Taxes are projected to increase by \$4.0 million or 4.3% in FY2020. Income and Recordation Tax account for 99% of this category. The Income Tax is the second largest revenue source for the County, representing 38% 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 was increased from 2.8% to 3.2% in this budget year. 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, trend analysis, and the increase in the tax rate.

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 \$6.5 million and is based on current trends and projected economic outlooks, excluding one-time revenues.

Below are graphs showing the trend analysis of Income and Recordation tax revenues from 2016 to 2020.



Interest Earnings					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Interest Income – Investments	1,318,604	650,000	1,000,000	350,000	53.85%
Interest Income – Municipal Investment	55,062	30,000	200,000	170,000	566.67%
Interest, Penalties, & Fees	19,774	12,400	0	(12,400)	-100.00%
Total	1,393,440	692,400	1,200,000	507,600	73.31%

Budgeted interest earnings are based on the current year's investment amount with the expected interest rates, which have risen over the past year and 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	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Plan Review & Permitting:					
Miscellaneous Licenses	700	700	700	0	0.00%
Building Permits – Residential	171,819	165,000	165,000	0	0.00%
Building Permits – Commercial	244,542	120,000	120,000	0	0.00%
Municipal Fees	16,717	5,000	10,000	5,000	100.00%
Electrical Licenses Fees	84,470	11,000	11,000	0	0.00%
Electrical Permit – Residential	199,922	225,000	200,000	(25,000)	-11.11%
Electrical Permit – Commercial	108,036	130,000	130,000	0	0.00%
HVAC Registration Fees	14,070	3,000	10,000	7,000	233.33%
HVAC – Residential	84,079	95,000	95,000	0	0.00%
HVAC – Commercial	40,970	47,000	47,000	0	0.00%
Other Permit Fees	32,950	42,000	42,000	0	0.00%
Plumbing Licenses Fees	25,005	6,000	26,000	20,000	333.33%
Plumbing Permits – Residential	107,395	110,000	110,000	0	0.00%
Plumbing Permits – Commercial	33,383	42,000	42,000	0	0.00%
Technology Fees	62,099	50,000	50,000	0	0.00%
Fines and Forfeitures	100	300	100	(200)	-66.67%
Review Fees	216,823	170,000	156,000	(14,000)	-8.24%
Drawings/Blue Line Prints	1,330	400	200	(200)	-50.00%
Reimbursed Expense – Other	6,200	20,000	10,000	(10,000)	-50.00%
Engineering:					
Drawings/Blue Line Prints	2,325	3,000	3,000	0	0.00%
Reimbursed Expenses – Engineering	150	0	0	0	0.00%
Construction:					
Other Permit Fees	450	500	500	0	0.00%
Temporary Occupancy Fee	1500	0	1,800	1,800	100.00%
Fines and Forfeitures	0	500	500	0	0.00%
Review Fees	7,500	7,000	7,000	0	0.00%
Technology Fees	225	250	250	0	0.00%
Total	1,462,760	1,253,650	1,238,050	(15,600)	-1.24%

Revenue from the Division of Engineering and Construction Management is projected to decrease by \$15,600 for FY2020. It is a renewal year for plumbing licenses which results in a budget increase of \$20,000. The budget for several other permitting fees were reduced based on current building trends. The \$14,000 reduction in review fees is due to the transfer of the Forest Conservation Plan review duties and related fees from this division to the Planning and Zoning department.

Charges for Services – Planning and Zoning					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Zoning Appeals	12,950	16,000	16,000	0	0.00%
Rezoning	17,365	7,000	7,000	0	0.00%
Development Fees	725	500	14,000	13,500	2,700.00%
Other Planning Fees	462	400	400	0	0.00%
Total	31,502	23,900	37,400	13,500	56.49%

Plan review fees are projected to total \$37,400. 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. The increase is related to the transfer of the Forest Conservation Program as explained in the Construction Management division.

Charges for Services – Parks and Recreation					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Parks:					
Sale of Wood	6,875	6,000	6,000	0	0.00%
Rental Fees	33,377	40,000	40,000	0	0.00%
Ball Field Fees	8,165	10,800	10,800	0	0.00%
Ball Field Lighting Fees	372	3,000	3,000	0	0.00%
Concession Stands	3,489	5,000	5,000	0	0.00%
Contributions	959	1,000	1,000	0	0.00%
Program Fees	9,051	9,000	9,000	0	0.00%
Fuel	2,204	1,500	1,500	0	0.00%
Martin L. Snook Pool:					
Pool Fees	45,767	57,000	57,000	0	0.00%
Concession Fees	9,873	15,000	15,000	0	0.00%
Recreation:					
Program Fees	312,555	320,000	320,000	0	0.00%
Total	432,687	468,300	468,300	0	0.00%

Parks and Recreation revenue are projected to produce \$468,300 for FY2020. 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 \$320,000 and are based on the cost of the program. Rental fees are estimated at \$40,000 and are generated from pavilion usage. Pool fees are estimated at \$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	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Sheriff – Judicial:					
Sheriff Fees	50,184	52,000	52,000	0	0.00%
Peace Order Service	4,060	7,000	7,000	0	0.00%
Sheriff – Process Servers:					
Peace Order Service	215,694	214,000	214,000	0	0.00%
Sheriff – Patrol:					
Parking Violations	1,113	600	1,000	400	66.67%
School Bus Camera Fines	53,253	20,000	20,000	0	0.00%
Sale of Publications	7,142	6,500	6,500	0	0.00%
Insurance Recovery	1,790	0	0	0	0.00%
Reimbursed Expenses	87,058	185,000	60,000	(125,000)	-67.57%
Speed Cameras	1,930,332	4,840,000	2,461,560	(2,378,440)	-49.14%
Sheriff – Central Booking:					
Rental Income	15,720	15,720	15,720	0	0.00%
Sheriff – Detention:					
Housing Federal Prisoners	462	240	450	210	87.50%
Housing State Prisoners	123,030	246,060	175,000	(71,060)	-28.88%
Home Detention Fees	13,230	15,000	17,500	2,500	16.67%
Prisoners Release Program Fees	9,002	15,000	62,750	47,750	318.33%
Alien Inmate Reimbursement	0	15,000	15,000	0	0.00%
Social Security Income	18,852	20,000	15,000	(5,000)	-25.00%
Reimbursed Expenses	1,596	2,370	1,500	(870)	-36.71%
Sheriff – Day Reporting:					
Day Reporting Fee	14,583	20,160	20,160	0	0.00%
Sheriff – Narcotics Task Force:					
Reimbursed Expenses	335,491	345,850	368,990	23,140	6.69%
Sheriff – Police Academy					
Academy Fees	0	0	99,000	99,000	100.00%
Emergency Services:					
EMCS Salary Reimbursement	15,600	15,600	15,600	0	0.00%
False Alarm Fines	34,315	25,000	30,000	5,000	20.00%
Reimbursed Expenses	440,330	405,630	405,630	0	0.00%
Wireless Communications:					
Rental - Other	39,511	42,400	42,400	0	0.00%
Total	3,412,348	6,509,130	4,106,760	(2,402,370)	-36.91%

Public Safety is projected to generate fees of \$4.1 million for FY2020. In FY2020 the speed camera revenue budget is significantly decreasing due to citizen's changing habits. 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. A new revenue source of \$99,000 is related to the County's new Police Academy.

Charges for Services – Other					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Circuit Court:					
Reimbursed Jurors	74,310	75,000	75,000	0	0.00%
Reimbursed Expense	8,420	8,420	8,420	0	0.00%
State's Attorney					
Reimbursed Expense	21,244	30,000	0	(30,000)	(100.00%)
Information Technology:					
Other Planning Fees (GIS Plots)	60	100	0	(100)	(100.00%)
Weed Control:					
Weed Control Fees	316,236	215,960	258,390	42,430	19.65%
General:					
Gain/Loss – Sale of Asset	605,556	50,000	50,000	0	0.00%
Rental – Building	78,229	82,410	70,000	(12,410)	(15.06%)
Reimburse Administrative	6,758	6,500	6,500	0	0.00%
Miscellaneous	120,000	151,490	151,490	0	0.00%
Sheriff Auxiliary	49,769	10,000	10,000	0	0.00%
Bad Check Fee	825	500	750	250	50.00%
Election Filing Fees	0	0	200	200	100.00%
Cash Drawer Over (Under)	(377)	0	0	0	0.00%
Registration Fees	0	0	11,000	11,000	100.00%
Sponsorships	0	0	16,000	16,000	100.00%
Total	1,281,030	630,380	657,750	27,370	4.34%

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	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Law Enforcement Grant	607,806	455,000	185,000	(270,000)	-59.34%
State Aid for Police	687,350	691,800	691,800	0	0.00%
State:					
Alcoholic Beverage Licenses	0	5,000	0	(5,000)	-100.00%
Trader's Licenses	201,282	210,000	210,000	0	0.00%
Court Costs and Fines	(83,384)	30,000	30,000	0	0.00%
Marriage Ceremony Fees	3,770	4,000	4,000	0	0.00%
911 Fees	758,111	850,000	838,000	(12,000)	-1.41%
Marriage Licenses	52,085	55,000	55,000	0	0.00%
State Park Fees	139,613	0	100,000	100,000	100.00%
Programs	31,199	0	0	0	0.00%
Operating Transfer	90,000				
Operating Grants	1,043,157	7,500	7,500	0	0.00%
Total	3,530,989	2,308,300	2,121,300	(187,000)	-8.10%

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.

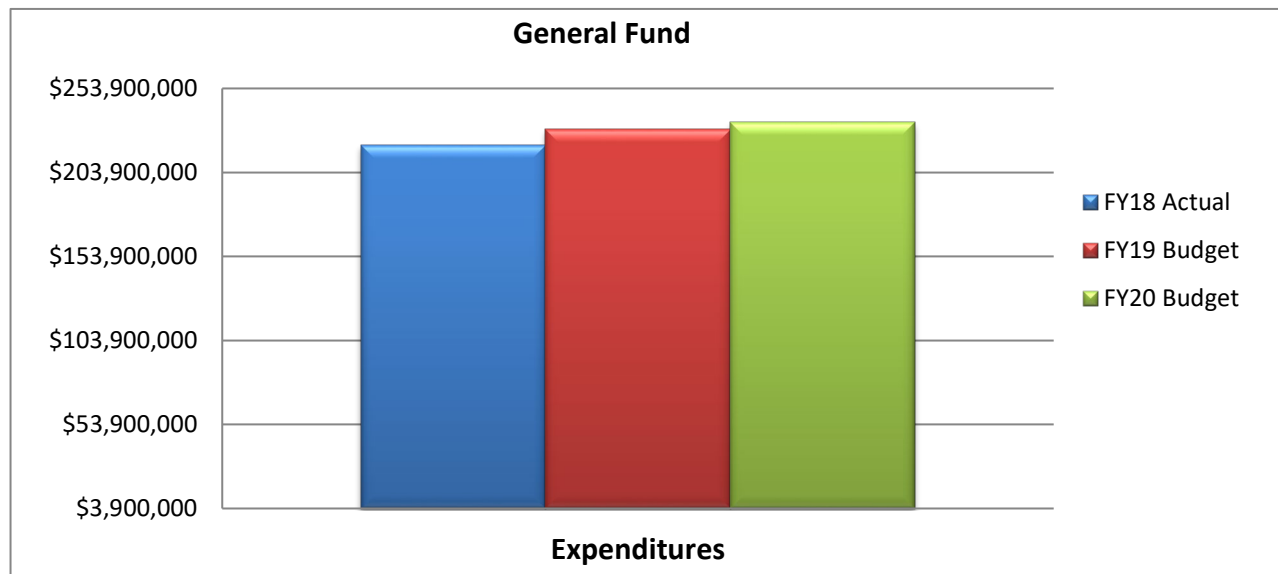
911 fees are set at \$.75 per call to help defray County operating cost on all stationary and cellular residential and commercial telephone accounts. The telephone companies collect the tax and remit it to the State. The State in turn distributes the income to the counties plus interest.

GRAND TOTAL	222,045,205	229,639,310	233,782,190	4,142,880	1.80%
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General Fund – Expenditure Summary

Category	2018 Actual	2019 Budget	2020 Budget	\$ Change	% Change
Education	109,917,250	111,784,060	113,776,910	1,992,850	1.78%
Public Safety	46,326,878	49,720,260	53,775,600	4,055,340	8.16%
Transfers	32,495,899	30,804,350	31,231,100	426,750	1.39%
Court System	4,965,034	5,212,800	5,733,180	520,380	9.99%
State Functions	4,524,576	4,684,000	5,012,400	328,400	7.01%
Community Funding	1,726,100	1,700,000	774,000	(926,000)	(54.47%)
General Operations	8,456,668	13,992,260	10,020,250	(3,972,010)	(28.39%)
Buildings	1,369,018	1,388,120	1,501,670	113,550	8.18%
Other	944,979	4,000	945,000	941,000	23525.00%
Medical	23,980	20,000	20,000	0	0.00%
Public Works	242,452	250,390	243,230	(7,160)	(2.86%)
Engineering	2,051,597	2,148,380	2,287,980	139,600	6.50%
Construction	1,794,832	1,887,360	2,097,230	209,870	11.12%
Plan Review & Permitting	1,403,265	1,479,900	1,558,240	78,340	5.29%
Planning & Zoning	716,247	822,100	876,090	53,990	6.57%
Parks & Facilities	2,825,710	3,030,150	3,209,860	179,710	5.93%
Business Development	604,828	711,180	719,450	8,270	1.16%
Total	220,389,313	229,639,310	233,782,190	4,142,990	1.80%



General Fund expenditures are classified first by function or program, such as, education, public safety, courts, etc. This representation can be seen above, with the largest categories being education, public safety, and operating and capital transfers. You will see that total appropriations increased by 1.8% or \$4.1 million from FY19. Each category is shown in detail following this page.

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

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

Board of Education

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

Agency Function:

Washington County Public Schools is a countywide system serving approximately 22,700 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.

Goals for Fiscal Year 2020

- ✓ Improve teaching and learning, as measured by required State assessments.
- ✓ Reduce disproportionality among student subgroups, as measured by required State assessments.
- ✓ Increase college and career-readiness, according to State measurements.
- ✓ Increase overall kindergarten readiness, as measured by State Kindergarten Readiness Assessments.
- ✓ Coordinate professional learning for all staff based on State assessment data.
- ✓ Provide additional opportunities in technology-related career fields at the high school level.
- ✓ Address requirements and costs of new State legislation.
- ✓ Complete construction of Sharpsburg Elementary School and the Board of Education component of the Urban Improvement Project.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	97,053,410	98,530,760	100,515,610	1,984,850	2.01%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	97,053,410	98,530,760	100,515,610	1,984,850	2.01%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	97,053,410	98,530,760	100,515,610	1,984,850	2.01%
Capital Outlay	0	0	0	0	0.00%
	97,053,410	98,530,760	100,515,610	1,984,850	2.01%

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	22,595	11,993
2019	276,733,895	22,682	12,201
2020	291,086,282	21,946 (projected)	13,264

Hagerstown Community College

Fund:	General Fund	Category:	Education
Program Code:	90040	Contact:	Dr. James Klauber

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.

Goals for Fiscal Year 2020

- ✓ Campus safety and security.
- ✓ Career and Technical (CATE) Middle College.
- ✓ Add WorkKeys Curriculum to Adult Basic Education Training and create new career pathways within Adult Basic Education.
- ✓ Begin work towards a community-wide adoption of WorkKeys and move Washington County towards becoming Maryland's first Certified Work Ready Community.
- ✓ Develop a plan for Promise Pathway Scholarship program.
- ✓ Begin reform and expansion of distance learning classes at HCC
- ✓ Assess viability of Automotive/Diesel program.
- ✓ Resolve location for Commercial Vehicle Training Program.
- ✓ Create a three-year strategic plan for HCC Foundation and complete staff training.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	9,743,000	10,035,290	10,035,290	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	9,743,000	10,035,290	10,035,290	0	0.00%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	9,743,000	10,035,290	10,035,290	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	9,743,000	10,035,290	10,035,290	0	0.00%

Services Provided or Clients Served (Unduplicated)			
Programs	FY2018	FY2019*	Projected FY2020
Credit	5,761	5,800	5,800
Non-Credit	7,312	7,000	7,000
Total**	12,366	12,800	12,800

*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 2020

- ✓ Provide Grow with Google resources for online training with Google suite and financial literacy education.
- ✓ Continue to partner with the Barbara Ingram School for the Arts to hold testing, lectures and library research activities at the Fletcher branch of WCFL.
- ✓ Continue to partner with the Maryland Symphony Orchestra to hold Symphony Sundays at the Fletcher branch.
- ✓ Provide STEM activities and programs throughout the library system for school aged children and their families.
- ✓ Hold the annual Teens Have Talent and Comic Con events.
- ✓ Continue to provide early learning and literacy classes for preschoolers throughout the library system.
- ✓ Continue to provide the RAIL card which gives every student in the Washington County Public School system with a fine free library card.
- ✓ Continue to reach out to the communities of our county by holding at least one community conversation.
- ✓ Promote literacy to adults with books clubs and reading events throughout the year.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	3,089,330	3,182,010	3,182,010	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	3,089,330	3,182,010	3,182,010	0	0.00%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	3,089,330	3,182,010	3,182,010	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	3,089,330	3,182,010	3,182,010	0	0.00%

Services Provided or Clients Served		
Programs	2017	2018
Circulation of library materials	1,248,939	1,012,039
Children's Story Hours	966	1,550
Children's STEM Classes	334	248
Young Adult Classes	291	280
Informational Programs for Adults	462	529
Registration of new borrowers	4,764	5,825
Reference questions answered	120,668	137,924
Number of computer center users	151,626	156,670

Library Maintenance

Fund:	General Fund	Category:	Education
Program Code:	10990, 10991, 10992, 10993	Contact:	Andrew Eshleman

Departmental Function:

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

Clear Spring Library
Smithsburg Library
Boonsboro Library
Hancock Library

Goals for Fiscal Year 2020

- ✓ Complete LED energy efficient lighting upgrades through rebate programs on eligible electric accounts.

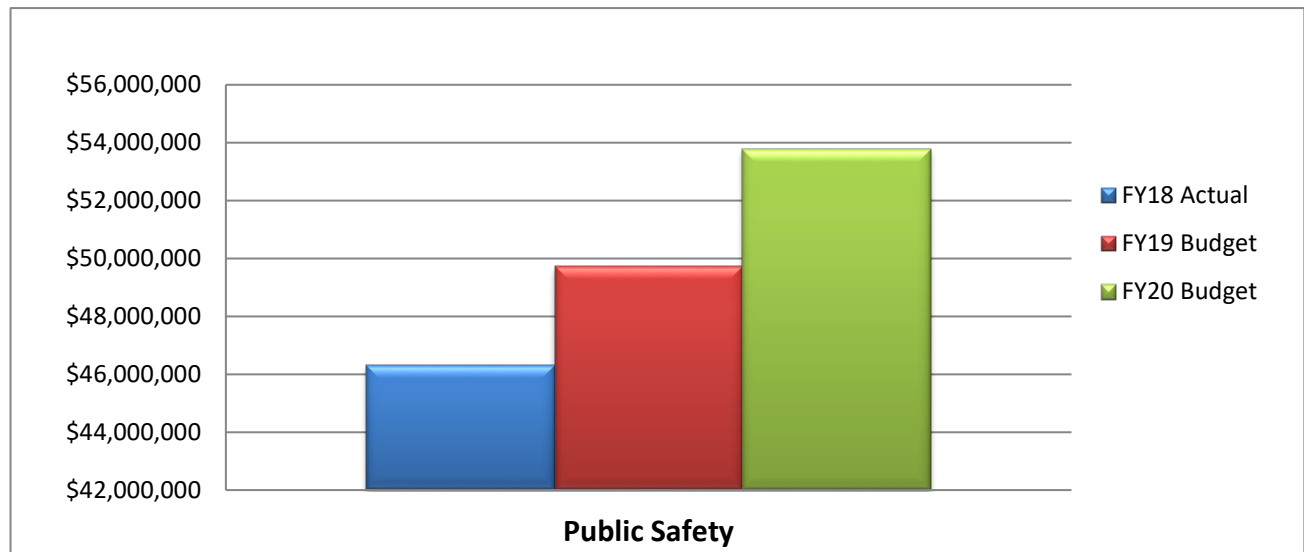
Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	31,510	36,000	44,000	8,000	22.22%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	31,510	36,000	44,000	8,000	22.22%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	31,510	36,000	44,000	8,000	22.22%
Capital Outlay	0	0	0	0	0.00%
Total	31,510	36,000	44,000	8,000	22.22%

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General Fund – Public Safety Summary

Category	2018 Actual	2019 Budget	2020 Budget	\$ Change	% Change
Sheriff – Judicial	2,644,755	2,765,860	2,937,020	171,160	6.19%
Sheriff – Process Servers	127,598	155,810	165,070	9,260	5.94%
Sheriff – Patrol	10,628,536	11,970,150	12,345,880	375,730	3.14%
Sheriff – Central Booking	897,497	913,750	1,005,640	91,890	10.06%
Sheriff – Detention Center	13,827,065	14,586,280	15,548,930	962,650	6.60%
Sheriff – Day Reporting Center	542,781	550,760	492,120	(58,640)	(10.65%)
Sheriff – Narcotics Task Force	772,923	807,190	857,830	50,640	6.27%
Washington County Police Academy	0	0	99,000	99,000	100.00%
Civil Air Patrol	3,600	3,600	3,600	0	0.00%
Fire & Rescue Volunteer Services	6,804,151	7,156,680	7,268,750	112,070	1.57%
EMS Operations	1,463,302	1,466,970	2,587,230	1,120,260	76.37%
Fire Operations	582,973	1,364,180	1,940,400	576,220	42.24%
Air Unit	26,970	38,430	30,250	(8,180)	(21.29%)
Special Operations	484,534	78,920	83,370	4,450	5.64%
911 – Communications	4,743,239	4,843,110	5,484,300	641,190	13.24%
Emergency Management	247,085	258,810	241,890	(16,920)	(6.54%)
Wireless Communications	1,139,222	1,358,160	1,282,720	(75,440)	(5.55%)
Humane Society of Washington County	1,341,600	1,401,600	1,401,600	0	0.00%
Sheriff Auxiliary	49,047	0	0	0	0.00%
Total	46,326,878	49,720,260	53,775,600	4,055,340	8.16%



Sheriff – Judicial

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

Departmental Function:

The Washington County Sheriff's Office Judicial Division provides court house and courtroom security for the Circuit Court. The Judicial Division also provides service of the various civil and criminal process issued by the District and Circuit courts, as well as private attorneys. The Judicial Division also receives process service for other Sheriff's offices throughout the State for service in Washington County.

Goals for Fiscal Year 2020

- ✓ Increase summons service by fully staffing Judicial.
- ✓ Maintain public safety in the courthouse and administration building.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	2,258,558	2,521,860	2,693,020	171,160	6.79%
Grants/Intergovernmental	331,953	185,000	185,000	0	0.00%
Fees/Charges	54,244	59,000	59,000	0	0.00%
Total	2,644,755	2,765,860	2,937,020	171,160	6.19%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	2,495,988	2,627,040	2,806,610	179,570	6.84%
Operating	123,961	138,820	130,410	(8,410)	-6.06%
Capital Outlay	24,806	0	0	0	0.00%
Total	2,644,755	2,765,860	2,937,020	171,160	6.19%

Positions	
Title	Full Time
Deputy Sheriff Major	1
Deputy Sheriff Lieutenant	1
Deputy Sheriff Sergeant	2
Deputy Sheriff First Class	12
Deputy Sheriff	2
Deputy First Class (Security)	4
Administrative Assistant	1
Records Unit Supervisor	1
Senior Office Associate	2
Total	26

Sheriff – Process Servers

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

Departmental Function:

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

Goals for Fiscal Year 2020

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

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	(88,096)	(58,190)	(48,930)	9,260	15.91%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	215,694	214,000	214,000	0	0.00%
Total	127,598	155,810	165,070	9,260	5.94%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	123,561	149,830	158,530	8,700	5.81%
Operating	4,037	5,980	6,540	560	9.36%
Capital Outlay	0	0	0	0	0.00%
Total	127,598	155,810	165,070	9,260	5.94%

Positions	
Title	Full Time
Senior Office Associate	1
Total	1

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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 several 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 2020

- ✓ Implement Adult and Juvenile Diversion Programs.
- ✓ Enhance our recruiting efforts.
- ✓ Transition from the VIEVU Body Worn Program to the Axon Program.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	7,860,498	6,191,250	9,105,020	2,913,770	47.06%
Grants/Intergovernmental	687,350	691,800	691,800	0	0.00%
Fees/Charges	2,080,688	5,087,100	2,549,060	(2,538,040)	(49.89%)
Total	10,628,536	11,970,150	12,345,880	375,730	3.14%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	8,841,144	9,934,170	10,247,510	313,340	3.15%
Operating	1,703,743	2,013,980	2,098,370	84,390	4.19%
Capital Outlay	83,649	22,000	0	(22,000)	(100.00%)
Total	10,628,536	11,970,150	12,345,880	375,730	3.14%

Positions	
Title	Full Time
Sheriff	1
Chief Deputy	1
Major	1
Captain	2
Lieutenant	7
Sergeant	14
Corporal	4
Deputy First Class	28
Deputy	30
Cadet	1
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
Total	103

Sheriff – Central Booking

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

Departmental Function:

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

Goals for Fiscal Year 2020

- ✓ Upgrade the current analog camera system to digital cameras and recording system.
- ✓ Develop and implement a formal Field Training Officer program for staff newly assigned to Central Booking.
- ✓ Replace the current Sally Port lighting system with LED lighting.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	881,777	898,030	989,920	91,890	10.23%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	15,720	15,720	15,720	0	0.00%
Total	897,497	913,750	1,005,640	91,890	10.06%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	882,308	898,760	980,020	81,260	9.04%
Operating	14,793	14,990	25,620	10,630	70.91%
Capital Outlay	396	0	0	0	0.00%
Total	897,497	913,750	1,005,640	91,890	10.06%

Positions	
Title	Full Time
Lieutenant	1
Corporal	1
Detention Officer First Class	7
Detention Officer	1
Total	10

Sheriff – Detention Center

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

Departmental Function:

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

Goals for Fiscal Year 2020

- ✓ Develop Policy and Procedure for implementation of a full body scanner.
- ✓ Install and train staff on use of full body scanner to prevent contraband.
- ✓ Increase recruiting and hiring efforts to fill the nine expected vacancies.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	13,660,894	14,272,610	15,261,730	989,120	6.93%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	166,171	313,670	287,200	(26,470)	-8.44%
Total	13,827,065	14,586,280	15,548,930	962,650	6.60%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	10,836,731	11,437,520	12,058,130	620,610	5.43%
Operating	2,963,792	3,148,760	3,414,780	266,020	8.45%
Capital Outlay	26,542	0	76,020	76,020	100.00%
Total	13,827,065	14,586,280	15,548,930	962,650	6.60%

Positions	
Title	Full Time
Detention Major	1
Detention Captain	2
Detention Lieutenant	4
Detention Sergeant	14
Detention Corporal	1
Detention Officer First Class	60
Detention Officer	29
Classification Counselor	3
Classification Counselor – Grant Funded	1
Senior Building Maintenance Mechanic	1
Building Maintenance Mechanic	2
Inmate Services Clerk	1
Senior Office Associate	4
Administrative Assistant	1
Inmate Account Administrator	1
Total	124

Sheriff – Day Reporting Center

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

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.

Goals for Fiscal Year 2020

- ✓ Continue to increase the number of participants to include Pre-trial Supervision and Reentry for inmates returning from the Department of Corrections.
- ✓ Maintain the current partners and seek additional community partnerships to provide services to participants.
- ✓ Seek funding opportunities to ensure the program continuation.
- ✓ Implementation of Services for the Adult Drug Court.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	252,345	260,600	471,960	211,360	81.11%
Grants/Intergovernmental	275,853	270,000	0	(270,000)	(100.00%)
Fees/Charges	14,583	20,160	20,160	0	0.00%
Total	542,781	550,760	492,120	(58,640)	(10.65%)

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	207,485	214,450	234,530	20,080	9.36%
Operating	287,538	315,360	257,590	(57,770)	(18.32%)
Capital Outlay	47,758	20,950	0	(20,950)	(100.00%)
Total	542,781	550,760	492,120	(58,640)	(10.65%)

Positions	
Title	Full Time
Program Director	1
Deputy Sheriff First Class	1
Total	2

Sheriff – Narcotics Task Force

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

Departmental Function:

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

Goals for Fiscal Year 2020

- ✓ Continue to focus on upper level heroin/fentanyl distributors that are affecting the community.
- ✓ Focus on increasing trend of methamphetamine usage in local community.
- ✓ Continue to work with community partners to educate public on opioid related issues.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	437,432	461,340	488,840	27,500	5.96%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	335,491	345,850	368,990	23,140	6.69%
Total	772,923	807,190	857,830	50,640	6.27%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	451,106	464,070	517,470	53,400	11.51%
Operating	271,001	308,300	305,360	(2,940)	-0.95%
Capital Outlay	50,816	34,820	35,000	180	0.52%
Total	772,923	807,190	857,830	50,640	6.27%

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
Total	6

Sheriff – Washington County Police Academy

Fund:	General Fund	Category:	Public Safety
Program Code:	11335	Contact:	Sheriff Douglas Mullendore

Departmental Function:

New in FY20, an entry level police academy.

Goals for Fiscal Year 2020

- ✓ Hold two academy classes.
- ✓ Attain 25 students to participate in each class.
- ✓ Graduate 25 students successfully in each class.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	99,000	99,000	100.00%
Total	0	0	99,000	99,000	100.00%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	0	0	99,000	99,000	100.00%
Capital Outlay	0	0	0	0	0.00%
Total	0	0	99,000	99,000	100.00%

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Civil Air Patrol

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

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.

Goals for Fiscal Year 2020

✓ Not provided.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	3,600	3,600	3,600	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	3,600	3,600	3,600	0	0.00%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	3,600	3,600	3,600	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	3,600	3,600	3,600	0	0.00%

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Fire and Rescue Volunteer Services

Fund:	General Fund	Category:	Public Safety
Program Code:	93130	Contact:	Robert Moncrief, President

Agency Function:

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

Goals for Fiscal Year 2020

- ✓ Assist the member companies and the County Government to effectively implement staffing, funding and response issues pursuant to the new budget year.
- ✓ Work effectively with the County Government and Department of Emergency Services to continue implementing additional resources and support for the volunteer companies
- ✓ Work cooperatively with the County to develop long-range plans for communications and replacement of radios for emergency services and the volunteer companies.
- ✓ Create a CIP funding program for the replacement of the Rehab Unit.
- ✓ Evaluate the current available incentives for volunteers to help retain existing volunteers and acquire new ones to reduce the pressure for additional County expenditures.
- ✓ Evaluate new procedures or policies which will improve fiscal results with the member companies and improve service to the communities.
- ✓ Expand the LED upgrade program to include HVAC savings where possible.
- ✓ Provide additional officer training to assist the companies with both administrative and operational management.
- ✓ Continue to assist our companies to ensure error free firehouse report submission to fire marshal to preserve 508 funds.
- ✓ Improve and enhance our high school cadet program in cooperation with Washington County Board of Education.
- ✓ Work with the County Commissioners to begin construction of the Training Center.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	6,804,151	7,156,680	7,268,750	112,070	1.57%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	6,804,151	7,156,680	7,268,750	112,070	1.57%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	1,248,072	1,280,600	1,314,380	33,780	2.64%
Operating	5,556,079	5,876,080	5,954,370	78,290	1.33%
Capital Outlay	0	0	0	0	0.00%
Total	6,804,151	7,156,680	7,268,750	112,070	1.57%

Services Provided or Clients Served			
Programs	2016	2017	2018
Emergency Ambulance Responses*	24,453	25,712	25,302
Emergency Fire Response Alarms**	4,482	4,830	5,539
LOSAP Volunteer Alarm Responses	37,170	35,469	34,715
LOSAP Volunteer Hours Donated	175,536	177,966	160,919

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 2020

- ✓ Develop and implement a plan to provide additional staffing assistance to the independent corporations. (April 2020).
- ✓ Operationalize the newly developed Major Event (Active Assailant) plan. This will be completed when the necessary equipment has been purchased and distributed to the identified agencies; and the developed training program has been delivered. (Summer 2020).
- ✓ Operationalize and implement a revised Mass Casualty Incident response plan to include the Medical Ambulance Bus and a refurbished Mass Casualty Support unit. This will be completed when the Medical Ambulance Bus is ready for response and the current MCI trailer is switched to a motorized vehicle. (December 2020).
- ✓ Develop and implement a bulk purchase program to further reduce the cost of both durable and expendable medical supplies. This will be completed when a program has been developed and all EMS organizations are participating in the program. (June 2020)
- ✓ Review and develop a deployment model for Advanced Life Support services in Washington County that optimizes and facilitates service delivery while maintaining a manageable provider base. (June 2020).

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	1,463,302	1,466,970	2,587,230	1,120,260	76.37%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,463,302	1,466,970	2,587,230	1,120,260	76.37%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	1,050,456	1,121,880	2,210,650	1,088,770	97.05%
Operating	406,832	334,290	376,580	42,290	12.65%
Capital Outlay	6,014	10,800	0	(10,800)	(100.00%)
Total	1,463,302	1,466,970	2,587,230	1,120,260	76.37%

Positions	
Title	Full Time
Assistant Director, Emergency Medical Services	1
Firefighter - Captain	8
Total	9

Fire Operations

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

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.

Goals for Fiscal Year 2020

- ✓ Administer an entrant exam to generate an eligibility list for new hires (July 2019).
- ✓ Begin Phase II of the Fire Staffing plan (October 2019).
- ✓ Deploy newly hired full-time personnel to staff fire companies (January 2020).
- ✓ Develop an integrated chain-of-command for Department of Emergency Services/Washington County Volunteer Fire and Rescue Association (January 2020).
- ✓ Develop policies/procedures to ensure compliance with policies governing fit-testing and medical physicals (January 2020).

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	582,973	1,364,180	1,940,400	576,220	42.24%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	582,973	1,364,180	1,940,400	576,220	42.24%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	351,852	1,167,950	1,615,430	447,480	38.31%
Operating	131,956	142,230	162,470	20,240	14.23%
Capital Outlay	99,165	54,000	162,500	108,500	200.93%
Total	582,973	1,364,180	1,940,400	576,220	42.24%

Positions	
Title	Full Time
Assistant Director, Fire Services	1
Firefighter II-Tech	8
Operations Manager	1
Total	10

Air Unit

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

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.

Goals for Fiscal Year 2020

- ✓ Continue efforts to enhance volunteer staffing at the Emergency Support Services (formerly Air Unit).
- ✓ Continue annual oversight of the Air Unit operations budget. Meet monthly with the Air Unit Command Staff to keep the budget on schedule to avoid overruns. (2019/2020).

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	26,970	38,430	30,250	(8,180)	-21.29%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	26,970	38,430	30,250	(8,180)	-21.29%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	26,970	38,430	30,250	(8,180)	-21.29%
Capital Outlay	0	0	0	0	0.00%
Total	26,970	38,430	30,250	(8,180)	-21.29%

Intentionally left blank

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 the citizens and fire, EMS and rescue companies in Washington County. In the delivery of its mission, the Special Operations Department 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 2020

- ✓ Continue the consolidation of apparatus and equipment to maximize cost and purchasing efficiency. (2018-2028).
- ✓ Implement County-wide technical rescue program to ensure coordination and maximize all available resources (October 2019).
- ✓ Purchase a new boat for water rescue to ensure reliable and safe equipment are in service. (July/Aug 2019).
- ✓ Review and revise standard operating guidelines for Swift Water, Rope Rescue, and Confined Space Rescue to ensure for the safety of citizens and responders, along with training and exercising these new procedures. (October 2019).

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	484,534	78,920	83,370	4,450	5.64%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	484,534	78,920	83,370	4,450	5.64%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	380,507	0	0	0	0.00%
Operating	101,872	78,920	83,370	4,450	5.64%
Capital Outlay	2,155	0	0	0	0.00%
Total	484,534	78,920	83,370	4,450	5.64%

911 – Communications

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

Departmental Function:

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

Goals for Fiscal Year 2020

- ✓ Continue and complete the renovation of the primary PSAP, which includes the purchase and installation of new and additional workstations to handle future growth needs.
- ✓ Continue and complete installation of equipment for an Emergency Communications break room.
- ✓ Continue planning and complete the transition to NextGen911. This includes working with County Planning to correct wrong addresses throughout the County, working through the Emergency Numbers Board to obtain funding for required equipment, working with telephone software companies, educating the public, and employee education initiatives.
- ✓ Evaluate and streamline, where possible, the hiring process for Emergency Communication Specialist positions to ensure overtime funds are kept to a minimum when a position becomes available and assist in retaining qualified individuals who are interested in the position.
- ✓ Plan and implement a back-up PSAP training exercise system. This training system will ensure Emergency Communications Center personnel are familiar with the equipment and facility should they be required in an emergency to move from the primary PSAP to the back-up PSAP.
- ✓ Complete orientation and integration for the newly hired Emergency Communications Operations Manager.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	3,214,604	3,562,480	4,210,670	648,190	18.19%
Grants/Intergovernmental	825,059	850,000	838,000	(12,000)	-.01%
Fees/Charges	459,758	430,630	435,630	5,000	.12%
Total	4,743,239	4,843,110	5,484,300	641,190	13.24%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	4,194,169	4,277,470	4,906,130	628,660	14.70%
Operating	534,391	558,540	578,170	19,630	3.51%
Capital Outlay	14,479	7,100	0	(7,100)	-100.00%
Total	4,743,239	4,843,110	5,484,300	641,190	13.24%

Positions	
Title	Full Time
Director, Fire & Rescue & Emergency Management	1
Director, Training QA/QC	1
Assistant Director, Emergency Communications	1
Emergency Services Program Manager	1
Information Technology Administrator	1
ECS Supervisor	8
Operations Manager	1
Emergency Communications Specialist	36
Administrative Assistant	1
Total	51

Emergency Management

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

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.

Goals for Fiscal Year 2020

- ✓ Provide training to the newly hired Emergency Management Specialist to prepare them to assume the duties and responsibilities of that positions which will allow the Emergency Manager to focus on Administrative responsibilities.
- ✓ Complete and adopt a Complex Coordinated Terrorist Attack (CCTA) plan. In 2018, the Maryland Emergency Management Agency accepted grant funding from the Federal Emergency Management Agency which will assist local jurisdictions to write and exercise a CCTA plan. The grant period is three years with FY19 consisting of identifying gaps, FY20 writing the plan, and FY21 exercising the plan.
- ✓ Identify and institute an interoperability solution that will allow for connectivity between Washington County's UHF Radio system and individual Washington County Schools radio system. This will allow for greater communication during active assailant incidents, faster response times, and the potential to keep students and staff safe.
- ✓ Expand upon training provided to the Emergency Management Volunteer group so that they may participate and provide additional services when it becomes necessary for the activation of the Emergency Operations Center. Training to consist of basic ICS and IMT concepts.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	247,085	258,810	241,890	(16,920)	-6.54%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	247,085	258,810	241,890	(16,920)	-6.54%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	204,195	199,880	194,080	(5,800)	-2.90%
Operating	42,890	58,930	47,810	(11,120)	-18.87%
Capital Outlay	0	0	0	0	0.00%
Total	247,085	258,810	241,890	(16,920)	-6.54%

Positions	
Title	Full Time
Assistant Director, Emergency Management	1
Emergency Management Specialist	1
Total	2

Wireless Communications

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

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 2020

- ✓ Continue preparing radio system for major changes on the next release. System is going from frequency division multiple access to frequency division multiple access/time-division multiple access and new hardware configuration may be needed.
- ✓ Continue working with Division of Emergency Services to upgrade fire station alerting system due to existing system being manufacturer discontinued.
- ✓ Work with Division of Public Works to upgrade Digitize alarm system.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	1,099,711	1,300,160	1,224,720	(75,440)	-5.55%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	39,511	58,000	58,000	0	0.00%
Total	1,139,222	1,358,160	1,282,720	(75,440)	-5.55%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	372,952	448,840	421,440	(27,400)	-6.10%
Operating	766,270	835,260	861,280	26,020	3.12%
Capital Outlay	0	74,060	0	(74,060)	-100.00%
Total	1,139,222	1,358,160	1,282,720	(75,440)	-5.55%

Positions	
Title	Full Time
Deputy Director, Wireless Communications	1
Wireless Communications Specialist	3
Total	4

Humane Society of Washington County

Fund:	General Fund	Category:	Public Safety
Program Code:	93100	Contact:	Colin Berry, Interim Co-Executive Director or Crystal Mowery, Interim Co-Executive Director

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).

Goals for Fiscal Year 2020

- ✓ Achieve and maintain 80% live release rate.
- ✓ Spay/neuter 100% of HSWC's adoptable animals that are housed onsite and 40% of foster animals via HSWC Veterinary Center.
- ✓ Provide low-cost spay/neuter and rabies vaccinations to 150 owned pet cats/dogs via public assistance vouchers.
- ✓ Offer owned pet Wellness Clinics (basic exams, distemper and rabies vaccinations, parasite treatment and microchip) three times a month via HSWC Veterinary Center.
- ✓ Offer four offsite Rabies/License/Microchip Clinics in cooperation with the Health Department.
- ✓ Distribute 100,000 lbs. of food to Washington County residents via public Pet Food Pantry.
- ✓ Trap, neuter, vaccinate, and release (TNR) 300 feral community cats.
- ✓ Two existing Field Service Officers (FSO) to complete Module C of National Animal Control & Humane Officer Training Academy (NACHO). Two new FSOs to completed Module A and B. (NACHO recently revised the training standards, requiring re-training of FSOs.)
- ✓ FSOs deliver 8,000 pounds of pet food to families in need.
- ✓ FSOs to participate in four community outreach events.
- ✓ FSOs to continue to provide portable housing/shelter for feral cat colonies caretakers.
- ✓ The Development Department and Adoptions/Resource Center to raise \$375,000 to support existing animal care and outreach programs.

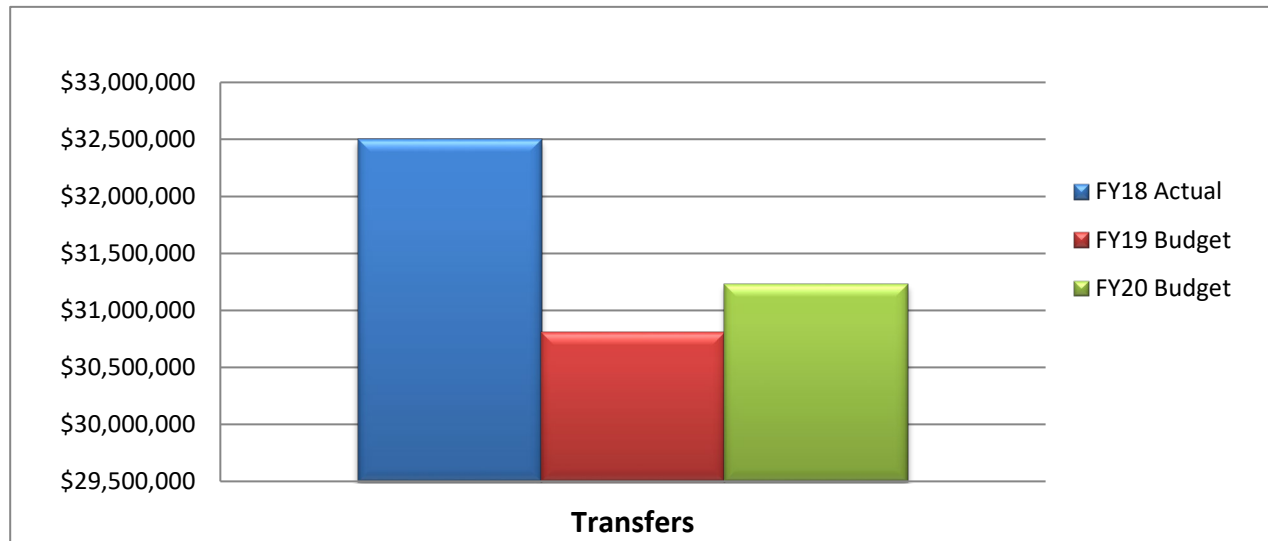
Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	1,341,600	1,401,600	1,401,600	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,341,600	1,401,600	1,401,600	0	0.00%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	1,341,600	1,401,600	1,401,600	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	1,341,600	1,401,600	1,401,600	0	0.00%

Services Provided or Clients Served			
Programs	FY 2018	FY 2019	Projected FY 2020
SNAP animals altered	312	289	315
Animal Control – total field calls for service	1,557	2,088	2,300
Total Animals Sheltered	4,707	6,343	6,000
Shelter Visitors	17,926	18,500	19,000

General Fund – Transfers Summary

Category	2018 Actual	2019 Budget	2020 Budget	\$ Change	% Change
Operating Transfers	11,274,105	11,447,370	14,545,230	3,097,860	27.06%
Capital Transfers	21,221,794	19,356,980	16,685,870	(2,671,110)	(13.80%)
Total	32,495,899	30,804,350	31,231,100	426,750	1.39%



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Operating Transfers

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

Departmental Summary:

- Highway is due to the state reduction of Highway User Revenue.
 - Solid Waste is in support of closed site costs. Please refer to the Municipal Solid Waste Full Cost Accounting report.
 - Utility Administration is to provide operational support for watershed and storm water services.
 - Sewer is to provide operational support.
 - Transit is in support of operational costs and grant matches.
 - Airport is in support of airline service operations.
 - Agricultural Education Center, Grant Management, Land Preservation, HEPMPO, Cascade Town Centre, and Golf Course are in support of general operational costs.
 - Payments in lieu of bank shares are made in accordance with Annotated Code of Maryland Article 25 which requires that each fiscal year the County shall pay to each incorporated municipality an amount of money equal to the amount received for fiscal year 1967-1968 by such municipality under 30(d) of former Article 81 of the Code of Maryland, relating to apportionment of shares of taxes on banks and finance corporations which the County no longer receives.
-

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	11,274,105	11,447,370	14,545,230	3,097,860	27.06%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	11,274,105	11,447,370	14,545,230	3,097,860	27.06%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	11,274,105	11,447,370	14,545,230	3,097,860	27.06%
Capital Outlay	0	0	0	0	0.00%
Total	11,274,105	11,447,370	14,545,230	3,097,860	27.06%

Category Funding Breakdown					
Program	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Highway	8,851,110	8,872,180	9,038,250	166,070	1.87%
Solid Waste	473,630	961,700	598,340	(363,360)	-37.78%
Cascade Town Centre	0	0	203,880	203,880	100.00%
Agricultural Education Center	183,940	197,720	184,900	(12,820)	-6.48%
Grant Management	296,220	245,060	284,690	39,630	16.17%
Land Preservation	152,772	113,180	18,170	(95,010)	-83.95%
HEPMPO	7,950	8,090	8,580	490	6.06%
Utility Administration	201,950	201,950	228,140	26,190	12.97%
Sewer	0	0	3,000,000	3,000,000	100.00%
Transit	484,470	484,470	594,090	109,620	22.63%
Airport	14,500	14,500	0	(14,500)	-100.00%
Golf Course	569,020	309,970	347,640	37,670	12.15%
Municipalities in Lieu	38,543	38,550	38,550	0	0.00%
Total	11,274,105	11,447,370	14,545,230	3,097,860	27.06%

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	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	21,221,794	19,356,980	16,685,870	(2,671,110)	(13.80%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	21,221,794	19,356,980	16,685,870	(2,671,110)	(13.80%)

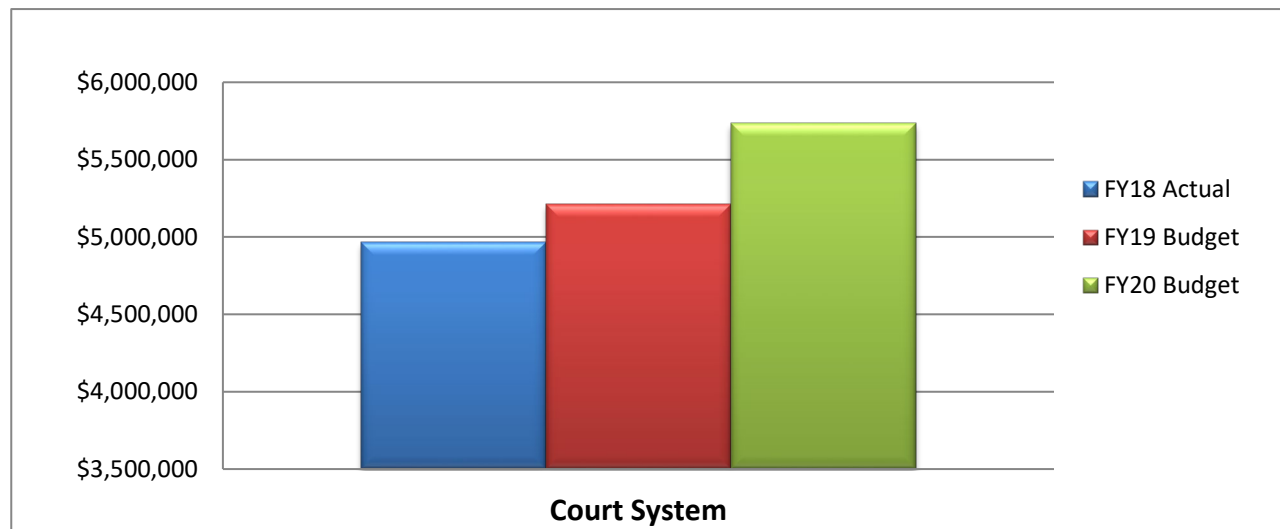
Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	21,221,794	19,356,980	16,685,870	(2,671,110)	(13.80%)
Capital Outlay	0	0	0	0	0.00%
Total	21,221,794	19,356,980	16,685,870	(2,671,110)	(13.80%)

Category Funding Breakdown					
Program	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Capital Improvement Projects	6,476,000	5,041,000	1,500,000	(3,541,000)	(70.24%)
Debt Service	14,745,794	14,315,980	15,185,870	869,890	6.08%
Total	21,221,794	19,356,980	16,685,870	(2,671,110)	(13.80%)

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General Fund – Court System Summary

Category	2018 Actual	2019 Budget	2020 Budget	\$ Change	% Change
Circuit Court	1,503,304	1,620,960	1,815,530	194,570	12.00%
Orphans Court	30,669	30,920	37,660	6,740	21.80%
State's Attorney	3,431,161	3,560,920	3,879,990	319,070	8.96%
Total	4,965,134	5,212,800	5,733,180	520,380	9.99%



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Circuit Court

Fund:	General Fund	Category:	Court System
Program Code:	10200	Contact:	Kristin Grossnickle

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 2020

- ✓ Complete the renovation of the former Register of Wills office space for an additional Courtroom, Judge's Chambers, and office space for the appointment of a 6th Judge which has been approved by the Maryland Legislature.
- ✓ Implement the Crossover Youth Policy Initiative in coordination with partnering agencies and community services to provide consistency and shared resources to impact outcomes for the youth involved with child welfare and the juvenile justice systems.
- ✓ Installation of a Bullet Resistant Barrier around the Land Records Department customer service desk and employee workstations funded by a Security Grant through the Administrative Office of the Courts.
- ✓ Continue to dispose of cases in a timely manner pursuant to the Maryland Circuit Court Time Standards.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	1,421,574	1,537,540	1,732,110	194,570	12.65%
Grants/Intergovernmental	73,310	75,000	75,000	0	0.00%
Fees/Charges	8,420	8,420	8,420	0	0.00%
Total	1,503,304	1,620,960	1,815,530	194,570	12.00%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	1,293,032	1,384,710	1,587,780	203,070	14.67%
Operating	210,272	236,250	227,750	(8,500)	-3.60%
Capital Outlay	0	0	0	0	0.00%
Total	1,503,304	1,620,960	1,815,530	194,570	12.00%

Positions	
Title	Full Time
Drug Court Coordinator	1
Executive Office Assistant	1
Family Services Coordinator	1
Permanency Planning Liaison	1
Court Reporter	8
Assignment Clerk/Jury Coordinator	1
Assignment Clerk I	3
Administrative Assistant	2
Legal Secretary	4
Total	22

Orphans Court

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

Departmental Function:

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

Goals for Fiscal Year 2020

✓ Not applicable.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	30,669	30,920	37,660	6,740	21.80%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	30,669	30,920	37,660	6,740	21.80%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	29,403	29,420	36,160	6,740	22.91%
Operating	1,266	1,500	1,500	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	30,669	30,920	37,660	6,740	21.80%

Services Provided		
	2018	2019*
Total New Proceedings Established	1,114	1,128
Personal Representative/Interested Person/Party /Contacts	5,141	5,585
Safekeeping Wills/Codicils Received	1,335	1,307
Safekeeping Wills/Codicils Removed	1,081	1,105
Docket Entries Recorded	18,705	17,813
Claims Recorded	350	395
Number of Receipts Issued	3,928	3,927
Number of Billing Invoices Issued	75	67
Number of Disbursements (Checks written)	46	42
Number of Hearings Established	156	134
Number of Hearings Held	182	142
Number of Accounts	613	530

*Statistics are for the period of July 1, 2018, through June 30, 2019.

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 2020

- ✓ The State's Attorney's Office will aggressively act to attack the drug issues confronting our community with our community partners.

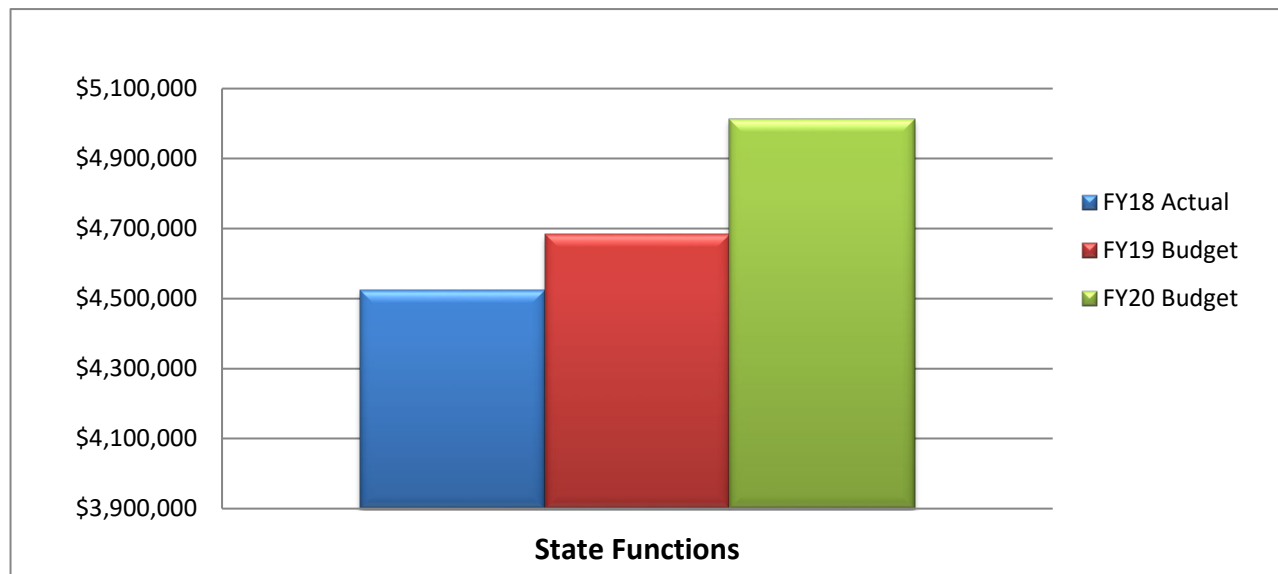
Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	3,409,917	3,530,920	3,879,990	349,070	9.87%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	21,244	30,000	0	(30,000)	-100.00%
Total	3,431,161	3,560,920	3,879,990	319,070	8.96%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	3,237,493	3,391,500	3,711,960	320,460	9.45%
Operating	171,267	169,420	168,030	(1,390)	-0.82%
Capital Outlay	24,401	0	0	0	0.00%
Total	3,431,161	3,560,920	3,879,990	319,070	8.96%

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
Total	38

General Fund – State Functions Summary

Category	2018 Actual	2019 Budget	2020 Budget	\$ Change	% Change
Health Department	2,339,270	2,339,270	2,339,270	0	0.00%
Social Services	424,390	435,560	435,560	0	0.00%
Agricultural Extension Service	275,760	279,550	279,550	0	0.00%
Election Board	1,052,921	1,185,480	1,473,450	287,970	24.29%
Soil Conservation	206,040	218,180	218,180	0	0.00%
Weed Control	218,695	215,960	258,390	42,430	19.65%
Gypsy Moth Program	7,500	10,000	8,000	(2,000)	(20.00%)
Total	4,524,576	4,684,000	5,012,400	328,400	7.01%



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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 2020

- ✓ By June 30, 2020, reduce opioid-related fatalities by 5%.
- ✓ By June 30, 2020, ensure the installation of 15 BRF systems for eligible county residents.
- ✓ By June 30, 2020, establish an agency continuous quality improvement plan.
- ✓ By October 1, 2020, assist with ensuring that students in public and private schools are following school immunization regulations.
- ✓ By June 30, 2020, have all relevant Public Health Accreditation Board documents and processes implemented.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	2,339,270	2,339,270	2,339,270	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	2,339,270	2,339,270	2,339,270	0	0.00%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	2,339,270	2,339,270	2,339,270	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	2,339,270	2,339,270	2,339,270	0	0.00%

Clients / Contacts				
Programs	FY 2018 Actual		FY 2019* (03/31/19)	
	Clients	Contacts	Clients	Contacts
Behavioral Health:				
Cameo	32	4365	28	2880
Catoctin Summit Adolescent Program (CSAP)	54	6356	34	2775
Drug-Free Workplace Services (572)	38	43	0	0
Drug Court Treatment	9	323	0	0
Jail Substance Abuse (JSAP)	587	3115	507	2059
Trauma/Addictions/Mental Health/Recovery-TAMAR	102	809	72	594
Mental Health Adult Services	220	1644	0	0
Mental Health Adolescent Services	43	184	1	1
Outpatient Services	1552	12564	380	1358
Family Investment Screenings	1083	1613	717	757
Community First Choice:				
Adult (Geriatric) Evaluation/Assessment	364	400	262	276
Nurse Monitoring	164	799	183	736
Community Health:				
HIV Case Management	147	2775	150	2780
<i>Communicable Disease Control</i>				
Reportable Disease Investigations	397	N/A	286	N/A
Communicable Disease Outbreaks	27	N/A	17	N/A
School Influenza Vaccine	1695	1827	1650	1795
School Flu Mist Vaccines	0	0	0	0
HIV Testing and Counseling	736	0	740	0
Post Exposure Rabies Prophylaxis	163	384	127	259
Pre-Exposure Rabies Prophylaxis	37	111	39	117

Clients / Contacts				
Programs	FY 2018 Actual		FY 2019* (03/31/19)	
	Clients	Contacts	Clients	Contacts
Adult Immunizations	102	135	71	84
Child Immunizations	194	255	144	188
Family Planning/Reproductive Health	569	1143	430	782
Sexually Transmitted Disease Control	424	521	365	465
Tuberculosis Control	91	400	57	248
Environmental Health:***				
Complaints	219	450	220	290
Permits:				
Septic Permits	78	274	117	410
New Permits	37	130	53	186
Repair Permits	41	144	64	224
Well Permits	70	245	77	270
Building Permits	399	998	249	623
Campground Permits	11	12	2	2
Mobile Home Permits	18	18	18	21
Spa Permits	--	--	--	--
Bathing Beach Permits	1	1	0	0
Pool Permits	48	115	25	66
Burn Permits	2	2	4	4
Exotic Bird Permits	2	2	2	2
Food Permits	835	2088	834	2085
Environmental Inspections	451	706	308	392
Monitoring Inspections	97	115	86	97
Opening Inspections	61	79	43	52
Pre-Opening Inspections	28	50	18	26
Re-Inspections	89	153	54	85
Temporary Food Permits	240	42	337	2
Remodeled Food Facility Plan Review	20	30	16	24
New Food Facility Plan Review	12	18	15	23
Tests:				
Daycares	143	114	67	49
Non-Communities	66	45	67	29
COPs Issued	38	N/A	43	N/A
Health Department Tested	21	52	12	30
Private Lab	17	N/A	31	N/A

Clients / Contacts				
Programs	FY 2018 Actual		FY 2019* (03/31/19)	
	Clients	Contacts	Clients	Contacts
Animal Bites:	400	600	290	435
Number of Positives	12	24	8	16
Number of Quarantines	222	333	153	230

*FY 2019 includes first 3 quarters only.

** Numbers include all Environmental Health programs:

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

Social Services

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

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.

Goals for Fiscal Year 2020

- ✓ During FY 20, 95% of the aged or disabled adults receiving Adult Foster Care will be maintained in the community outside of a long-term care facility.
- ✓ During the FY 20, 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 115 high risk/complex need families to resolve barriers to school attendance, classroom behavior, academic performance, and provide family support.
- ✓ One hundred parents and children will be supported by programs offered at the Family Center during FY 20.
- ✓ Eighty percent of families will make quarterly progress toward their self-sufficiency goals.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	424,390	435,560	435,560	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	424,390	435,560	435,560	0	0.00%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	424,390	435,560	435,560	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	424,390	435,560	435,560	0	0.00%

Services Provided or Clients Served		
Programs	FY2019 Actual	FY2020 Estimate
Adult Foster Care	38	35
School Family Liaison (Family School Partnership)		
Families	109	115
Children	121	135
Family Support Center		
Adults	89	95
Children	86	89
Total	443	469

Agricultural Extension Service

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

Agency Function:

University of Maryland Extension (UME) – Washington County Office is committed to contributing to the well-being of county residents by providing them with reliable, research-based education. Programs cover a range of topics, including agricultural production, watershed preservation, agricultural nutrient management, natural resources, food safety, nutrition and healthy lifestyles, financial management, youth development, and volunteer development. Our programs provide current, practical information through workshops, seminars, clinics, camps, displays, and newsletters. UME strives to positively impact the lives of residents of Washington County through this vital community outreach. UME is a joint partnership with Washington County Government, the College of Agriculture and Natural Resources at University of Maryland, College Park, and the U.S. Department of Agriculture.

Goals for Fiscal Year 2020

- ✓ Provide innovative, educational programs for at least 12,000 Washington County youth and adults in order to deliver measurable results impacting the economy, environment, and community.
- ✓ Assist at least 5,000 residents with agriculture and gardening issues resulting in more effective pesticide practices, safer fruit and vegetable production, etc.
- ✓ Work with local agricultural producers to establish 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.
- ✓ Provide opportunities for 3,000 youth to build beneficial cognitive and life skills through participation in 4-H club programs, in-school enrichment, and camping programs.
- ✓ Empower at least 1,000 youth and adults to enhance their financial management skills and to improve their eating habits.
- ✓ Target 1,500 at-risk youth and families with ongoing nutrition and health education.
- ✓ Build human capacity by recruiting and/or maintaining at least 200 UME volunteers to achieve community outcomes throughout Washington County.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	275,760	279,550	279,550	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	275,760	279,550	279,550	0	0.00%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	275,760	279,550	279,550	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	275,760	279,550	279,550	0	0.00%

Category Funding Breakdown					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
UME Service	237,030	240,820	240,820	0	0.00%
County Cooperative Extension	38,730	38,730	38,730	0	0.00%
Total	271,130	279,550	279,550	0	0.00%

Services Provided or Clients Served		
Programs	2018	2019
Agriculture & Natural Resources	1,170 clients reached through 143 workshops, seminars, webinars, and individual consultations.	1,100 clients reached through 135 workshops, seminars, webinars, and individual consultations.
Nutrient Management Plans written and updated	113 Nutrient management plans written and/or updated for 24,476 acres.	105 Nutrient management plans written and/or updated for 16,833 acres.
Home Horticulture	<ul style="list-style-type: none"> - 104 Master Gardeners volunteered 5,992 hours, along with the educator, to conduct workshops, seminars, and events reaching 5,144 clients. - 5,182 horticulture consultations conducted at plant clinics and community events. - 592 horticulture problems solved in-office for clients. 	<ul style="list-style-type: none"> - 102 Master Gardeners volunteered 6,500 hours, along with the educator, to conduct workshops, seminars, and events reaching 5,144 clients. - 5,500 horticulture consultations conducted at plant clinics and community events. - 650 horticulture problems solved in-office for clients.

Services Provided or Clients Served		
Programs	2018	2019
Family & Consumer Sciences -Health & Financial Literacy	1,107 clients reached through 78 workshops and seminars.	2,070 clients reached through 90 workshops and seminars.
Food Supplement Nutrition Education Program	1,277 youth and adults reached with nutrition education at elementary schools, community gardens, churches, farmer's markets, Noland Village, Girls Inc., and Community Action Council.	1,665 youth and adults reached with nutrition education at elementary schools, churches, farmer's markets, Girls Inc., Head Start, etc.
Expanded Food & Nutrition Education Program	1,038 youth and adults reached through workshops, classes, and one-on-one consultations.	580 youth and adults reached through workshops, classes, and one-on-one consultations.
4-H Youth Development Programs	<ul style="list-style-type: none"> - 3,400 youth and adults reached through school enrichment and day camp programs. - 241 youth enrolled in the Washington County 4-H club program with 105 volunteers donating 8,800 hours. 	<ul style="list-style-type: none"> - 3,600 youth and adults reached through school enrichment and day camp programs. - 255 youth enrolled in the Washington County 4-H club program with 105 volunteers donating 9,000 hours.

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Election Board

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

Departmental Function:

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

Goals for Fiscal Year 2020

- ✓ Move to a new facility that will combine our office, warehouse, early voting center and training site at one location. This will provide better security and better use of resources.
- ✓ Implement Same Day Registration at all polling places on Election Day. This will require additional election workers, training and testing of connectivity at each polling place.
- ✓ Continue to promote professional development through the Election Center and CERA Certification.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	1,052,921	1,185,480	1,473,450	287,970	24.29%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,052,921	1,185,480	1,473,450	287,970	24.29%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	99,420	113,090	114,220	1,130	1.00%
Operating	953,501	1,055,890	1,220,160	164,270	15.56%
Capital Outlay	0	16,500	139,070	122,570	742.85%
Total	1,052,921	1,185,480	1,473,450	287,970	24.29%

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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 2020

- ✓ Recruit and hire additional staff for Urban Program, development plan review to improve service.
- ✓ Complete 40 conservation plans for 4,000 acres.
- ✓ Install cover crops on 6,000 acres.
- ✓ Deliver 1 million in State and Federal cost share funds to farmers.
- ✓ Complete 3 Forest Conservation Act projects in cooperation with Washington County.
- ✓ Secure grant funding to upgrade 6 septic systems to Best Available technology.
- ✓ Secure grant funding for stream restoration projects on Beaver Creek and Hamilton Run.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	206,040	218,180	218,180	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	206,040	218,180	218,180	0	0.00%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	206,040	218,180	218,180	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	206,040	218,180	218,180	0	0.00%

Services Provided or Clients Served				
Services	2018 Goal	2019 Goal	2020 Goal	
Soil Conservation and Water Quality Plans (in acres)	4,500	4,500	4,500	
Best Management Practices	150	150	150	
Cost Share (in dollars)	1,750,000	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	10,000	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 2020

- ✓ To provide the highest quality technical, advisory and control services to the residence of Washington County.
- ✓ Assist Washington County landowners and farmers with the emerging agricultural weed species Palmer Amaranth and Common Waterhemp.
- ✓ To assist with the promotion by State Highway Administration of enhancing pollinator species while controlling noxious and invasive weeds.
- ✓ To increase the number of personnel hours on contact and inspection services by 10%.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	(97,541)	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	316,236	215,960	258,930	42,430	19.65%
Total	218,695	215,960	258,930	42,430	19.65%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	133,634	138,420	145,560	7,140	5.16%
Operating	62,481	77,540	77,830	290	0.37%
Capital Outlay	22,580	0	35,000	35,000	100.00%
Total	218,695	215,960	258,390	42,430	19.65%

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Gypsy Moth Program

Fund:	General Fund	Category:	State Functions
Program Code:	12410	Contact:	Andrew Eshleman

Departmental Function:

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

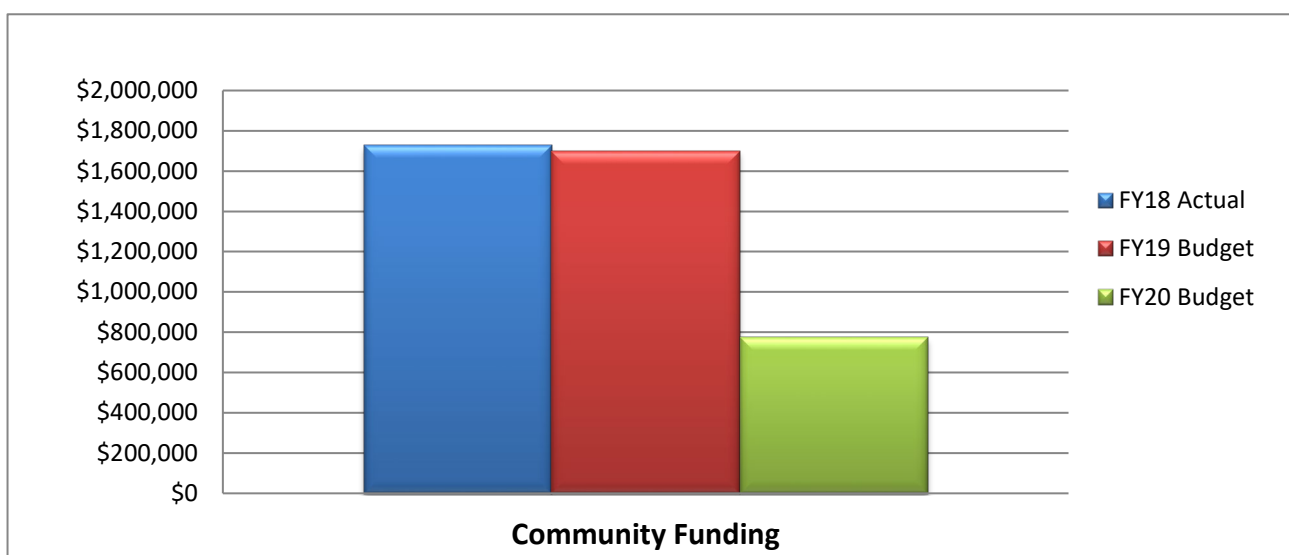
Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	7,500	10,000	8,000	(2,000)	-20.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	7,500	10,000	8,000	(2,000)	-20.00%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	7,500	10,000	8,000	(2,000)	-20.00%
Capital Outlay	0	0	0	0	0.00%
Total	7,500	10,000	8,000	(2,000)	-20.00%

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General Fund – Community Funding Summary

Category	2018 Actual	2019 Budget	2020 Budget	\$ Change	% Change
Community Funding	1,726,100	1,700,000	774,000	(926,000)	(54.47%)
Total	1,726,100	1,700,000	774,000	(926,000)	(54.47%)



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Community Funding

Fund:	General Fund	Category:	Community Funding
Program Code:	93000	Contact:	Susan Buchanan

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 2020

- ✓ Host a COF workshop to improve the quality of grant applications and assist non-profits.
- ✓ Update COF application process to include an electronic copy submittal to promote efficiency.

Funding Sources

Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	1,726,100	1,700,000	774,000	(926,000)	(54.47%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,726,100	1,700,000	774,000	(926,000)	(54.47%)

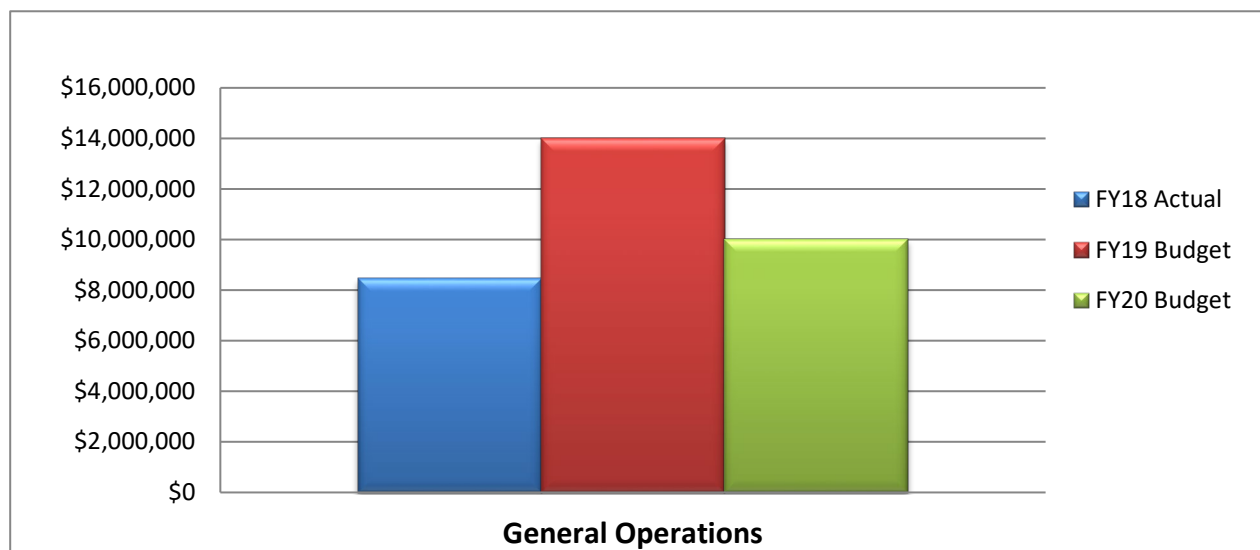
Program Expenditures

Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	1,726,100	1,700,000	774,000	(926,000)	(54.47%)
Capital Outlay	0	0	0	0	0.00%
Total	1,726,100	1,700,000	774,000	(926,000)	(54.47%)

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General Fund – General Operations Summary

Category	2018 Actual	2019 Budget	2020 Budget	\$ Change	% Change
County Commissioners	287,635	325,340	339,000	13,660	4.20%
County Clerk	105,983	117,040	121,090	4,050	3.46%
County Administrator	471,033	479,410	564,980	85,570	17.85%
Public Relations & Marketing	358,856	460,990	484,870	23,880	5.18%
Budget and Finance	1,314,932	1,457,170	1,563,780	106,610	7.32%
Independent Accounting and Audit	65,170	70,000	70,000	0	0.00%
Purchasing	440,680	509,810	519,430	9,620	1.89%
Treasurer	460,888	483,770	530,660	46,890	9.69%
County Attorney	785,554	789,800	767,070	(22,730)	(2.88%)
Human Resources	850,777	842,920	934,860	91,940	10.91%
Central Services	117,847	138,230	129,200	(9,030)	(6.53%)
Information Technology	2,410,352	2,496,080	2,595,320	99,240	3.98%
General Operations	786,961	5,821,700	1,399,990	(4,421,710)	(75.95%)
Total	8,456,668	13,992,260	10,020,250	3,972,010	28.39%



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County Commissioners

Fund:	General Fund	Category:	General Operations
Program Code:	10100	Contact:	Jeff Cline

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 2020

- ✓ Endeavor to further improve Washington County in Public Safety, Infrastructure, Education, Economic Development, and Human Services.
- ✓ Actively promote opportunities for citizens to participate in Board and Commission meetings.
- ✓ Review the selection process for Board and Commission members to promote diversity and engagement of new members.
- ✓ Maintain the utmost efficiency in services provided by a willing and capable staff.
- ✓ Make visits to active projects, organizations, and activities throughout the year.
- ✓ Engage the Washington County Health Department regarding the opioid related strategic imperative.
- ✓ Engage media outlets and other venues to improve the dissemination of public information regarding Washington County Government.
- ✓ Exceed prior funding for public education and public safety.
- ✓ Enhance accountability in public safety for the most appropriate use of tax payer dollars.
- ✓ Execute County business in an open and transparent manner so that the Board of County Commissioners may best serve the public.
- ✓ Lead the County in collaborative partnerships, both underway and to be developed, with public and private partners.
- ✓ Foster economic growth and vitality through only the most prudent and secure use of taxpayer dollars.
- ✓ Progress upon strategic imperatives identified by the Board and developed by senior staff.
- ✓ Collaborate with the City of Hagerstown upon Fire, EMS, and 911 services provided and future provisions.
- ✓ Advance the Ad Hoc Ethics Review Committee being constituted to review the Ethics Ordinance and the Ethics Board member selection process.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	287,635	325,340	339,000	13,660	4.20%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	287,635	325,340	339,000	13,660	4.20%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	230,634	263,060	280,360	17,300	6.58%
Operating	57,001	57,440	58,640	1,200	2.09%
Capital Outlay	0	4,840	0	(4,840)	(100.00%)
Total	287,635	325,340	339,000	13,660	4.20%

Positions	
Title	Full Time
Commissioner - President	1
Commissioner	4
Total	5

County Clerk

Fund:	General Fund	Category:	General Operations
Program Code:	10110	Contact:	Krista Hart

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.

Goals for Fiscal Year 2020

- ✓ Implementation of paperless Board of County Commissioner meetings.
- ✓ Revise County Boards and Commission By-Laws, producing clear and concise, uniformed documents.
- ✓ Manage an updated volunteer tracking database.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	105,983	117,040	121,090	4,050	3.46%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	105,983	117,040	121,090	4,050	3.46%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	85,254	92,190	98,830	6,640	7.20%
Operating	20,729	23,450	22,260	(1,190)	(5.07%)
Capital Outlay	0	1,400	0	(1,400)	(100.00%)
Total	105,983	117,040	121,090	4,050	3.46%

Positions	
Title	Full Time
County Clerk	1
Total	1

County Administrator

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

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.

Goals for Fiscal Year 2020

- ✓ Advance the public safety, education, infrastructure, economic development and human services offered by Washington County Government to all customers.
- ✓ Focus the abundant energy, enthusiasm, and effort of staff to best serve our customers in each service line.
- ✓ Launch a “Commitment to Customer Service” program now well into development.
- ✓ Further the “Clean County” initiative to address permits while enhancing Washington County.
- ✓ Expand the “Making Connections” campaign for further convenience, safety, and economic development.
- ✓ Execute a comprehensive fire plan to include the SAFER grant and accountability.
- ✓ Execute the appropriate use of additional EMS funding for volunteers and staff.
- ✓ Break ground on the public safety training center to serve police, fire, and EMS.
- ✓ Design the on-campus expansion of Senior Center space with a grant now in place.
- ✓ Plan expanded recreational programs and facilities for all ages.
- ✓ Expanded utility cost savings with airport and building lighting efficiencies.
- ✓ Further promote the Urban Improvement Project, Mt. Aetna Park, Cascade, and public private partnerships.
- ✓ Begin construction of Professional Boulevard; design of Halfway Boulevard; and complete Crayton Boulevard.
- ✓ Seek creativity in enterprise funds for long-term cost saving solutions.
- ✓ Develop metrics for success with staff and leadership.
- ✓ Progress upon strategic imperatives identified by the Board and further developed by senior staff.
- ✓ Collaborate with municipalities and the newly formed Economic Development Coalition to make all of Washington County the place of choice to Live, Work, and Play.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	471,032	479,410	564,980	85,570	17.85%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	471,032	479,410	564,980	85,570	17.85%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	443,124	445,580	529,180	83,600	18.76%
Operating	26,310	33,830	35,800	1,970	5.82%
Capital Outlay	1,598	0	0	0	0.00%
Total	471,032	479,410	564,980	85,570	17.85%

Positions	
Title	Full Time
County Administrator	1
Chief Operations Officer	1
Executive Office Assistant	1
Administrative Support Specialist	1
Total	4

Public Relations and Marketing

Fund:	General Fund	Category:	General Operations
Program Code:	10310	Contact:	Danielle N. Weaver

Departmental Function:

The Department of Public Relations and Marketing provides a variety of information, communication, and marketing services under the direction of the 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. The department assists all County divisions and departments, Black Rock Golf Course and Hagerstown Regional Airport with public relations and marketing initiatives.

Goals for Fiscal Year 2020

- ✓ Develop a detailed marketing strategy for Washington County Government by October 31, 2020.
- ✓ Design and implement a Meet Here Marketing Campaign by February 29, 2020.
- ✓ Implement and launch advertising packages to generate revenue for Hagerstown Regional Airport, Black Rock Golf Course and the Recreation Department by June 30, 2020.
- ✓ Work with departments to survey the public on topics of importance in Washington County Government by June 30, 2020.
- ✓ Design and launch a quarterly Washington County newsletter by February 29, 2020.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	358,856	460,990	484,870	23,880	5.18%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	358,856	460,990	484,870	23,880	5.18%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	243,522	348,070	380,540	32,470	9.33%
Operating	109,420	112,920	104,330	(8,590)	(7.61%)
Capital Outlay	5,914	0	0	0	0.00%
Total	358,856	460,990	484,870	23,880	5.18%

Positions	
Title	Full Time
Director of Public Relations and Marketing	1
Public Relations Coordinator	1
Digital Marketing Specialist	1
Multimedia Specialist	1
Total	4

Budget and Finance

Fund:	General Fund	Category:	General Operations
Program Code:	10500	Contact:	Sara Greaves

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 Grant Management.

Goals for Fiscal Year 2020

- ✓ Recreate reports and queries used to extract necessary information from the newly implemented Oracle system to create efficiency, improve analytical review, and improve customer service.
- ✓ Create procedure manuals for essential functions of the Office including payroll, accounts payable, and the bank reconciliation.
- ✓ Cross train employees who provide essential services including payroll and bank reconciliation.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	1,314,932	1,457,170	1,563,780	106,610	7.32%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,314,932	1,457,170	1,563,780	106,610	7.32%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	1,261,020	1,401,700	1,509,540	107,840	7.69%
Operating	53,882	55,470	54,240	(1,230)	(2.22%)
Capital Outlay	30	0	0	0	0.00%
Total	1,314,932	1,457,170	1,563,780	106,610	7.32%

Services Provided		
	2018 Actual	2019 Actual
Total Number of Vouchers Paid	25,020	27,661
Total Accounts Payable Checks Issued & Electronic Fund Transfers	10,561	12,224
Total Payroll Checks Issued & Electronic Fund Transfers	27,594	30,890
Total Number of Billings Produced	34,996	35,508

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
Total	15

Independent Accounting and Audit

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

Departmental Function:

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

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	65,170	70,000	70,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	65,170	70,000	70,000	0	0.00%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	65,170	70,000	70,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	65,170	70,000	70,000	0	0.00%

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Purchasing

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

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 these objectives are conducted without favoritism.

Goals for Fiscal Year 2020

- ✓ Explore the cost of accepting bid/quote submittals electronically.
- ✓ Improve efficiency through ensuring that individuals/departments are utilizing contracted suppliers.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	440,680	509,810	519,430	9,620	1.89%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	440,680	509,810	519,430	9,620	1.89%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	416,656	479,600	493,230	13,630	2.84%
Operating	18,272	30,210	26,200	(4,010)	(13.27%)
Capital Outlay	5,752	0	0	0	0.00%
Total	440,680	509,810	519,430	9,620	1.89%

Services Provided		
	2018 Actual	2019 Actual
Total Number of Purchase Orders	1,304	1,442
Total Dollar Value of Purchase Orders & Additional Grant Contracts	\$58,775,492	\$52,080,749
Number of Service Contracts	107	75

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

Treasurer

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

Departmental Function:

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

Goals for Fiscal Year 2020

- ✓ Implement MUNIS/Tyler software upgrades.
- ✓ Incorporate scanning functionality into remittance processing.
- ✓ Provide greater safety to employees.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	460,888	483,770	530,660	46,890	9.69%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	460,888	483,770	530,660	46,890	9.69%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	419,338	434,270	482,960	48,690	11.21%
Operating	41,255	49,500	47,700	(1,800)	(3.64%)
Capital Outlay	295	0	0	0	0.00%
Total	460,888	483,770	530,660	46,890	9.69%

Positions	
Title	Full Time
Treasurer	1
Chief Deputy Treasurer	1
Deputy Treasurer	2
Accounts Receivable Technician	1
Total	5

County Attorney

Fund:	General Fund	Category:	General Operations
Program Code:	10600	Contact:	Kirk Downey

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 2020

- ✓ Issue the 2019 edition of the Code of Public Local Laws for Washington County.
- ✓ Implement 2019 legislation and develop legislation initiatives for the 2020 legislative session.
- ✓ Work closely with the Division of Engineering and Construction Management and the Department of Plan Review and Permitting to review, amend, and present to the County Commissioners the latest version of the various trade codes for formal adoption.
- ✓ Support the Ethics Ordinance Ad Hoc Review Committee and draft revisions to the Ethics Ordinance as directed by the Board.
- ✓ Work with departments and agencies to review and revise, if needed, various local ordinances.
- ✓ Assist with implementation of the County's MS4 permit.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	785,554	789,800	767,070	(22,730)	(2.88%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	785,554	789,800	767,070	(22,730)	(2.88%)

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	656,958	688,550	661,270	(27,280)	(3.96%)
Operating	128,586	101,250	105,800	4,550	4.49%
Capital Outlay	0	0	0	0	0.00%
Total	785,554	789,800	767,070	(22,730)	(2.88%)

Positions	
Title	Full Time
County Attorney	1
Deputy County Attorney	1
Assistant County Attorney	1
Legal Assistant	1
Legal Secretary	1
Total	5

Human Resources

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

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.

Goals for Fiscal Year 2020

- ✓ Conduct supervisory training.
- ✓ Revise hiring process.
- ✓ Enhance HR website to provide employees with a tool regarding retirement benefits.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	850,777	842,920	934,860	91,940	10.91%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	850,777	842,920	934,860	91,940	10.91%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	634,397	666,040	692,870	26,830	4.03%
Operating	214,660	176,880	241,990	65,110	36.81%
Capital Outlay	1,720	0	0	0	0.00%
Total	850,777	842,920	934,860	91,940	10.91%

Positions	
Title	Full Time
Director of Human Resources	1
Deputy Director of Human Resources	1
Risk Management Coordinator	1
Safety Compliance/Training Coordinator	1
Benefits Coordinator	1
HR Coordinator	1
Office Associate	1
Total	7

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 2020

- ✓ Explore the cost of an outside contractor perform the mailing operation of Central Services to improve efficiencies.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	117,847	138,230	129,200	(9,030)	(6.53%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	117,847	138,230	129,200	(9,030)	(6.53%)

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	117,847	138,230	129,200	(9,030)	(6.53%)
Capital Outlay	0	0	0	0	0.00%
Total	117,847	138,230	129,200	(9,030)	(6.53%)

Services Provided		
	2018 Actual	2019 Actual
Number of processed pieces of mail	140,557	118,434
Total Number of photocopying service	252,483	92,557

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Information Technology

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

Departmental Function:

Information Technology (IT) provides automation, technology, and telecommunication services to Washington County government and supported agencies. IT advises the Board of County Commissioners and the County Administrator on the effective application and utilization of technology across the enterprise, which includes microprocessor based systems, software applications, network infrastructure, databases, Internet, 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.

Goals for Fiscal Year 2020

- ✓ Upgrade network and storage infrastructure to increase systems reliability and redundancy.
- ✓ Complete the countywide plan metric data set update based upon the State of Maryland Spring 2017 aerial photography.
- ✓ Complete the rollout of a web-based County forms access and processing portal.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	2,410,292	2,496,980	2,595,320	99,240	3.98%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	60	100	0	(100)0	(100.00%)
Total	2,410,352	2,496,080	2,595,320	99,240	3.98%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	1,433,545	1,570,580	1,528,970	(41,610)	(2.65%)
Operating	961,937	925,500	1,066,350	140,850	15.22%
Capital Outlay	14,870	0	0	0	0.00%
Total	2,410,352	2,496,080	2,595,320	99,240	3.98%

Positions	
Title	Full Time
Director of Information Systems	1
Deputy Director of IS-Software Support & Training	1
Deputy Director of Infrastructure/Oper	1
GIS Manager	1
GIS Analyst	1
GIS Database Administrator	1
Information Technologies Services Specialist	2
Information Technologies Training Specialist	1
Software Support Analyst	1
Sr. IT Services Specialist	1
Sr. Technical Support Analyst	1
Technical Support Analyst I	1
Technical Support Analyst II	1
Total	14

General Operations

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

Departmental Function:

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

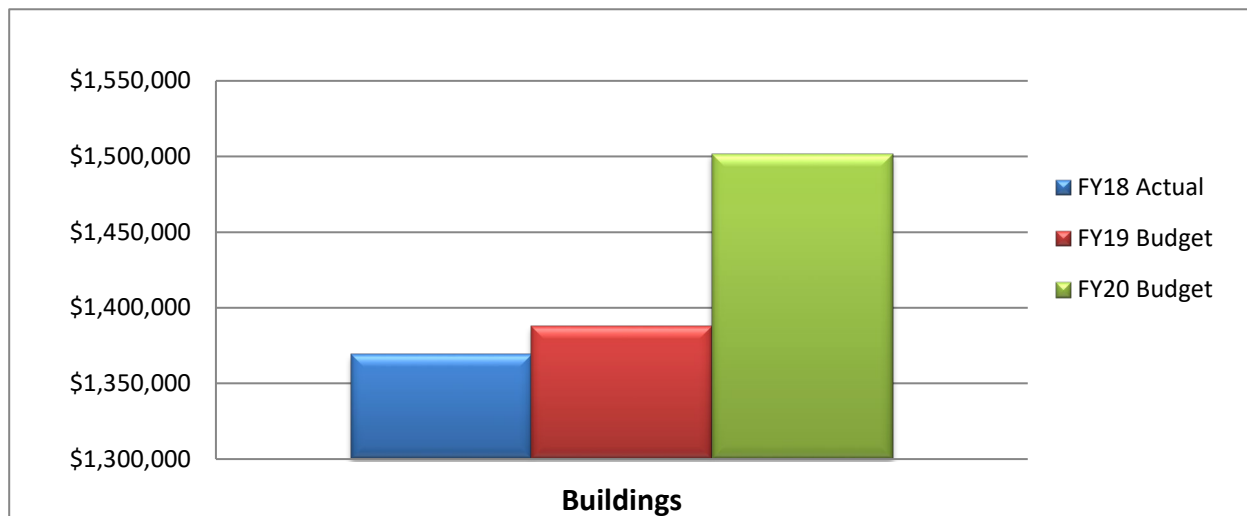
Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	786,931	5,821,700	1,399,990	(4,421,710)	(75.95%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	786,931	5,821,700	1,399,990	(4,421,710)	(75.95%)

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	252,729	5,292,100	819,240	(4,472,860)	(84.52%)
Operating	534,232	529,600	580,750	51,150	9.66%
Capital Outlay	0	0	0	0	0.00%
Total	786,931	5,821,700	1,399,990	(4,421,710)	(75.95%)

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General Fund – Buildings Summary

Category	2018 Actual	2019 Budget	2020 Budget	\$ Change	% Change
Martin Luther King Center	89,316	81,810	99,100	17,290	21.13%
Administration Building	201,024	185,920	192,120	6,200	3.33%
Administration Building II	105,559	124,680	129,660	4,980	3.99%
Court House	627,349	644,200	697,750	53,550	8.31%
County Office Building	187,551	194,680	208,520	13,840	7.11%
Administration Annex	43,655	53,600	55,220	1,620	3.02%
Dwyer Center	29,016	30,310	33,260	2,950	9.73%
Rental Properties	25,615	6,000	5,500	(500)	(8.33%)
Senior Center	0	0	11,000	11,000	100.00%
Public Facilities Annex	59,934	66,920	69,540	2,620	3.92%
Total	1,369,018	1,388,120	1,501,670	113,550	8.18%



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Buildings

Fund:	General Fund	Category:	Facilities
Program Code:	10900, 10910, 10915, 10930, 10940, 10950, 10960, 10980, 10985, 11325	Contact:	Andrew Eshelman

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
Senior Center Building

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 2020

- ✓ Replace roof at Martin Luther King building.
- ✓ Install new landscaping on west side of court house.
- ✓ Complete LED energy efficient lighting upgrades through rebate programs on eligible electric accounts.
- ✓ Renovate former Register of Wills space in the Court House to accommodate an additional judge.

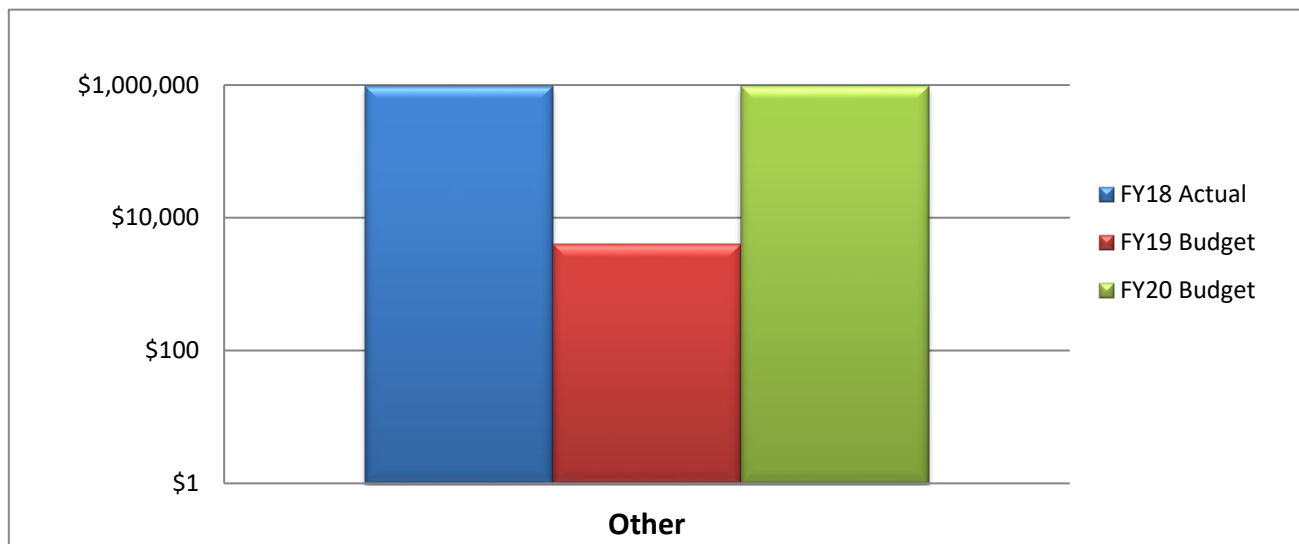
Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	1,369,019	1,388,120	1,501,670	113,550	8.18%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,369,019	1,388,120	1,501,670	113,550	8.18%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	367,043	386,920		26,670	7.40%
Operating	995,319	1,001,200		54,670	5.78%
Capital Outlay	6,657	0	0	0	0.00%
Total	1,369,019	1,388,120		81,340	6.22%

Positions	
Title	Full Time
Deputy Director Public Works, Parks & Facilities	1
Building Maintenance Supervisor	1
Maintenance Leadworker	2
Maintenance Worker	1
Total	5

General Fund – Other Summary

Category	2018 Actual	2019 Budget	2020 Budget	\$ Change	% Change
Women's Commission	2,000	2,000	2,000	0	0.00%
Diversity and Inclusion Committee	0	2,000	2,000	0	0.00%
Commission on Aging	0	0	821,000	821,000	100.00%
Museum of Fine Arts	0	0	120,000	120,000	100.00%
Grants	942,979	0	0	0	0.00%
Total	944,979	4,000	945,000	941,000	23525.00%



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Women's Commission

Fund:	General Fund	Category:	Other
Program Code:	11100	Contact:	Andi Overton

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 2020

✓ Not provided.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	2,000	2,000	2,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	2,000	2,000	2,000	0	0.00%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	2,000	2,000	2,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	2,000	2,000	2,000	0	0.00%

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Diversity and Inclusion Committee

Fund:	General Fund	Category:	Other
Program Code:	11140	Contact:	Krista Hart

Departmental Function:

To advise the Board of County Commissioners on public policy relating to ethnic affairs and promote the involvement of all ethnic groups in Washington County in government, business and community affairs, and also services and programs relating to the quality of life for all residents.

Goals for Fiscal Year 2020

- ✓ Foster a climate of mutual respect among different ethnic groups.
- ✓ Improve communication between diverse groups in Washington County.
- ✓ Bridge cultural diversity of all ethnic groups.
- ✓ Assist the Board of County Commissioners by advising how government can be more inclusive of the diverse community.
- ✓ Promote ethnic festivals to add to the quality of excellence.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	0	2,000	2,000	2,000	100.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	0	2,000	2,000	2,000	100.00%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	0	2,000	2,000	2,000	100.00%
Capital Outlay	0	0	0	0	0.00%
Total	0	2,000	2,000	2,000	100.00%

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Commission on Aging

Fund:	General Fund	Category:	Other
Program Code:	93230	Contact:	Amy Olack

Departmental Function:

The Commission on Aging (COA) assists Washington County residents age 60 and older to maintain an independent living status in their own homes for as long as appropriate.

Goals for Fiscal Year 2020

- ✓ The COA will serve over 7,000 unduplicated persons through the 50+ programs offered in FY 2020.
- ✓ The COA will educate over 1,250 unduplicated persons through their educational offerings provided throughout the County in FY 2020.
- ✓ The COA will serve over 35,000 meals to seniors through their home delivered meal and congregate site programs in FY 2020.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	0	0	821,000	821,000	100.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	0	0	821,000	821,000	100.00%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	0	0	821,000	821,000	100.00%
Capital Outlay	0	0	0	0	0.00%
Total	0	0	821,000	821,000	100.00%

Note – Prior to the 2020 budget this agency's funding was included in department 93000 – Community Funding department.

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Museum of Fine Arts

Fund:	General Fund	Category:	Other
Program Code:	93300	Contact:	Rebecca Massie Lane

Departmental Function:

To collect, preserve, interpret and exhibit art of lasting quality for the citizens of Hagerstown, Washington County, and the surrounding region. This is implemented through exhibitions, lectures, concerts, films, art instruction, and other programs to ensure that our visitors gain a better appreciation and understanding of the fine arts.

Goals for Fiscal Year 2020

- ✓ Increase access and opportunities for diverse audiences.
- ✓ Investigate feasibility of acquiring a less formal space for events, educational activities, and expanded art museum school.
- ✓ Explore partnering with a brewery to create a museum-branded beer.
- ✓ Increase the attendance goal to 48,000. The average attendance is 46,165.
- ✓ Explore the expansion and creation of kid-friendly interactive experiences.
- ✓ Marketing will develop printed bi-monthly calendar of events; email weekly news; postcards advertising special exhibitions and events; website information; regular Facebook postings; and print, digital, and media advertising.

Funding Sources						
Category	2018 Actual	2019 Budget	2020 Budget	Change		
				\$	%	
General Fund Support	0	0	120,000	120,000	100.00%	
Grants/Intergovernmental	0	0	0	0	0.00%	
Fees/Charges	0	0	0	0	0.00%	
Total	0	0	120,000	120,000	100.00%	

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	0	0	120,000	120,000	100.00%
Capital Outlay	0	0	0	0	0.00%
Total	0	0	120,000	120,000	100.00%

Note – Prior to the 2020 budget this agency’s funding was included in department 93000 – Community Funding department.

Grants

Fund:	General Fund	Category:	Other
Program Code:	12800	Contact:	Kelcee Mace

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 2020

✓ Not applicable.

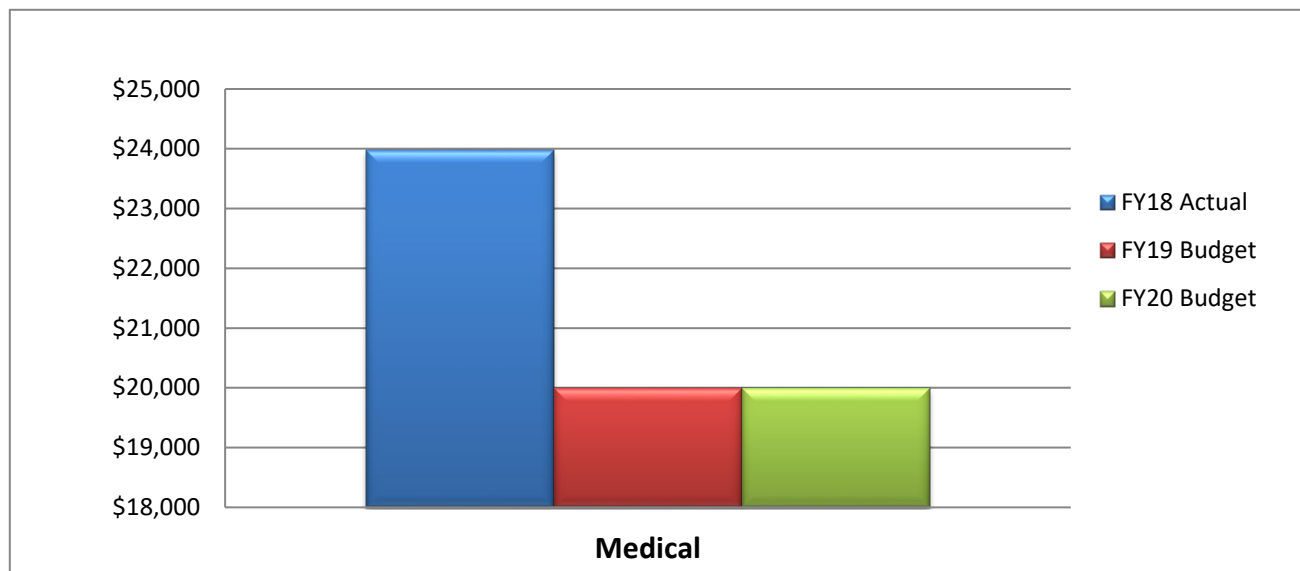
Funding Sources						
Category	2018 Actual	2019 Budget	2020 Budget	Change		
				\$	%	
General Fund Support	0	0	0	0	0.00%	
Grants/Intergovernmental	942,979	0	0	0	0.00%	
Fees/Charges	0	0	0	0	0.00%	
Total	942,979	0	0	0	0.00%	

Program Expenditures						
Category	2018 Actual	2019 Budget	2020 Budget	Change		
				\$	%	
Wages and Benefits	299,766	0	0	0	0.00%	
Operating	379,248	0	0	0	0.00%	
Capital Outlay	263,965	0	0	0	0.00%	
Total	942,979	0	0	0	0.00%	

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General Fund – Medical Summary

Category	2018 Actual	2019 Budget	2020 Budget	\$ Change	% Change
Forensic Investigator	23,980	20,000	20,000	0	0.00%
Total	23,980	20,000	20,000	0	0.00%



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Forensic Investigator

Fund:	General Fund	Category:	Medical
Program Code:	11550	Contact:	Krista Hart

Departmental Function:

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

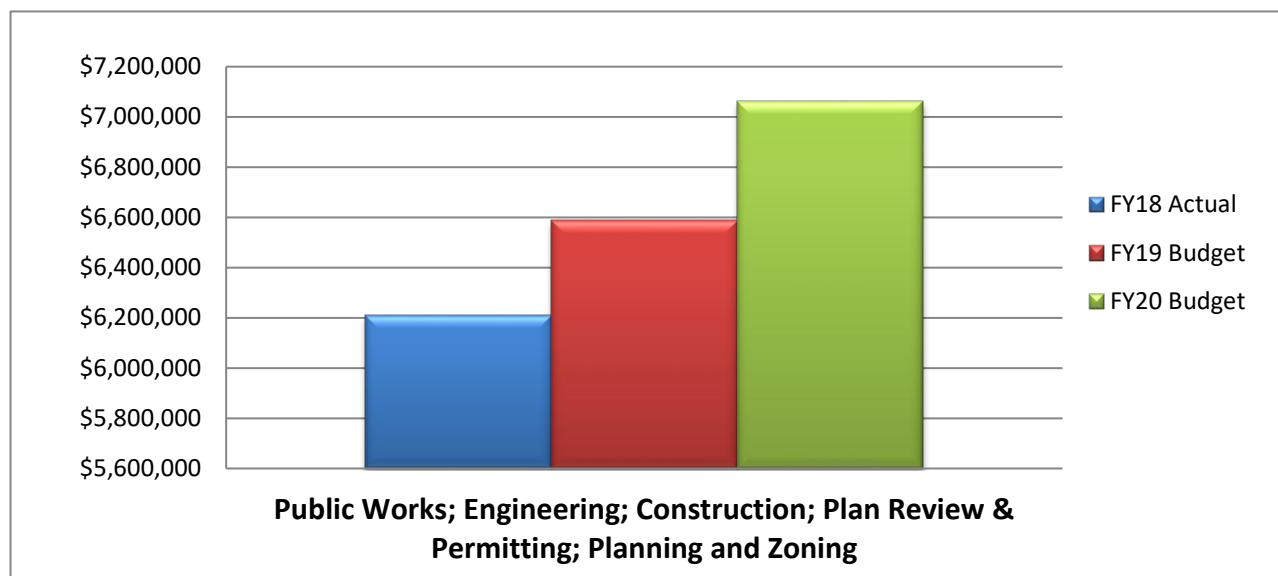
Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	23,980	20,000	20,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	23,980	20,000	20,000	0	0.00%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	23,980	20,000	20,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	23,980	20,000	20,000	0	0.00%

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

Category	2018 Actual	2019 Budget	2020 Budget	\$ Change	% Change
Public Works	242,452	250,390	243,230	(7,160)	(2.86%)
Engineering	2,051,597	2,148,380	2,287,980	139,600	6.50%
Construction	1,794,832	1,887,360	2,097,230	209,870	11.12%
Plan Review & Permitting	1,403,265	1,479,900	1,558,240	78,340	5.29%
Planning and Zoning	663,320	763,660	817,650	53,990	7.07%
Zoning Appeals	52,927	58,440	58,440	0	0.00%
Total	6,208,393	6,588,130	7,062,770	474,640	1.01%



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Public Works Administration

Fund:	General Fund	Category:	Public Works
Program Code:	11600	Contact:	Andrew Eshleman

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, and County Highways within Public Works.

Goals for Fiscal Year 2020

- ✓ Evaluate the efficiency and operation of division departments to ensure cost effective services are provided.
- ✓ Upgrade reporting and work order systems within all division departments to improve customer service and communication.
- ✓ Implement a five-year Parks Planning Capital Improvement Project program to identify future needs and capitalize on additional grant opportunities to complete projects at a reduced cost to the County.
- ✓ Reduce the County's facility energy consumption expenses through energy efficiency upgrades and initiatives.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	242,452	250,390	243,230	(7,160)	(2.86%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	242,452	250,390	243,230	(7,160)	(2.86%)

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	225,756	235,250	224,640	(10,610)	(4.51%)
Operating	16,696	15,140	18,590	3,450	22.79%
Capital Outlay	0	0	0	0	0.00%
Total	242,452	250,390	243,230	(7,160)	(2.86%)

Positions	
Title	Full Time
Director of Public Works	1
Office Manager	1
Total	2

Engineering

Fund:	General Fund	Category:	Engineering
Program Code:	11620	Contact:	Scott Hobbs

Departmental Function:

Plan, design, and manage infrastructure improvement projects from the Washington County Capital Improvement Plan (CIP).

Goals for Fiscal Year 2020

- ✓ Complete the preliminary/final design and real property work for various projects – Eastern Boulevard Widening Phase II; Eastern Boulevard at Antietam Drive; Eastern Boulevard Phase III; North County Park; Professional Boulevard Phase III/IV; Keedysville Road Bridge; Crystal Falls Road Bridge; Mousetown Road Culvert; Spur Road Culvert; Halfway Boulevard; Wright Road; and Hopewell Road Culverts.
- ✓ Update Land Development and Roadway Improvement Standards.
- ✓ Secure and utilize State and Federal funds for bridge, safety, and water quality improvements including but not limited to Federal Aid Bridge, Transportation Alternatives, and Federal Clean Water Act Section 319(h) funding.
- ✓ Plan, design, and manage stormwater management projects to meet National Pollutant Discharge Elimination System (NPDES) requirements.
- ✓ Plan, design, and manage various transportation Americans with Disabilities Act projects.
- ✓ Provide most effective means for maintenance and repair of roads, bridges, and culverts.
- ✓ Begin construction on Professional Boulevard Bridge Phase I / Phase II; Eastern Boulevard Widening Phase I; Keedysville Road Bridge; Crystal Falls Road Bridge; Mousetown Road Culvert; Emergency Services Training Facility; various stormwater management projects; and Pavement Maintenance Program.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	2,049,122	2,145,380	2,287,980	139,600	6.50%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	2,475	3,000	3,000	0	0.00%
Total	2,051,597	2,148,380	2,287,980	139,600	6.50%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	1,938,419	2,083,300	2,223,460	140,160	6.73%
Operating	81,139	65,080	64,520	(560)	(0.86%)
Capital Outlay	32,039	0	0	0	0.00%
Total	2,051,597	2,148,380	2,287,980	139,600	6.50%

Positions	
Title	Full Time
Director of Engineering	1
Chief of Design	1
Chief Project Manager	1
Senior Architectural Project Manager	1
Civil Engineer	2
Structural 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
Total	21

Construction

Fund:	General Fund	Category:	Construction
Program Code:	11630	Contact:	Richard Eichelberger

Departmental Function:

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

Goals for Fiscal Year 2020

- ✓ Maintain 24 hours or less response time to all inspection requests.
- ✓ Continue to evaluate divisional policies/procedures for efficiency.
- ✓ Continue customer satisfaction with all facets of the division.
- ✓ 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 Division/Capital Projects.
- ✓ Continue supervision of consultant inspection services.
- ✓ Maintain in-house training program.
- ✓ Complete the adoption process of the 2018 International Code Council codes.
- ✓ Continue expanded use of the Existing Building Code.
- ✓ Provide single day field training for each Permit Tech.
- ✓ Provide outreach meeting with contractors.
- ✓ Continue to provide assistance to all County divisions/departments as needed.
- ✓ Participate in the Home Show.
- ✓ Replace and retrain inspection staff as needed.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	1,785,157	1,879,110	2,087,180	208,070	11.07%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	9,675	8,250	10,050	1,800	21.82%
Total	1,794,832	1,887,360	2,097,230	209,870	11.12%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	1,691,526	1,796,100	1,995,690	199,590	11.11%
Operating	82,442	91,260	101,540	10,280	11.26%
Capital Outlay	20,864	0	0	0	0.00%
Total	1,794,832	1,887,360	2,097,230	209,870	11.12%

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
Total	21

Plan Review and Permitting

Fund:	General Fund	Category:	Plan Review and Permitting
Program Code:	11610	Contact:	Ashley Holloway

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 2020

- ✓ 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.
- ✓ Continue to support and assist residents and property owners with Flood Insurance Study/Flood Insurance Rate Maps.
- ✓ Continue year-over-year coordination with the Engineering and Construction divisions.
- ✓ Provide the necessary tools, equipment and support required for all staff to successfully complete their responsibilities on a daily basis.
- ✓ Improve efficiency by implementing new processes within Accela Automation.
- ✓ Provide a positive work environment and promote employee excellence.
- ✓ Provide professional growth for employees.
- ✓ Continue to provide exemplary customer service in all phases of Plan Review & Permitting processes.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	(47,345)	237,500	333,240	95,740	40.31%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	1,450,610	1,242,400	1,225,000	(17,400)	(1.40%)
Total	1,403,465	1,479,900	1,558,240	78,340	5.29%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	1,330,944	1,423,960	1,510,060	86,100	6.05%
Operating	47,833	55,940	47,480	(8,460)	(15.12%)
Capital Outlay	24,488	0	700	700	100.00%
Total	1,403,265	1,479,900	1,558,240	78,340	5.29%

Positions	
Title	Full Time
Director of Plan Review & Permitting/Zoning Administrator	1
Chief of Plan Review	1
Senior Plan Review/Floodplain Manager	1
Chief of Permitting	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
Total	17

Planning and Zoning

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

Departmental Function:

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

Goals for Fiscal Year 2020

- ✓ Guide 2020 Census Complete Count Committee and prepare for April 1, 2020, Census.
- ✓ Begin address correction public awareness campaign and implement strategy in preparation for Next Generation 911.
- ✓ Evaluate and refine Development Capacity Analysis model.
- ✓ Continue preparation of draft Comprehensive Plan.
- ✓ Complete expansion of Rural Legacy Area in furtherance of land preservation goals.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	644,768	755,760	796,250	40,490	5.36%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	18,552	7,900	21,400	13,500	170.89%
Total	663,320	763,660	817,650	53,990	7.07%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	645,738	741,080	795,570	54,490	7.35%
Operating	17,582	22,580	22,080	(500)	(2.21%)
Capital Outlay	0	0	0	0	0.00%
Total	663,320	763,660	817,650	53,990	7.07%

Positions	
Title	Full Time
Planning and Zoning Director	1
Deputy Director	1
GIS Coordinator	1
Parks & Environmental Planner	1
GIS Analyst	1
Comprehensive Planner	1
Administrative Assistant	1
GIS Technician	1
Total	8

Zoning Appeals

Fund:	General Fund	Category:	Planning and Zoning
Program Code:	10810	Contact:	Ashley Holloway

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.

Goals for Fiscal Year 2020

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

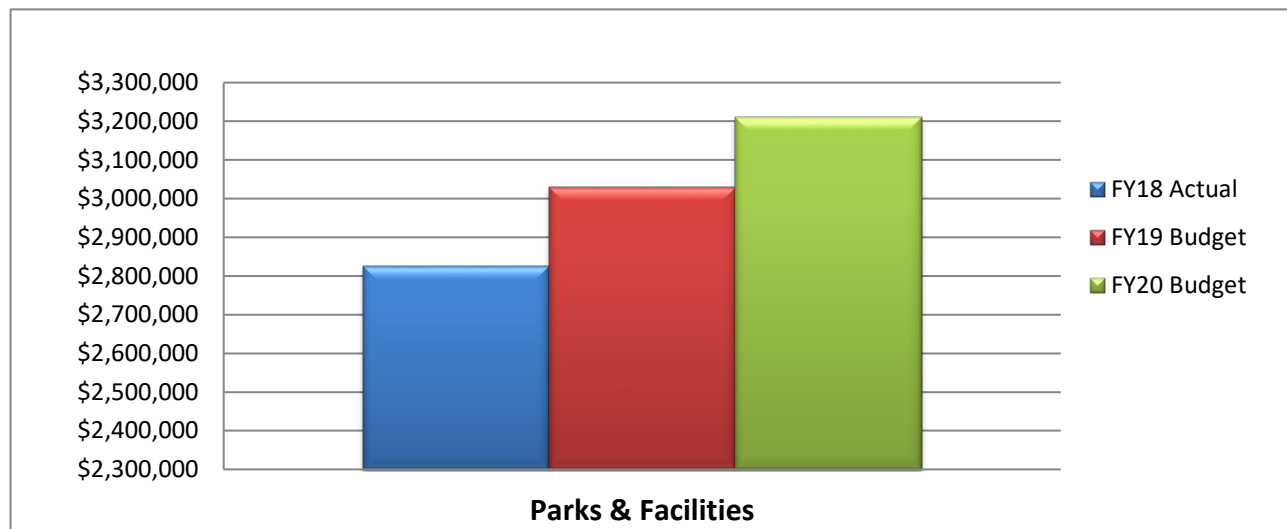
Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	39,997	42,440	42,440	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	12,950	16,000	16,000	0	0.00%
Total	52,927	58,440	58,440	0	0.00%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	20,345	26,640	26,640	0	0.00%
Operating	32,582	31,800	31,800	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	52,927	58,440	58,440	0	0.00%

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General Fund – Parks & Facilities Summary

Category	2018 Actual	2019 Budget	2020 Budget	\$ Change	% Change
Buildings, Grounds & Parks	1,828,716	1,910,610	2,071,120	160,510	8.40%
Martin L. Snook Pool	121,247	148,290	150,840	2,550	1.72%
Fitness & Recreation	875,747	971,250	987,900	16,650	1.71%
Total	2,825,710	3,030,150	3,209,860	179,710	5.93%



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Buildings, Grounds & Parks

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

Departmental Function:

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

Goals for Fiscal Year 2020

- ✓ Replace play structures and safety surfacing at Regional Park.
- ✓ Replace play structures and safety surfacing at Marty L. Snook Park.
- ✓ Construct and open the new Garis Shop Road Water Trail Park.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	1,764,224	1,834,310	1,994,820	160,510	8.76%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	64,492	76,300	76,300	0	0.00%
Total	1,828,716	1,910,610	2,071,120	160,510	8.40%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	1,491,265	1,540,000	1,694,000	154,000	10.00%
Operating	337,451	370,610	377,120	6,510	1.76%
Capital Outlay	0	0	0	0	0.00%
Total	1,828,716	1,910,610	2,071,120	160,510	8.40%

Positions	
Title	Full Time
Parks Facility Supervisor	1
Operations Supervisor	1
Assistant Operations Supervisor	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
Total	21

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 2020

- ✓ Install two additional shade structures at pool area.
- ✓ Install new control valves in the pool control room.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	65,607	76,290	78,840	2,550	3.34%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	55,640	72,000	72,000	0	0.00%
Total	121,247	148,290	150,840	2,550	1.72%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	88,506	106,080	108,830	2,750	2.59%
Operating	32,741	42,210	42,010	(200)	(0.47%)
Capital Outlay	0	0	0	0	0.00%
Total	121,247	148,290	150,840	2,550	1.72%

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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 2020

- ✓ Reorganize the sports programs to offer new activities to the citizens of Washington County that will increase the revenue for the department.
- ✓ Add a co-rec sports league for elementary and middle school children.
- ✓ Develop strategic partnership with community and business organizations to use their resources and knowledge to provide affordable programming to the citizens of Washington County.
- ✓ Work with the Washington County Public Schools in developing the potential use of South County Elementary for recreational programs.

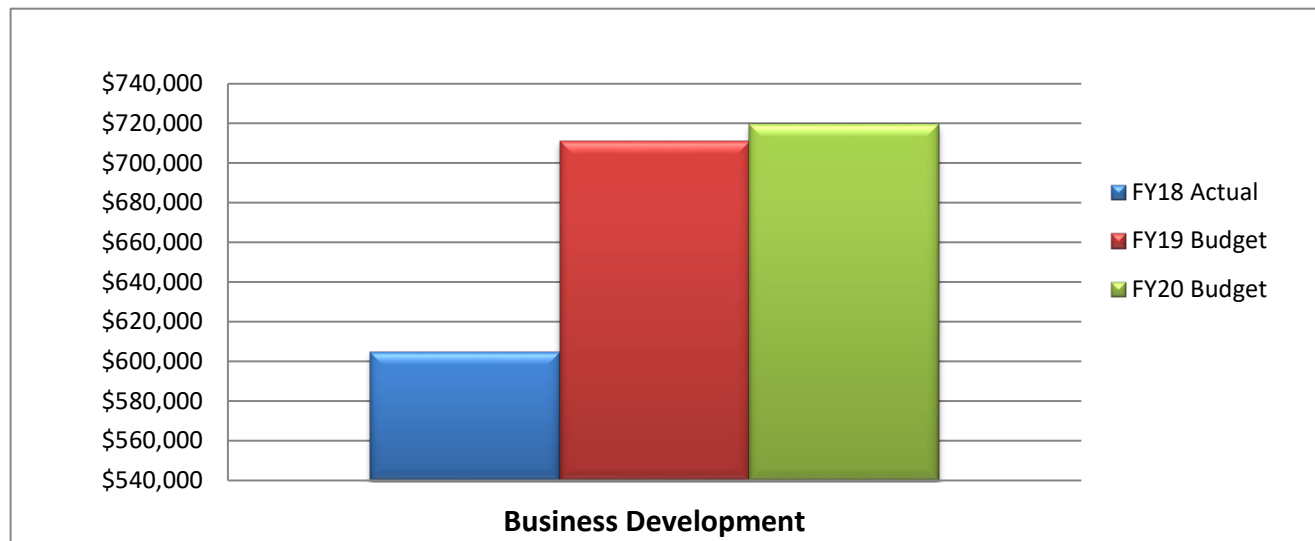
Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	563,192	651,250	667,900	16,650	2.56%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	312,555	320,000	320,000	0	0.00%
Total	875,747	971,250	987,900	16,650	1.71%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	764,957	847,190	875,030	27,840	3.29%
Operating	110,790	124,060	112,870	(11,190)	(902%)
Capital Outlay	0	0	0	0	0.00%
Total	875,747	971,250	987,900	16,650	1.71%

Positions	
Title	Full Time
Fitness and Recreation Director	1
Deputy Director, Fitness and Recreation	1
Recreation Program Coordinator	2
Senior Office Associate	1
Total	5

General Fund – Business Development Summary

Category	2018 Actual	2019 Budget	2020 Budget	\$ Change	% Change
Department of Business Development	604,828	711,180	719,450	8,270	1.16%
Total	604,828	711,180	719,450	8,270	1.16%



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Department of Business Development

Fund:	General Fund	Category:	Business Development
Program Code:	12500	Contact:	Susan Small

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 2020

- ✓ Develop a business attraction & recruitment program highlighting Washington County as a most desirable location to live, work, and play.
- ✓ Coordinate infrastructure investment strategies of government, business, and local institutions.
- ✓ Promote opportunities in the region to targeted businesses and industries.
- ✓ Implement new or improved incentive or grant programs and funding sources needed to pursue new business across industry sectors.
- ✓ Create an ecosystem of business growth through leaders in innovation and entrepreneurship in Washington County, starting with technology transfer programs and partnerships with our regional incubators/accelerators.
- ✓ Promote aeronautical and industrial park development at the Hagerstown Regional Airport and surrounding area.
- ✓ Develop and maintain a computerized Geographic Information System (GIS) to support economic development in the region.

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	604,828	711,180	719,450	8,270	1.16%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	604,828	711,180	719,450	8,270	1.16%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	470,353	539,880	545,250	5,370	0.99%
Operating	124,405	171,300	174,200	2,900	1.69%
Capital Outlay	10,070	0	0	0	0.00%
Total	604,828	711,180	719,450	8,270	1.16%

Positions	
Title	Full Time
Director of Business Development	1
Business Specialist	1
Business Leader	1
Ag Business Specialist	1
Business Support Specialist	1
Office Manager	1
Total	6

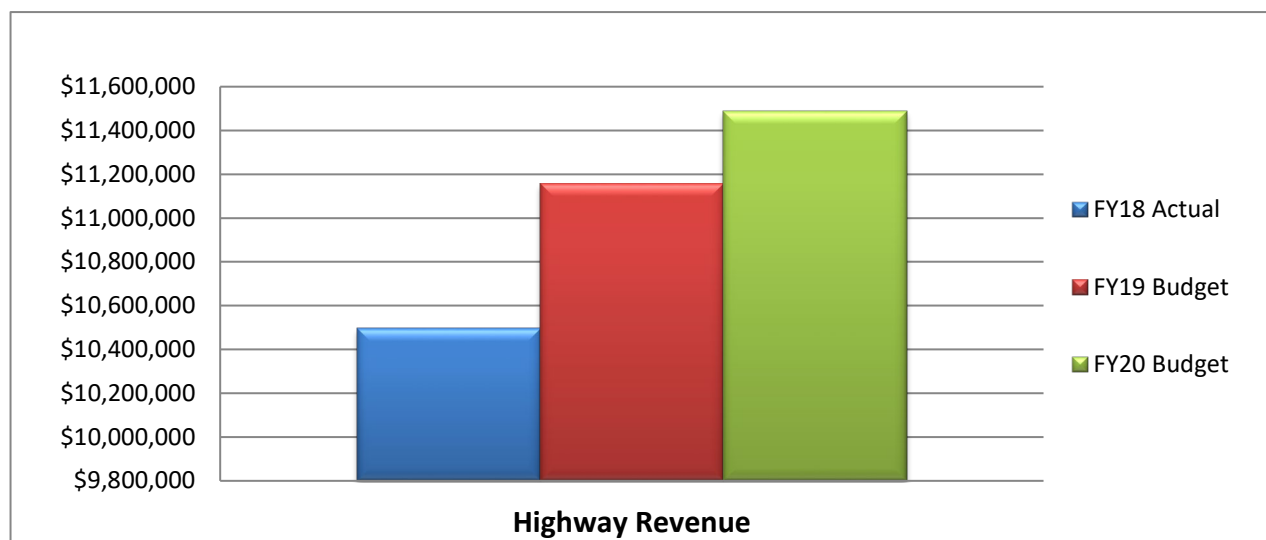
Highway Fund

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Highway Fund Summary

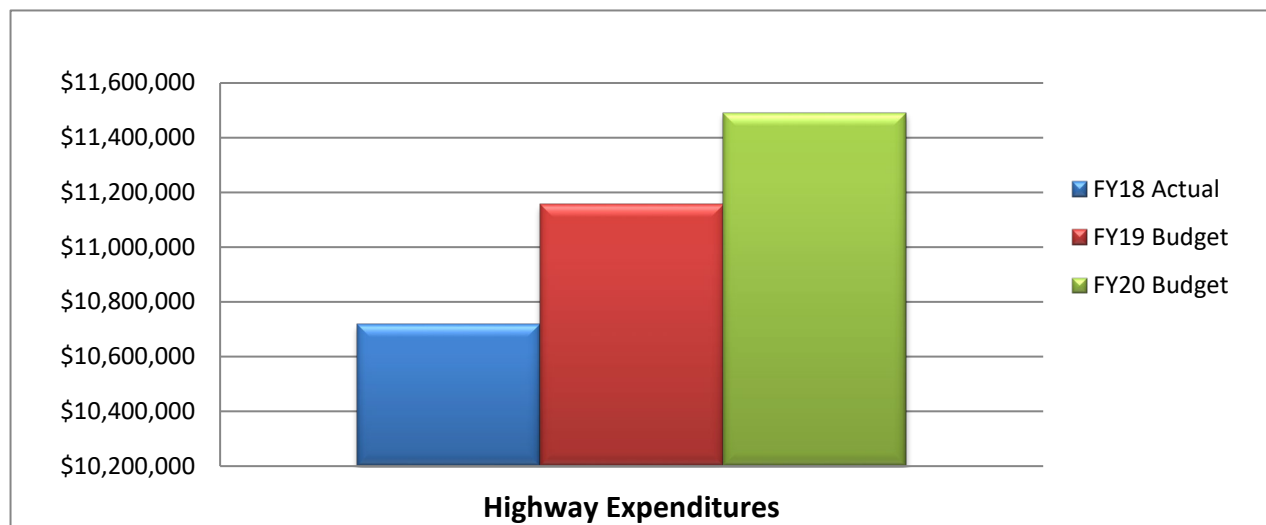
Highway Fund Revenue

Fund	2018 Actual	2019 Budget	2020 Budget	\$ Change	% Change
Highway Fund	10,496,354	11,156,680	11,490,360	333,680	2.99%
Total	10,496,354	11,156,680	11,490,360	333,680	2.99%



Highway Fund Expenditures

Fund	2018 Actual	2019 Budget	2020 Budget	\$ Change	% Change
Highway Fund	10,718,764	11,156,680	11,490,360	333,680	2.99%
Total	10,718,764	11,156,680	11,490,360	333,680	2.99%



Highway

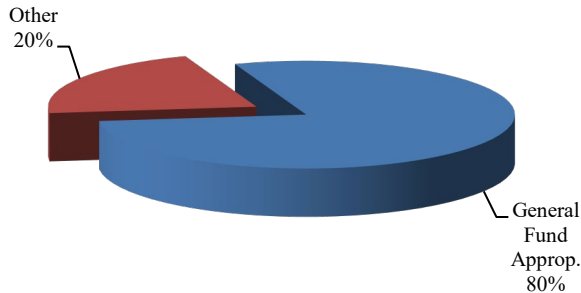
Fund:	Highway	Category:	Special Revenue
Program Code:	20	Contact:	Zane Rowe

Departmental Function:

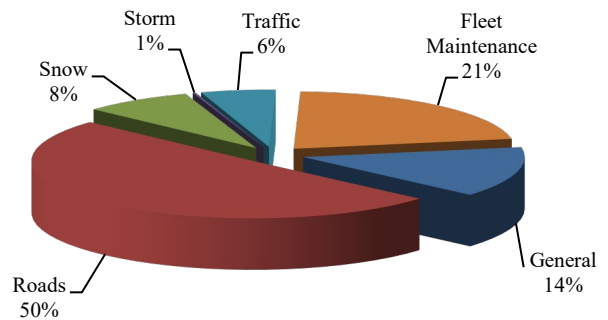
The Washington County Highway Department is responsible for the maintenance of the County's Road system; this includes but is not limited to patching, resurfacing, stabilization of dirt roads, keeping ditch lines clear of debris, mowing along County right of ways, mowing storm water management ponds,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

Fund Summary

Highway Revenue



Highway Expense



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

Department/Agency

Goals for Fiscal Year 2020

- ✓ Due to projected reduced long term Highway Equipment Replacement funding, explore alternative solutions to maintain and replace equipment to provide essential services. This will help to reduce long term maintenance costs while increasing equipment reliability.
- ✓ Train and certify an in-house MS4 Qualified Inspector to help identify storm water maintenance issues when performing routine maintenance. Be able to propose solutions and complete repairs.
- ✓ Increase employee training opportunities and incentives. Make training education classes available and known to employees. Increase the job knowledge and skills of our employees so they may advance in their careers and be more valuable in their service to the citizens of Washington County
- ✓ Continue to remove dead Ash trees decimated by the Emerald Ash Borer. The Ash Borer has killed thousands of trees within the County's right of way.

Detail Summary

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	8,851,110	8,872,180	9,038,250	166,070	1.87%
Operating and Capital Grants	0	0	0	0	0.00%
Fees/Charges	1,645,244	2,284,500	2,452,110	167,610	7.34%
Total	10,496,354	11,156,680	11,490,360	333,680	2.99%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	7,143,372	7,368,550	7,813,810	445,260	6.04%
Operating	3,544,688	3,756,330	3,635,550	(120,780)	(3.22%)
Capital Related Costs	30,704	31,800	41,000	9,200	28.93%
Total	10,718,764	11,156,680	11,490,360	333,680	2.99%

Positions	
Title	Full Time
Deputy Director of Public Works – Highways	1
Office Manager	1
Senior Office Associate	1
Section Supervisor	4
Supervisor Central Section	1
Assistant Section Supervisor	3
Lead Construction Specialist	1
Equipment Operator III	12
Crew Coordinator/Equip Operator II	1
Equipment Operator II	44
Equipment Operator I	4
Traffic Control and 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
Total	89

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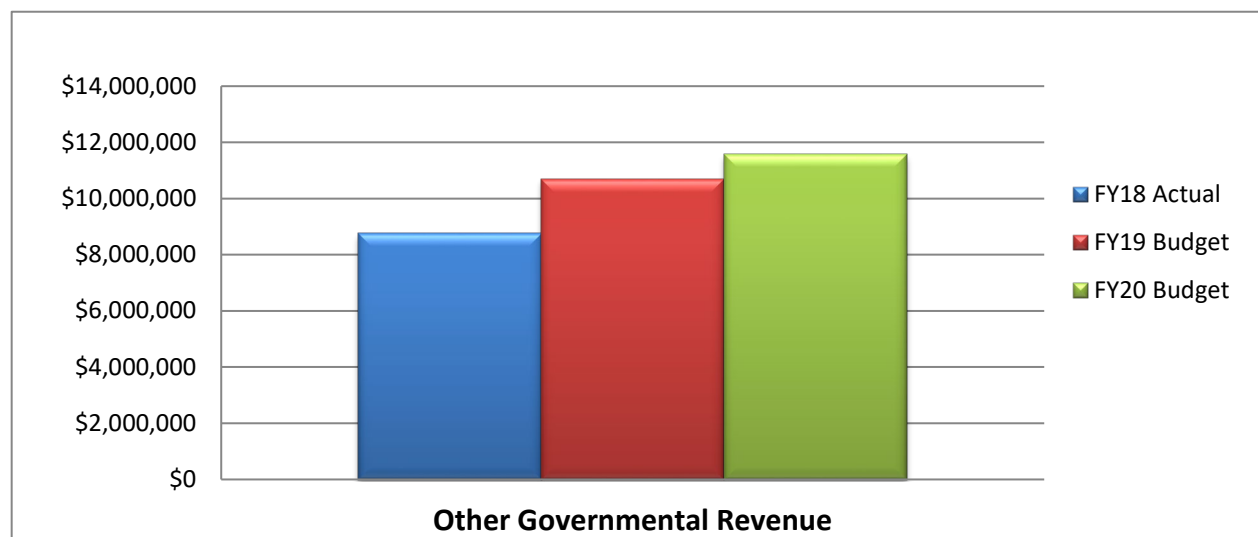
Other Governmental Funds

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Other Governmental Funds Summary

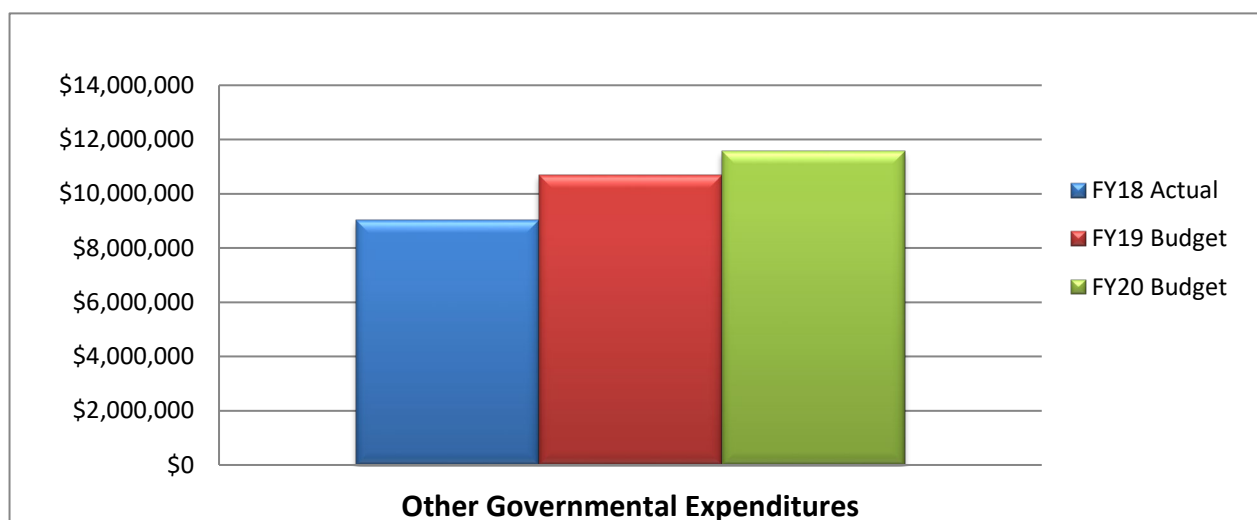
Other Governmental Funds Revenue

Fund	2018 Actual	2019 Budget	2020 Budget	\$ Change	% Change
Cascade Town Centre	54,751	1,036,950	996,680	(40,270)	(3.88%)
Agricultural Education Center	224,765	238,920	241,820	2,900	1.21%
Grant Management	1,593,241	387,780	425,510	37,730	9.73%
Inmate Welfare	481,600	454,000	645,920	191,920	42.27%
Gaming	2,163,086	2,166,150	2,164,770	(1,380)	(0.06%)
Hotel Rental Tax	2,144,404	2,100,000	2,100,000	0	0.00%
Land Preservation	1,421,965	3,761,390	4,424,270	662,880	17.62%
Contraband	186,823	4,650	5,910	1,260	27.10%
HEPMPO	485,147	550,080	563,240	13,160	2.39%
Total	8,755,781	10,699,920	11,568,120	868,200	8.11%



Other Governmental Funds Expenditures

Fund	2018 Actual	2019 Budget	2020 Budget	\$ Change	% Change
Cascade Town Centre	1,171,294	1,036,950	996,680	(40,270)	(3.88%)
Agricultural Education Center	221,882	238,920	241,820	2,900	1.21%
Grant Management	1,588,644	387,780	425,510	37,730	9.73%
Inmate Welfare	441,699	454,000	645,920	191,920	42.27%
Gaming	2,116,001	2,166,150	2,164,770	(1,380)	(0.06%)
Hotel Rental Tax	1,573,308	2,100,000	2,100,000	0	0.00%
Land Preservation	1,389,486	3,761,390	4,424,270	662,880	17.62%
Contraband	33,332	4,650	5,910	1,260	27.10%
HEPMPO	488,883	550,080	563,240	13,160	2.39%
Total	9,024,529	10,699,920	11,568,120	868,200	8.11%



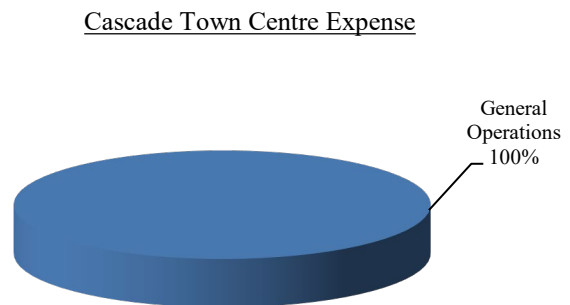
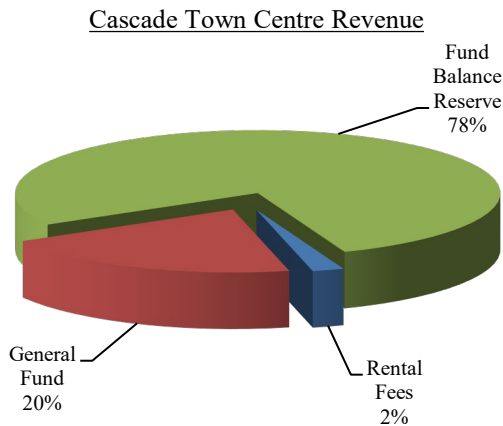
Cascade Town Centre

Fund:	Cascade Town Centre	Category:	Governmental Fund
Program Code:	22	Contact:	Andrew Eshleman

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.

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. General Fund support and rental fees account for the other 22% of total revenues.

Department/Agency

Goals for Fiscal Year 2020

- ✓ Partner with the County's master developer to market the property to potential investors, developers, buyers, and lessors with the intent of redeveloping the property through private investment, thereby growing the County's tax base and transitioning the County's responsibility for maintaining the property.
- ✓ Collaborate with the Washington County Division of Environmental Management to transition the operation of the water system and to connect with the existing Highfield System to reduce operating costs while maintaining needed capacity, level of service and opportunities for future development.
- ✓ Maintain existing leased properties and relationships with tenants to generate rental fees for the property.

Detail Summary

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	0	0	203,080	203,080	100.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges/Fund Balance Reserve	54,751	1,036,950	793,600	(243,350)	(23.47%)
Total	54,751	1,036,950	996,680	(40,270)	(3.88%)

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	351,419	365,140	389,310	24,170	6.62%
Operating	819,785	671,810	607,370	(64,440)	(9.59%)
Capital Outlay	90	0	0	0	0.00%
Total	1,171,294	1,036,950	996,680	(40,270)	(3.88%)

Positions	
Title	Full Time
Section Supervisor	1
Senior Electrician	1
Senior HVAC Technician	1
Total	3

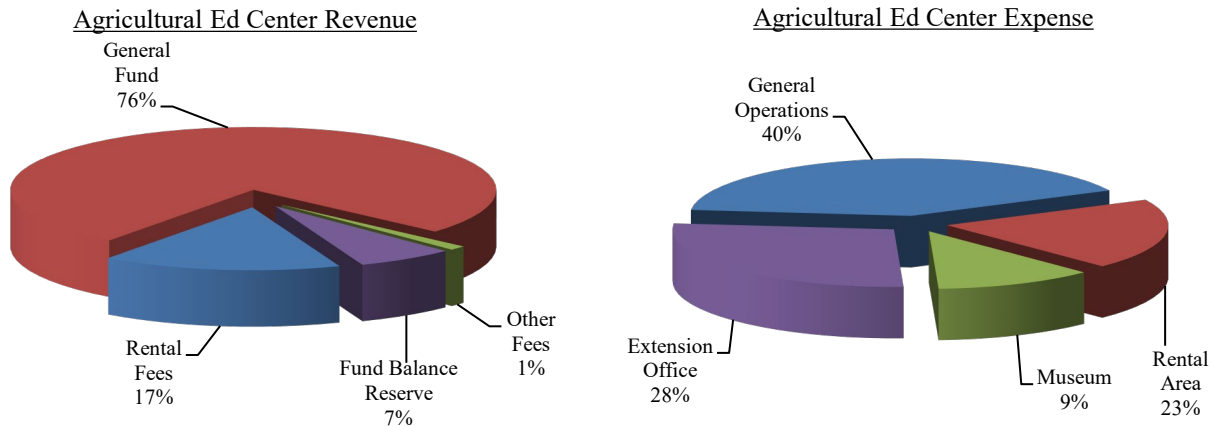
Agricultural Education Center

Fund:	Agricultural Education Center	Category:	Governmental Fund
Program Code:	23	Contact:	Andrew Eshleman

Departmental Function:

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

Fund Summary



The General Fund appropriation accounts for 76.5% or \$184,900 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 and fund balance reserve.

Department/Agency

Goals for Fiscal Year 2020

- ✓ Install concrete swale on south side of multi-purpose building.
- ✓ Resurface parking lots at the rental area.

Detail Summary

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	183,940	197,720	184,900	(12,820)	(6.48%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges/Fund Balance Reserve	40,774	41,200	56,920	15,720	38.16%
Total	224,765	238,920	241,820	2,900	1.21%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	73,555	74,700	82,930	8,230	11.02%
Operating	148,326	153,220	158,890	5,670	3.70%
Capital Outlay	0	11,000	0	(11,000)	(100.00%)
Total	221,881	238,920	241,820	2,900	1.21%

Positions	
Title	Full Time
Administrative Assistant	1
Total	1

Grant Management

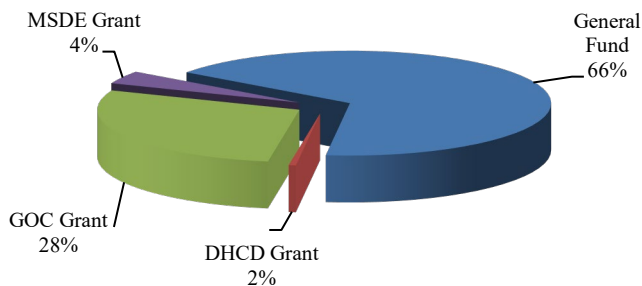
Fund:	Grant Management	Category:	Governmental Fund
Program Code:	24	Contact:	Susan Buchanan

Departmental Function:

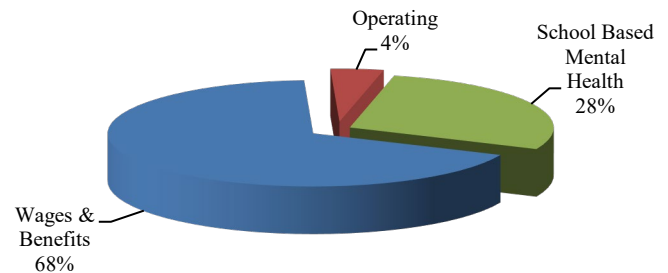
The Office of Grant Management is charged with the administration and management of the Local Management Board Initiative, Community Development Block Grant (CDBG) Funding, Neighborhood Conservation Initiative, Board of County Commissioner's Community Organization Funding, and Appalachian Regional Commission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

Fund Summary

Grant Management Revenue



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 2020

- ✓ Secure grant funding from the Children's Cabinet Interagency Fund to continue programs that impact Governor Hogan's four strategic goals for serving children and families.
- ✓ Continue to effectively manage County grant funding with a goal of 100% compliance.
- ✓ Review and update County grant program procedures.

Detail Summary

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	296,220	245,060	284,690	39,630	16.17%
Grants/Intergovernmental	118,986	142,720	140,820	(1,900)	(1.33%)
Fees/Charges	0	0	0	0	0.00%
Total	415,206	387,780	425,510	37,730	9.73%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	283,146	248,630	287,760	39,130	15.74%
Operating	7,463	19,150	17,750	(1,400)	(7.31%)
Appropriations	120,000	120,000	120,000	0	0.00%
Total	410,609	387,780	425,510	37,730	9.73%

Services Provided		
	2017 Actual	2018 Actual
Total Grant Oversight Management	88	105
Total Value of Grant Oversight Management	\$23,136,402	\$57,043,808

Positions	
Title	Full Time
Director – Office of Grant Management	1
Senior Grant Manager	1
Grant Manager	1
Grant Analyst	1
Total	4

Inmate Welfare

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

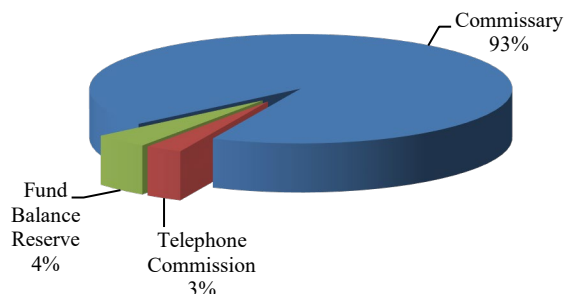
Departmental Function:

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

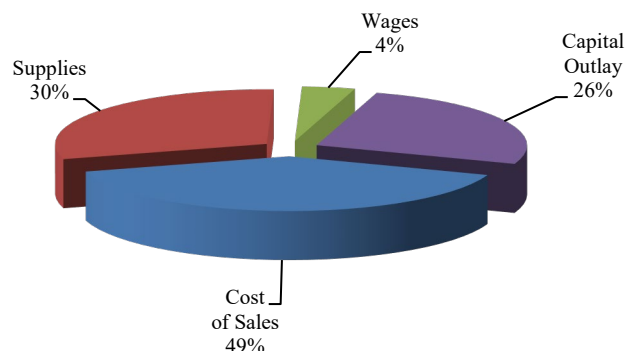
11-903 Each fund is a special continuing, non-lapsing fund. (2) (I) Each fund consists of I 1-profits derived from the sale of good through the commissary operation, telephone and vending machine commissions. See Chapter 27 11-902-11-904 for more details.

Fund Summary

Inmate Welfare Revenue



Inmate Welfare Expense



Commissary sales account for 93% or \$366,570 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 and fund balance reserve.

Department/Agency

Goals for Fiscal Year 2020

- ✓ Purchase full body scanner for inmate protection from contraband entering the facility.
- ✓ Collaborate with Purchasing to replace the inmate video visitation system that is obsolete and unable to be supported.
- ✓ Complete an analysis of commissary offerings and costs in other Maryland county facilities in order to be comparable.

Detail Summary

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges/Fund Balance Reserve	481,600	454,000	645,920	191,920	42.27%
Total	481,600	454,000	645,920	191,920	42.27%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	19,461	26,170	26,170	0	0.00%
Operating	419,739	427,830	452,000	24,170	5.65%
Capital Outlay	2,500	0	167,750	167,750	100.00%
Total	441,699	454,000	645,920	191,920	42.27%

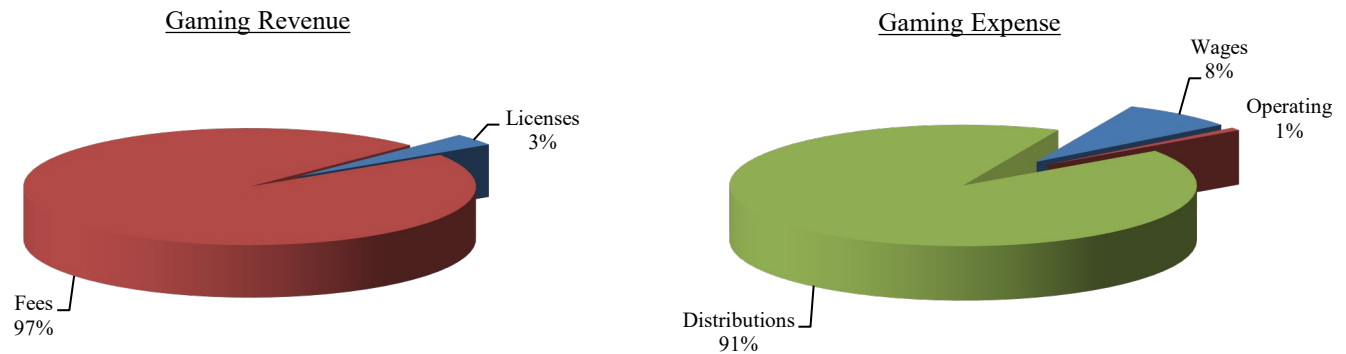
Gaming Fund

Fund:	Gaming Fund	Category:	Special Revenue
Program Code:	26	Contact:	Susan Buchanan

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 2020

- ✓ Increase the number of licensed tip jar operators by conducting personal business outreach to qualified potential tip jar operators.
- ✓ Maintain 100% gaming regulation compliance through regular inspections and operator education.
- ✓ Review and implement modifications to Gaming Grant Application to ensure it is user-friendly to funding applicants.
- ✓ Cross train grant management staff to provide back-up gaming support to enhance customer service.

Detail Summary

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Fund Balance Reserve	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	2,163,086	2,166,150	2,164,770	(1,380)	(0.06%)
Total	2,163,086	2,166,150	2,164,770	(1,380)	(0.06%)

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	127,102	172,430	170,570	(1,860)	(1.08%)
Operating	12,525	16,760	17,240	480	2.86%
Capital Outlay	0	0	0	0	0.00%
Gaming Distributions	1,976,374	1,976,960	1,976,960	0	0.00%
Total	2,116,001	2,166,150	2,164,770	(1,380)	(0.06%)

Services Provided		
	2017 Actual	2018 Actual
Total Gaming Applications Processed and or Monitored	99	100
Total Gaming Awards	\$1,938,257	\$1,976,374

Positions	
Title	Full Time
Charitable Gaming Manager	1
Senior Office Associate	1
Total	2

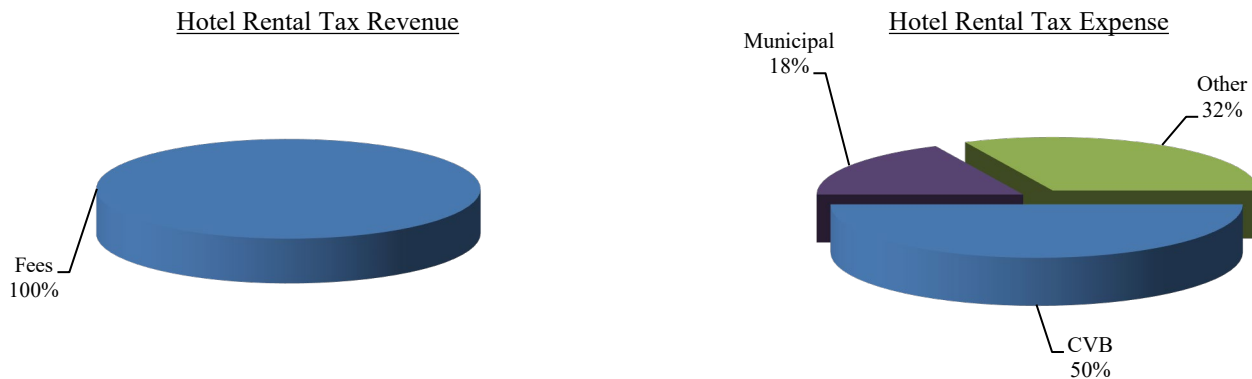
Hotel Rental Tax Fund

Fund:	Hotel Rental Tax	Category:	Governmental Fund
Program Code:	27	Contact:	Sara Greaves

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 2020

✓ Not applicable.

Detail Summary

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental (Fund Balance Reserve)	0	0	0	0	0.00%
Fees/Charges	2,144,000	2,100,000	2,100,000	0	0.00%
Total	2,144,000	2,100,000	2,100,000	0	0.00%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	1,573,308	2,100,000	2,100,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	1,573,308	2,100,000	2,100,000	0	0.00%

Land Preservation Fund

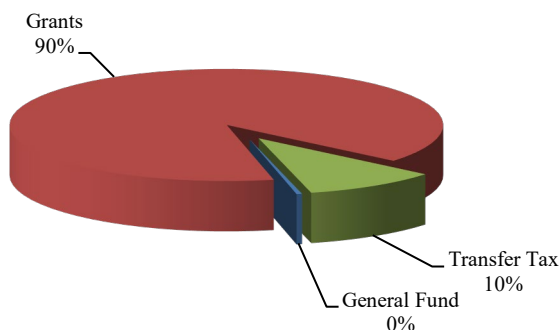
Fund:	Land Preservation Fund	Category:	Governmental Fund
Program Code:	28	Contact:	Chris Boggs

Departmental Function:

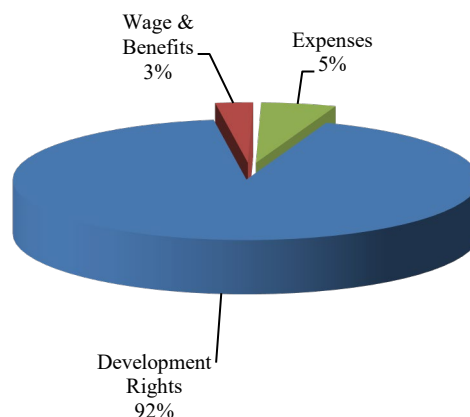
This Fund is used to account for programs related to agricultural land preservation. At least \$400,000 of the revenues from the County Real Estate Transfer Tax is used to purchase permanent easements. Roughly half of this will be used for County Installment Payment Program easements; and the other half is to be put toward the 60/40 Match mechanism for the acquisition of Maryland Agricultural Land Preservation Program easements. Also, a portion of the Agricultural Transfer Tax that is collected by the County is remitted to the State for the purchase of easements. These programs enhance the viability of agriculture in the County. Administrative and Compliance funds from easement settlements are deposited into this account and have been used to pay for easement-related services when they are due prior to settlement. . The Fund is used by several programs, including the Maryland Agricultural Land Preservation Program (MALPP), Rural Legacy Program (RLP), Conservation Reserve Enhancement Program (CREP), and Installment Payment Program (IPP).

Fund Summary

Land Preservation Revenue



Land Preservation Expense



Department/Agency

Goals for Fiscal Year 2020

- ✓ Continue to work towards achieving the goal of 50,000 permanently preserved acres.
- ✓ Acquire Planning Commission approval of the Agriculture Chapter of the Comprehensive Plan update.
- ✓ Confirm expansion of the Rural Legacy Area (RLA) and work with landowners and County Commissioners to approve expanded RLA.
- ✓ Settle additional Next Generation Farmland Acquisition Program transfers.
- ✓ Settle three or four Maryland Agricultural Land Preservation Foundation easements.
- ✓ Complete expenditure of the FY2019 RLP grant.
- ✓ Process RLA Grant Agreement for FY 2020.

Goals for Fiscal Year 2020 (cont'd.)

- ✓ Seek additional applicants for CREP easement funding.
- ✓ Work with landowners for renewal Ag Districts.
- ✓ Work with Ag Advisory Board to evaluate overlay easements on existing preserved land.

Detail Summary

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	152,773	113,180	18,170	(95,010)	(83.95%)
Grants/Intergovernmental	700,071	3,203,210	3,961,100	757,890	23.66%
Fees/Charges/Fund Balance	569,121	445,000	445,000	0	0.00%
Total	1,421,965	3,761,390	4,424,270	662,880	17.62%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	216,681	213,860	115,270	(98,590)	(46.10%)
Operating	1,172,805	3,547,530	4,309,000	761,470	21.46%
Capital Outlay	0	0	0	0	0.00%
Total	1,389,486	3,761,390	4,424,270	662,880	17.62%

Positions	
Title	Full Time
Land Preservation Planner	1
Total	1

Contraband

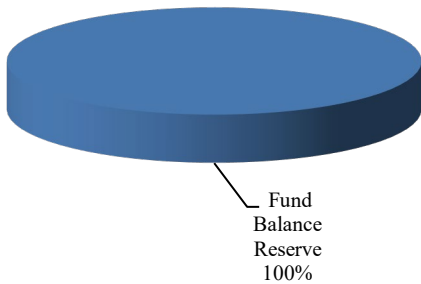
Fund:	Contraband	Category:	Governmental Fund
Program Code:	51	Contact:	Sheriff Douglas Mullendore

Departmental Function:

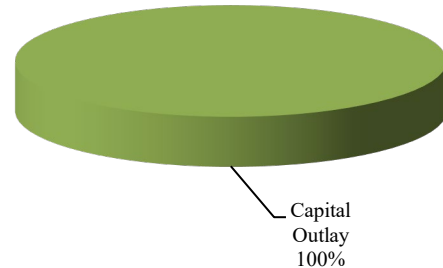
Seized proceeds from controlled dangerous substance related activities. These funds are utilized to enhance operations of the Washington County Sheriff's Office, Washington County State's Attorney Office, and the Hagerstown Police Department.

Fund Summary

Contraband Fund Revenue



Contraband Fund Expense



Department/Agency

Goals for Fiscal Year 2020

- ✓ Continue to improve our covert camera program to assist with upper level dealers/distributors.
- ✓ Purchase/replace electronic monitoring device that is becoming aged to maintain reliability and safety of informants/undercover officers.

Detail Summary

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Fund Balance Reserve	0	4,650	5,910	1,260	27.10%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	186,823	0	0	0	0.00%
Total	186,823	4,650	5,910	1,260	27.10%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	0	0	0	0	0.00%
Operating	22,832	0	0	0	0.00%
Capital Outlay	10,500	4,650	5,910	1,260	27.10%
Total	33,332	4,650	5,910	1,260	27.10%

Hagerstown/Eastern Panhandle Metropolitan Planning Organization (HEPMPO)

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

Departmental Function:

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

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

Fund Summary



Department/Agency

Goals for Fiscal Year 2020

- ✓ Continue to incorporate planning factors and performance measures into regional planning efforts in accordance with the FAST Act transportation legislation.
- ✓ Continue to support local governmental bodies in the application and implementation of grant applications such as Transportation Alternatives Program (TAP), Recreational Trails Program (RTP), Safe Routes to School (SRTS), and Congestion Mitigation and Air Quality (CMAQ).
- ✓ Complete a Transportation Systems Management and Operations (TSMO) study for the I-81/I-70 interchange in Maryland.
- ✓ Provide funding support to Washington County Transit Department to allow County staff to collect data and develop reports for the National Transit Database.

Detail Summary

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	7,950	8,060	8,580	520	6.45%
Grants/Intergovernmental	478,447	542,020	554,600	12,640	2.33%
Fees/Charges	0	0	0	0	0.00%
Total	478,447	550,080	563,240	13,160	2.39%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	48,520	60,940	63,250	2,310	3.79%
Operating	440,364	489,140	497,490	8,350	1.71%
Capital Outlay	0	0	2,500	2,500	100.00%
Total	488,884	550,080	563,240	13,160	2.39%

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.

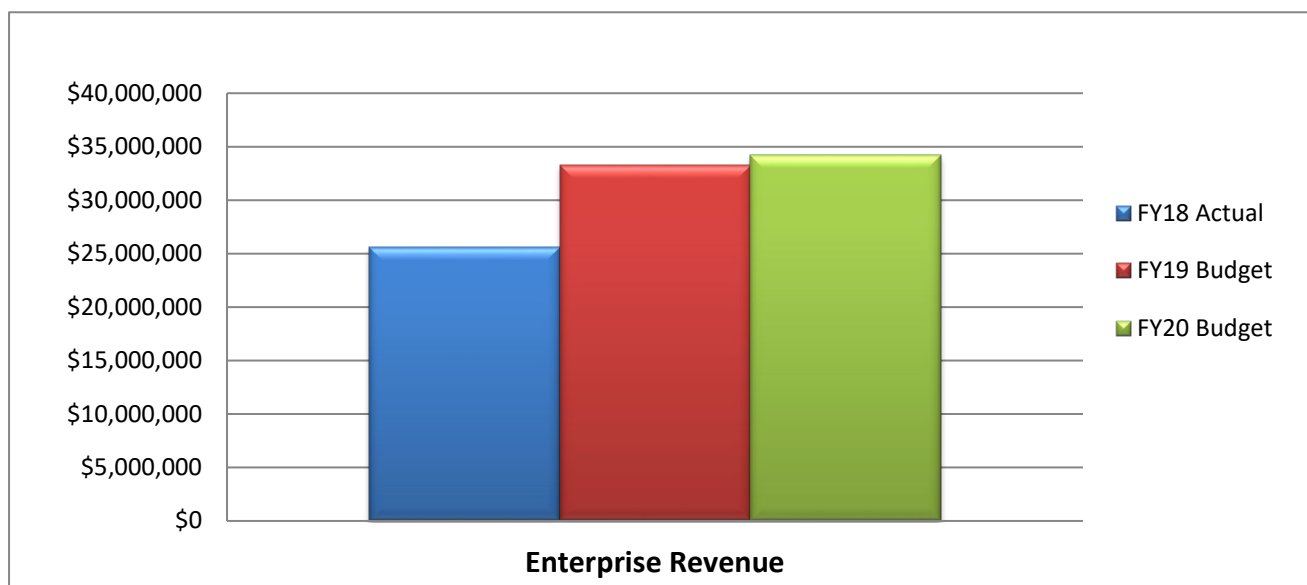
Enterprise Funds

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Enterprise Funds Summary

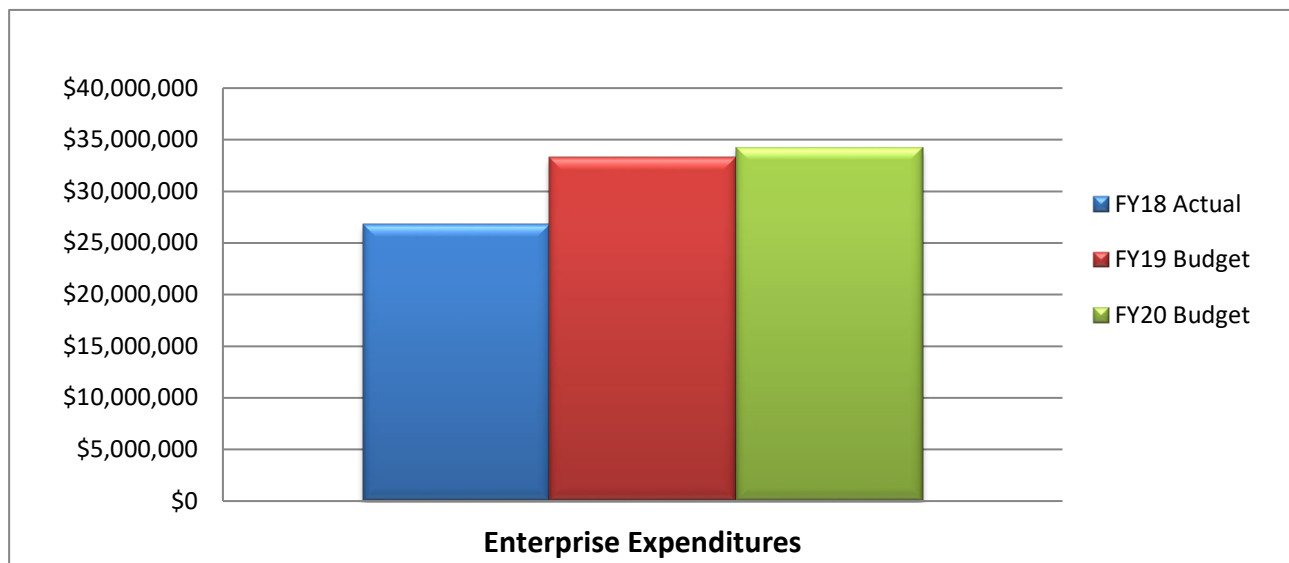
Enterprise Funds Revenue

Fund	2018 Actual	2019 Budget	2020 Budget	\$ Change	% Change
Solid Waste	6,808,825	8,121,710	7,649,030	(472,680)	(6.18%)
Water Quality	12,458,473	19,422,180	20,722,320	1,300,140	6.27%
Transit	2,382,163	2,563,400	2,696,940	133,540	4.95%
Airport	2,654,654	1,987,720	1,999,070	11,350	0.57%
Golf Course	1,304,225	1,203,350	1,162,950	(40,400)	(3.47%)
Total	25,608,340	33,298,360	34,230,310	931,950	2.72%



Enterprise Funds Expenditures

Fund	2018 Actual	2019 Budget	2020 Budget	\$ Change	% Change
Solid Waste	6,636,902	8,121,710	7,649,030	(472,680)	(6.18%)
Water Quality	13,493,995	19,422,180	20,722,320	1,300,140	6.27%
Transit	2,841,951	2,563,400	2,696,940	133,540	4.95%
Airport	2,715,019	1,987,720	1,999,070	11,350	0.57%
Golf Course	1,105,465	1,203,350	1,162,950	(40,400)	(3.47%)
Total	26,793,332	33,298,360	34,230,310	931,950	2.72%



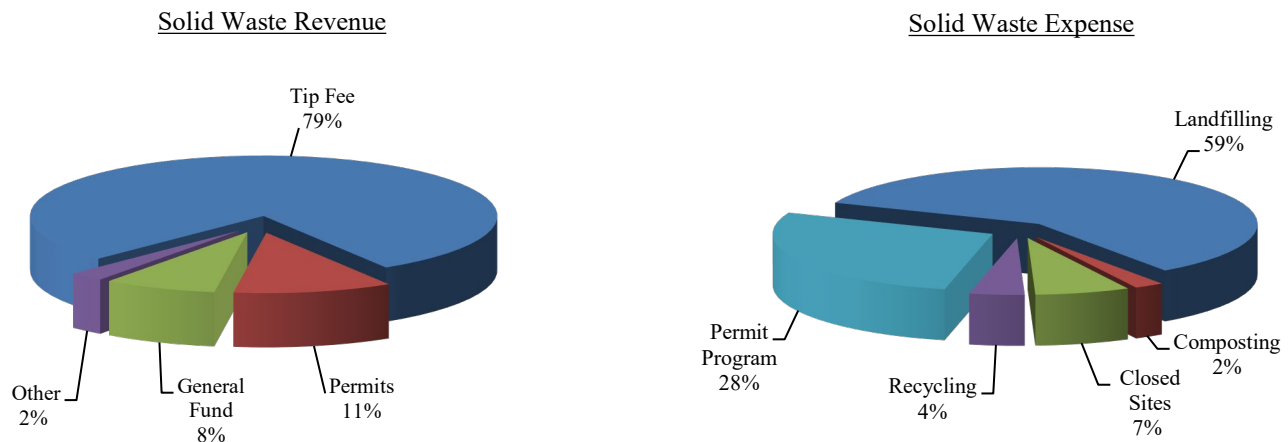
Solid Waste

Fund:	Solid Waste	Category:	Enterprise Fund
Program Code:	21	Contact:	Dave Mason

Departmental Function:

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

Fund Summary



The Solid Waste operation generates 79% of total revenue or \$6,021,540 from tip fees and 11% or \$2,112,828 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 2020

- ✓ Explore options to increase recycling to meet the proposed Maryland Department of Environment goals.
- ✓ Continue to explore alternatives to landfilling trash.

Detail Summary

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	473,630	961,700	598,340	(363,360)	(37.78%)
Fund Balance Reserve	0	463,890	0	(463,890)	(100.00%)
Grants	0	0	0	0	0.00%
Fees and Charges	6,335,195	6,696,120	7,050,690	354,570	5.30%
Total	6,808,825	8,121,710	7,649,030	(472,680)	(5.82%)

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	2,203,438	2,289,030	2,237,960	(51,070)	(2.23%)
Operating	3,245,502	2,813,870	2,952,460	138,590	4.93%
Capital Related Costs	1,187,962	3,018,810	2,458,610	(560,200)	(18.56%)
Total	6,636,902	8,121,710	7,649,030	(472,680)	(5.82%)

Positions	
Title	Full Time
Deputy Director Solid Waste & Watershed	1
Assistant Solid Waste Director	1
Weigh Clerk	3
Administrative Assistant	1
Senior Office Associate	1
Auto Service Specialist	2
Solid Waste Equipment Operator	7
Landfill Attendant	4
Recycling/Operations Coordinator	1
Total	21

Water Quality

Fund:	Water Quality	Category:	Enterprise Fund
Program Code:	40 – 43	Contact:	Dan DiVito

Departmental Function:

The Water Quality Department performs various functions:

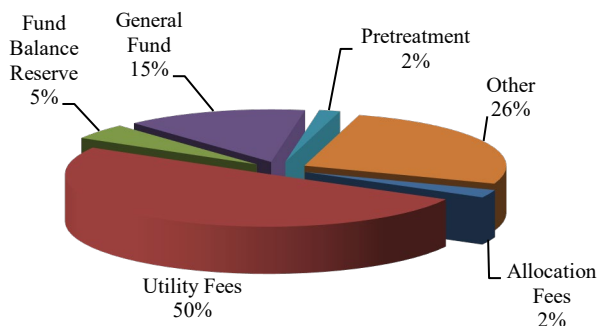
Utility Administration provides supportive services to the Water and Sewer Operations of the Water Quality Department. Services provided include administration, laboratory testing, and maintenance for vehicles and utility facilities. It also renders “contract services” for operating and maintaining other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

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

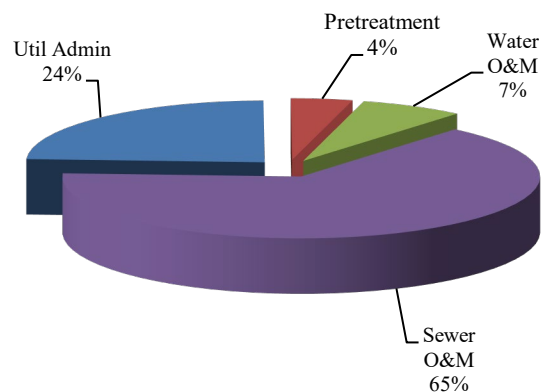
Pretreatment Operations was privatized in 2006 through a long-term lease to a private corporation. As a result, the Pretreatment operational functions are no longer the responsibility of the Water Quality Department. Privatization was accomplished through a long-term process and was supported by the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

Fund Summary

Water Quality Revenue



Water Quality Expense



The Water Quality Fund bills utility customers quarterly and \$10,444,600 has been budgeted for FY20 or 50% 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 \$502,830 or 2% 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 2020

- ✓ Complete implementation of restructure plan.
- ✓ Start construction of Superstation (Capacity Management Plan).
- ✓ Start Construction of Smithsburg Wastewater Treatment Plant upgrade.
- ✓ Complete Oak Ridge pump station upgrade.
- ✓ Update County Water/Sewer Plan.
- ✓ Expand apprentice program to Collection System.

Detail Summary

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Fund Balance Reserve	0	3,717,710	997,840	(2,719,870)	(73.16%)
General Fund Support	201,950	201,950	3,228,140	3,026,190	93.74%
Grants	0	0	0	0	0.00%
Fees and Charges	12,256,523	15,502,520	16,496,340	993,820	6.02%
Total	12,458,473	19,422,180	20,722,320	1,300,140	6.27%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	6,747,880	7,115,460	7,773,770	658,310	8.47%
Operating	3,150,139	7,307,690	7,972,050	664,360	8.33%
Capital Related Costs	3,595,976	4,999,030	4,976,500	(22,530)	(0.45%)
Total	13,493,995	19,422,180	20,722,320	1,300,140	6.27%

Positions	
Title	Full Time
Director Division of Environmental Management	1
Deputy Director of Operations - Water Quality	1
Deputy Director of Collections and Maintenance	1
Deputy Director of Engineering Services	1
Operations Superintendent	1
Collection Superintendent	1
Environmental Engineer	1
Assistant Collection Superintendent	1
Assistant Operations Superintendent	1
Maintenance Superintendent	1
Assistant Maintenance Superintendent	1
Pretreatment Manager	1
Watershed Specialist	1
Stormwater Management Coordinator	1
Capacity Management/Engineer Technician II	1
Administrative Assistant**	1
Allocation/Permits Specialist	1
Senior Office Associate	2
Chief of Lab Testing**	1
Chemist**	1
Lab Technician III**	2
Lab Technician I**	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	2
Utility Worker II	3

Positions	
Title	Full Time
Utility Worker I	1
Senior Chief Plant Operator	1
Chief Plant Operator	5
Senior Plant Operator	12
Plant Operator	1
Plant Operator Trainee	3
Senior Collection Operator	7
Collection Operator	2
Collection Operator Trainee	6
Electronics Technician	1
Clean County Technician	2
Wastewater Treatment Plant Operator Apprentice	2
Total	89

**Assigned to Director of Environmental Management

Transit

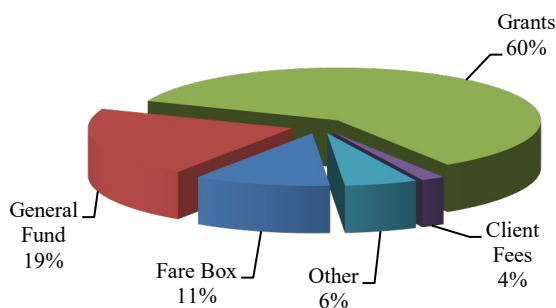
Fund:	Transit	Category:	Enterprise Fund
Program Code:	44	Contact:	Kevin Cerrone

Departmental Function:

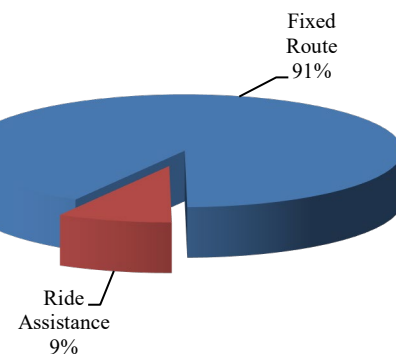
The Transit Department provides safe, affordable, dependable, and accessible public transportation that enhances the mobility of our customers. Established in 1972, service is provided to Valley Mall, Long Meadow, Williamsport, Maugansville, Robinwood, Smithsburg, Funkstown, and throughout the City of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

Fund Summary

Transit Revenue



Transit Expense



The Transit Fund's main support is from Federal, State, and Local grants, which account for 60% or \$1,584,350 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 11% of the budget or \$286,000. The Transit Fund by nature is heavily dependent on grants and will continue to require that support to maintain the same level of service.

Department/Agency

Goals for Fiscal Year 2020

- ✓ Identify on-time performance of fixed-route system to improve rider experience. Information will become available as new RouteMatch software program gathers the data and provides reports for analysis.
- ✓ Review recommendations contained within five-year Transportation Development Plan (TDP) to determine feasibility to enhance frequency and/or expand transit service throughout Washington County.
- ✓ Develop Public Transportation Agency Safety Plan (PTASP) and Safety Policy to implement Safety Management System (SMS) as required to maintain Federal transit funding for transit system operations.

Detail Summary

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Fund Balance Reserve	0	0	121,750	121,750	(100.00%)
General Fund Support	467,160	484,470	594,090	109,620	22.63%
Grants	1,500,435	1,612,680	1,594,350	(18,330)	(1.14%)
Fees and Charges	414,568	466,250	386,750	(79,500)	(17.05%)
Total	2,382,163	2,563,400	2,696,940	133,540	5.21%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	1,917,072	1,886,110	2,032,990	146,880	7.79%
Operating	924,519	677,290	663,950	(13,340)	(1.97%)
Capital Related Costs	354	0	0	0	0.00%
Total	2,841,951	2,563,400	2,696,940	133,540	5.21%

Positions	
Title	Full Time
Director of Transit	1
Deputy Director - Transit	1
Transit – Fiscal Technician	1
Office Associate	2
Bus Operator	8
Transit Fleet and Facility Manager	1
Transit Fleet Technician	2
Transit Maintenance Worker	1
Driver Supervisor	1
Total	18

Airport

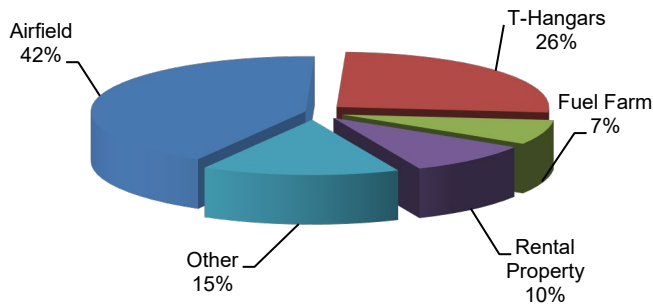
Fund:	Airport	Category:	Enterprise Fund
Program Code:	45	Contact:	Garrison Plessinger

Departmental Function:

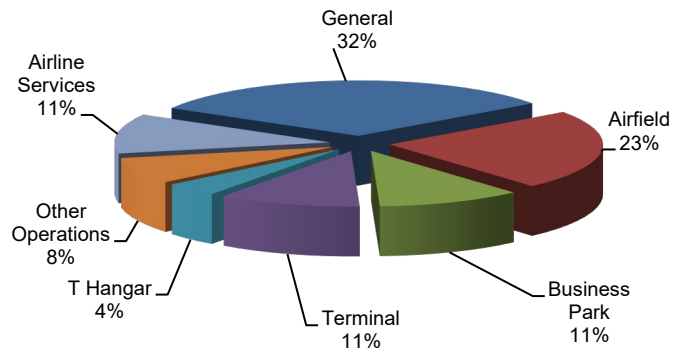
Hagerstown Regional Airport (HGR) contributes to the economic base of Washington County by providing and supporting the air transportation needs of the Quad-State area in accordance with Federal Aviation Administration (FAA) regulations, State, and County laws.

Fund Summary

Airport Revenue



Airport Expense



T-Hangar revenue accounts for 26% or \$517,950 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 7% or \$145,950 of total revenue, consisting of fees for the use of fuel and maintenance of the Fuel Farm. Revenue from the Airfield is 42% or \$846,530 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 2020

- ✓ Consolidate maintenance/firefighters job duties to increase personnel efficiency
- ✓ Replace light boxes with digital marketing monitors in order to increase advertising revenue \$30,000.
- ✓ Increase passenger enplanements of Essential Air Service via Southern Airways by 10%.
- ✓ Work with Department of Business Development to market the airport utilizing resources outlined in the HGR Comprehensive Strategic Marketing Plan.
- ✓ Complete comprehensive update to the airport's Primary Management and Compliance Documents.

Detail Summary

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	64,500	64,500	50,000	(14,500)	(22.48%)
Grants	17,166	33,030	23,130	(9,900)	(29.97%)
Fees and Charges	2,572,988	1,890,190	1,925,940	(35,750)	(1.89%)
Total	2,654,654	1,987,720	1,999,070	11,350	0.57%

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	934,886	1,089,580	1,049,920	(39,660)	(3.64%)
Operating	1,360,832	668,270	713,560	45,290	6.78%
Capital Related Costs	419,301	229,870	235,590	5,720	(2.49%)
Total	2,715,019	1,987,720	1,999,070	11,350	0.57%

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
Facilities Manager	1
Total	10

Golf Course

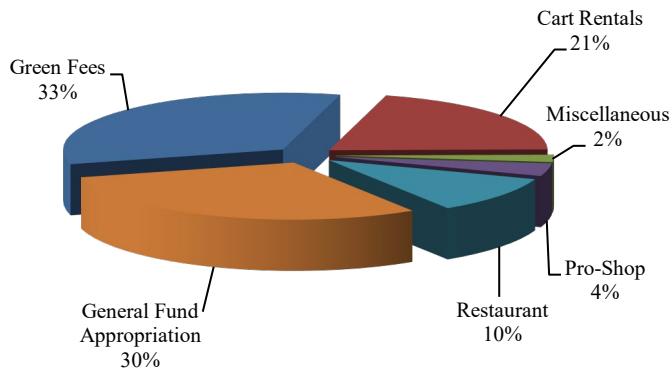
Fund:	Golf Course	Category:	Enterprise Fund
Program Code:	46	Contact:	Ryan Crabtree

Departmental Function:

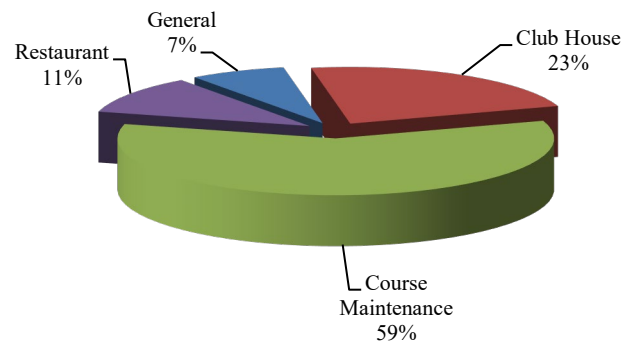
Black Rock Golf Course provides 18 holes of quality golf for the residents of Washington County and surrounding areas. There are three departments within the Black Rock organization being overseen by a Board of Directors consisting of seven members. Policies and procedures are set by this committee and 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 \$387,860 or 33% of the revenue. Green Fees average \$23 per round, which includes 18 holes weekday and weekend play. Cart rental accounts for \$239,250 or 21%. Together, green fees and cart rental account for \$627,110 or 54% of revenue. The largest expense for the operational side of the golf course is maintenance of the golf course which accounts for \$687,490 or 59% of the budget and includes salaries, chemicals, irrigation, and capital outlay costs.

Departmental/Agency

Goals for Fiscal Year 2020

- ✓ Replace roof on maintenance building.
- ✓ Reshape existing sand traps on holes number 3 and 12.
- ✓ Eliminate the large sand trap on the left side of hole number 11.
- ✓ Increase revenue with special events by partnering with local businesses and agencies.
- ✓ Organize more Black Rock run tournaments to increase revenue such as a 3-club tournament, 2-man tournament and events that coincide with the playing of the PGA Major tournaments.

Detail Summary

Funding Sources					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
General Fund Support	569,020	309,970	347,640	37,670	12.15%
Operating and Capital Grants	0	0	0	0	0.00%
Fees and Charges	735,205	893,380	815,310	(78,070)	(8.74%)
	1,304,225	1,203,350	1,162,950	(40,400)	(3.36%)

Program Expenditures					
Category	2018 Actual	2019 Budget	2020 Budget	Change	
				\$	%
Wages and Benefits	700,985	741,800	722,930	(18,870)	(2.54%)
Operating	404,480	461,550	440,020	(21,530)	(4.66%)
Capital Related Costs	0	0	0	0	0.00%
Total	1,105,465	1,203,350	1,162,950	(40,400)	(3.36%)

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
Total	7

Information Resources

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Frequently Asked Questions

Q. Why does the County require cash reserves?

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

Q. What are the County's tax rates?

Major Tax Rates					
Type	Rate	Basis	Date of Tax last increase	If rates were increased by	It would generate additional revenue of
Real Estate:	\$.948	\$100 assessed value	2001	\$.01	\$1,269,374
Income Tax:	3.2%	Taxable Income	2020	.01%	\$229,315
Recordation Tax:	\$3.80	\$500 value	-	-	-

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

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

Q. How much tax dollars are spent on education?

- A.* General Fund monies of \$113.8 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 2020 the Capital Improvement budget reflects \$26.1 million for education related projects, of which \$18.1 million is grant funded. Total educational funding in the fiscal year 2020 budget is \$139.9 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 \$.947.

Q. Why does the County issue Debt?

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

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

Name	Number
County Commissioners:	
Jeff Cline	240-313-2208
Terry Baker	240-313-2205
Wayne Keefer	240-313-2209
Cort Meinelschmidt	240-313-2206
Randy Wagner	240-313-2207
County Administrator Office	
Robert Slocum, County Administrator	240-313-2202
Budget and Finance	
Sara Greaves, Chief Financial Officer	240-313-2300

Documents	Website
2020 Budget Document	Available on-line @ https://www.washco-md.net/budget-finance/financial-documents/
10 Year Capital Improvement Program	Available on-line @ https://www.washco-md.net/budget-finance/financial-documents/
Audited Financial Statements	Available on-line @ https://www.washco-md.net/budget-finance/financial-documents/
Official Statement for Bond Issue	Available on-line @ https://www.washco-md.net/budget-finance/financial-documents/

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

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

GLOSSARY OF TERMS

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

GLOSSARY OF TERMS

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

GLOSSARY OF TERMS

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

GLOSSARY OF TERMS

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

GLOSSARY OF TERMS

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

GLOSSARY OF TERMS

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

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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