

# Washington County, Maryland

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## FY 2005 Approved Budgets

### Includes:

#### Snapshot of Washington County Government

- Budget Message
- Organizational Goals
- Organizational Chart
- Demographics
- Summary of Positions by Department and Year

#### Washington County Budget

- Recap of All 2005 Budgets
- Departmental Goals
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# Budget Message

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# 2005 Budget Message



July 30, 2004

To the Citizens of Washington County:

Communicated herein are the fiscal year 2005 Operating and Capital budgets for Washington County, Maryland. The budgets were prepared with an emphasis on long-term financial planning, meeting financial management policies, and preparing for fiscal year 2006 State budgetary issues that are forthcoming.

Within its budgets, the County provides a full range of services and programs to the citizens. These services are shown in two categories, countywide services and services provided for residents not located within any corporate town limits. Major service areas, not including general costs, are:

County Wide Services	County Services Provided for Residents not Located within any Corporate Town Limits
Education	Soil Conservation
Higher Education	Weed Control
Health Department Services	Gypsy Moth
Circuit Court and Court Building	Patrol
Orphans Court	Planning
State's Attorney	Zoning
Election Board	Building and Plumbing Inspections
Funding for Various Non-Profits	Parks
Funding for Fire and Rescue	Utilities
Animal Control	Roads and Highways
Judicial Services – Court System	
Detention Center	
Narcotics Task Force	
911 System	
Communication Maintenance	
Medical Examiner	
Pauper Burial	
Recreation	
Economic Development	
Golf Course	
Agricultural	
Airport	
Transit Services	
Solid Waste	
Pretreatment	

The County has budgeted over \$1.4 million in its Tax Rebate Program to reimburse the municipalities for certain services and programs provided.





## Budget in Brief

The total adopted budget for all funds in fiscal year 2005 decreased by \$2.6 million or 1.2%. The majority of this decrease is related to the Capital Improvement Fund, as it decreased by \$13.8 million. The decrease was the direct result of a substantial airport runway extension project required by the Federal Aviation Administration.

The operating funds, less the change in the Capital Improvement Funds, increased by \$11.2 million or 6.5%. This increase resulted from a 7% increase in property tax revenue and a 4% increase in local tax revenues. The increases in revenue were a result of the strong local economy and personal income growth projections and were not a reflection of tax rate increases.

Major highlights include:

- Maintained programs and services.
- Significantly increased Funding for a high priority area in Education for both operating and capital.
- Significantly increased Funding for a high priority area in Public Safety for both operating and capital.
- Set aside additional Funds for reserve in anticipation of FY 2006 State Funding cuts.
- Increased employee wages for cost-of-living adjustment of 3 percent.

The following discussion reflects a more in-depth analysis of the fiscal year 2005 budgets, addresses issues facing Washington County now and in the future, and discusses issues that other Funds will be facing outside of General Fund operations. All budgets were prepared based on best management practices, financial management policies, and debt affordability guidelines.

## Local Economy

Growth in Washington County continues to outpace the nation as unemployment rates have averaged 4.1 percent for fiscal year 2004, which is below the national averages, as well as the State unemployment average of 4.2 percent. Housing prices are increasing as the Washington and Baltimore area's spill over into the mid section of the State is holding steady. With main transportation routes crossing within Washington County, economic development has increased, creating jobs and an increased tax base. The County has experienced continued increases in the employment base along with increasing personal income growth over the past several years. The metropolitan areas will continue to support the County's employment growth, housing development, and increasing migration trends.

## Financial Stability

To continue Washington County's progress toward improved fiscal and operational management, one of the County's goals is to continue to update its management practices that are conducive to strong creditworthiness. This includes operational, budgetary, and management policy and procedures.

Good budgetary policies 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 process moves beyond the traditional concept of line item expenditure control, it also provides incentives and flexibility to the County that can lead to improved program efficiency and effectiveness.

Although the budget practices have been developed to provide guidance to governments who want to make improvements to their business processes, they are not requirements or standards. However, as a result of those intentional changes that the County has made in its management and policies, the County has received a positive change in its bond rating from an 'A1 stable' to a 'A1 positive' from the bond rating agencies. A



positive trend for future upgrade.

Highlights of the General Fund Budget:

The General Fund increased by \$9.5 million or 6.8% in fiscal year 2005. This change is summarized as follows:

Revenues:

- Property Tax revenue increased by \$5.2 million or 7%. This increase was due to a combination of property value increases and new homes within the area.
- Income Tax revenue increased by \$1.3 million or 2.6%. This increase represented a 4.5% personal income growth on estimated actual for fiscal year 2004.
- Recordation Tax revenue increased by \$ 1.2 million or 22.6%. This increase related to some finance activity and to new homes being built in the area.

Expenditures:

- Funded a high priority area in Education. The funding reflected an increase of \$4.3 million or 5.4%.
- Additional staff positions, of which 10 were for public safety, were approved to address court overload and Detention Center staffing shortages. The total appropriated for new positions, reclassifications, and other miscellaneous items totaled approximately \$415,000.
- A 3% cost-of-living pay adjustment for County personnel was approved. In addition, the employees co-pays for office visits and prescriptions drugs were increased to help offset increased health insurance costs.
- Maintained services and programs without increasing property or income tax rates.
- Added additional funding to reserves.

The County received one-time revenues from the State resulting from excess prior year Income Tax reserves that will be distributed on a one-time basis. A portion of this revenue was used for one-time capital costs and the remaining amount was placed in reserve funds.

General Fund cash reserve is projected to be \$17.4 million or 11.95% at the end of fiscal year 2005. This continues the County's policy of setting aside funds to use in times of emergency or unanticipated opportunities. This reserve has been funded over the last 14 years. Prior to that the reserve was non-existent. , Prior history shows that if these reserves were spent, they would be extremely difficult to rebuild.

Capital Improvement Budget

The other major Fund of the County budget is the Capital Improvement Fund, which includes Funding for major infrastructure projects such as buildings, utilities, bridges, roads, and solid waste projects. The County continues to use detail project analysis and cash management to prioritize and fund its Capital Improvement Program. The proposed program uses conservative financial forecasts in its revenue estimates and uses debt affordability guidelines to stay within debt issuance limits. By adhering to cash management policies and self imposed debt affordability guidelines, and making the Capital Improvement Program a more realistic tool, the County is better able to forecast future needs and/or to foresee future issues.

The total Capital Improvement Budget for fiscal year 2005 is \$30 million, which includes the following major project areas:

- \$12 million - Education
- \$ 4 million - Water Quality
- \$ 3 million - General Government
- \$ 3 million - Communication System



- \$ 7 million - Infrastructure
- \$ 1 million - Airport, Transit, Solid Waste, Parks

The County experienced favorable rates in the bond market, as we have received some of the lowest rates in years. This trend is not expected to change within the next year or so, however the County is seeing some economic impact on the project cost. Growth within the County is starting to have an impact on project costs as contractors are becoming increasingly more in demand. This in turn affects the pricing on contracts. Impacts of growth could be seen over the next year in underestimated project costs. Project cost will be re-evaluated in December of this year.

#### Highway Fund

The Highway Fund accounts for road maintenance, snow removal, storm damage, and other road related items. Its main funding source is Highway User Revenues distributed by the State of Maryland. Highway User Revenue is expected to increase by \$491,000 or 9.75%. The use of reserves from capital Funds are being used to balance the Fund for fiscal year 2005 due to State cuts in the Highway User Revenues. The State of Maryland reduced this local aid for a two-year period, to be restored in fiscal year 2006. The County will be cautious concerning the restoration of the funding, as the State has significant budgetary issues to address in the upcoming budget year. Expenditures increased slightly for the 3 percent cost-of-living adjustment provided to County employees.

#### Water Quality Funds

The Water Quality Fund will again be impacted by State mandates (1) Enhanced Nutrient Removal and (2) Chesapeake Bay Restoration Fund fee. These mandates will require additional borrowing for that specific purpose in the amount of \$2 million. This borrowing has been included in the Water Quality Funds 10-year financial plan and rate analysis. The Chesapeake Bay Restoration Fund fee will add an additional cost of \$30.00 per year to each residential customer. Commercial customers will also contribute to this Fund.

The Water Quality Funds include a small increase of 3 percent, for both water and sewer services. In addition to the 3 percent increase, the State Bay Restoration Fund fee will be collected and remitted to the State. The Water Quality Funds 10-year plan includes future debt of \$ 7.6 million and small rate increases of 3 to 4 percent to Fund Enhanced Nutrient Removal mandates, system upgrades, and new infrastructure.

The 10-year financial plan follows current management practices and policy objectives by providing operational funding, maintaining capital equipment, allowing for known mandates, and providing for affordable phased-in rate increases. The plan also includes reserves for a 90-day operating reserve and debt reserves.

#### Solid Waste

The Solid Waste Fund eliminated the discount fee at \$36 a ton in fiscal year 2005 and implemented a cost of service plan that restructures the fee at \$39 per ton. The Solid Waste plan includes funding for operations, closure and post-closure costs, future construction costs, financing cost, and operating reserves. Complete and successful implementation of the full cost of service plan will take several years to accomplish.

#### Conclusion:

As the County prepared the fiscal year 2005 budgets, several priorities and issues had to be addressed. In addition to local budget restraints and State budget issues, the County also developed its long and short-term



goals. During the Capital and Operating Budget process these goals are then articulated down to developed departmental goals. The highlights of the priorities and issues are summarized as follows:

- Increase Funding to high priority areas such as Education and Public Safety as migration increases into Washington County.
- Cost control on other basic County services to ensure adequate increased funding to high priority areas without compromising or cutting those basic services.
- Continue to plan for increasing development and related infrastructure and school costs, by looking for alternative revenue sources, maintaining debt affordability, and affordable tax rates for the citizens.
- Plans for increasing reserve levels to meet peer group minimums as the base continues to increase.
- State budget cuts passed down to local levels, including the possibility of a \$9 million funding cut for teacher pension costs and the continued reduction of the Highway User Revenues.

As the County continues to grow, it will face challenges in its short and long-term budget development. This growth will increase demands on services, wages, education, and infrastructure. This, combined with the State of Maryland's severe fiscal issues, will challenge Washington County in fiscal year 2006. However, I believe with the effective County policies and strong County management, Washington County will meet the challenge.

Respectfully,

Debra Bastian  
Director of Budget and Finance  
Washington County, Maryland



# Organization and Community Profile

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- # County Commissioners
  - # Long-term Goals – Vision and Mission Statement
  - # Short-term Goals – Annual
  - # Table of Organization
  - # Personnel Summary by Department
  - # Community Profile
-



## FY 2005 Annual Operating Budget Washington County Commissioners

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GREGORY I. SNOOK, a fourth-term County Commissioner, was first elected in 1990. Mr. Snook is President of the Board of County Commissioners and has served in that capacity since 1994. Mr. Snook is the owner of Greenlawn Valley Pet Cemetery in Williamsport, Maryland. He was employed with Fairchild and Rohr Industries from 1977-1989. Mr. Snook serves on the Board of Directors for the Maryland Association of Counties and the Frostburg University Center Advisory Board. He has served as a Board representative on the Economic Development Commission, Mental Health Authority, and Tri-County Council. Mr. Snook is active in various other committees and community organizations.



WILLIAM J. WIVELL, C.P.A., a second-term County Commissioner and now Vice President, was first elected in 1998. Mr. Wivell, an employee of Allegheny Energy, is a Certified Public Accountant, and has a Masters degree in Accounting/Business. He is a member of the American Institute of CPAs and the Maryland Association of CPAs. Mr. Wivell has served as a Board representative on the Solid Waste Advisory Committee, the Water Quality Advisory Commission, and various other commissions and boards.



JAMES F. KERCHEVAL, a first-time County Commissioner, was elected in 2002. Mr. Kercheval, a native of Washington County, graduated from Smithsburg High School (Co-Valedictorian) in 1983 and attended Hagerstown Community College. He received a B.A. degree in Mathematics/Computer Science from Shippensburg University in 1987. Mr. Kercheval was a partner in Em-Ing's Broiled Foods, a restaurant/catering operation in Ocean City, MD, prior to opening Kerch's Southern BBQ in Hagerstown in 1990. Mr. Kercheval is a member of the Washington County Chamber of Commerce, and was voted Small Businessman of the Year in 2002. He is also a Board member of the Hagerstown Rotary, Past-President of the Hagerstown Jaycees, and has served on various local committees.



DORIS J. NIPPS, a first-term County Commissioner, was elected in 2002. Ms. Nipps is employed as Committee Coordinator for Habitat for Humanity of Washington County. Ms. Nipps was on the Board of Directors of the Maryland PTA from 1989-1994 and was elected to the Washington County Board of Education in 1994, serving in that capacity for eight years. During her term as a Board of Education member, she served on various statewide committees and as legislative liaison to the local delegation.



JOHN C. MUNSON, a first-term County Commissioner, was elected in 2002. Mr. Munson is a 1959 graduate of North Hagerstown High School. Mr. Munson served three years in the U.S. Army Security Agency. He worked at Pangborn Corporation prior to being employed by the U.S. Postal Service. He retired from the U.S. Postal Service in 1996, having served ten years as a city carrier and twenty years as supervisor and postmaster.



## 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;

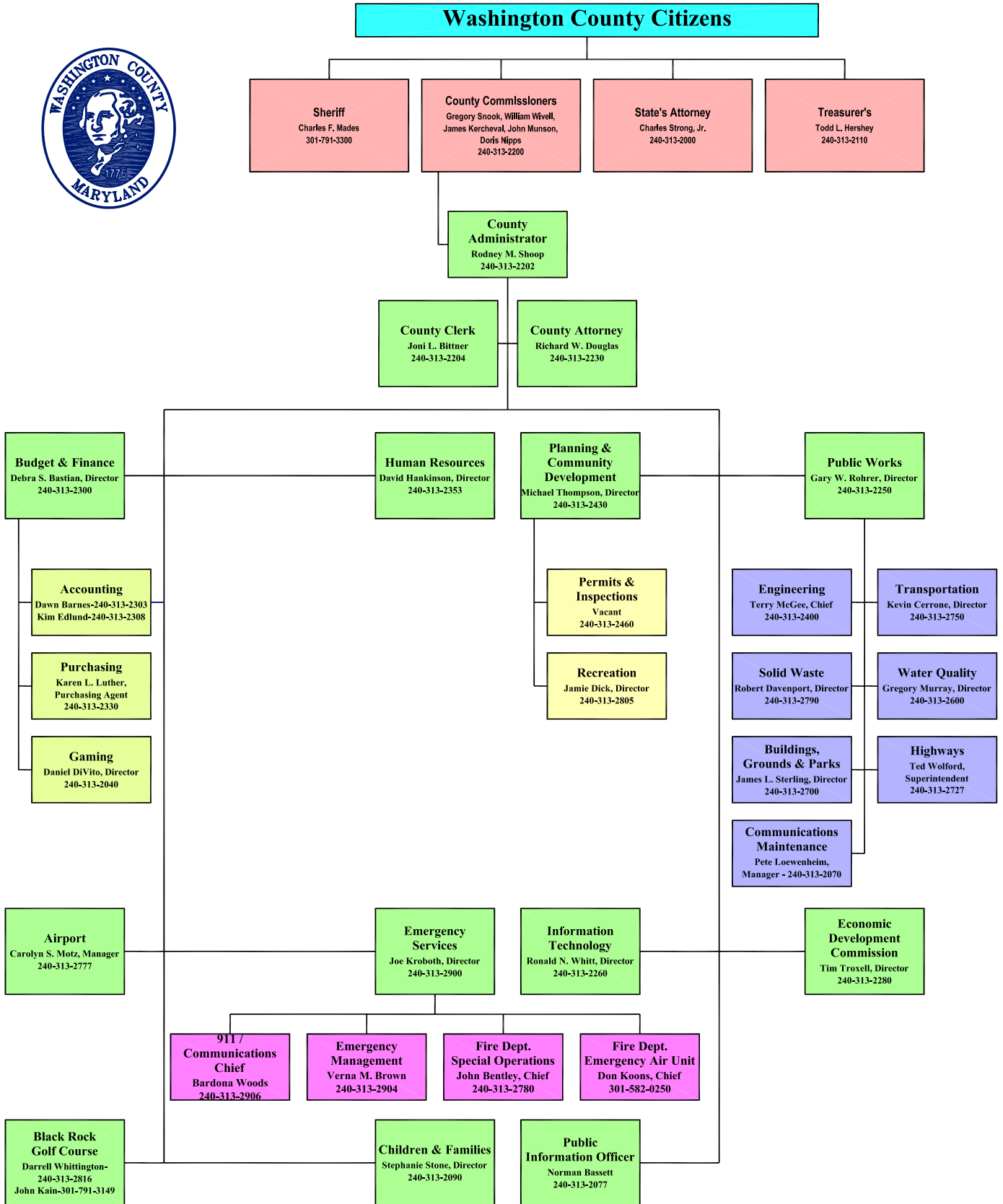
Protecting the environment and cultural resources we share and;

Planning for future urbanization and a culturally diverse population.

## Annual Goals

- Goal 1: Develop and implement a Highway Pavement Management Plan.
- Goal 2: Adopt Rural Area Zoning after consideration of Task Force recommendations and begin implementation of Comprehensive Plan recommendations for Urban and Town Growth Area.
- Goal 3: Enhance E-government services by developing procedures to post appropriate documents and data on the inter and intra nets and by developing a Frequently Asked Questions (FAQ's) system on the County web page.
- Goal 4: Develop and implement a Rewards/Recognition Program that is linked to a Suggestion Program.
- Goal 5: Work with municipalities to develop policies to increase urban tax base.
- Goal 6: Develop a program to utilize the runway extension, increase the tax base and promote the advantages of the Foreign Trade Zone at the Airport.
- Goal 7: Develop a master plan to ensure adequate emergency medical services for the citizens of Washington County.





*Personnel Summary*

Summary of Positions	2003	2004	2005
General Fund:			
County Commissioners	2.5	2.5	2.5
County Clerk	1	1	1
Circuit Court	18	19	19
Orphans Court	1.5	1.5	1.5
States Attorney	31	30	33
County Administrator	2	2	2
Public Information	0	1	1
Election Board	1	1	1
Budget & Finance	15.5	15.5	15.5
Purchasing	6	6	6
Treasurer	7.5	6.5	7
County Attorney	4.5	4.5	4.5
Human Resources	8	7	7
Planning	15	16	16
Buildings	6.5	6	6
Central Services	1	1	1
Information Technology	10	10	11
Gaming Office	3	3	3.5
Sheriff – Judicial	18	17	17
Sheriff – Process Servers			4
Sheriff – Patrol	74	83	85
Sheriff – Detention	105	107	110
Narcotics Task Force	4	5.5	5.5
911 – Communications	23	26	27
Permits	19.5	20.5	21.5
Plumbing	2.5	2.5	2.5
Communications Maintenance	3	3	3
Public Works	3	3	3
Engineering	18	20	21
Building, Grounds & Parks	28	28	28
ML Snook Pool	8	8	8
Recreation	63	63	63
Weed Control	3.5	3.5	3.5
Economic Development	5	5	6
Highway Fund	94.5	98.5	98.5
Solid Waste Fund	26.5	25.5	25.5
Agricultural Education Center Fund	.5	.5	.5
Community Partnership Fund	7	8	8
Inmate Welfare Fund	0	0	0
Water Quality	76	75	76
Transportation Fund	32	32	32
Airport Fund	12	13.5	13.5
Golf Course Fund	20	19	19
Total	796.5	800.5	819.5

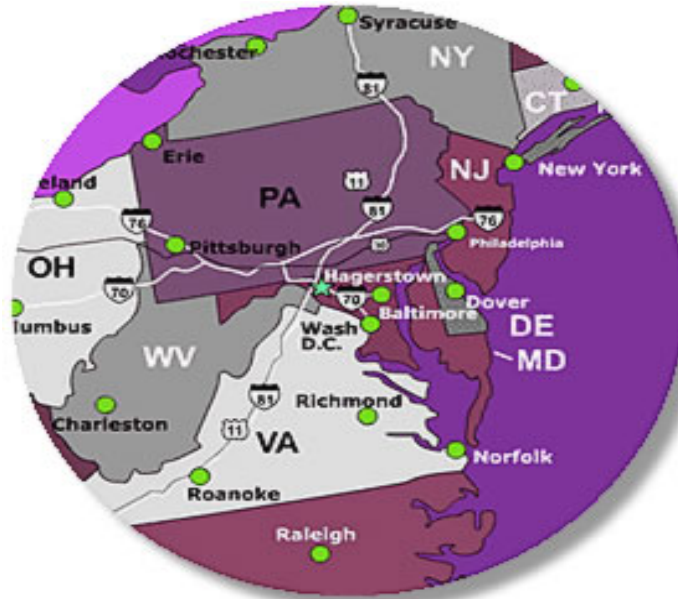
The above table represents a summary of all personnel for the above years. A detailed schedule, reflecting each position for the department can be found in appropriate sections of this budget document.

Represents Change

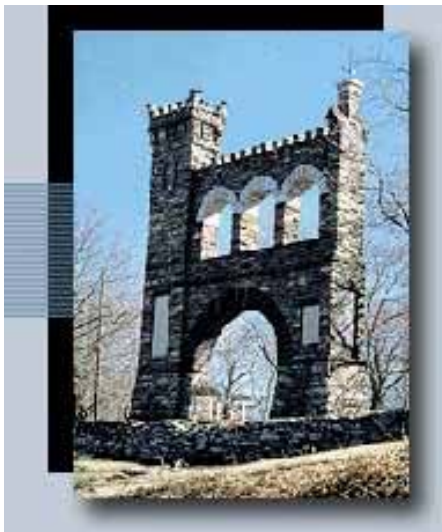
## Community Profile

### 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 DC offer access to metropolitan culture and lifestyle. It's the best of both worlds.

Founded in 1776, the very year our country declared its independence, Washington County is laced with parks, monuments and museums that tell America's story spanning three centuries. Its thriving hub city, Hagerstown, founded in 1762, reaches into the future, offering residents the

latest services, shopping and entertainment, from the acclaimed Maryland Symphony Orchestra to nightlife and festivals.



## Form of Government

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

Under the Code of the Public Local Laws of Washington County (1991 Edition), as amended, being Article 22 of the Code of Public Local Laws of Maryland (the "County Code"), both the executive and legislative functions of the County are vested in the elected, five-member Board of County Commissioners of Washington County (the "Board"). The Board may only exercise such powers as are conferred upon it by the General Assembly of Maryland, including authorization to issue debt to finance its capital projects. Commissioners are elected on a countywide basis and serve four-year terms.

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.

## Transportation

A variety of transportation avenues are available in Washington County. The Hagerstown Regional Airport provides daily passenger service to Pittsburgh. Corporate aircraft services, charter, freight, and other aviation services are also available through the airfield's 28 aviation businesses. Baltimore-Washington International (BWI), Dulles International, and Ronald Reagan Washington National airports are within a 70-mile radius of Hagerstown.

Other transportation outlets include rental services, bus, bus line, intermodal container transfer, Taxi, freight common carriers, and limousine service. The mainlines of CSX and Norfolk Southern provide economical shipment to anywhere on the Atlantic Seaboard and are both located within Washington County.

## Health Care Services

Washington County Health System, Inc. is a 342 bed acute care, nonprofit, general hospital serving the tri-state area and is a Regional Trauma Center. It is served by nearly 300 physicians who represent more than 30 specialties. An Antietam Health service operates Robinwood Medical Center and outpatient-related healthcare business including pharmacies, laboratories, durable medical equipment, corporate health, and management services.

Brook Lane Health Services is a private hospital, providing inpatient and outpatient psychiatric services. Program areas include children and adolescents, elder care, special education services, substance abuse and pastoral counseling.

Western Maryland Hospital Center, operated by the State of Maryland, is a specialty hospital and comprehensive care facility that provides a wide range of health and rehabilitative services.

Population	
<u>Year</u>	<u>County Total</u>
1980	113,086
1990	121,393
2000	131,923
2002	134,246
2005 projected	135,500
2010 projected	139,010
2015 projected	142,500
2020 projected	145,400

Population Statistics	
Under 19	25.7%
20-64 (workforce age)	60.1%
65 & older	14.2%
Median Age	37.4
Gender: Male	51.1%
Female	48.9%
Race: White	89.7%
Black	7.8%
Other	2.5%

Source: U.S. Census Bureau

Top 20 Employers in Washington County (2003)		
1	Washington County Health Systems	2,908
2	State of Maryland	2,774
3	Washington County Public Schools	2,573
4	Citicorp Credit Services	2,500
5	First Data Merchant Services	1,931
6	Mack Truck, Inc	1,264
7	GST Auto Leather	1,007
8	Washington County Government	903
9	Phoenix	725
10	Federal Government	602
11	Staples Distribution Center	600
12	Fleetwood Travel Trailers of Md	585
13	Good Humor-Breyers Ice Cream	477
14	City of Hagerstown	476
15	Berwick Offray	439
16	Horizon Goodwill Industries	425
17	Roadway Express	398
18	Rayloc	395
19	Certain Teed Corporation	364
20	A.C. & T. Company	360

Education Facilities
----------------------

**Higher Education:**

- Frostburg State University
- Hagerstown Business College
- Hagerstown Community College
- University System of MD Hagerstown (2005)

**Primary Education:**

- 25 Elementary Schools
- 7 Middle Schools
- 6 Senior High Schools
- 1 Technical High School
- 1 Early Childhood
- 1 Outdoor Education
- 2 Special Education
- 1 Academy
- Teacher/Pupil Ratio:
  - 19:1 Elementary
  - 23:1 Middle
  - 23:1 Secondary

Household Income	
Per Capital Income	\$ 25,404
Median Household Income	\$ 43,300
Average Household Income	\$ 54,250
Median Family Income	\$ 48,962

Employment Statistics 2003	
Civilian Labor Force	71,840
Employment	68,693
Employment	3,147
Unemployment Rate	4.4%
State Average	4.4%

Water Quality Systems	
Full Service Water	1,171
Full Service Sewer	5,687
Collection Service Sewer	2,689
Total	9,547

Major Industries	Total # Establishments
Services	1,066
Retail Trade	689
Construction	430
Other	445
Wholesale Trade	147
Finance, Insurance, Real Estate	263
Manufacturing	145
Warehousing	125
Agricultural	11
Mining	3
Utilities	5
Information	41
Total	3,370



# Operational Overview

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- # Comprehensive Fiscal Policies
  - # Budget Practices
  - # Fund Summaries
  - # Total Sources and Uses of County Funds
  - # Combined Statement of Revenue, Expenditures, and Changes in Undesignated Fund Balance
-

*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  
POLICES***

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

***RESERVE  
POLCIES***

1. It is the intention of the County to maintain a General Fund minimum reserve level at the peer group median. It is the goal of the County to maintain a 17 percent reserve. The benchmark median is included in the Annual Debt Affordability Analysis.



2. A reserve of 25 percent of the current year's operations and maintenance budget is required for Enterprise Funds. In the case of the Highway Fund a 30 percent reserve is required.
3. The General Fund budget will provide for contingency reserves in order to provide for unforeseen expenditure or new opportunities throughout the year.
4. Self-insurance reserves shall be monitored monthly for trends, with an annual analysis by an actuary to determine 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 fee shall be set aside for reserve for future closure and post-closure 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 to accomplish three goals (1) meet reserve requirements (2) avoid issuance of debt (3) provide for pay-go funding.
8. The County shall use reserves only for emergencies, non-recurring expenditures, unexpected opportunities, system failures, temporary funding shortfalls, or major one-time capital purchases.
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  
POLICES***

1. The County will prepare a multi-year capital program and update it annually.
2. No County debt issued can be authorized by the County Commissioners unless an appropriation has been included in the Capital Improvement Plan or until it has been modified.
3. Debt capacity shall be evaluated on an annual basis and include statistical measures and comparisons with peer group medians to determine debt affordability.
4. The County's General Obligation Debt for Water Quality can not exceed 25 percent of the total assessed valuation of all of the property in the County that is subject to County taxation during the County's most recent fiscal year.
5. The County will not issue debt for periods exceeding the useful life or average useful lives of the project(s) to be financed.
6. Debt will not be issued to fund operating deficits. Net bonds proceeds shall be used and applied exclusively and solely for the acquisition, construction, improvement or development of public facilities for which the bonds area sold, in accordance with state law.

7. The County encourages the issuance of long-term, tax-exempt revenue or General Obligation debt. Although circumstances may warrant from time to time the use of other debt instruments.
8. The County encourages competitive sale when seeking its annual capital funds, although other means are available.
9. The Department of Budget and Finance shall be responsible for establishing a solicitation and selection process for securing professional services that are required to develop and implement the County's debt program.
10. Periodic reviews of all outstanding debt will be undertaken to determine refunding opportunities.
11. All investments of bond proceeds will be consistent with those authorized by existing State law and County Investment policies.
12. The Department of Budget and Finance shall maintain a system of record keeping and reporting to meet the arbitrage compliance requirements of the federal tax code.
13. The Director of Budget and Finance in coordination with the County's financial advisor shall be responsible for maintaining relationships with the rating agencies that currently assign the 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, comprehensible, and accurate financial information.

***INVESTMENT  
POLICY***

General:

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

Pension:

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

***CAPITAL  
IMPROVEMENT  
POLICIES***

1. The County's capital investments will be targeted to support the goals of the Comprehensive Plan and other County functional plans.
2. The County will support capital investment for economic development.
3. Existing assets need to 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 Fund when the project supports or improves infrastructure needs or the productive capacity of the County.
8. The County will adopt a balanced Six-year Capital Improvement Program, appropriating the first year of the six-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 an annual pay-as-you-go funding level at a minimum level of 1% of the General Fund Operating Budget.
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 with supporting financial information, including rate setting models, financial forecasts, and budgetary and

funding source evidence.

12. An annual contingency reserve will be funded in an amount of \$200,000. In the event that the contingency account has excess funds, annual appropriations may be reduced for that year. All project savings and funding excess shall remain within the specific fund to be used at a later time.
13. The Director of Budget and Finance is authorized to initiate interim and long-term borrowing measures, as identified in the capital improvement program plan
14. The annual capital budget shall include only those projects, which can reasonably be accomplished in the time frame indicated.
15. Capital projects will not be budgeted unless there are reasonable expectations that revenues will be available to pay for them.
16. Capital projects, which are not completed during the fiscal year, will be carried over to the next fiscal year.
17. A comprehensive inventory of all capital assets shall be maintained to include estimated values, depreciation and useful life. See Capital Asset Policy.
18. The Director of Budget and Finance shall review the project status and revenues before any issuance of debt. Any modifications to a project and or the total debt to be issued based upon this review shall be approved by the Board of County Commissioners either for an increase or decrease in total borrowing amount or for a change in the total borrowing source.
19. A Capital Improvement Status Report will be prepared by the Department of Budget and Finance on a monthly basis and will be available to monitor project expenditure budgets and funding sources.

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

1. The County will develop short and long-term fiscal management policies that link operational and capital budgeting and organizational goals together.
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. Revenue estimates shall be monitored on a monthly basis to identify any potential trends, which would significantly impact the various revenue sources.
5. The County will annually update its financial ratio trend information which includes peer group median and 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 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 audit performed of the County finances.
3. The County will prepare an annual budget document that provides a basic understanding of the County's planned financial operations for the upcoming fiscal year.
4. In the County's Fund Financial Statement, governmental funds are prepared on a modified accrual basis of accounting, whereas, the proprietary funds are prepared on an accrual basis of accounting. For budgetary purposes, all funds are prepared on a modified accrual basis.
5. The County will seek the GFOA's Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award.

### Budget Practices and Process

The County’s budgetary practices focus on long-term financial planning to ensure that budget decisions are understood over multiple years and to assess whether program and service levels can be sustained over those years. Practices require the development of organizational goals, policies, and procedures to achieve the goals, and making the allocation of resources available to accomplish the goals.

#### Budget Definition

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 characterize a good budget process.

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

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

#### 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; width: 45%;">Update Economic and Financial Trend Analysis and Debt Affordability</div> <div style="border: 1px solid black; padding: 5px; width: 45%;">Update Five-Year Capital and Operational Forecast</div> </div>	September – November
Budget Development Start	<div style="text-align: center; border: 1px solid black; padding: 5px; width: 50%; margin: 0 auto;">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; width: 45%;">Program/Service Goals are Reviewed and Identified</div> <div style="border: 1px solid black; padding: 5px; width: 45%;">Six-Year Capital Improvement Plan Developed</div> </div>	December - January
Review/Modification Phase	<div style="text-align: center; border: 1px solid black; padding: 5px; width: 50%; margin: 0 auto;">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; width: 45%;">Operational Budgets</div> <div style="border: 1px solid black; padding: 5px; width: 45%;">Capital Improvement Budgets</div> </div>	May
Start Up Phase	<div style="text-align: center; border: 1px solid black; padding: 5px; width: 50%; margin: 0 auto;">Monthly Reporting and Monitoring</div>	July

## Budget Process

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 in 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 Capacity and 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 years) 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, mortgages rates, and other economic data that can impact revenue collections.

The County uses other financial modeling techniques that impact the long-term operations and rates for the Water Quality and Landfill Funds.

The County annually updates its financial ratio trends. Most of the financial trend includes peer group median and historical data. Trend indicators are tracked for specific elements of the County's fiscal policies for evaluation.

Debt capacity is evaluated on an annual basis prior 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 financial capacity, long-range plans, and future goals and visions are evaluated. During this phase forecasting assumptions, policy and reserve reviews, compensation adjustments, and inflation assumptions are made.

### Budget Development Start

The development of the budget starts with the distribution of the budget packets to departments and agencies. This includes both operating and six-year capital improvement budgets. The packets include instructions on completing the packet, due dates, and updated information on budgetary numbers, personnel positions, and goals.

### Budget Development Phase

Capital Improvement Project Budget development begins in the winter after the development of the debt capacity and financial trend and economic trend analysis. The Capital Improvement Program (CIP) provides a comprehensive approach to planning and impacts all facets of County operations. 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.

The County Administrator, the Director of Budget and Finance, the Planning Director, and the Director of Public Works comprise the Capital Improvements Program Committee. It is the committee's responsibility to review all requests that county departments and agencies submit. Based on current and future needs as developed in the Six-year capital plan and available funding sources, the committee determines which capital projects best meet established criteria for the current fiscal year Capital Improvement Budget and the five-year forecast. Operating impacts of current and proposed capital projects are also taken into consideration by staff when developing their Capital Improvement Budget.

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

#### Review/Modification Phase

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

#### Adoption Phase

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

Public hearings are held on the Proposed Budgets along with the current tax levy. A 10-day waiting period is held for public comment. Local Law requires a balance budget to be adopted by July 1st.

#### Start Up

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

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### Amendment to the Budget

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

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

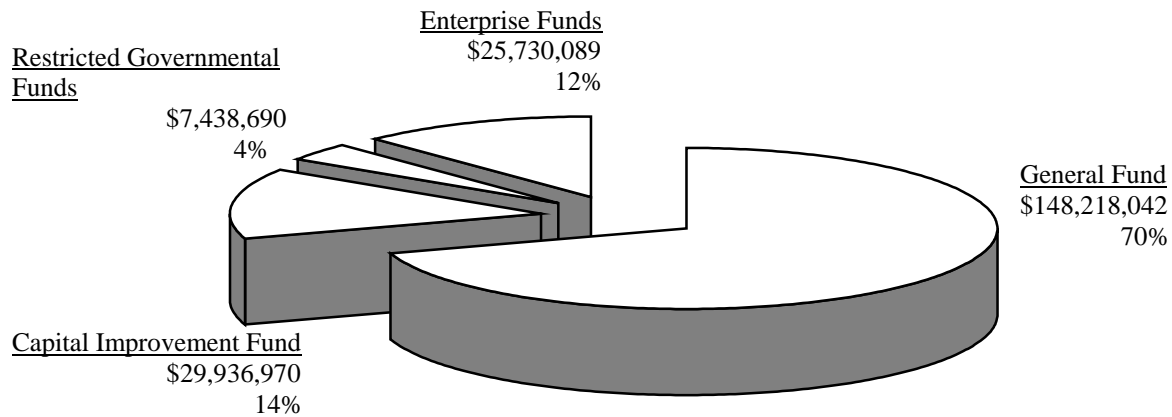


*Fund Summaries*

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.

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.

Total FY 2005 Appropriated Resources



*General Fund: Unrestricted \$148,218,042*

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.

*Capital Improvement Fund: Restricted \$29,936,970*

Capital Improvement Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities. The County maintains several Capital Improvement Funds to ensure legal compliance and proper financial management.

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*Enterprise Funds:* *Restricted* *\$25,730,089*

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

- Water Quality Funds – The Water Quality Funds account for all operating activities necessary to provide water, wastewater, and pretreatment services. This includes, but is not limited to administration, operations and maintenance, financing, and related debt service. (\$15,029,094)
- Solid Waste Fund – The Solid Waste Fund accounts for municipal solid waste operations on a cost of service basis. This includes operations and maintenance, administration, related debt service on operational sites, closure and post-closure costs, pre-development costs, future construction cost reserves, and closed landfill sites. (\$6,200,035)
- Transportation Fund – The Transportation 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. (\$1,771,150)
- 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. (\$1,480,110)
- Golf Course – The Golf Course Fund accounts for all operating activities necessary to provide 18 holes of quality golf for residents of Washington County and surrounding areas. This includes, but is not limited to administration, operations and maintenance, and capital expenditures. (\$1,249,700)

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*Other Governmental Funds* *Restricted* *\$7,438,690*

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

- Highway Fund - The Highway Fund accounts for all the activities necessary to maintain the County road system. This includes, but is not limited to patching, stabilization, right-of-way, storm damage, snow and ice removal, line striping, signal maintenance, administration, and fleet maintenance costs. (\$6,784,570)
- Other Funds – The County maintains four other small funds that account for the activities associated with each of the funds mentioned and are immaterial in nature and total \$654,120. They are:

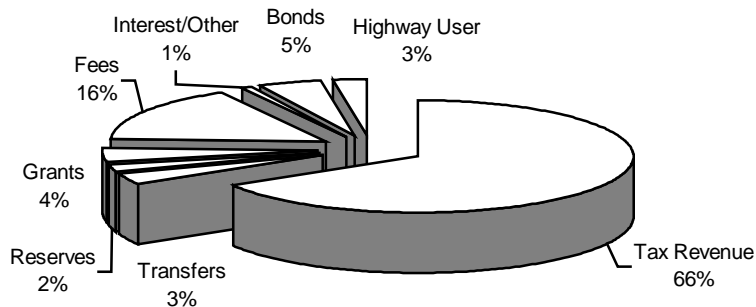
Foreign Trade Zone	\$ 7,000
Agricultural Educational Center	\$ 150,530
Community Partnership	\$ 118,590
Inmate Welfare	\$ 378,000

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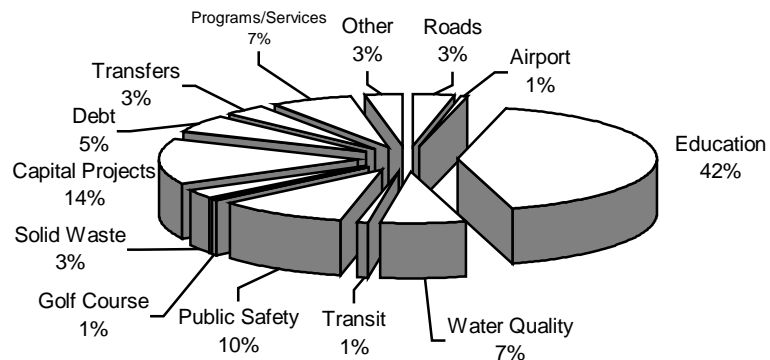
## Total County Sources and Uses

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 2005.

Where Does the Money Come From?



What Is The Money Used For?



The County's two major funds are the General and the Capital Improvement Funds. The following schedule summarizes the revenues and expenditures of those funds for the FY 2005. Also included in the aggregate are thirteen non-major 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 General Fund was budgeted to increase reserves for the anticipated State reductions in FY 2006. The Capital Improvement Fund earmarks all amounts specifically for project costs. The negative balance in non-major funds is the result of the Post Closure Cost for closed landfill sites in the Solid Waste Fund. This has been addressed in the newly adopted Cost of Service Plan for Solid Waste Services. The County anticipates that the overall balance will revert back to a positive trend once full implementation has occurred.

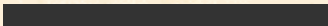
**Combined Statement of Revenues, Expenditures, and Changes in Undesignated Fund Balance  
Fiscal Year 2005 – All Funds**

Description	Funds			Total
	General	Capital Projects	Non-Major	
Revenue (By Major Type):				
Property Tax	80,461,900			80,461,900
Income Tax	51,528,300			51,528,300
Recordation Tax	6,500,000			6,500,000
Highway User			5,525,000	5,525,000
Other Local Tax	1,406,500			1,406,500
Interest	763,000			763,000
Fees	3,979,292	10,016,388	20,449,651	34,445,331
Grants	3,579,050	4,658,032	563,980	8,801,062
Other		785,000	13,000	798,000
Bonds		10,000,000		10,000,000
<b>Subtotal</b>	<b>148,218,042</b>	<b>25,459,420</b>	<b>26,551,631</b>	<b>200,229,093</b>
Transfers		2,736,800	4,418,600	7,155,400
Reserves		1,740,750	2,198,548	3,939,298
<b>Total Revenue</b>	<b>148,218,042</b>	<b>29,936,970</b>	<b>33,168,779</b>	<b>211,323,791</b>
Expenditures (By Function):				
Education	87,760,500	11,650,000		99,410,500
Public Safety	18,990,312			18,990,312
Debt Service	11,503,333			11,503,333
Other Programs/Services	11,361,885		654,120	12,016,005
Court System	2,922,791			2,922,791
General Government	6,554,715	5,995,615		12,550,330
Parks and Recreation	1,969,106	216,740		2,185,846
Water Quality		4,035,000	15,029,094	19,064,094
Roads/Infrastructure		6,932,727	6,784,570	13,717,297
Solid Waste		257,000	6,200,035	6,457,035
Transit System		452,000	1,771,150	2,223,150
Airport		397,888	1,480,110	1,877,998
Golf Course			1,249,700	1,249,700
<b>Subtotal</b>	<b>141,391,642</b>	<b>29,936,970</b>	<b>33,168,779</b>	<b>204,168,391</b>
Transfers	7,155,400			7,155,400
<b>Total Expenditures</b>	<b>148,218,042</b>	<b>29,936,970</b>	<b>33,168,779</b>	<b>211,323,791</b>
Increase (Decrease) in Fund Balance	0	0	0	0
Amount Appropriated for Cash Reserve	671,000	0	0	0
Beginning Fund Balance (forecast)	20,945,600	18,011,600	(2,366,482)	36,590,718
Ending Fund Balance (forecast)	21,616,600	18,011,600	(2,366,482)	37,261,718



# Capital Program Overview

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- # Capital Budgeting Highlights
  - # Six-year Capital Improvement Program
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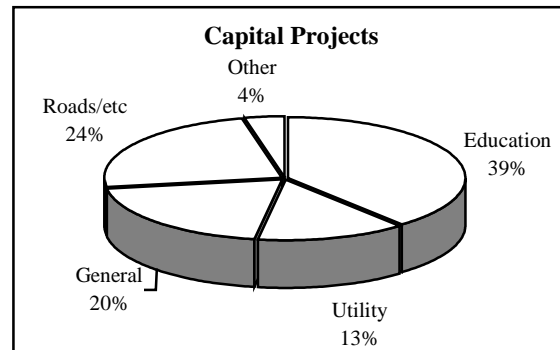
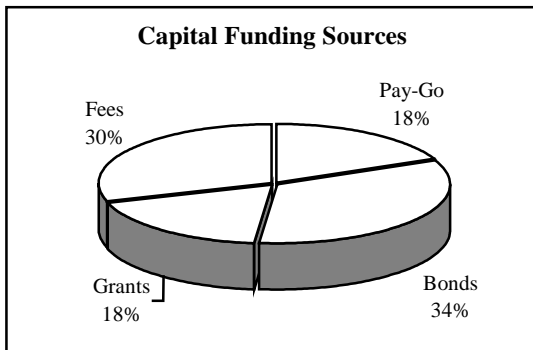
### *Capital Budgeting and Outstanding Debt*

Washington County prepares a Capital Budget, separate from the Operating Budget, but the two budgets are closely linked. The Capital Improvement Budget (CIP), as distinguished from the Operating Budget, is a long-term financial guide that takes into consideration the Comprehensive Plan and Financial Policies providing a basis upon which the County sets its priorities.

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

- Capital Investments are targeted to support the goals of the Comprehensive Plan and other County functional plans.
- Support capital investment for Economic Development.
- Ensure that existing assets need to be preserved and maintained to ensure continued service.
- External funding possibilities should be considered when choosing among projects.
- Intergovernmental funding should be sought for regional projects.
- Debt should be used carefully and managed in accordance with the goals and objectives of County policies.

Revenues for the Capital Improvement Budget are derived from several sources including but not limited to Pay-Go, bonds, grants, transfer and excise tax fees and Adequate Public Facility Ordinance (APFO) fees, as the graph below shows. The Capital Improvement Budget, unlike the Operating Budget, is a six-year plan updated annually. Those projects scheduled during the first year of the plan are adopted as part of the annual budget. As part of the Fiscal Year 2005 Capital Improvement budget, \$10,000,000 in debt is scheduled to be borrowed. The majority of the Capital Improvement budget is for educational projects.



#### Bonded Limit Summary as of June 30, 2004

By State law, the total bonded indebtedness of the County for Water, Wastewater, and Pretreatment purposes may not exceed 25% of the assessed value of all property in Washington County subject to unlimited County taxation. 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, 2004 the unused authorization available under the current acts for issuance of general obligation bonds was \$57,206,750.

Schedule of Legal Debt Margins – Water and Sewer Debt	
As of July 31, 2004	
Assessed Value of Real Property in Washington County	\$7,269,019,569
Debt Limit: % of Assessed Value	10%
Water and Sewer Borrowing Limitation	726,901,956
Water and Sewer Debt	41,397,799
Debt Margin	685,504,157
Ratio of Water and Sewer Debt to Assessed Value	.57%

The following table shows the estimated impact of the Capital Improvement Budget on the Operating Budget for FY 2005. 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, as well as, any principal and interest cost associated with those assets and pay-go financing of capital projects.

Current Debt Levels and Current Principal and Interest Costs				
	Current Balance	FY 2005 Principal	FY 2005 Interest	FY 2005 Total Debt Service
<b>General Fund:</b>				
1991 Public Improvement and Refunding Bond	\$ 485,000	485,000	30,070	515,070
1993 Public Improvement and Refunding Bond	2,084,229	2,084,236	106,817	2,191,053
1994 Public Improvement Bonds	1,813,636	431,818	84,420	516,238
1995 Public Improvement Bonds	1,350,000	425,000	72,900	497,900
1996 Public Improvement Bonds	5,650,000	350,000	282,381	632,381
1997 Public Improvement Bonds	5,342,800	304,633	278,956	583,589
1998 Public Improvement Bonds	5,007,381	273,130	236,417	509,547
1999 Public Improvement Bonds	5,476,250	260,000	259,517	519,517
2000 Public Improvement Bonds	9,961,626	395,964	525,028	920,992
2001 Public Improvement Bonds	6,768,532	274,280	304,858	579,138
2002 Public Improvement Bonds	9,085,141	329,650	435,522	765,172
2002 Public Improvement and Refunding Bonds	10,110,289	481,442	445,203	926,645
2003 Public Improvement Bonds	6,017,988	204,353	231,510	435,863
2003A Public Improvement and Refunding Bonds	15,649,397	134,704	733,543	868,247
Maryland Industrial Loan Act	203,453	56,074	12,665	68,739
Highway User Bonds	612,678	404,244	23,998	428,242
Total Existing Debt	\$ 85,618,400	6,894,528	4,063,805	10,958,333
2005 Planned Debt:				
MD Water Quality Financing	10,000,000	0	75,000	75,000
2005 Public Improvement Bonds	10,000,000	0	0	0
<b>Total General Fund Debt</b>	<b>\$ 105,618,400</b>	<b>6,894,528</b>	<b>4,138,805</b>	<b>11,033,333</b>

**Solid Waste:**

1993 Public Improvement and Refunding Bond	\$ 110,771	110,764	5,677	116,441
1994 Public Improvement Bonds	286,364	68,182	13,330	81,512
1997 Public Improvement Bonds	357,200	20,367	18,650	39,017
1998 Public Improvement Bonds	492,619	26,870	23,258	50,128
1999 Public Improvement Bonds	2,948,750	140,000	139,740	279,740
2000 Public Improvement Bonds	1,988,374	79,036	104,797	183,833
2001 Public Improvement Bonds	4,706,468	190,720	211,982	402,702
2002 Public Improvement Bonds	1,249,859	45,350	59,916	105,266
2002 Public Improvement and Refunding Bonds	914,711	43,558	40,279	83,837
2003 Public Improvement Bonds	1,197,012	40,647	46,049	86,696

Current Debt Levels and Current Principal and Interest Costs				
	Current Balance	FY 2005 Principal	FY 2005 Interest	FY 2005 Total Debt Service
2003A Public Improvement and Refunding Bonds	920,603	7,924	43,151	51,075
Total Existing Debt	\$ 15,172,731	773,418	706,829	1,480,247
2005 Planned Debt:				
MD Water Quality	2,400,000	103,790	36,000	139,790
Total Solid Waste Debt	\$ 17,572,731	877,208	742,829	1,620,037
Airport:				
2003A Public Improvement and Refunding Bonds	\$ 840,000	25,000	40,557	65,557
MD Industrial Commercial Redevelopment	1,488,319	59,534	94,429	153,963
Maryland Industrial Land Act	826,658	25,456	44,947	70,403
Total Airport Debt	\$ 3,154,977	109,990	179,933	289,923
Water Quality:				
1965 Series A	\$ 115,000	115,000	3,853	118,853
1993 Series F Refunding Bond	1,150,000	1,150,000	60,000	1,210,000
1996 Series A Project and Refunding Bonds	8,315,716	341,602	183,398	525,000
1996 Series B Taxable Project Bonds	2,725,000	350,000	199,563	549,563
MD Water Quality Financing Series 90A	2,478,947	305,443	121,320	426,763
2003A Public Improvement and Refunding Bonds	2,340,000	20,142	109,684	129,826
MD Water Quality Financing Series 93A	675,201	58,111	22,228	80,339
MD Water Quality Financing Series 95A	1,637,969	124,636	57,329	181,965
MD Water Quality Financing Series BNR	3,118,903	159,774	53,021	212,795
MD Water Quality Refunding 2004	10,750,000	628,967	556,544	1,185,511
MD Water Quality Pretreatment 2004	8,091,063	175,000	412,097	587,097
Total Water Quality Debt	\$ 41,397,799	3,428,675	1,779,037	5,207,712
Total of Existing Debt	\$ 167,743,907	11,310,401	6,840,604	18,151,005

### Debt Management and Oversight

The key to the issuance of debt is 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 debt management plan, 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. This analysis provides a method by which the County's debt program can be evaluated, tested for stress, affordability, and comparative stature as it relates to other jurisdictions that are considered comparable ("Peer Group") to the County. The analysis provides the County Commissioners and Citizens with a

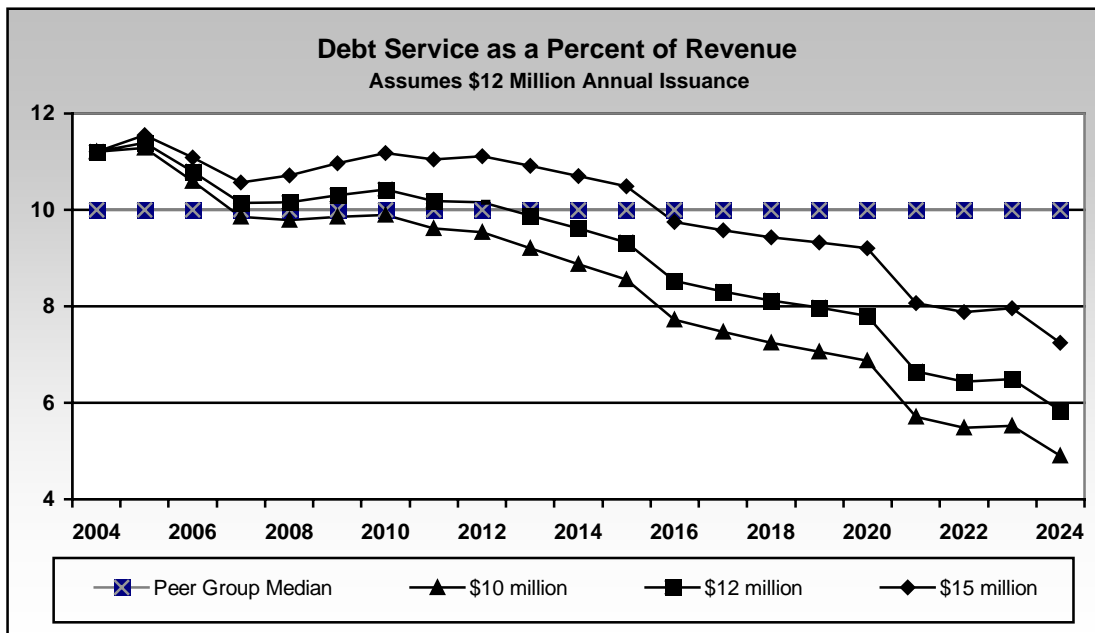


way to assess the impact of bond programs, allowing for informed decisions regarding financing proposals and capital spending priorities.

As with any business, it is important for the County to develop strategic objectives, including prudent borrowing limits. The debt ratios used by the County are relevant benchmarks used to measure government debt. 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, assisting in the capital budgeting decision process, and prioritizing capital spending.

Measures of debt affordability are sensitive in that they are impacted by both the amounts of outstanding debt and changes in 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. The Debt Affordability Analysis evaluates debt issuances at three different levels, \$10, \$12, and \$15 million. The following graph shows the impact from the capital issuance on the operating budget as it relates to debt service and its long-term impact.



## *Six-Year Capital Improvement Plan*

The following is an overview of the County's 2005 Capital Improvement budget and the Five-year projected Capital Improvement Plan. The Capital Improvement Program is developed and updated on an annual basis for both project costs and funding sources. Along with the development of the Capital Improvement Program an annual Debt Affordability Analysis is performed to link operating, capital, and long-term financial planning.

The Capital Improvement Program is flexible, and is reviewed and revised each year. As each project in the Capital Improvement Program is completed, the rest of the program is evaluated. 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.

### Development of the Capital Improvement Program

The Capital Improvement Program provides a comprehensive approach to planning and impacts all facets of County operations. From the time the CIP's initial annual review is begun in October of each fiscal year through its adoption in June, 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 annual review and amendment of the Capital Improvement Program is developed from project submissions presented by the departments and agencies. These submissions are presented on project forms developed and distributed by the County's Department of Budget and Finance. The forms require a project description, an expenditure schedule that details costs by type, and a funding schedule that identifies the source of funding of each project. After the departments return these forms, the Capital Improvement Program Committee then reviews the project submissions. These submissions are organized by the committee in a manner in which the Board of County Commissioners can review each project. The committee is comprised of the County Administrator, the Director of Budget and Finance, the Director of Planning, and the Director of Public Works.

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

### Capital Project Definition

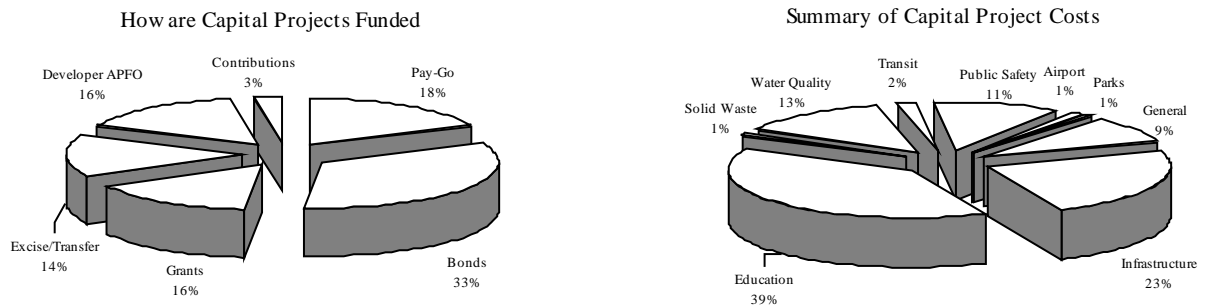
Capital assets include land, improvements to land, easements, buildings, building improvements, vehicles, machinery, large equipment, infrastructure, and all other tangible and intangible assets that are used in operations and that have initial useful lives extending beyond a two-year reporting period. Assets not meeting the criteria below are budgeted as capital outlay in the operating budget

Capital assets within the Capital Improvements Program become eligible for inclusion when the project supports or improves infrastructure needs and or the productive capacity of the County. Projects included must also meet one or more of the following criteria:

- Projects requiring funding that extend beyond a one-year period.
- Systematic acquisitions over an extended time period to complete implementation of a major functional or operating system.
- Rehabilitation or replacement of governmental or agency facilities.
- Planning and feasibility studies that support the acquisition, construction, or improvement of the items mentioned above.
- Projects that require bond financing because of significant costs associated with acquisition or construction of the project.
- Grant funding that requires a project to be included in capital budget.

## Capital Improvement Program Overview

A graphic illustration of planned capital expenditures and revenues for fiscal year 2005 is shown below. An important consideration in the County Capital Improvement Program is the fiscal impact on the operating budget. The fiscal year 2005 Capital Improvement budget is funded mainly from general obligation bonds, pay-go funds, and developer based fees. The direct impact on the operating budgets is from the issuance of the general obligation bonds, which affect debt service costs. Total debt service costs for FY 2005 is approximately \$18 million.



## Capital Improvement Plan Funding Sources

Funding sources budgeted in the Capital Improvement Program are budgeted in the period in which they are anticipated to be received. Funding sources also include excess reserve carryovers on hand at the beginning of the fiscal year. All potential funding sources are sought when developing the Capital Improvement Plan to ensure that projects are funded with appropriate revenue streams and that certain revenues benefit specific projects and or users, as is the case with development fees. Other issues considered when funding the Capital Improvement Plan are the Debt Affordability Study, review of projects before issuance of debt, cash flow requirements of each project and the financial costs associated with each funding source. Sources of revenue that fund capital projects include general obligation debt, pay-go funds, developer fees, excise and transfer tax, grants, and contributions. General obligation bonds, pay-go funds, and grants are major revenue sources for the Capital Improvement Fund.

General Obligation Bonds are 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 determined was based on the County's Debt Affordability Guidelines, debt policies and future projects.

Pay-Go funds represent cash contributions from various operating funds for specific capital projects without a dedicated funding source. The FY 2005 amount is based on inflationary increases from FY 2004 and the minimum requirements in the County's financial policies.

Grants represent funding sources from Federal and State agencies for specific projects and are restrictive in nature. Grant funds are inconsistent from year-to-year and are not used as a base revenue stream.

Adequate Public Facilities Ordinance Fees are generated so that public facilities and services needed to support new development shall be available concurrently with the impacts of such new developments. Revenues were based on known development and pending future development plans.

Excise and Transfer Tax revenue accounts for the remainder of the funding sources. Excise tax is assessed on all new construction on a square footage basis, at a rate of \$.50 per square foot. Transfer Tax is based on recorded property transfers in the County, at a rate of .5%. Excise Tax is based on projected growth in building development and Transfer Tax is based on home sales and recordation activity.

## Six-year Capital Improvement Plan Summary

Project Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
General Government	5,995,615	6,822,956	4,881,315	1,966,529	4,874,128	1,130,000
Drainage	182,000	177,000	143,000	90,000	70,000	80,000
Road Improvement	5,708,727	7,093,466	4,203,500	6,388,000	2,556,356	7,835,644
Rail Crossing	84,000	141,000	20,000	146,000	189,000	297,000
Bridges	958,000	1,136,000	3,085,498	2,472,000	257,000	2,582,000
Parks & Recreation	216,740	503,111	280,000	390,556	235,000	105,556
Board of Education	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Hagerstown Community College	1,650,000	1,550,000	1,540,000	1,636,000	1,900,000	2,160,650
Solid Waste	257,000	136,000	4,902,743	427,257	0	3,890,000
Water Quality	4,035,000	1,690,000	600,000	2,045,000	5,110,000	1,480,000
Transportation	452,000	810,000	785,000	810,000	60,000	10,000
Airport	397,888	1,674,666	23,032,867	10,197,622	1,508,700	509,000
<b>Total</b>	<b>29,936,970</b>	<b>31,734,199</b>	<b>53,473,923</b>	<b>36,568,964</b>	<b>26,760,184</b>	<b>30,079,850</b>

Project Funding Source	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
General Fund	2,736,800	2,386,800	2,536,800	2,686,800	2,836,800	2,851,800
Capital Reserve Funds	1,740,750	2,500	0	0	0	0
Highway Fund	0	0	0	0	0	0
Utility Fund	610,000	340,000	250,000	465,000	350,000	200,000
Solid Waste Fund	0	0	0	0	0	0
Airport Fund	390,188	0	831,010	427,257	0	0
Bond Proceeds	10,000,000	10,000,000	10,000,000	9,374,712	7,574,915	10,000,000
Revenue Bond Proceeds	0	136,000	3,164,733			3,890,000
Federal Grants	1,738,130	3,353,400	19,085,332	9,495,718	1,539,430	1,870,100
State Grants	2,919,902	754,033	7,641,548	3,454,977	3,294,539	1,003,450
Excise Tax	1,800,000	2,700,000	3,600,000	3,600,000	3,600,000	3,600,000
Transfer Tax	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
APFO Fees - Roads	2,916,200	2,478,466	544,500	1,144,500	544,500	544,500
APFO Fees - Schools	1,800,000	3,200,000	3,300,000	3,400,000	3,500,000	3,600,000
Contributions	785,000	3,883,000	20,000	20,000	1,020,000	20,000
<b>Total</b>	<b>29,936,970</b>	<b>31,734,199</b>	<b>53,473,923</b>	<b>36,568,964</b>	<b>26,760,184</b>	<b>30,079,850</b>

Capital Improvement Projects  
Fiscal Year 2005 Detail Project Summary

Project Name	Project Description	Project Budget
Contingency	A reserve to provide for emergency or unanticipated expenditures for all categories.	\$ 240,012
Bond Issuance Costs	Costs associated with the sale of bonds. The costs include fees for printing, financial advisor, bond counsel, discounts, and rating agency fees.	200,000
Court House Renovations	Removal of asbestos materials from work place areas. Renovate the basement, first, and second floors of the Court House Annex to provide additional space for the Clerk's Offices, a fifth Circuit Court Judge and support staff.	499,203
Technology Development & Upgrades	Major development and upgrades for the County's Financial Management and Human Resource Systems.	100,000
Renovate Emergency Services Offices	Renovate and expand the office for the Department of Emergency Services to include a new 911 call taking and fire/rescue dispatch operations room, emergency operations center, adequate administrative offices, training room for countywide emergency services and electrical/mechanical rooms to accommodate the new 911 telephone system and countywide radio system. This also allows for future consolidation of communication centers.	255,000
Boonsboro Branch Library	The project is a new 10,000 square foot county public library facility to replace the current 1,713 square foot library that is currently housed in an old bank building. The building will be designed to facilitate a 3,000 square foot expansion.	695,000
Communications System Replacement	Replace existing countywide radio communication equipment including fixed network, microwave components, and all mobile portable equipment. Locations include five tower sites. Emergency operations center, sheriffs' patrol facility, and all fire and rescue stations.	3,306,400
Ag Land Preservation	Funds used to fund an installment purchase type easement program where annual payments are made to landowners who have settled permanent land preservation easements with the County.	400,000
Parking Deck - City of Hagerstown	Contribution made to a local municipality for downtown improvement for additional parking.	300,000
Miscellaneous Drainage Sites	Drainage projects involving studies and construction on an as-need basis at various locations.	50,000
Nick Road Culvert Replacement	Replace failing culvert with new reinforced concrete pipe culvert and concrete end walls.	55,000

Project Name	Project Description	Project Budget
Lanes Run Culvert Replacement	Replace failing culvert with new reinforced concrete pipe culvert and concrete end walls.	\$ 77,000
Miscellaneous Road Improvement Projects	Numerous road improvements as the need arises to address smaller projects.	40,000
Miscellaneous Signal Projects	Traffic signal installation and/or repair of Countywide signals.	50,000
Pavement Maintenance	On-going Countywide pavement management program for County roads utilizing 1" – 1 1/2" bituminous concrete overlay, crack sealing, and placing slurry seal.	1,000,000
Newgate Boulevard	Continue construction of a new road (approximately 3500') from the point of termination by the developer north to US Route 40. Estimates are based on Final Alignment Report.	75,000
Maugans Avenue I	Upgrade roadway east of I-81 for capacity and safety improvements. Five-lane road section is assumed from I-81 to US Route 11.	2,891,200
Robinwood North	Realign Robinwood Drive between Hagerstown Community College and MD 64 in order to increase capacity and reduce congestion in the Robinwood community. Project will increase traffic safety.	1,000,000
Edgewood Drive @ US Route 40	Widen Edgewood Drive to a five lane urban section between Mt. Aetna and US Route 40. Reconstruct each leg of US Route 40 intersection. Includes major reconstruction of Edgewood Drive southern leg and additional signalization. Only County share is show. The road is State owned.	25,000
Marsh Pike/Longmeadow Road Intersection	Capacity enhancement at signalized intersection. Work includes additional turning lanes and traffic signal reconstruction.	525,000
Pavement Management System	Develop, implement, and maintain a pavement management system for the County roadway system. This system will be used throughout the County to enhance pavement maintenance decisions.	102,527
Wright Road	Improve approach roadway grade and alignment, install pavement markings and adequate signing, and clear sight distance restrictions. Railroad Crossing Report rating is 15.	84,000
Miscellaneous Bridge Projects	Repairs and engineering design as required. Most to be performed by County forces or bridge maintenance contract.	70,000
Marble Quarry Road Bridge W6081	Replace a deteriorated single lane steel stringer/wooden deck bridge.	50,000

Project Name	Project Description	Project Budget
Tollgate Ridge Road Bridge W0831	Bridge rehabilitation and reconstruction of approaches along with the construction of Ford Drive.	\$ 231,000
Broadfording Road Bridge W0821	Rehabilitate stone arch structure. Structure is eligible for the National Register of Historic Places. Rehabilitation will include concrete fill, traffic barrier upgrades, scour repair, repointing, and reconstruction of several portions of spandrel walls.	412,000
Toms Road Culverts 06/07	Replace deteriorated corrugated metal pipes (4) with new concrete pipes.	72,000
Indian Springs Road Bridge 15/09	Replace existing deteriorated single lane steel stringer structure with a precast concrete box culvert, two lanes.	111,000
Mills Road Culvert 01/06	Replace temporary culverts with permanent bridge.	12,000
Doubs Woods Park - Building/Restrooms	Extend water and sewer lines, install restrooms with shower facilities in the Maintenance Building and install restrooms in the Woodshop.	40,000
Ag Center - Activities Improvements	Build two sand volleyball courts and four horseshoe pits.	11,740
South Hagerstown High Track Resurfacing	Rehabilitation of South Hagerstown High track.	95,000
Tennis Courts	Overlay school tennis courts. Long-term lease on school facilities. Overlay tennis courts in County parks schedules FY 2005 – Clear Spring Park, Woodland Way Park, Hancock High School, Doubs Woods Park.	30,000
Tammany Park Development	Development phase of this project will consist of construction of basketball court, volleyball court, horseshoe pits, small picnic shelter, and playground equipment.	40,000
ADA Projects at Various Sites	Provide access to individuals with disabilities by modifying entrances, bathrooms, alarm systems, etc. This is an ongoing budget item used to address specific needs of individual students. Projects include various improvements at the Marshall Street Center, Boonsboro High School, and Greenbrier Elementary School, and lifts/ramps at Fountaindale Elementary School and Springfield Middle School.	100,000
Technology Wiring at Various Sites	Install computer network wiring and electrical upgrades at various schools. This includes data wiring at Emma K. Doub Elementary School in FY 2005 followed in subsequent years by Hancock Elementary School, Old Forge Elementary School, and Hickory Elementary School.	40,000

Project Name	Project Description	Project Budget
Maintenance Projects at Various Sites	Projects vary depending on the conditions, changing populations, safety, security, and utility requirements. The Comprehensive Maintenance Plan outlines specific projects over the next five years. Projects include driveway and parking lot resurfacing, lighting improvements and energy conservation, interior renovations, gym floors, and fire alarm systems. FY 2005 also includes a roof replacement at E. Russell Hicks Middle School.	\$ 518,000
Relocatable Classrooms at Various Sites	Move relocatable classrooms to sites to be determined. Three rooms available from Conococheague Elementary, and three at Maugansville Elementary are also available. FY 2005 includes the purchase of relocatable classrooms and associated sitework due to enrollment projections and changing needs.	300,000
Athletic Projects at Various Sites	Tennis courts, playing fields, running tracks, and exterior bleachers need repaired or replaced. For FY 2005, upgrades at Clear Spring High School, and North Hagerstown High School.	340,000
Systemic Projects at Various Sites	Future designated systemic projects including chillers, boilers, rooftop HVAC units, cooling towers, roof replacements. Systemic projects are eligible for matching State funding.	150,000
Pre-K & Kindergarten Relocatable Classrooms	Purchase and install relocatable classrooms to implement Full-Day Kindergarten and Pre-Kindergarten programs. Cost includes site work and utilities as well as furnishings. To be added according to the master plan and State requirements.	400,000
Salem Avenue Elementary Addition/Renovation	46,259 square feet of renovation with 25,190 square foot addition to 1951 constructed elementary school. New space will be for classrooms, a gymnasium, enlarged media center, office area, and specialty educational areas.	2,567,000
Maugansville Elementary - New School	Replace the existing Maugansville Elementary with a new school in the urban growth area. The existing school is in disrepair structurally, the site floods and cost of renovations is almost as high as replacing. State matching funds will be available.	5,585,000
Career Programs Building Renovation	Renovate existing spaces vacated as a result of the opening of the new Learning Resources Center/Multipurpose Building. These renovations will create new space that would offer the ability for new and expanded programs at very reasonable costs, including continuing education classes and support services. The expanded programs include Allied Health classes such as Nursing and Radiology.	1,650,000
Black Rock Creek Restoration	Remove the existing pond and restore the original stream channel through the area on Black Rock Creek adjacent to the Beaver Creek Country Club. Total project length will be approximately 1,000 linear feet.	194,000



Project Name	Project Description	Project Budget
Close Out Cap - Rubble fill	Design and construct close out cap for the Rubble Landfill. At this point in time it is not known if a gas collection system will be required. If so it will be a minimal passive system and should be included in the budget provided herein.	\$ 63,000
Sewer - Contingency	A budgetary reserve to provide for emergency or unanticipated expenditures.	25,000
Antietam Wastewater Treatment Plant - Facility Improvements	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.	30,000
Keedysville Pump Station Upgrade	Construct additional wet well capacity.	150,000
Sandy Hook Wastewater Treatment Plant Upgrade	Upgrade the biological process, filtration system, and odor control system to meet the National Pollution Discharge Elimination System (NPDES) permit requirements.	275,000
Conococheague Wastewater Treatment Plant - ENR Upgrades	Plan, design, and construct upgrades required to meet Maryland Department of the Environment (MDE) Enhanced Nutrient Removal (ENR) strategy.	150,000
Wright Road Pump Station Modification	Upgrade and modify pump station in accordance with Engineering Feasibility Study to accommodate the reduced operational requirements of this station.	80,000
Water - Contingency	A budgetary reserve to provide for emergency or unanticipated expenditures.	25,000
Sharpsburg Water Treatment Plant Upgrade	Upgrade and replace existing treatment train.	400,000
Mt. Aetna Water System - Replace Existing Reservoir	Replace existing reservoir with an above ground storage facility.	400,000
Pen Mar Water Project	Construction of a water distribution system including a water storage tower and appurtenances.	2,500,000
Small/Mid-size Buses	Replacement of small/mid-size fleet buses grant funded.	400,000
Shop Equipment/Vehicle Parts	FY 2005 through FY 2010 general maintenance shop equipment/tools and allowed asset vehicle repairs. FY 2005 included replacement of vehicle pressure washer.	15,000
Facilities	General facility improvements.	12,000
Transit System Bus Shelters	Relocation of downtown bus stop/purchase of bus shelters (5).	25,000

Project Name	Project Description	Project Budget
Terminal & Terminal Apron Modifications	Additional passenger holding area and terminal apron modifications.	\$ 390,188
DBE Program	The Disadvantaged Business Enterprise Program defines the participation of disadvantaged business during construction projects for airport assets.	7,700
		\$ 29,936,970



# General Fund

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- # General Fund Revenue Summary
  
  - # General Fund Revenue Detail
  
  - # General Fund Expenditure Summary
  
  - # General Fund expenditure Detail by Department and Agencies that include:
    - Functions
    - Accomplishments for Fiscal year 2004
    - Goals for Fiscal year 2005
    - Revenue sources and program expenditures
    - Staffing summaries
    - Budget ratios
-

*General Fund – Revenue Summary*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Property Tax	73,085,591	75,213,197	80,461,900	5,248,703	6.98%
Local Taxes	57,070,408	56,992,002	59,434,800	2,442,798	4.29%
Interest Earnings	1,018,081	796,000	763,000	(33,000)	(4.15%)
Charges for Services:					
Permits and Inspections	864,637	737,000	832,500	95,500	12.96%
Plumbing	137,266	156,000	154,000	(2,000)	(1.28%)
Planning	176,233	131,900	131,600	(300)	(.23%)
Parks and Recreation	286,878	274,750	273,750	(1,000)	(.36%)
Public Safety	1,048,316	1,302,495	1,428,942	126,447	9.71%
Other	1,245,082	976,820	1,158,500	181,680	18.60%
Grants for Operations	2,119,093	2,182,500	3,579,050	1,396,550	63.99%
<b>Total</b>	<b>137,051,585</b>	<b>138,762,664</b>	<b>148,218,042</b>	<b>9,455,378</b>	<b>6.81%</b>

General Fund Revenue Structure

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

Major revenue categories are Property Tax, Local Taxes, Interest Earnings, Charges for Services and Grants for Operations, which can be seen in the table above. Property Tax and Income Tax represent the two major revenue sources in the General Fund, as they comprise 89% or \$132 million of total General Fund revenues. Detail of the revenue sources and the underlying assumptions can be read on the following schedule

*General Fund – Major Revenue Categories*

Property Tax					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Real Estate Tax	61,426,300	63,743,025	69,165,300	5,422,275	8.51%
Corporate Personal Property Tax	12,283,117	12,013,672	12,013,600	(72)	0.00%
Interest on Property Taxes	353,679	325,000	315,000	(10,000)	(3.08%)
Payment in Lieu of Taxes	144,396	143,000	135,000	(8,000)	(5.59%)
Enterprise Tax Reimbursement	589,352	560,000	510,000	(50,000)	8.93%
Service Charge – Semi-Annual	131,753	200,000	140,000	(60,000)	(30.0%)
Tax Sale Penalty and Other Fees	19,017	21,000	21,000	0	0.00%
Enterprise Zone Tax Credit	(1,198,151)	(1,120,000)	(1,020,000)	100,000	8.93%
Homeowners Tax Credit	(2,023)	(205,000)	(375,000)	(170,000)	82.93%
Agricultural Tax Credit	(225,222)	(245,000)	(255,000)	(10,000)	(4.08%)
Historical Tax Credit	(5,085)	(6,500)	(5,000)	1,500	23.08%
Discount Allowed- Property Tax	(458,630)	(232,000)	(210,000)	22,000	9.48%
Federal Payment in Lieu of Taxes	27,088	16,000	27,000	11,000	68.75%
<b>Total</b>	<b>73,085,591</b>	<b>75,213,197</b>	<b>80,461,900</b>	<b>5,248,703</b>	<b>6.98%</b>

Property Tax is estimated at \$80.5 million for FY 2005 and is mainly generated from real estate and corporate personal property tax. Real Estate tax is assessed at \$.948 per \$100 of assessed value. Total assessed value increased 8.5% or \$5.4 million in FY 2005 based on the State Assessment Office.

Due to depreciating property and changes in utility property classification, corporate personal property is expected to remain flat even with the anticipated growth in the region as it develops.

Local Taxes					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Income Tax	47,303,407	50,216,439	51,528,300	1,311,861	2.61%
Disparity Grant	1,987,118	250,563	98,500	(152,063)	(60.69%)
Admissions and Amusement Tax	314,915	300,000	310,000	10,000	3.33%
Recordation Tax	6,487,863	5,300,000	6,500,000	1,200,000	22.64%
Trailer Tax	361,436	350,000	368,000	18,000	5.14%
Hotel-Motel Tax	615,669	575,000	630,000	55,000	9.57%
<b>Total</b>	<b>57,070,408</b>	<b>56,992,002</b>	<b>59,434,800</b>	<b>2,442,798</b>	<b>4.29%</b>

Local Taxes are projected to increase by \$2.4 million or 4.3% in FY 2005. The Local Income Tax rate is set at 2.8% of taxable income. Income and Recordation Tax account for 97% of this category. Income Tax was based on several factors including projected personal income trends, unemployment history, unemployment projections, job growth, State actions, and actual trends analysis. In the evaluation, a projected personal income growth of 4.5% was calculated using the estimated actual for FY2004. Any other known factors at that time were also adjusted through the calculation before final projections.

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. Also taken into consideration was the expected rise in interest rates, which could create a down turn in refinancing. Growth in both the residential and commercial markets is expected to continue within the area.

Interest Earnings					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Interest Income - Investments	782,311	500,000	500,000	0	0.0%
Interest Income – Repurchase	160,515	200,000	200,000	0	0.0%
Interest Income - Other	75,255	96,000	63,000	(33,000)	(34.38%)
<b>Total</b>	<b>1,018,081</b>	<b>796,000</b>	<b>763,000</b>	<b>(33,000)</b>	<b>(4.15%)</b>

Interest Earnings are expected to decrease slightly due to the reduction in Highway Sinking Bonds and decreases in the interest earnings on inter-agency loans.

Charges for Services – Permits and Inspections					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Miscellaneous Licenses	1,038	1,000	1,000	0	0.0%
Building Permits - Residential	326,466	300,000	315,000	15,000	5.00%
Building Permits - Commercial	66,835	75,000	110,000	35,000	46.67%
Municipal Fees	11,980	8,000	12,000	4,000	50.00%
Electrical Licenses Fees	82,300	5,000	5,500	500	10.00%
Electrical Permit - Residential	185,584	170,000	180,000	10,000	5.88%
Electrical Permit - Commercial	29,578	25,000	37,000	12,000	48.00%
HVAC - Residential	81,029	80,000	85,000	5,000	6.25%
HVAC - Commercial	9,680	8,000	12,000	4,000	50.00%
Other Permit Fees	70,147	65,000	75,000	10,000	15.38%
<b>Total</b>	<b>864,637</b>	<b>737,000</b>	<b>832,500</b>	<b>95,500</b>	<b>12.96%</b>

Permit and Inspection revenue is projected to increase by \$95,500 for FY 2005. Revenue assumes continued increases in home building within the area. This revenue category has seen steady increases for the past several years as more contractors continue to build.

Charges for Services – Plumbing					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Plumbing Licenses Fees	3,060	21,000	3,000	(18,000)	(85.71%)
Plumbing Permits - Residential	123,533	125,000	135,000	10,000	8.00%
Plumbing Permits - Commercial	10,673	10,000	16,000	6,000	60.00%
<b>Total</b>	<b>137,266</b>	<b>156,000</b>	<b>154,000</b>	<b>(2,000)</b>	<b>(1.28%)</b>

Fees are assessed for repairs and installation of plumbing in residential construction, which generate the largest portion of this category, plumbing permits, at \$135,000. Fees vary based on the type of permit being issued. The projected revenue is based on current actual and the anticipated construction trends for the future.

Charges for Services – Planning					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Zoning Appeals	22,825	18,000	18,000	0	0.0%
Digital Data Fees	10,290	5,000	5,000	0	0.0%
Rezoning	600	2,400	1,600	(800)	(33.33%)
Development Fees	104,526	90,000	90,000	0	0.0%
Other Planning Fees	2,051	2,500	2,000	(500)	(20.00%)
Reimbursed Expenses	35,941	14,000	15,000	1,000	7.14%
<b>Total</b>	<b>176,233</b>	<b>131,900</b>	<b>131,600</b>	<b>(300)</b>	<b>(.23%)</b>

Planning fees are projected to total \$131,600. The major revenue source in this category is development fees, which generates \$90,000. 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. Development activity is expected to remain level for FY 2005.

Charges for Services – Parks and Recreation					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
<b>Parks:</b>					
Sale of Wood	6,230	3,000	3,000	0	0.0%
Rental Fees	31,150	32,500	32,500	0	0.0%
Ball field Fees	6,930	6,000	6,000	0	0.0%
Ball field Lighting Fees	1,625	2,250	2,250	0	0.0%
Concession Stands	5,080	6,000	7,000	1,000	16.67%
Contributions	926	4,000	2,000	(2,000)	(50.00%)
<b>Martin L. Snook Pool:</b>					
Pool Fees	49,594	43,000	43,000	0	0.0%
Concession Fees	16,369	18,000	18,000	0	0.0%

Recreation:					
Program Fees	168,974	160,000	160,000	0	0.0%
Total	286,878	274,750	273,750	(1,000)	(.36%)

Parks and Recreation revenue are projected to produce \$273,750 for FY 2005. 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 and raise programs and are approximately \$32,000 and are based on the cost of the program. Rental fees are estimated at \$32,500 and are generated from pavilion usage. Pool fees are estimated at \$43,000 and are generated from the County owned pool, which is operated during summer months. All three revenue estimates were based on current revenue, normal weather patterns, and projected trends.

Charges for Services – Public Safety					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Sheriff – Judicial:					
Sheriff Fees	59,587	80,000	82,000	2,000	2.50%
Process Servers:					
Court Fees	0	0	185,242	185,242	100.0%
Sheriff – Patrol:					
Parking Violations	4,378	1,200	5,000	3,800	316.67%
District Court Fees	528	820	600	(220)	(26.83%)
Reimbursed Expenses	171,297	220,000	184,000	(36,000)	(16.36%)
Sheriff – Detention:					
Housing Federal Prisoners	52,833	125,000	20,000	(105,000)	(84.00%)
Housing State Prisoners	455,534	550,000	551,000	1,000	.18%
Home Detention Fees	49,748	50,000	60,000	10,000	20.00%
Prisoners Release Program Fees	57,890	80,000	80,000	0	0.0%
Alien Inmate Reimbursement	10,000	10,000	5,000	(5,000)	(50.00%)
Social Security Income	9,364	5,000	5,000	0	0.0%
Reimbursed Expenses	11,309	13,000	12,000	(1,000)	(7.69%)
Narcotics Task Force:					
Reimbursed Expenses	133,419	130,000	192,000	62,000	47.69%
911 – Communications:					
Alarm Termination Fee	152	375	500	125	33.33%
EMCS Salary Reimbursement	15,600	15,600	15,600	0	0.0%
Reimbursed Expenses	16,677	21,500	31,000	9,500	44.19%
Total	1,048,316	1,302,495	1,428,942	126,447	9.71%

Public Safety is projected to generate fees of \$1.4 million for FY 2005. State Prisoners revenue is the largest single revenue source in this category at \$551,000. This revenue is generated from housing inmates sentenced to the Division of Corrections pending their transfer, based on a per diem amount and other miscellaneous income. The revenue estimate is based on an average number of prisoners and the prior year per diem.



Charges for Services – Other					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
States Attorney:					
Reimbursed Expense	0	200	0	(200)	(100.0%)
Circuit Court:					
Reimbursed Expense	122,284	179,000	185,000	6,000	3.35%
Animal Control:					
Animal Licenses	18,609	24,000	18,000	(6,000)	(25.00%)
Gaming:					
Licenses	32,795	33,000	35,000	2,000	6.06%
Stickers	97,996	105,000	95,000	(10,000)	(9.52%)
Fines	0	11,800	10,000	(1,800)	(15.25%)
Video Games - Licenses	29,909	31,000	50,000	19,000	61.29%
Bingo Licensing Fees	2,016	3,000	2,000	(1,000)	(33.33%)
Purchasing:					
Sale of Publications	2,210	2,500	2,500	0	0.0%
Engineering:					
Reimbursed Expense	75,811	4,000	15,000	11,000	275.0%
Review Fees	0	50,000	275,000	225,000	450.0%
Weed Control:					
Weed Control Fees	42,699	35,000	40,000	5,000	14.29%
General:					
Gain/Loss- Sale of Asset	406,601	100,000	100,000	0	0.0%
Telephone Commission	498	720	700	(20)	(2.78%)
Rental - Building	188,789	247,100	179,500	(67,600)	(27.36%)
Lease – Shell Building	138,824	138,800	138,800	0	0.0%
Reimburse Administrative	28,794	11,500	12,000	500	4.35%
Election Filing Fees	1,454	200	0	(200)	(100.0%)
Miscellaneous	15,053	0	0	0	0.0%
Sheriff Auxiliary	40,740	0	0	0	0.0%
<b>Total</b>	<b>1,245,082</b>	<b>976,820</b>	<b>1,158,500</b>	<b>181,680</b>	<b>18.60%</b>

Other Charges for Services accounts for fees generally related to general operational costs or minor categories and are small in nature. The major revenue sources in this section are review fees and reimbursed expenses for the courts. The fee structure for review fees varies widely depending upon the type and size of development under consideration. The projection shown is based on the new fee schedule and anticipated development. Reimbursed expenses for the court system represents (1) reimbursement from the State of Maryland for jurors, based on the number of days and (2) Standing Master's salary and fringe benefit costs.

Grants for Operations					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Judicial - Nonsupport	0	87,000	96,000	9,000	10.34%
Patrol:					
State Aid for Police	550,642	550,000	537,550	(12,450)	(2.26%)
US Dept. of Justice COPS	0	270,000	225,000	(45,000)	(16.67%)
State:					
Alcoholic Beverage Licenses	3,000	5,000	6,000	1,000	20.00%
Trader's Licenses	225,500	200,000	200,000	0	0.0%
Court Costs and Fines	77,700	100,000	100,000	0	0.0%
Marriage Ceremony Fees	4,180	4,500	4,500	0	0.0%
911 Fees	594,893	846,000	885,000	39,000	4.61%
State Park Fees	85,812	55,000	65,000	10,000	18.18%
Marriage Licenses	56,570	65,000	60,000	(5,000)	(7.69%)
Other	520,796	0	0	0	0.0%
Unallocated Income Tax	0	0	1,400,000	1,400,000	100.0%
<b>Total</b>	<b>2,119,093</b>	<b>2,182,500</b>	<b>3,579,050</b>	<b>1,396,550</b>	<b>63.99%</b>

State Aid for Police, 911 Fees, and Unallocated Income Tax represent the three 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.

Unallocated Income Tax represents a one-time State distribution from the State Income Tax Reserve. The use of the \$1.4 million in the FY 2005 budget was used for one-time expenditures in the amount of \$729,000 and \$671,000 to cash reserves.

<b>GRAND TOTAL</b>	<b>137,051,585</b>	<b>138,762,664</b>	<b>148,218,042</b>	<b>9,455,378</b>	<b>6.81%</b>
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*General Fund – Expenditure Summary*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Education	80,016,352	83,116,131	87,760,500	4,644,359	5.59%
Public Safety	16,263,175	17,341,615	18,990,312	1,648,697	9.51%
Operating Transfers	7,485,796	7,537,922	8,613,943	1,076,021	14.27%
Courts	2,439,539	2,746,377	2,922,791	176,414	6.42%
Debt	11,181,073	11,509,258	11,503,333	(5,925)	(.05%)
State	2,731,388	2,840,456	2,872,438	31,982	1.13%
Non-Profit	1,303,869	1,415,105	1,440,500	25,395	1.79%
General Operations	5,243,499	5,204,421	6,554,715	1,350,294	25.95%
Planning/Permits	2,054,324	2,204,916	2,305,689	100,773	4.57%
Buildings	920,061	930,180	1,021,800	91,620	9.85%
Other	137,101	166,491	214,800	48,309	29.02%
Medical	15,069	17,400	17,400	0	0.0%
Public Works	1,168,611	1,295,710	1,400,715	105,005	8.10%
Parks & Recreation	1,722,571	1,861,682	1,969,106	107,424	5.77%
Economic Development	752,524	575,000	630,000	55,000	9.57%
<b>Total</b>	<b>133,434,952</b>	<b>138,762,664</b>	<b>148,218,042</b>	<b>9,455,378</b>	<b>6.81%</b>

General Fund expenditures are classified first by function or program, such as, education, public safety, courts, etc. This representation can be seen above, with the largest category being education, public safety, and debt service. You will see that total appropriations increased by 6.8% or \$9.5 million over FY 2004. Most of this growth was distributed for educational program needs and public safety cost requirements. Each category is shown in detail following this page.

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

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

*General Fund – Education*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Board of Education:					
Maintenance of Effort	70,142,854	74,006,468	77,886,468	3,880,000	5.24%
Other Funding	1,890,202	791,379	930,142	138,763	17.53%
School Health Nurses	1,722,876	1,791,791	1,941,791	150,000	8.37%
Hagerstown Community College	4,737,280	4,926,771	5,222,377	295,606	6.00%
MD School for the Blind	1,500	2,000	2,000	0	0.0%
Free Library	1,521,640	1,597,722	1,777,722	180,000	11.27%
Total	80,016,352	83,116,131	87,760,500	4,644,369	5.59%

*Board of Education – Maintenance of Effort*

Fund:	General Fund	Category:	Education
Program Code:	90000	Contact:	Dr. Elizabeth Morgan

Agency Function:

Washington County Public Schools is a countywide system serving almost 20,000 students in twenty-five elementary schools, seven middle schools, one middle-senior high school, six senior high schools, one outdoor education center, two special education centers, one technical high school, one early childhood center, one alternative learning academy, and one evening high school. In addition, two of the elementary schools offer magnet programs for gifted and talented education, and many high schools offer academies and signature programs.

Accomplishments in Fiscal Year 2004

- ✓ Increased the percentage of students who complete University of Maryland requirements from 51% to 55%
- ✓ Maintained drop out rate of below 3%
- ✓ Increased percentage of students taking SAT test to 55%
- ✓ Increased number of students taking AP tests; and the number of students scoring 3 or higher
- ✓ In the governor’s release of “Maryland’s Results for Child Well-Being 2004” Washington County was rated on of the top four Counties in Maryland. The report ranks schools in terms of child success in school.
- ✓ 23 of our 45 schools received the Maryland State Department of Education Assessment Recognition Award to include over \$50,000 in cash awards. The award is based on state-wide results that rank the top 25% of all state schools in terms of improvement and closing the gap between sub-groups.
- ✓ Expanded world language programs in K-12 schools: Greenbrier Elementary School, E Russel Hicks Middle School, Northern Middle School developed honors level language courses for all high schools to begin in 2004-2005.
- ✓ Expanded the programs for advanced students (merit, magnets, Quest, academies, and IB programs)
- ✓ The most recent High School assessments ranked WC Public Schools number 1 and 2 respectively in Algebra and Geometry
- ✓ Instituted electronic Board meetings to expand accessibility for stakeholders to Board issues, business, documents, and policies

Goals for Fiscal Year 2005

- ✓ To attain high achievement for all students
- ✓ To develop the highest quality staff
- ✓ To design and implement effective, efficient management systems and practices to improve the support to instruction
- ✓ To achieve a high level of staff, parent, family, community, and business involvement and satisfaction

Accomplishments in Fiscal Year 2004

- ✓ Established a Minority Student Achievement Taskforce to: advise on eliminating achievement gaps, reach out to members of the minority community, provide ideas and teaching strategies that could be of support to teachers in working with minority students
- ✓ Began implementation of a teacher career ladder to attract, motivate, and retain highly talented teachers
- ✓ Established a New Teacher Academy and teacher mentoring to support and retain new teachers

Goals for Fiscal Year 2005

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	70,142,854	74,006,468	77,886,468	3,880,000	5.24%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>70,142,854</b>	<b>74,006,468</b>	<b>77,886,468</b>	<b>3,880,000</b>	<b>5.24%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	70,142,854	74,006,468	77,886,468	3,880,000	5.24%
Capital Outlay					
<b>Total</b>	<b>70,142,854</b>	<b>74,006,468</b>	<b>77,886,468</b>	<b>3,880,000</b>	<b>5.24%</b>

**Summary of Maintenance of Effort Appropriations**

Fiscal Year	Maintenance of Effort Requirement	Local Funding	Excess of MOE Requirement
2003	68,521,364	70,142,854	1,621,490
2004	71,168,152	74,006,468	2,838,316
2005	75,578,214	77,886,468	2,308,254

**Composite Cost Per Pupil**

Fiscal Year	Budgeted Cost	Enrollment	Cost Per Pupil
2003	161,060,503	19,625	8,207
2004	172,279,972	19,884	8,664
2005	190,257,535 (estimate)	20,152 (projected)	9,441

**Budget Ratios**

Percent of Total General Fund Budgeted Expenditures



*Board of Education – Other Funding*

Fund:	General Fund	Category:	Education
Program Code:	90010,90011,90030,90035	Contact:	Dr. Elizabeth Morgan

Agency Function:

In addition to the Maintenance of Effort funding, the County also funds several other programs directly related to the Board of Education. They include One-time costs, Disparity Grant, Crossing Guards and the Judith Center.

One time cost funding is used to purchase capital items that are allowable according to the State Department of Education. The County and the Board agree upon what qualifies as a one time cost expenditure and then a letter is sent to the State for approval.

The disparity grants address the differences in the capacities or abilities of the counties to raise revenues from the local income tax. Counties with per capita local income tax revenue of less than 75% of state average receive grants, assuming all counties impose a 2.54% local income tax. Aid received by a county equals the dollar amount necessary to raise the county's per capita income tax revenues to 75% of state average. In FY03 Chapter 288 required \$11.9 million of the grant to be earmarked for increasing funds to public schools. In FY04 the budget for disparity grant was \$0. This was the result of several key items. The first is the disparity between the rich and poor narrowed for tax year 2001, secondly we saw a large decrease in the per capita income tax in the more affluent jurisdictions as Montgomery County's income fell for the first time ever. Finally we saw a slight increase in Washington County's per tax capita income revenue compared to the state's decrease in tax per capita income. All of these factors combined resulted in a substantial reduction in the county's disparity grant funding. Due to the County's sizeable increase in its per capita income tax revenue, the county almost became disqualified for the program in Fiscal Year 2004.

The Crossing Guard program plays an important role in the traffic safety program in Washington County. The primary duty of the guards is to supervise the safe crossing of school children at designated crossing areas.

The Judith Center funding provides funding of the salary of the manager of the Judith P. Hoyer Early Childhood Center at Bester Elementary School.

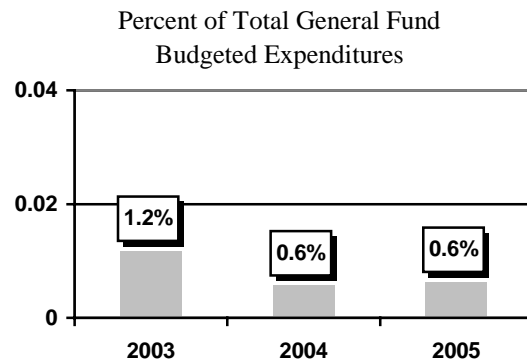
Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	1,890,202	791,379	930,142	138,763	17.53%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>1,890,202</b>	<b>791,379</b>	<b>930,142</b>	<b>138,763</b>	<b>17.53%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	1,890,202	791,379	930,142	138,763	17.53%
Capital Outlay					
<b>Total</b>	<b>1,890,202</b>	<b>791,379</b>	<b>930,142</b>	<b>138,763</b>	<b>17.53%</b>



Category Funding Breakdown					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
One Time Cost	767,741	540,000	660,000	120,000	22.22%
Disparity Grant	876,584				
Crossing Guards	200,877	206,379	218,794	12,415	6.02%
Judith Center	45,000	45,000	51,348	6,348	14.11%
Total	1,890,202	791,379	930,142	138,763	17.53%

Budget Ratios



*Board of Education – School Health*

Fund:	General Fund	Category:	Education
Program Code:	90020	Contact:	William Christoffel

Agency Function:

The Washington County Health Department manages the School Health Program. The School Health staff works in cooperation with Washington County Public School personnel as part of a multi-disciplinary team. The program promotes optimal learning opportunities for the students by supporting, maintaining and improving their physical, emotional, and mental health. Working from a cluster model, all 45 schools in the county, have a Health Assistant or a LPN staffing the health room. A cluster RN provides delegation supervision of the Health Assistants and LPN's. All staff is certified in CPR and first aid and are required to participate in continuous staff development. The Washington County School Health Program staff is committed to promoting wellness and providing the highest quality of student health services.

Accomplishments in Fiscal Year 2004

- ✓ Initiated tracking and monitoring of Pre-K, Kindergarten, and First grade students for compliance with House Bill 819, certification of lead testing
- ✓ Implemented an Asthma Education Program that was offered to 5<sup>th</sup> grade students at Fairview Outdoor School

Goals for Fiscal Year 2005

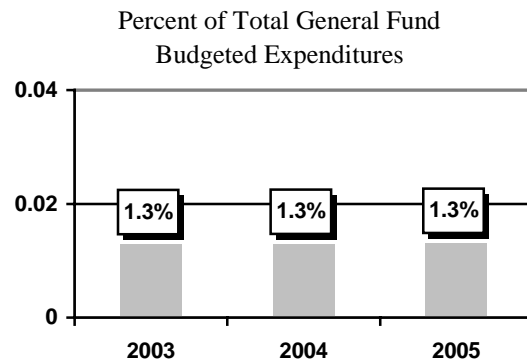
- ✓ Reduce the cost of substitutes coverage by shifting resources
- ✓ To continues to seek opportunities to provide health promotional information to students/teachers and parents in an effort to reduce the risk of chronic disease
- ✓ Train and educate the nurses to provide initial scoliosis screening to all 6<sup>th</sup>, 7<sup>th</sup>, and 8<sup>th</sup> grade students in Washington County

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	1,722,876	1,791,791	1,941,791	150,000	8.37%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	1,722,876	1,791,791	1,941,791	150,000	8.37%

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	1,722,876	1,791,791	1,941,791	150,000	8.37%
Capital Outlay					
Total	1,722,876	1,791,791	1,941,791	150,000	8.37%

Services Provided or Clients Served		
Programs	2003	2004
Number doses of medication administered	81,957	65,694
Number students taking medication	1,565	1,458
Number students received care for illness	61,902	63,783
Number students received care for injury	41,580	39,398
Number of home visits	160	187
Total	187,164	170,530

Budget Ratios



*Hagerstown Community College*

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

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Agency Function:

Hagerstown Community College strives to be a learner-centered, accessible, life-long learning institution dedicated to student and community success. The College will maintain a wide spectrum of college programs and services, with a special emphasis on teaching excellence as measured by verifiable student academic achievement.

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Accomplishments in Fiscal Year 2004

- ✓ Experienced significant enrollment growth
- ✓ Embraced and refined mission-based integrated planning, budgeting, and outcomes assessment model
- ✓ Implemented a shared campus governance model to enhance participative and timely decision making
- ✓ Conducted a self-study with participation from all constituent groups on campus as part of the reaccreditation process for the Commission on Higher Education – Middle States Association Develop
- ✓ Continued proactive enrollment management and marketing activities
- ✓ Completed the renovation of the former Administration Building into a comprehensive Administration and Student Affairs Building
- ✓ Renovated unused space at the Valley Mall into additional classrooms and offices
- ✓ Implemented instructional technology upgrades to on-campus classrooms as well as the Valley Mall Extension Center
- ✓ Implemented the “ESSENCE” Program (Early Support for Students to Enter College Education) which focuses on the development and expansion of college courses made available to high school students in Washington County who are ready and motivated to earn college credit while still in high school
- ✓ Established the Job Training Institute (JTI) to meet the needs of underserved populations by providing short term training leading to immediate employment, as well as opportunities for further education

Goals for Fiscal Year 2005

- ✓ Successfully complete Middle States Self-Study and further improve the College’s outcomes assessment work
- ✓ Further develop new credit programs in technology, computer studies, business, and health occupations while providing support to maintain adequate enrollments in current programs
- ✓ Update the Facilities Master Plan and complete the planning for the renovation of the Career Programs Building
- ✓ Develop and strengthen partnership possibilities with the developing University of Maryland – Hagerstown, the new hospital, and the WC Public Schools
- ✓ Fully implement the new shared governance model
- ✓ Increase technology applications in a cost-effective manner

Accomplishments in Fiscal Year 2004

- ✓ Began to offer Adult Basic Education (ABE), General Education Development (GED), and External Diploma Program (EDP) when programs moved from Washington County Public Schools
- ✓ Improved the master class schedule process, emphasizing student centered needs
- ✓ Implemented web registration for credit courses

Goals for Fiscal Year 2005

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	4,737,280	4,926,771	5,222,377	295,606	6.00%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>4,737,280</b>	<b>4,926,771</b>	<b>5,222,377</b>	<b>295,606</b>	<b>6.00%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	4,737,280	4,926,771	5,222,377	295,606	6.00%
Capital Outlay					
<b>Total</b>	<b>4,737,280</b>	<b>4,926,771</b>	<b>5,222,377</b>	<b>295,606</b>	<b>6.00%</b>

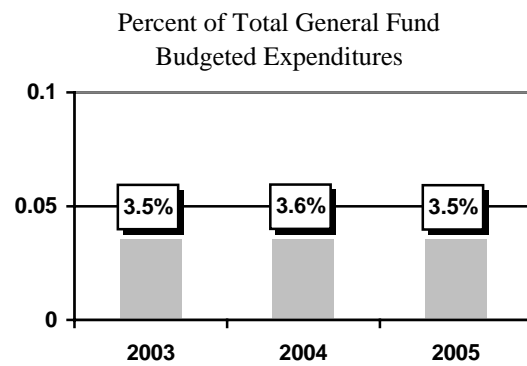
Services Provided or Clients Served			
Programs	2003	2004	Projected 2005
Students served:			
Credit	4,389	4,361*	5,385**
Non-Credit	10,088	10,648*	10,717**
<b>Total</b>	<b>14,477</b>	<b>15,009*</b>	<b>16,102**</b>

\* Final annual enrollment still not accurate

\*\* Projections

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Budget Ratios



*Maryland School for the Blind*

Fund:	General Fund	Category:	Education
Program Code:	90050	Contact:	David Evans

Agency Function:

The Maryland School for the Blind educates children and youth with visual impairments, including those with multiple disabilities for functional independence.

Accomplishments in Fiscal Year 2005

Not Provided

Goals for Fiscal Year 2004

Not Provided

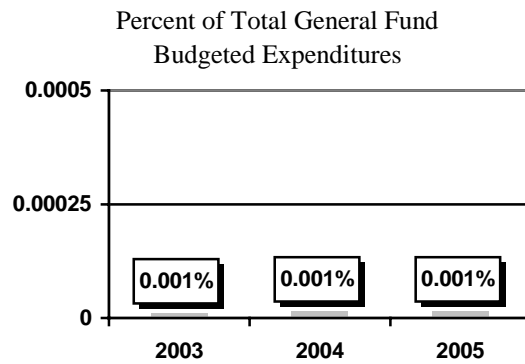
Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	1,500	2,000	2,000	0	0.0%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>1,500</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>	<b>0.0%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	1,500	2,000	2,000	0	0.0%
Capital Outlay					
<b>Total</b>	<b>1,500</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>	<b>0.0%</b>

Services Provided or Clients Served			
Programs	2003	2004	2005
Not Provided			

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Budget Ratios





*Washington County Free Library*

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

Agency Function:

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

Accomplishments in Fiscal Year 2004

- ✓ Circulated close to 1,000,000 library materials
- ✓ Answered 120,000 research and reference questions
- ✓ Registered 4,000 new borrowers
- ✓ Served 18,266 children and adults through programs
- ✓ 305,346 library visits to branches, bookmobile and central library
- ✓ 26,763 public access workstation users

Goals for Fiscal Year 2005

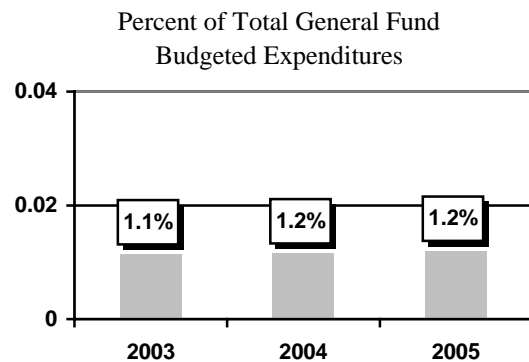
- ✓ Residents in Washington County will be able to get answers to their questions on topics related to work, school, and personal life
- ✓ Adults, young adults, and children will have ready access to materials that inform, entertain, inspire, and enrich their lives
- ✓ Adults in Washington County will know how to find, evaluate, and effectively use information
- ✓ Washington County students will have the information they need to support their curriculum and help them attain their educational goals
- ✓ Children, the future leaders of Washington County, will be encouraged to develop a love of reading, learning, and libraries

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	1,521,640	1,597,722	1,777,722	180,000	11.27%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>1,521,640</b>	<b>1,597,722</b>	<b>1,777,722</b>	<b>180,000</b>	<b>11.27%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	1,521,640	1,597,722	1,777,722	180,000	11.27%
Capital Outlay					
Total	1,521,640	1,597,722	1,777,722	180,000	11.27%

Services Provided or Clients Served		
Programs	2003	2004
Circulation of library materials	896,159	916,705
Children's Story Hours and Informational Programs for Adults	18,543	18,266
Registration of new borrowers	4,955	4,000
Reference questions answered	111,780	120,000
Number of computer center users	34,072	26,763

Budget Ratios



*General Fund – Public Safety*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Judicial	838,078	906,020	965,820	59,800	6.60%
Process Servers			165,242	165,242	100.0%
Patrol	4,520,256	4,825,220	5,347,765	522,545	10.83%
Detention Center	6,917,372	7,131,058	7,565,351	434,293	6.09%
Narcotics Task Force	311,572	331,064	412,577	81,513	24.62%
Civil Air Patrol	3,395	3,395	3,395	0	0.0%
Fire & Rescue Association	2,171,961	2,461,015	2,674,057	213,042	8.66%
Air Unit	16,852	17,700	18,200	500	2.82%
Special Operations	153,457	135,160	144,850	9,690	7.17%
911 – Communications	1,092,091	1,255,274	1,388,775	133,501	10.64%
Emergency Management	18,333	24,350	61,280	36,930	151.66%
Communications Maintenance	219,808	251,359	243,000	(8,359)	(3.33%)
<b>Total</b>	<b>16,263,175</b>	<b>17,341,615</b>	<b>18,990,312</b>	<b>1,648,697</b>	<b>9.51%</b>

*Sheriff – Judicial*

Fund:	General Fund	Category:	Public Safety
Program Code:	11300	Contact:	Sheriff Charles Mades

Departmental Function:

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

Accomplishments in Fiscal Year 2004

- ✓ Non-Est rate (Unserved Summons) is less than 5 percent and is one of the best in the State
- ✓ Assisted in the development of a security plan for renovation of Circuit Courthouse

Goals for Fiscal Year 2005

- ✓ Continuation of low Non-Est rate
- ✓ Establishment of a successful District Court Civil Process Server Program
- ✓ Develop a better rapport with the Department of Juvenile Services
- ✓ Maintain a secure facility at the Circuit Courthouse during the renovation work

Funding Sources

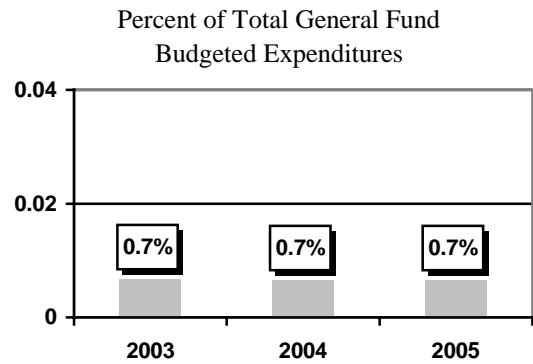
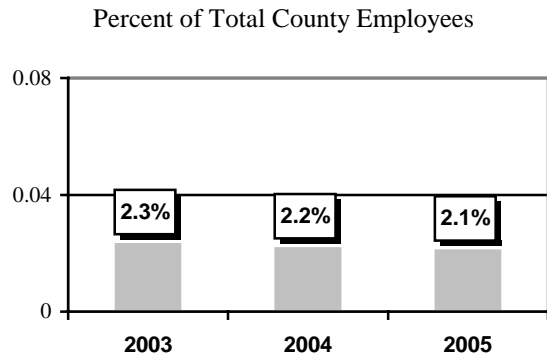
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	753,178	739,020	787,820	48,800	6.60%
Grants/Intergovernmental		87,000	96,000	9,000	10.34%
Fees/Charges	84,900	80,000	82,000	2,000	2.50%
<b>Total</b>	<b>838,078</b>	<b>906,020</b>	<b>965,820</b>	<b>59,800</b>	<b>6.60%</b>

Program Expenditures

Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	779,661	846,310	896,935	50,625	5.98%
Operating	51,428	59,710	49,640	(10,070)	(16.86%)
Capital Outlay	6,989		19,245	19,245	100.0%
<b>Total</b>	<b>838,078</b>	<b>906,020</b>	<b>965,820</b>	<b>59,800</b>	<b>6.60%</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Lieutenant	1	1	1
Corporal	2	3	3
Deputy First Class	9	8	8
Deputy	1		
Senior Office Associates	2	2	2
Guards	3	3	3
<b>Total</b>	<b>18</b>	<b>17</b>	<b>17</b>

Budget Ratios



*Process Servers*

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

Departmental Function:

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

Accomplishments in Fiscal Year 2004

Goals for Fiscal Year 2005

- ✓ Establishment of a successful District Court Civil Process Server Program

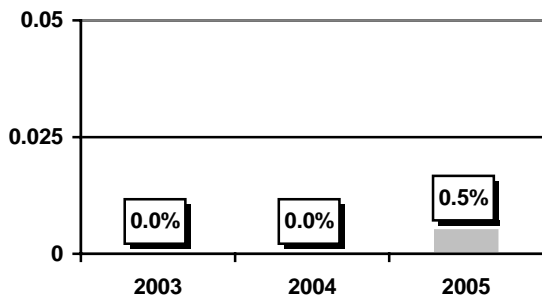
Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support					
Grants/Intergovernmental					
Fees/Charges			185,242	185,242	100.00%
<b>Total</b>			<b>185,242</b>	<b>185,242</b>	<b>100.00%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits			148,592	148,592	100.00%
Operating			14,150	14,150	100.00%
Capital Outlay			2,500	2,500	100.00%
<b>Total</b>			<b>165,242</b>	<b>165,242</b>	<b>100.00%</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Office Associate			3
Process Server			1
Total			4

Budget Ratios

Percent of Total County Employees



Percent of Total General Fund Budgeted Expenditures



## *Sheriff – Patrol*

Fund:	General Fund	Category:	Public Safety
Program Code:	11310	Contact:	Sheriff Charles Mades

### Departmental Function:

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

#### Accomplishments in Fiscal Year 2004

- ✓ Completed Workload Analysis and Resource Allocation Survey
- ✓ Installation of "Audiolog" Recording Device to digitally record radio/telephone systems

#### Goals for Fiscal Year 2005

- ✓ More efficient use of existing personnel with information gained through research in Workload Analysis
- ✓ Increase funding from Private, State, Federal grant sources
- ✓ Increase police presence in outlying municipalities via "Community Policing" concept
- ✓ Complete lighting of fiber connection to the Hagerstown Police Department

#### Funding Sources

Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	3,338,533	3,783,200	4,395,615	612,415	16.19%
Grants/Intergovernmental	550,642	820,000	762,550	(57,450)	(7.01%)
Fees/Charges	631,081	222,020	189,600	(32,420)	(14.60%)
<b>Total</b>	<b>4,520,256</b>	<b>4,825,220</b>	<b>5,347,765</b>	<b>522,545</b>	<b>10.83%</b>

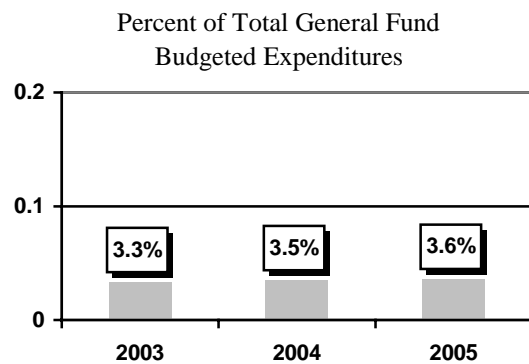
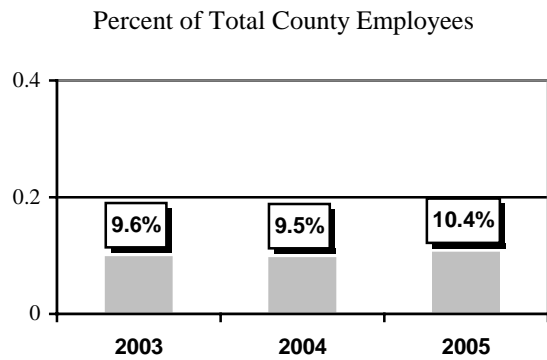
#### Program Expenditures

Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	3,891,247	4,376,520	4,669,015	292,495	6.68%
Operating	416,844	447,300	468,400	21,100	4.72%
Capital Outlay	212,165	1,400	210,350	208,950	149.25%
<b>Total</b>	<b>4,520,256</b>	<b>4,825,220</b>	<b>5,347,765</b>	<b>522,545</b>	<b>10.83%</b>



Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Sheriff	1	1	1
Captain	1	1	1
Lieutenant	1	1	1
First Sergeant	1	2	2
Sergeant	6	6	6
Corporal	7	10	10
Deputy First Class	34	29	29
Deputy	8	17	17
Office Manager	1	1	1
PCO II	1	1	1
PCO I	7	8	10
Record Coordinator	1		
Senior Office Associate	4	5	5
Vehicle/Equipment Mechanic	1	1	1
<b>Total</b>	<b>74</b>	<b>83</b>	<b>85</b>

Budget Ratios



## *Sheriff – Detention*

Fund:	General Fund	Category:	Public Safety
Program Code:	11320	Contact:	Sheriff Charles Mades

### Departmental Function:

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

#### Accomplishments in Fiscal Year 2004

- ✓ Installed new directional signs in Jail
- ✓ Implemented Pre-Trial Program
- ✓ Completed renovation of Administrative Office

#### Goals for Fiscal Year 2005

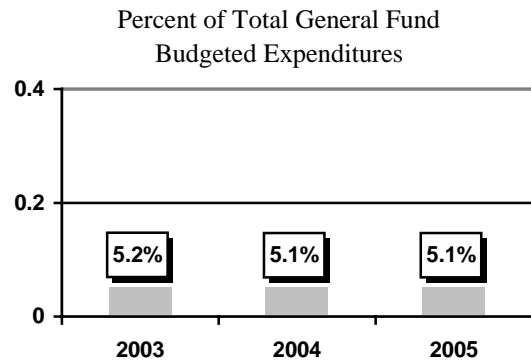
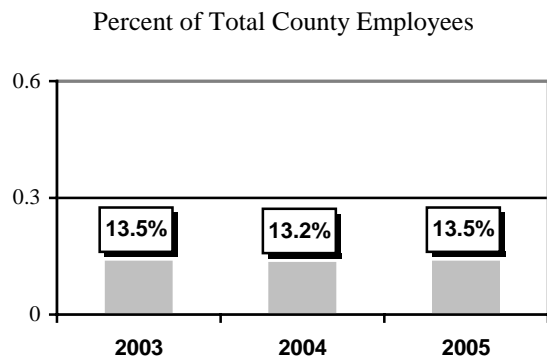
- ✓ Start preliminary work on Central Booking
- ✓ Upgrade the key control system
- ✓ Start preparation for the American Correctional Association audit

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	6,280,058	6,298,058	6,832,351	534,293	8.48%
Grants/Intergovernmental	508,367	675,000	571,000	(104,000)	15.41%
Fees/Charges	128,947	158,000	162,000	4,000	2.53%
<b>Total</b>	<b>6,917,372</b>	<b>7,131,058</b>	<b>7,565,351</b>	<b>434,293</b>	<b>6.09%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	4,947,521	5,174,384	5,493,606	319,222	6.17%
Operating	1,867,335	1,828,900	1,939,100	110,200	6.03%
Capital Outlay	102,516	127,774	132,645	4,871	3.81%
<b>Total</b>	<b>6,917,372</b>	<b>7,131,058</b>	<b>7,565,351</b>	<b>434,293</b>	<b>6.09%</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Warden	1	1	1
First Sergeant	1	2	2
Sergeant	4	4	4
Corporal	9	11	11
Deputy First Class	45	52	52
Deputy	29	26	29
Food Manager	1		
Classification Counselor	3	3	3
Senior Building Maintenance Mechanic	1	1	1
Building Maintenance Mechanic	2	2	2
Cook	4		
Senior Office Associate	4	4	4
Inmate Account Administrator	1	1	1
<b>Total</b>	<b>105</b>	<b>107</b>	<b>110</b>

Budget Ratios



## *Narcotics Task Force*

Fund:	General Fund	Category:	Public Safety
Program Code:	11330	Contact:	Sgt. Pete Lazich

### Departmental Function:

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

#### Accomplishments in Fiscal Year 2004

- ✓ Conducted a T-3 wire tap with very good results
- ✓ Upgraded our surveillance equipment
- ✓ Increased seizures utilizing intelligence gathering concerning drug dealers financial assets

#### Goals for Fiscal Year 2005

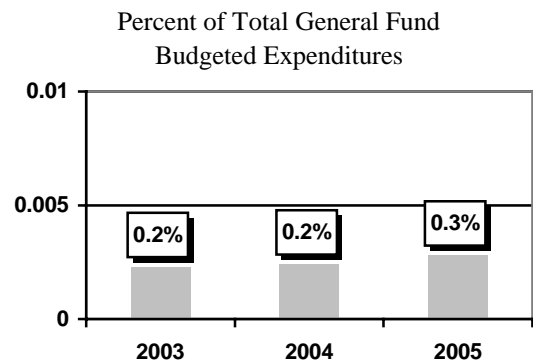
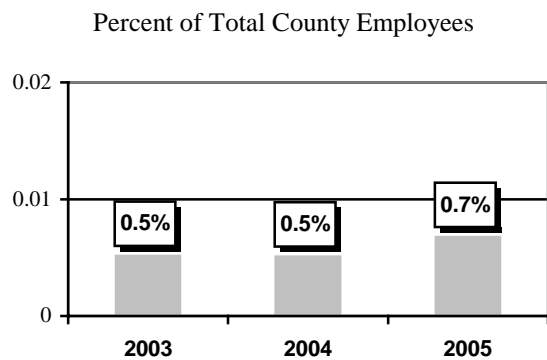
- ✓ Continue to target businesses that are acting as fronts for drug activity
- ✓ Target more “upper level” drug dealers
- ✓ Make additional efforts to install a T-1 data line into the task force
- ✓ Provide updated training to personnel
- ✓ Continue efforts in identifying “source of supplies”; those who are bringing the illegal drugs into Washington County

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	178,153	201,064	220,577	19,513	9.70%
Grants/Intergovernmental	133,419	130,000	192,000	62,000	47.69%
Fees/Charges					
<b>Total</b>	<b>311,572</b>	<b>331,064</b>	<b>412,577</b>	<b>81,513</b>	<b>24.62%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	159,886	170,130	246,597	76,467	44.95%
Operating	120,122	139,934	144,980	5,046	3.61%
Capital Outlay	31,564	21,000	21,000	0	0.0%
<b>Total</b>	<b>311,572</b>	<b>331,064</b>	<b>412,577</b>	<b>81,513</b>	<b>24.62%</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2004
Assistant States Attorney III	1	1	1
Assistant States Attorney II		1	1
Intelligence Analyst		1	1
Senior Office Associate	3	2	2
Office Associate Part time		.5	.5
<b>Total</b>	<b>4</b>	<b>5.5</b>	<b>5.5</b>

Budget Ratios



*Civil Air Patrol*

Fund:	General Fund	Category:	Public Safety
Program Code:	93110	Contact:	Barry McNew

Agency Function:

The Civil Air Patrol is an organization that teaches it's members, youths, and adults, leadership skills, organizational management, and search and rescue techniques. We also provide training in communications, financial control, aerospace education, administration, public relations and other fields.

Accomplishments in Fiscal Year 2004

Not Provided

Goals for Fiscal Year 2005

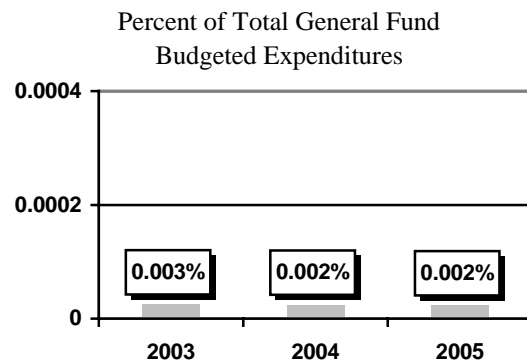
Not Provided

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	3,395	3,395	3,395	0	0.0%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>3,395</b>	<b>3,395</b>	<b>3,395</b>	<b>0</b>	<b>0.0%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	3,395	3,395	3,395	0	0.0%
Capital Outlay					
<b>Total</b>	<b>3,395</b>	<b>3,395</b>	<b>3,395</b>	<b>0</b>	<b>0.0%</b>

Services Provided Clients Served			
Programs	2003	2004	2005
Not Provided			

Budget Ratios



*Fire and Rescue Association*

Fund:	General Fund	Category:	Public Safety
Program Code:	93130	Contact:	Justin Baer

Agency Function:

The Association will strive to enhance the protection of life and properties by disseminating information regarding fire suppression, prevention, Emergency Medical Services (EMS), rescue and related subjects. Also, to cultivate fraternal fellowship among its members and to promote the best interest of the volunteer fire, EMS and rescue personnel of Washington County by coordinating and cooperating with the Department of Emergency Services and the Board of County Commissioners. The Association will represent the interest of volunteer fire, EMS and rescue personnel to the County, State and Federal Governments. Association members will serve in an advisory capacity to the Board of County Commissioners relating to Fire and Rescue Communications and emergency services in Washington County. The Association will provide financial assistance to authorized fire and rescue companies who provide fire and emergency services to the citizens of Washington County.

Accomplishments in Fiscal Year 2004

Not Provided

Goals for Fiscal Year 2005

Not Provided

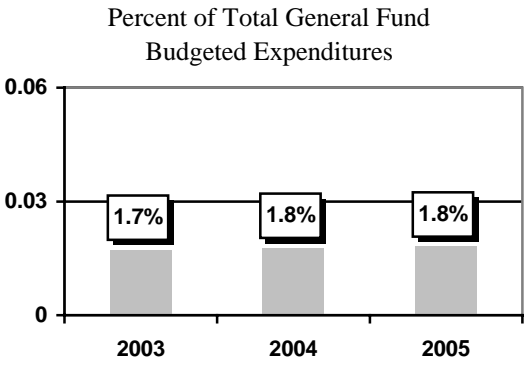
Funding Sources					
Category	2003 Actual	2004 Budget	2004 Budget	Change	
				\$	%
General Fund Support	2,171,961	2,461,015	2,674,057	213,042	8.66%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>2,171,961</b>	<b>2,461,015</b>	<b>2,674,057</b>	<b>213,042</b>	<b>8.66%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	2,171,961	2,461,015	2,674,057	213,042	8.66%
Capital Outlay					
<b>Total</b>	<b>2,171,961</b>	<b>2,461,015</b>	<b>2,674,057</b>	<b>213,042</b>	<b>8.66%</b>



Services Provided or Clients Served			
Programs	2003	2004	2005
Not Provided			
Total			

Budget Ratios



*Air Unit*

Fund:	General Fund	Category:	Public Safety
Program Code:	11420	Contact:	Joe Kroboth

Departmental Function:

This department provides vital support to the County's fire and rescue system by providing purified compressed breathing quality air to support firefighting and rescue operations. Volunteer personnel provide all services.

Accomplishments in Fiscal Year 2004

- ✓ Increased response workload by more than 10 percent, while maintaining budget levels consistent with previous years allocations.

Goals for Fiscal Year 2005

- ✓ Improve the communications alerting system for the volunteer members of the company.
- ✓ Update the apparatus replacement plan.

Funding Sources

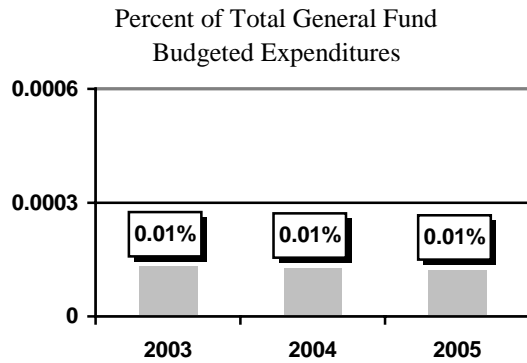
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	16,852	17,700	18,200	500	2.82%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>16,852</b>	<b>17,700</b>	<b>18,200</b>	<b>500</b>	<b>2.82%</b>

Program Expenditures

Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	16,852	17,700	18,200	500	2.82%
Capital Outlay					
<b>Total</b>	<b>16,852</b>	<b>17,700</b>	<b>18,200</b>	<b>500</b>	<b>2.82%</b>

Services Provided of Clients Served			
Programs	2003	2004	2005
Not Provided			

Budget Ratios



## *Special Operations*

Fund:	General Fund	Category:	Public Safety
Program Code:	11430	Contact:	Joe Kroboth

### Departmental Function:

This department provides specialized emergency support services to the fire and rescue companies in Washington County and serves as the field operations unit for community civil defense and emergency preparedness. This department also provides five primary emergency service functions. They are: structural and trench collapse rescue, confined space rescue and recovery, technical (high-angle rope rescue and rigging, swift water rescue, and response to hazardous material, biological, chemical and nuclear incidents).

#### Accomplishments in Fiscal Year 2004

- ✓ Completed and equipped the terrorism support response trailer.
- ✓ Provided terrorism, technical rescue and hazardous materials training to all members.
- ✓ Purchased structural firefighting and search and rescue personal protective clothing.
- ✓ Responded to a record number of emergency incidents.

#### Goals for Fiscal Year 2005

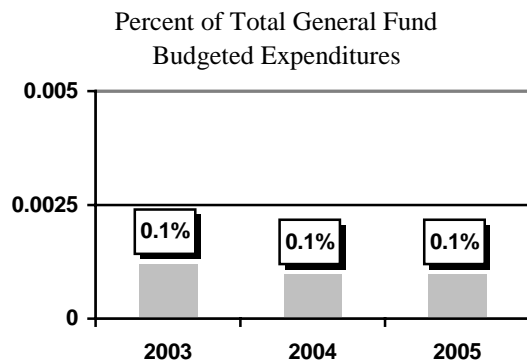
- ✓ Assist in the training of public employees and fire/rescue personnel for terrorism and hazardous materials response.
- ✓ Responded to a record number of emergency incidents
- ✓ Conduct structural collapse and technical rescue training for fire/rescue personnel.
- ✓ Increase biological/chemical agent detection capabilities.

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	153,457	135,160	144,850	9,690	7.17%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>153,457</b>	<b>135,160</b>	<b>144,850</b>	<b>9,690</b>	<b>7.17%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	95,592	135,160	120,850	(14,310)	(10.59%)
Capital Outlay	57,865		24,000	24,000	100.0%
<b>Total</b>	<b>153,457</b>	<b>135,160</b>	<b>144,850</b>	<b>9,690</b>	<b>7.17%</b>

Services Provided of Clients Served			
Programs	2003	2004	2005
Not Provided			

Budget Ratios



*911 – Communications*

Fund:	General Fund	Category:	Public Safety
Program Code:	11440	Contact:	Joe Kroboth

Departmental Function:

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

Accomplishments in Fiscal Year 2004

- ✓ Purchased emergency fire dispatch software and protocols.
- ✓ Added an Assistant Chief position to oversee training and quality assurance.
- ✓ Added an Office Associate to assist with administrative functions.
- ✓ Implemented Phase I enhanced wireless 911.
- ✓ Increased revenue stream through new 911 fee.
- ✓ Initiated the revision to the countywide communications manual and policies.

Goals for Fiscal Year 2005

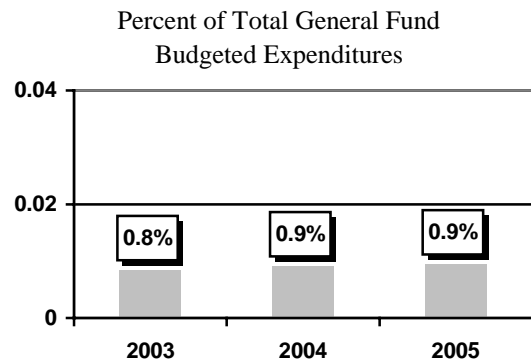
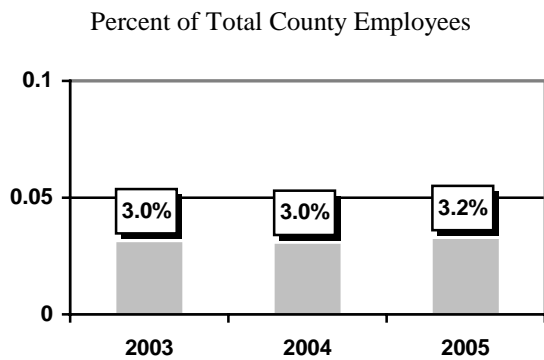
- ✓ Implement the use of emergency fire dispatch software & protocols.
- ✓ Implement Phase II wireless enhanced 911.
- ✓ Obtain State Funding for new computer telephony equipment.
- ✓ Hire additional Emergency Communications Specialist.
- ✓ Complete the selection and develop a plan for replacement of the public safety communications system.

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	464,769	371,799	456,675	84,876	22.83%
Grants/Intergovernmental	594,893	846,000	885,000	39,000	4.61%
Fees/Charges	32,429	37,475	47,100	9,625	25.68%
<b>Total</b>	<b>1,092,091</b>	<b>1,255,274</b>	<b>1,388,775</b>	<b>133,501</b>	<b>10.64%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	874,384	977,534	1,121,585	144,051	14.74%
Operating	215,665	250,240	264,190	13,950	5.57%
Capital Outlay	2,042	27,500	3,000	(24,500)	(89.09%)
<b>Total</b>	<b>1,092,091</b>	<b>1,255,274</b>	<b>1,388,775</b>	<b>133,501</b>	<b>10.64%</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Director F & R, Emergency Management	1	1	1
Assistant Chief Fire & Rescue		1	1
Emergency Planner		1	1
Deputy Chief – Communications		1	1
Emergency Communications Specialist	12	8	9
Assistant Chief Fire & Rescue	2		
Emergency Management Specialist	1	1	1
Chief of Communications		1	1
Emergency Communications Supervisor		4	4
PT Emergency Management Specialist	7	7	7
Senior Office Associate		1	1
<b>Total</b>	<b>23</b>	<b>26</b>	<b>27</b>

Budget Ratios



## *Emergency Management*

Fund:	General Fund	Category:	Public Safety
Program Code:	11530	Contact:	Joe Kroboth

### Departmental Function:

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

#### Accomplishments in Fiscal Year 2004

- ✓ Obtained grant funding and hired a full-time emergency planner.
- ✓ Completed and obtained County Commissioners approval of the Countywide Emergency Operations Plan.
- ✓ Developed and implemented a Citizens Emergency Response Training.
- ✓ Initiated a community pre-mitigation assessment plan.
- ✓ Upgraded the emergency alerting system technology.
- ✓ Created a Citizen's Corp. Council.
- ✓ Managed a Presidential declared emergency event, Hurricane Isabel, 09/19/03.

#### Goals for Fiscal Year 2005

- ✓ Complete and obtain the County Commissioner's approval of the pre-mitigation plan.
- ✓ Update and revise the Weapons of Mass Destruction Plan.
- ✓ Update and revise the Mass Casualty and Sheltering Plan.
- ✓ Conduct a countywide emergency exercise.
- ✓ Purchase terrorism preparedness equipment and supplies using grant funds.
- ✓ Expand the community outreach programs such as the home chemical safety program.

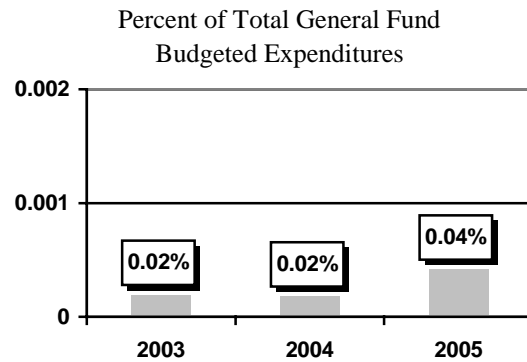
#### Funding Sources

Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	18,333	24,350	61,280	36,930	151.66%
Grants/Intergovernmental					
Fees/Charges					
Total	18,333	24,350	61,280	36,930	151.66%



Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	18,333	24,350	61,280	36,930	151.66%
Capital Outlay					
Total	18,333	24,350	61,280	36,930	151.66%

Budget Ratios



*911 – Communications*

Fund:	General Fund	Category:	Public Safety
Program Code:	11440	Contact:	Joe Kroboth

Departmental Function:

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

Accomplishments in Fiscal Year 2004

- ✓ Purchased emergency fire dispatch software and protocols.
- ✓ Added an Assistant Chief position to oversee training and quality assurance.
- ✓ Added an Office Associate to assist with administrative functions.
- ✓ Implemented Phase I enhanced wireless 911.
- ✓ Increased revenue stream through new 911 fee.
- ✓ Initiated the revision to the countywide communications manual and policies.

Goals for Fiscal Year 2005

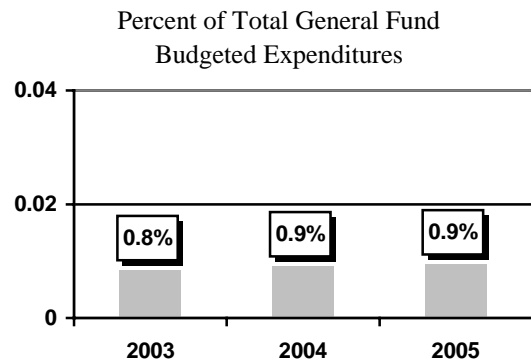
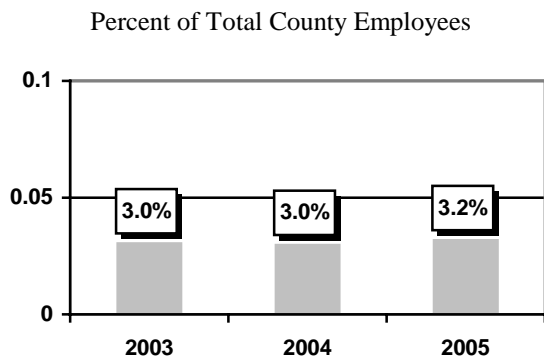
- ✓ Implement the use of emergency fire dispatch software & protocols.
- ✓ Implement Phase II wireless enhanced 911.
- ✓ Obtain State Funding for new computer telephony equipment.
- ✓ Hire additional Emergency Communications Specialist.
- ✓ Complete the selection and develop a plan for replacement of the public safety communications system.

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	464,769	371,799	456,675	84,876	22.83%
Grants/Intergovernmental	594,893	846,000	885,000	39,000	4.61%
Fees/Charges	32,429	37,475	47,100	9,625	25.68%
<b>Total</b>	<b>1,092,091</b>	<b>1,255,274</b>	<b>1,388,775</b>	<b>133,501</b>	<b>10.64%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	874,384	977,534	1,121,585	144,051	14.74%
Operating	215,665	250,240	264,190	13,950	5.57%
Capital Outlay	2,042	27,500	3,000	(24,500)	(89.09%)
<b>Total</b>	<b>1,092,091</b>	<b>1,255,274</b>	<b>1,388,775</b>	<b>133,501</b>	<b>10.64%</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Director F & R, Emergency Management	1	1	1
Assistant Chief Fire & Rescue		1	1
Emergency Planner		1	1
Deputy Chief – Communications		1	1
Emergency Communications Specialist	12	8	9
Assistant Chief Fire & Rescue	2		
Emergency Management Specialist	1	1	1
Chief of Communications		1	1
Emergency Communications Supervisor		4	4
PT Emergency Management Specialist	7	7	7
Senior Office Associate		1	1
<b>Total</b>	<b>23</b>	<b>26</b>	<b>27</b>

Budget Ratios



*General Fund – Operating Transfers*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Intergovernmental Transfers	1,160,430	1,263,543	1,458,543	195,000	15.43%
Interfund Transfers	6,325,366	6,274,379	7,155,400	881,021	14.04%
Total	7,485,796	7,537,922	8,613,943	1,076,021	14.27%

## Intergovernmental Transfers

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Fund:	General Fund	Category:	Operating Transfers
Program Code:	92000 and 92010	Contact:	Kimberly Edlund

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### Departmental Summary:

The intergovernmental transfers consist of two items, tax set-off and payments in lieu of bank shares. A property tax set-off enables the County to compensate municipalities for governmental services that municipalities provide in lieu of similar County programs. Payments in lieu of bank shares are made in accordance with Annotated Code of Maryland Article 25 which requires that each fiscal year the County shall pay to each incorporated municipality an amount of money equal to the amount received for fiscal year 1967-1968 by such municipality under 30(d) of former Article 81 of the Code of Maryland, relating to apportionment of shares of taxes on banks and finance corporations which the County no longer receives.

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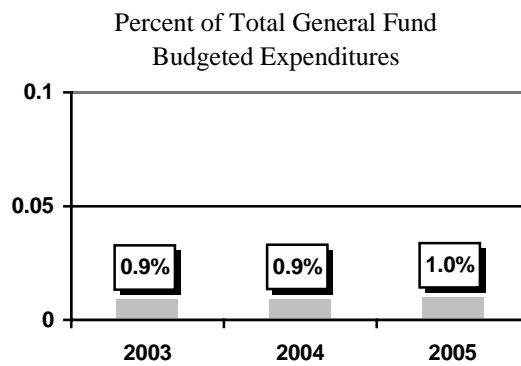
Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	1,160,430	1,263,543	1,458,543	195,000	15.43%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>1,160,430</b>	<b>1,263,543</b>	<b>1,458,543</b>	<b>195,000</b>	<b>15.43%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	1,160,430	1,263,543	1,458,543	195,000	15.43%
Capital Outlay					
<b>Total</b>	<b>1,160,430</b>	<b>1,263,543</b>	<b>1,458,543</b>	<b>195,000</b>	<b>15.43%</b>

Category Funding Breakdown					
Program	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Tax Set-Off	1,121,887	1,225,000	1,420,000	195,000	15.92%
Municipalities in Lieu	38,543	38,543	38,543	0	0.0%
<b>Total</b>	<b>1,160,430</b>	<b>1,263,543</b>	<b>1,458,543</b>	<b>195,000</b>	<b>15.43%</b>

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Budget Ratios



## *Interfund Transfers*

Fund:	General Fund	Category:	Operating Transfers
Program Code:	91021 - 91230	Contact:	Kimberly Edlund

### Departmental Summary:

The interfund transfers are related to an operational or capital support function.

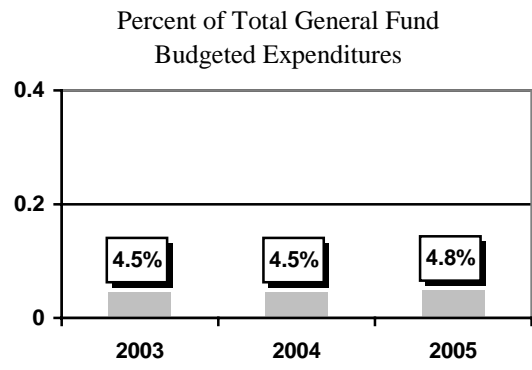
- Solid Waste is in support of closed site costs. Please refer to the Municipal Solid Waste Full Cost Accounting report.
- Water, Sewer, and Pretreatment relates to mandated laws that support debt and operational costs.
- Airport is in support of fire and marketing operations.
- Agricultural Education Center and the Community Partnership is in support of general operational costs.
- Capital Improvement are for pay-go funds.

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	6,325,366	6,274,379	7,155,400	881,021	14.04%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>6,325,366</b>	<b>6,274,379</b>	<b>7,155,400</b>	<b>881,021</b>	<b>14.04%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	6,325,366	6,274,379	7,155,400	881,021	14.04%
Capital Outlay					
<b>Total</b>	<b>6,325,366</b>	<b>6,274,379</b>	<b>7,155,400</b>	<b>881,021</b>	<b>14.04%</b>

Category Funding Breakdown					
Program	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Solid Waste	344,776	275,000	550,000	275,000	100.0%
Agricultural Ed Center	119,647	128,650	128,530	(120)	(.093%)
Community Partnership	124,583	129,879	118,590	(11,289)	(8.69%)
Water	332,400	357,400	357,400	0	0.0%
Sewer	2,437,600	2,412,600	2,412,600	0	0.0%
Pretreatment	350,000	350,000	350,000	0	0.0%
Transportation	347,850	417,345	406,480	(10,865)	(2.60%)
Airport	92,150	92,150	95,000	2,850	3.09%
Capital Improvement	2,176,360	2,111,355	2,736,800	625,445	29.62%
Total	6,325,366	6,274,379	7,155,400	881,021	14.04%

Budget Ratios





*General Fund – Courts*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Circuit Court	937,088	994,650	1,025,120	30,470	3.06%
Orphans Court	25,865	30,440	30,440	0	0.0%
States Attorney	1,476,586	1,721,287	1,867,231	145,944	8.48%
Total	2,439,539	2,746,377	2,922,791	176,414	6.42%

*Circuit Court*

Fund:	General Fund	Category:	Courts
Program Code:	10200	Contact:	Judge Fred Wright

Departmental Function:

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

Accomplishments in Fiscal Year 2004

- ✓ Using adopted Maryland Circuit Courts Time standards, Washington County continues to be the most efficient midsize Court in the State
- ✓ 98% of criminal cases met standard
- ✓ 100% of juvenile cases met standard
- ✓ 94% of civil cases met standard
- ✓ 96% of family law cases met standard

Goals for Fiscal Year 2005

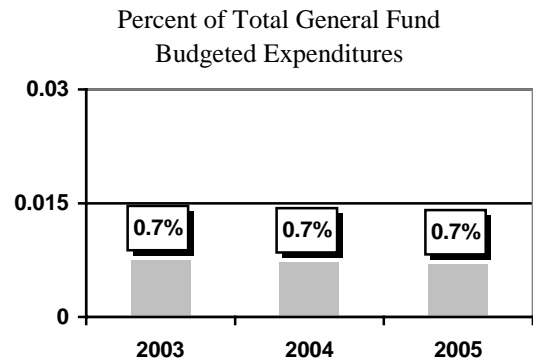
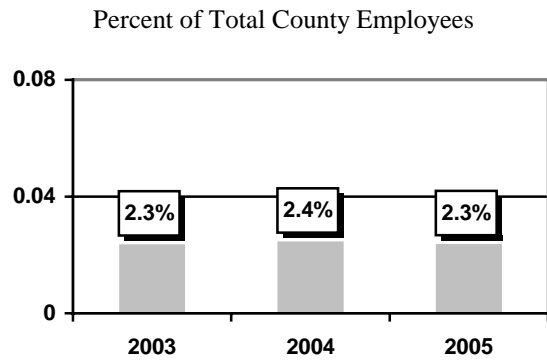
- ✓ Begin and complete Courthouse renovations so as to become the most efficient Circuit Court in the State, regardless of size; and to provide a safe and comfortable atmosphere for those persons requiring the services of the Court

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	814,803	815,650	840,120	24,470	3.00%
Grants/Intergovernmental	122,285	179,000	185,000	6,000	3.35%
Fees/Charges					
<b>Total</b>	<b>937,088</b>	<b>994,650</b>	<b>1,025,120</b>	<b>30,470</b>	<b>3.06%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	727,833	752,650	763,120	10,470	1.39%
Operating	209,255	242,000	242,000	0	0.0%
Capital Outlay			20,000	20,000	100.0%
<b>Total</b>	<b>937,088</b>	<b>994,650</b>	<b>1,025,120</b>	<b>30,470</b>	<b>3.06%</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Standing Master	1	1	1
Assignment Clerk/Jury Coordinator	1	1	1
Court Reporter	5	6	6
Legal Secretary	4	5	5
Office Associate IV	1		
Family Support Services Coordinator	1	1	1
Bailiff	3	3	3
Law Clerk	2	2	2
<b>Total</b>	<b>18</b>	<b>19</b>	<b>19</b>

Budget Ratios



*Orphans Court*

Fund:	General Fund	Category:	Courts
Program Code:	10210	Contact:	John Bloyer

Departmental Function:

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

Accomplishments in Fiscal Year 2004

Not Provided

Goals for Fiscal Year 2005

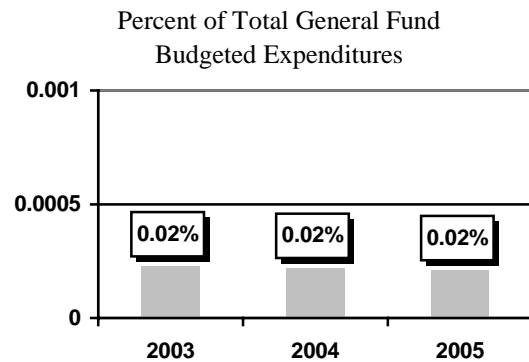
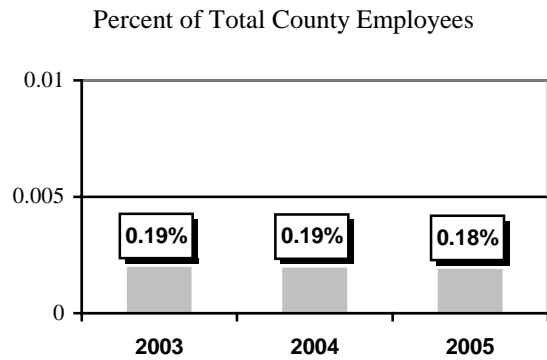
Not Provided

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	25,865	30,440	30,440	0	0.0%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>25,865</b>	<b>30,440</b>	<b>30,440</b>	<b>0</b>	<b>0.0%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	25,532	27,440	27,440	0	0.0%
Operating	333	3,000	3,000	0	0.0%
Capital Outlay					
<b>Total</b>	<b>25,865</b>	<b>30,440</b>	<b>30,440</b>	<b>0</b>	<b>0.0%</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Judge	1.5	1.5	1.5
Total	1.5	1.5	1.5

Budget Ratios



*States Attorney*

Fund:	General Fund	Category:	Courts
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 States Attorney's office frequently advise police officers in the course of criminal investigations.

Accomplishments in Fiscal Year 2004

- ✓ Initiated direct computer connection to Clerk of the Circuit Court database
- ✓ Initiated and implemented a two deputy state's attorney structure through legislation
- ✓ Completed grant application for violent crime assistant state's attorney and filled position
- ✓ Finalized updated policy for cases to be considered for diversion

Goals for Fiscal Year 2005

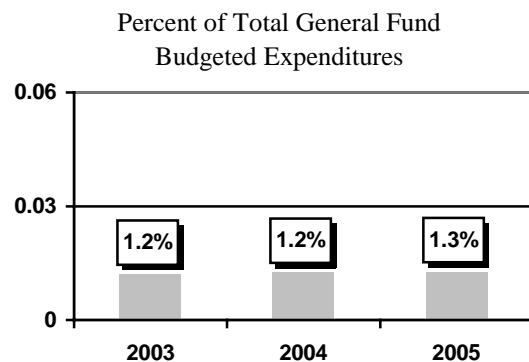
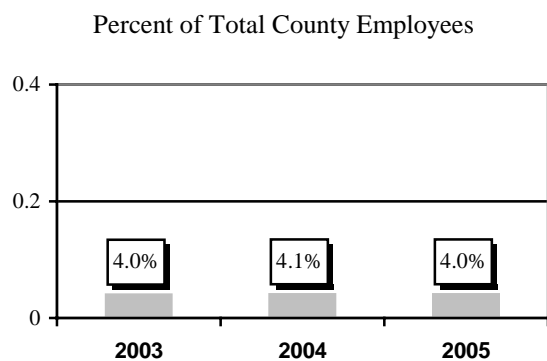
- ✓ Purchase and install updated case management system and migrate data to new database
- ✓ Interview and appoint second deputy state's attorney
- ✓ Develop and implement increased usages for violent crime attorney
- ✓ Reduce paper back-logs through utilization of new support staff positions

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	1,476,586	1,721,087	1,867,231	146,144	8.49%
Grants/Intergovernmental		200	0	(200)	(100.0%)
Fees/Charges					
<b>Total</b>	<b>1,476,586</b>	<b>1,721,287</b>	<b>1,867,231</b>	<b>145,944</b>	<b>8.48%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	1,399,134	1,623,412	1,739,931	116,519	7.18%
Operating	77,452	97,875	101,300	3,425	3.50%
Capital Outlay			26,000	26,000	100.0%
<b>Total</b>	<b>1,476,586</b>	<b>1,721,287</b>	<b>1,867,231</b>	<b>145,944</b>	<b>8.48%</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
States Attorney	1	1	1
Deputy States Attorney	1	1	2
Assistant States Attorney III	2	2	2
Assistant States Attorney II	5	4	4
Assistant States Attorney I	1	1	1
Victim/Witness Unit Director	1	1	1
Victim/Witness Coordinator	1	1	1
DVSA Victim/Witness Assistant	1		
Diversion Alternative Coordinator	1	1	1
Juvenile Court Witness Coordinator	1	1	1
Senior Investigator	1	1	1
Investigator	2	1	1
Caseworker	2	2	2
Office Manager	1	1	1
Legal Secretary	1		
Senior Office Associate			12
Office Associate III	7	10	
Work Crew Supervisor	.5	1	1
Part Time Attorney	1.5	1	1
<b>Total</b>	<b>31</b>	<b>30</b>	<b>33</b>

Budget Ratios



*General Fund – Debt*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Debt Service	11,181,073	11,509,258	11,503,333	(5,925)	(.05%)
Total	11,181,073	11,509,258	11,503,333	(5,925)	(.05%)



## *Debt Service*

Fund:	General Fund	Category:	Debt
Program Code:	12700	Contact:	Dawn Barnes

### Departmental Function:

The funding in this budget is for the principal and interest the County pays on long-term debt. The County uses an analysis of the debt affordability to determine the appropriate level of debt to prevent revenue from being burdened by an unmanageable debt service payment and to protect the County's bond rating. Two firms rate the County yearly. The Standard and Poors rating is A+ and the Moody's rating is A1.

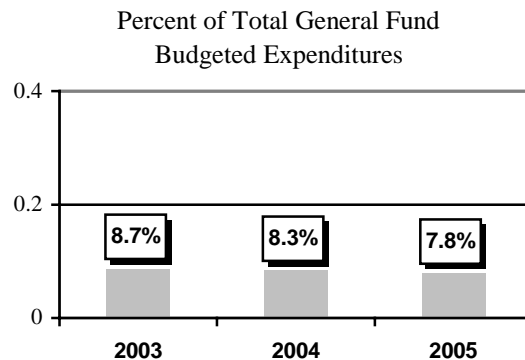
### Funding Sources

Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	11,181,073	11,509,258	11,503,333	(5,925)	(.05%)
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>11,181,073</b>	<b>11,509,258</b>	<b>11,503,333</b>	<b>(5,925)</b>	<b>(.05%)</b>

### Program Expenditures

Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	11,181,073	11,509,258	11,503,333	(5,925)	(.05%)
Capital Outlay					
<b>Total</b>	<b>11,181,073</b>	<b>11,509,258</b>	<b>11,503,333</b>	<b>(5,925)</b>	<b>(.05%)</b>

### Budget Ratios



*General Fund – State Functions*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Health Department	1,802,474	1,806,167	1,802,477	(3,690)	(.20%)
Social Services	147,069	151,569	154,569	3,000	1.98%
Agricultural Extension Service	208,761	208,388	213,207	4,819	2.31%
Election Board	473,692	552,530	578,295	25,765	4.66%
Soil Conservation	42,602	42,602	43,880	1,278	3.00%
Weed Control	49,550	44,200	45,010	810	1.83%
Gypsy Moth	7,240	35,000	35,000	0	0.0%
<b>Total</b>	<b>2,731,388</b>	<b>2,840,456</b>	<b>2,872,438</b>	<b>31,982</b>	<b>1.13%</b>

## *Health Department*

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Fund:	General Fund	Category:	State
Program Code:	94000	Contact:	William Christoffel

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### 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 are 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.

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#### Accomplishments in Fiscal Year 2004

- ✓ Implementation of clinic services for Hope IV Community (Elgin Station)
- ✓ Implementation of the pediatric dental project
- ✓ Maintained fiscal soundness of the department while incurring a reduction in funding
- ✓ Communicable Disease Outbreak monitoring continues with large outbreak associated with Greenbrier State Park
- ✓ Acquired additional space at CAMEO House for expansion of children services in cooperation with Western Maryland Hospital
- ✓ Participated in Emergency Preparedness Drill for Strategic National Stockpile
- ✓ Fahrney Keedy installed scrubber eliminating offensive odors for the surrounding public
- ✓ Increased public awareness for proper care of septic and well systems for new homeowners
- ✓ Increase enrollment in Maryland Children's Health Insurance Program by greater than 1,000

#### Goals for Fiscal Year 2005

- ✓ Relocate Women Infant and Children to more accessible centrally located facility
- ✓ Consolidate Chronic Renal Failure functions with the Health Department
- ✓ Implement a community-based teen pregnancy prevention project at North High, Northern Middle, and Western Heights
- ✓ Participate with other community agencies in planning program to reduce the teen pregnancy rate
- ✓ Continue to promote health lifestyles to reduce the incidence of chronic disease
- ✓ Maintain and expand the Health Department's awareness campaign on obesity, teen pregnancy, and family violence
- ✓ Maintain current clinical service delivery for Sexually Transmitted Diseases and Family Planning clients
- ✓ Increase the number of clients seeking services at the Hope IV Community clinic site
- ✓ Extend public water service to the Pen Mar and Boonsboro communities
- ✓ Reduce the number of reported domestic animal bites by continuing to provide rabies clinic
- ✓ Strive to support a Tire Amnesty Day in the fall
- ✓ Continue to expand dental services

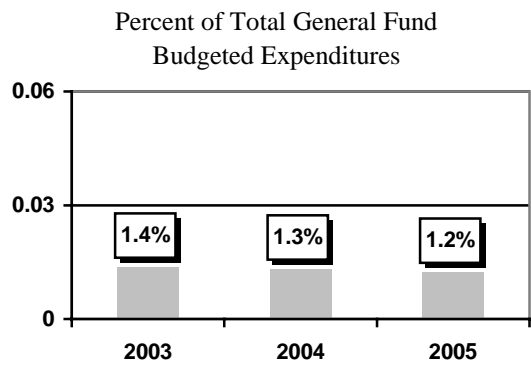
Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	1,802,474	1,806,167	1,802,477	(3,690)	(.20%)
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>1,802,474</b>	<b>1,806,167</b>	<b>1,802,477</b>	<b>(3,690)</b>	<b>(.20%)</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	9,817	13,510	9,820	(3,690)	(27.31%)
Operating	1,792,657	1,792,657	1,792,657	0	0.0%
Capital Outlay					
<b>Total</b>	<b>1,802,474</b>	<b>1,806,167</b>	<b>1,802,477</b>	<b>(3,690)</b>	<b>(.20%)</b>

Services Provided of Clients Served					
Programs	2003		2004 (5/31/04)		
	Client	Visit	Client	Visit	
Health Services:					
Audiology	230	277	196	232	
Dental	1,130	1,474	1,079	1,377	
Community Pediatric Dental	39	65	71	107	
Community Outreach		14,255		15,225	
Community Health Nurse:					
Communicable Disease	1,207	2,260	1,052	2,057	
Influenza Vaccine		4,897		6,130	
Pneumonia Vaccine		530		548	
HIV Testing and Counseling		460		508	
Tuberculosis Control	340	891	205	664	
Venereal Disease Control	610	831	536	720	
Maternity/Family Health	616	1,349	488	1,108	
Family Planning	1,314	3,129	1,256	3,048	
Child Health	587	1,303	379	983	
Environmental Health :					
Permits	2,310		2,431		
Inspections		5,955		7,546	
Tests (Water, Percolation)	720	2,094	915	2,746	
Orders/Closures/Violations	156	330	172	258	
Reported Animal Bites	238	105	359	123	
Animals tested for:					
Rabies	106		125		
West Nile	143		180		
Animals Vaccinated/Clinics	1,585	5	1,570	5	
Community Outreach	2,500		2,577		
<b>Total</b>		<b>13,831</b>	<b>40,210</b>	<b>13,591</b>	<b>43,385</b>

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Budget Ratios



## *Social Services*

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

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### Agency Function:

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

#### Accomplishments in Fiscal Year 2004

- ✓ 22 aged or disabled adults were cared for in adult foster homes due to having county funded supplements rather than have to enter an institutional setting
- ✓ 99 percent of the individuals receiving Adult Services from this agency remain in the community in FY 04 as measured by the Maryland Department of Human Resources
- ✓ 98 percent of abused or neglected vulnerable adults had no repeat of maltreatment within six months in Washington County as measured by the Maryland Department of Human Resources
- ✓ Clothing bank opened at Cascade Elementary School for children and families in need
- ✓ Eighty-eight 5<sup>th</sup> grade students participated in pen pal groups corresponding with students who will attend the same middle school during the 6<sup>th</sup> grade
- ✓ Conducted groups targeted behavior, social skills, mentoring and peer interactions, Served 127 families and 335 children
- ✓ 33 participants received their high school diploma in FY04
- ✓ Provided evening services such as External Diploma Program and Parent Education Evening classes

#### Goals for Fiscal Year 2005

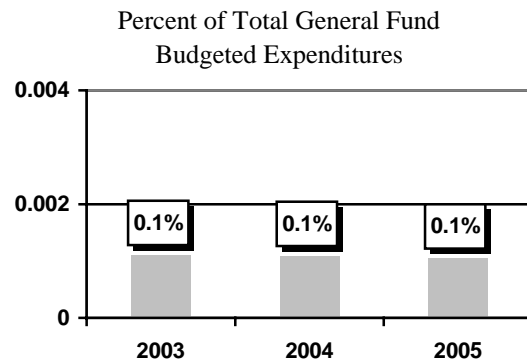
- ✓ Reduce the number of aged or disabled adults being forced prematurely into institutional or nursing home placements
- ✓ Reduce repeat abuse and/or neglect of vulnerable adults through protective foster home placements
- ✓ Increase elementary school children's opportunity for success by early identification and intervention with their attendance, academic and/or behavioral problems
- ✓ Provide Liaison services to students and their families referred by school personnel
- ✓ Conduct groups with students targeting specific behaviors identified by school and liaison staff
- ✓ Empower families to become self-sufficient through personal achievement, education, and positive parenting experiences

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	147,069	151,569	154,569	3,000	1.98%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>147,069</b>	<b>151,569</b>	<b>154,569</b>	<b>3,000</b>	<b>1.98%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	147,069	151,569	154,569	3,000	1.98%
Capital Outlay					
<b>Total</b>	<b>147,069</b>	<b>151,569</b>	<b>154,569</b>	<b>3,000</b>	<b>1.98%</b>

Services Provided or Clients Served			
Programs	2003 Actual	2004 Budget	2005 Budget
Adult Foster Care	22	22	22
School Family Liaison			
Families	153	127	100
Children	380	335	270
Family Support Center			
Adults	215	150	150
Children	137	100	100
<b>Total</b>	<b>907</b>	<b>734</b>	<b>642</b>

**Budget Ratios**



*Agricultural Extension Service*

Fund:	General Fund	Category:	State
Program Code:	94020 and 94030	Contact:	Lynn Little

Agency Function:

Maryland Cooperative Extension (MCE) – Washington County Office is committed to contributing to the well being of county residents by increasing economic prosperity, improving environmental quality and enhancing quality of life through education. As part of the University of Maryland System, MCE plans and teaches educational programs in agriculture, horticulture, environmental science, 4-H youth development, nutrition, diet and health, financial management, and community development and leadership.

Accomplishments in Fiscal Year 2004

- ✓ As part of the University of Maryland education system, educational programs in three theme areas: quality of life, economic prosperity and environmental stewardship

Goals for Fiscal Year 2005

- ✓ Develop, integrate, and deliver relevant and accurate research-based knowledge and educational programs by engaging communities, groups, agencies, and individuals in decision-making to achieve economic prosperity, stewardship of resources and quality of life

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	208,760	208,388	213,207	4,819	2.31%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>208,760</b>	<b>208,388</b>	<b>213,207</b>	<b>4,819</b>	<b>2.31%</b>

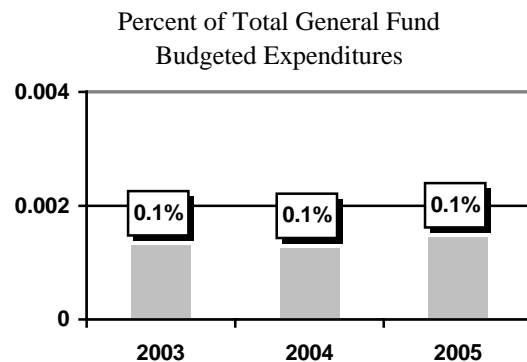
Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	208,760	208,388	213,207	4,819	2.31%
Capital Outlay					
<b>Total</b>	<b>208,761</b>	<b>208,388</b>	<b>213,207</b>	<b>4,819</b>	<b>2.31%</b>



Category Funding Breakdown					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Agricultural Extension Service	173,953	173,953	178,238	4,285	2.46%
Cooperative Extension	34,808	34,435	3,469	534	1.55%
Total	208,761	208,388	213,207	4,819	2.31%

Services Provided or Clients Served		
Programs	2003	2004
EFNEP Youth	583	531
EFNEP Families/Adult	261	264
Nutrition Education	252	334
Financial Management	151	204
Child Care Providers	283	130
Pesticide Certification	123	60
Forage	224	184
Nutrient Management	42,000 acres	46,218 acres
Farm Business Management	24 farms	24 farms
Horticulture	531	278
4-H Youth Development Programs	3,259	2,700

Budget Ratios



*Election Board*

Fund:	General Fund	Category:	State
Program Code:	10400	Contact:	Dorothy Kaetzel

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). I is also responsible for the administration of elections and voter registration and in conducting elections in Washington County that will protect the most fundamental right of citizens in a democracy – the right to vote and to have that vote counted.

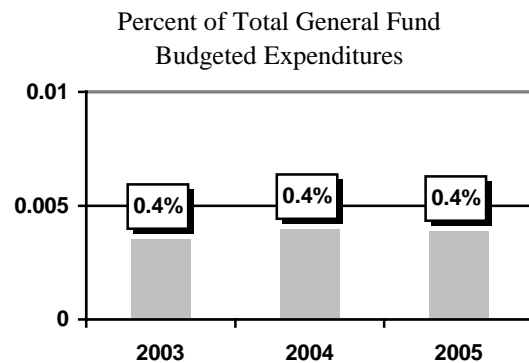
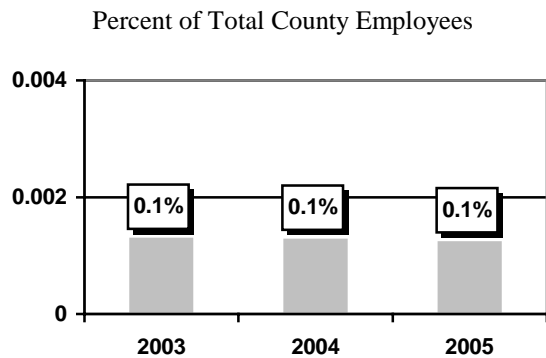
Accomplishments in Fiscal Year 2004	Goals for Fiscal Year 2005
<ul style="list-style-type: none"> <li>✓ Implemented new electronic voting system</li> <li>✓ Trained 550 election judges for 2004 elections</li> <li>✓ Conducted Presidential Primary Election</li> <li>✓ Added 5500 new registrants to rolls</li> <li>✓ Updated 14,000 registered voter records for name, address, election district and party affiliation changes</li> <li>✓ Subdivided election district 18-1 making a new precinct – 18-3.</li> <li>✓ Election Board Members met with proprietors of Chewsville Community Center to resolve conflict between them and election judges. Proprietors agreed not to schedule any meetings in that facility while voting is taking place. Subdivided election district 18-1 making a new precinct – 18-3.</li> <li>✓ Election Director and Deputy Election Director were designated as Certified Elections Registration Administrators</li> </ul>	<ul style="list-style-type: none"> <li>✓ Train additional election judges for upcoming election</li> <li>✓ Continue with demonstrations of new voting system throughout the County and implementation of new system</li> <li>✓ Conduct Presidential General Election</li> <li>✓ Maintain voter registry including specimen ballot mailer to each registered voter in County</li> <li>✓ Assistance from part time information technology employee</li> <li>✓ Possible implementation and training on new voter registration system</li> <li>✓ Meet with City of Hagerstown Election Board regarding City of Hagerstown elections</li> <li>✓ Election Data Application Specialist and Election Administrative Assistant continue attending classes to become Certified Election Registration Administrators</li> </ul>

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	472,238	552,330	578,295	25,965	4.70%
Grants/Intergovernmental	1,454	200		(200)	(100.0%)
Fees/Charges					
<b>Total</b>	<b>473,692</b>	<b>552,530</b>	<b>578,295</b>	<b>25,765</b>	<b>4.66%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	21,921	28,730	31,495	2,765	9.62%
Operating	448,546	523,800	546,800	23,000	4.39%
Capital Outlay	3,225				
Total	473,692	552,530	578,295	25,765	4.66%

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Election Clerk	1	1	1
Total	1	1	1

Budget Ratios



## *Soil Conservation*

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

### Agency Function:

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

#### Accomplishments in Fiscal Year 2004

- ✓ Developed 96 soil conservation and water quality plans on 9,400 acres
- ✓ Continued funding for Antietam Creek Targeted Watershed Project
- ✓ Completed stream restoration for the Town of Hancock

#### Goals for Fiscal Year 2005

- ✓ Develop and implement soil conservation and water quality plans for farms
- ✓ Promote and deliver local, state, and federal environmental programs, cost shares, and install best management practices
- ✓ Continue implementation of the Antietam Creek Targeted Watershed Project
- ✓ Continue the Beaver Creek Initiative

#### Funding Sources

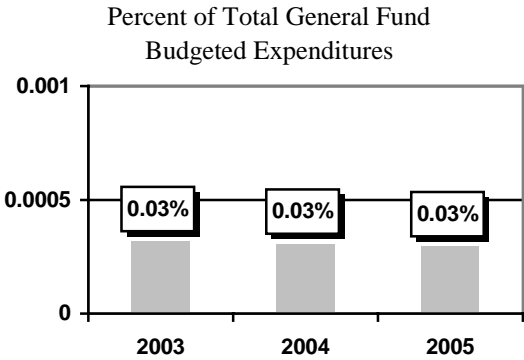
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	42,602	42,602	43,880	1,278	3.0%
Grants/Intergovernmental					
Fees/Charges					
Total	42,602	42,602	43,880	1,278	3.0%

#### Program Expenditures

Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	42,602	42,602	43,880	1,278	3.0%
Capital Outlay					
Total	42,602	42,602	43,880	1,278	3.0%

Services Provided or Clients Served			
Services	2003 Complete	2004 Goal	2005 Goal
Soil Conservation and			
Water Quality Plans (in acres)	12,000	9,750	10,000
Best Management Practices	220	150	175
Cost Share (in dollars)	\$315,600	\$400,000	\$600,000
Forest Conservation Act	3	2	3
Urban Reviews	1,040	1,200	1,200
Stream Projects	N/A	2	2

Budget Ratios



## *Weed Control*

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

### Departmental Function:

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

Accomplishments in Fiscal Year 2004

Not Provided

Goals for Fiscal Year 2005

Not Provided

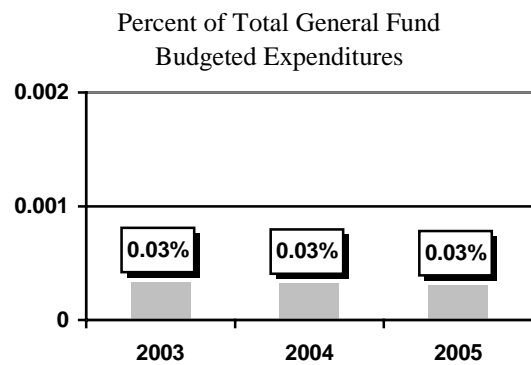
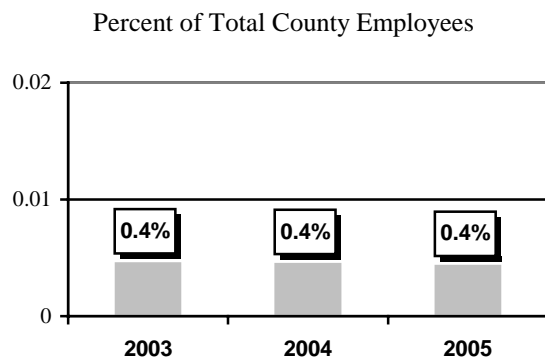
Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	6,851	9,200	5,010	(4,190)	(45.54%)
Grants/Intergovernmental					
Fees/Charges	42,699	35,000	40,000	5,000	14.29%
<b>Total</b>	<b>49,550</b>	<b>44,200</b>	<b>45,010</b>	<b>810</b>	<b>1.83%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	29,050	29,700	30,510	810	2.73%
Operating	20,500	14,500	14,500	0	0.0%
Capital Outlay					
<b>Total</b>	<b>49,550</b>	<b>44,200</b>	<b>45,010</b>	<b>810</b>	<b>1.83%</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Weed Control Coordinator	1	1	1
Weed Control Technician	2.5	2.5	2.5
<b>Total</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>

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Budget Ratios



## *Gypsy Moth Program*

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

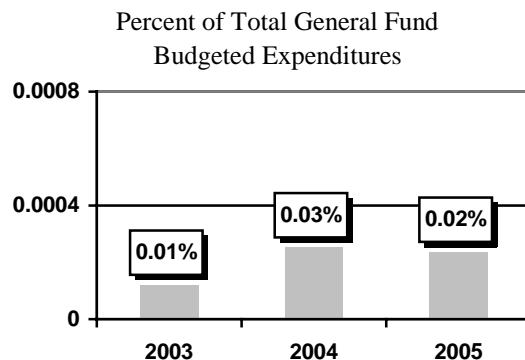
### Departmental Function:

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

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	7,240	35,000	35,000	0	0.0%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>7,240</b>	<b>35,000</b>	<b>35,000</b>	<b>0</b>	<b>0.0%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	7,240	35,000	35,000	0	0.0%
Capital Outlay					
<b>Total</b>	<b>7,240</b>	<b>35,000</b>	<b>35,000</b>	<b>0</b>	<b>0.0%</b>

### Budget Ratios





*General Fund – Non-Profits*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Tri-County Council of Western Maryland	15,800	17,500	17,500	0	0.0%
Historical Society	9,700	9,700	9,700	0	0.0%
Humane Society	401,084	510,620	519,220	8,600	1.68%
Children's Village	19,400	19,400	20,000	600	3.09%
Citizens Assisting and Sheltering the Abused	133,617	133,617	140,300	6,683	5.00%
Food Resources	9,700	9,700	5,000	(4,700)	(48.45%)
Community Action Council	159,128	159,128	161,200	2,072	1.30%
Commission on Aging	385,090	385,090	396,630	11,540	3.00%
Senior Living Alternative	20,000	20,000	20,000	0	0.0%
Museum of Fine Arts	109,125	109,125	109,125	0	0.0%
Arts Council	12,125	12,125	12,125	0	0.0%
Memorial Recreation	19,400	19,400	20,000	600	3.09%
Maryland Symphony Orchestra	9,700	9,700	9,700	0	0.0%
<b>Total</b>	<b>1,303,869</b>	<b>1,415,105</b>	<b>1,440,500</b>	<b>25,395</b>	<b>1.79%</b>

*Tri-County Council of Western Maryland*

Fund:	General Fund	Category:	Non-Profits
Program Code:	93000	Contact:	LeeAnn Mazer

Agency Function:

The Tri-County Council serves as the regional planning and development agency for Allegany, Garrett, and Washington Counties in Western Maryland. The Council was established in 1971 with a purpose of encouraging and facilitation of local government cooperation in addressing, on a regional basis, problems of greater than local significance. Annually, the Council prepares regional economic development strategic plans under the direction of the Economic Development Administration and the Appalachian Regional Commission that establishes the Council as a “development district” and qualifies the region for federal funding based on the degree of economic distress. The Council employs a staff of seven to develop and coordinate the work activities directed by the governing body of 27 members of the public and private sectors of the Western Maryland region.

Accomplishments in Fiscal Year 2004

- ✓ Completed Strategic Statement and Comprehensive Economic Development Strategy
- ✓ Completed Appalachian Maryland Development Plan
- ✓ Completed the Annual Investment Package
- ✓ Implemented an electronic newsletter of grant opportunities
- ✓ Published a regional directory

Goals for Fiscal Year 2005

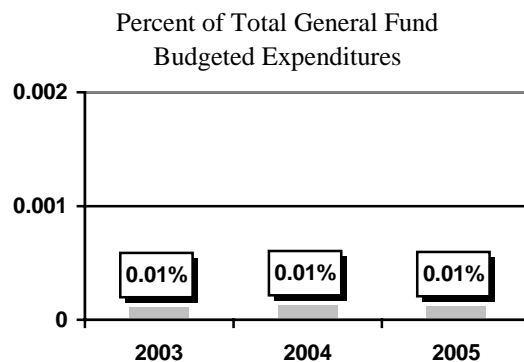
- ✓ Refine project tracking system
- ✓ Increase portfolio management service offerings for local lending programs
- ✓ Expand the use of technology/enhance web site
- ✓ Enhance grants writing activity and expand the newsletter functions
- ✓ Monitor Homeland Defense legislation for funding for regional plan development

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	15,800	17,500	17,500	0	0.0%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>15,800</b>	<b>17,500</b>	<b>17,500</b>	<b>0</b>	<b>0.0%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	15,800	17,500	17,500	0	0.0%
Capital Outlay					
Total	15,800	17,500	17,500	0	0.0%

Services Provided or Clients Served		
Programs	2003	2004/2005
Investment Projects:		
Local Funds	\$3,147,949	\$9,000,000
Federal Funds	\$1,567,722	\$5,780,000
Jobs Created	100	100
Jobs Retained	100	100
Revolving Loan Fund:		
TCC Public Funds	\$400,000	\$500,000
Other Public Funds		
Private Funds	\$850,000	\$1,000,100
Jobs Created	40	50
Jobs Retained	20	25

Budget Ratios



## *Historical Society*

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Fund:	General Fund	Category:	Non-Profit
Program Code:	93010	Contact:	Lee Stine

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### Agency Function:

The Historical Society of Washington promotes interest in the preservation of the history of Washington County. The Society maintains the Miller house and Beaver Creek School Museums along with the Simms Jamieson Genealogical Library.

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#### Accomplishments in Fiscal Year 2004

- ✓ Cataloging is still in progress but has advanced
- ✓ Lectures on railroads and Artifact Care has been given
- ✓ Redecoration plan near completion
- ✓ First exhibit coordinated with the Art Museum

#### Goals for Fiscal Year 2005

- ✓ New website design
- ✓ Complete air conditioning of the Miller House
- ✓ Complete redecoration of parlors
- ✓ Prepare workshop for churches on caring for their old records

#### Funding Sources

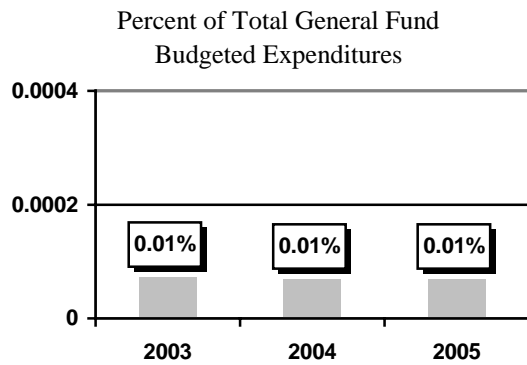
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	9,700	9,700	9,700	0	0.0%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>9,700</b>	<b>9,700</b>	<b>9,700</b>	<b>0</b>	<b>0.0%</b>

#### Program Expenditures

Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	9,700	9,700	9,700	0	0.0%
Capital Outlay					
<b>Total</b>	<b>9,700</b>	<b>9,700</b>	<b>9,700</b>	<b>0</b>	<b>0.0%</b>

Services Provided or Clients Served			
Programs	2003	2004	Estimated 2005
Museum Visitors	953	1349	
School Tours	178	150	Not
Community Outreach	775	626	Provided
Library Visitors	436	515	
Web site visitors		2,640	
Total	1,939	9,314	

Budget Ratios



*Humane Society of Washington County*

Fund:	General Fund	Category:	Non-Profit
Program Code:	93100	Contact:	Paul Miller

Agency Function:

The Humane Society of Washington County cares for 5,000 abused, and unwanted animals each year, and provides the following programs and services: Enforcement of the Washington County Animal Control Ordinance and State of Maryland Animal Cruelty Statutes; Adoption Program for the homeless animals; Lost and Found Program for reuniting owners and lost pets; 24/7 Sick and Injured Rescue Services for sick or injured stray animals; Foster Care Program for special needs animals; Humane Education Center with information on animal healthcare and welfare; Food Donation Bank that distributes food to rescue groups and families in need; Euthanasia In Comfort Service offers pet owners the option of putting elderly or ill pets to sleep at home; and a Safe Haven Program for the pets of victims of domestic violence.

Accomplishments in Fiscal Year 2004

- ✓ Increased field services with the addition of a crd Animal Control Officer
- ✓ Established a coordinator of “Public Assistance Programs” responsible for the Empty Bowl Pet Food Bank Program, SNAP, CatSnip, and Foster Care
- ✓ Reorganized staffing to establish an Animal Care Supervisor and Customer Service Department
- ✓ Increased number of active volunteers to over 100 whom are contributing over 800 hours per month
- ✓ Wrote a grant to obtain an enclosed box truck to be used by the Empty Bowl Pet Food Bank
- ✓ Increased funding for the CatSnip Program to help alter and vaccinate over 500 cats

Goals for Fiscal Year 2005

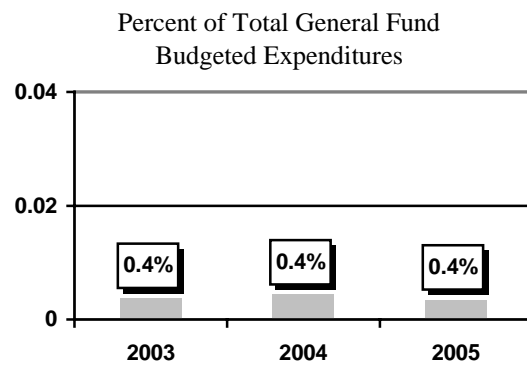
- ✓ Maintain same level of Animal Control Service as FY 2004
- ✓ Increase CatSnip funding and number of animals altered by 10%
- ✓ Computerize operations
- ✓ Increase private donations by 10% to enhance Humane Society programs

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	382,475	486,620	501,220	14,600	3.0%
Grants/Intergovernmental					
Fees/Charges	18,609	24,000	18,000	(6,000)	(25.0%)
<b>Total</b>	<b>401,084</b>	<b>510,620</b>	<b>519,220</b>	<b>8,600</b>	<b>1.68%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	401,084	510,620	519,220	8,600	1.68%
Capital Outlay					
Total	401,084	510,620	519,220	8,600	1.68%

Services Provided or Clients Served				
Programs	2003	2004	2005	
Not Provided				

Budget Ratios



*Children's Village of Washington County*

Fund:	General Fund	Category:	Non-Profit
Program Code:	93120	Contact:	Rochelle Morrell

Agency Function:

The primary function of Children's Village of Washington County is to provide elementary school children of Washington County with the knowledge, skills, and confidence to prevent injury, and empower them to make informed safety decisions. This is accomplished through providing a two-day comprehensive safety education program for all second grade students in public, private and home schools through the county.

Accomplishments in Fiscal Year 2004

- ✓ Police curriculum updated
- ✓ Juvenile Firesetters Program continuing
- ✓ 2002 Federal Emergency Management Agency Grant completed (CD Rom/Lessons learned and Extension Activities book completed)
- ✓ Hosted Fire Academy tours
- ✓ First paying out-of-county classes came to Children's Village

Goals for Fiscal Year 2005

- ✓ Continue marketing to out-of county schools
- ✓ Introduce Extension Activity books to classes
- ✓ Continue Fire Academy tours
  
- ✓ Explore program for County deaf students
- ✓ Continue Juvenile Firesetters Program
  
- ✓ Continue Community Outreach

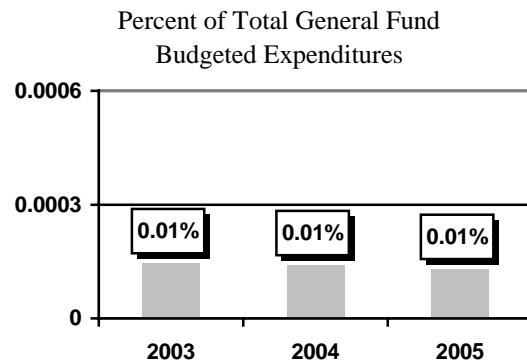
Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	19,400	19,400	20,000	600	3.09%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>19,400</b>	<b>19,400</b>	<b>20,000</b>	<b>600</b>	<b>3.09%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	19,400	19,400	20,000	600	3.09%
Capital Outlay					
<b>Total</b>	<b>19,400</b>	<b>19,400</b>	<b>20,000</b>	<b>600</b>	<b>3.09%</b>



Services Provided or Clients Served			
Programs	2003	2004	2005
Education of County Students	1,652	1,652	1,800
Juvenile Firesetters Program	110	110	110
Pilot Programs (FEMA Grant)			
National Fire Academy Classes	600	600	600
Tours/Kids Alive Fest	600	600	600
<b>Total</b>	<b>2,962</b>	<b>2,962</b>	<b>3,110</b>

Budget Ratios



*Citizens Assisting and Sheltering the Abused*

Fund:	General Fund	Category:	Non-Profit
Program Code:	93200	Contact:	Vicki Sadehvandi

Agency Function:

To provide services that promote physical and emotional safety and foster growth for people involved in domestic violence or sexual assault.

Accomplishments in Fiscal Year 2004

- ✓ Provided a 4 ½ day training to cadets at the Western Maryland Police Academy relating to Crisis Intervention Skills
- ✓ Part of a statewide committee to develop standards for emergency shelter operations
- ✓ Part of a statewide committee to develop Violence Against Women Act state plan

Goals for Fiscal Year 2005

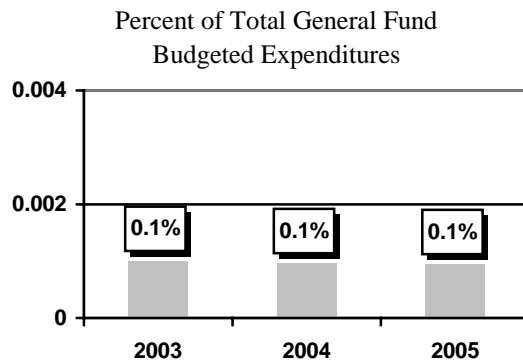
- ✓ Provide crisis intervention services to victims of domestic violence and sexual assault
- ✓ Provide safe emergency shelter to victims and their children
- ✓ Provide public education to the community concerning domestic violence and sexual assault

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	77,047	68,617	80,300	11,683	17.03%
Grants/Intergovernmental	56,570	65,000	60,000	(5,000)	(7.69%)
Fees/Charges					
<b>Total</b>	<b>133,617</b>	<b>133,617</b>	<b>140,300</b>	<b>6,683</b>	<b>5.0%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	133,617	133,617	140,300	6,683	5.0%
Capital Outlay					
<b>Total</b>	<b>133,617</b>	<b>133,617</b>	<b>140,300</b>	<b>6,683</b>	<b>5.0%</b>

Services Provided or Clients Served			
Programs	2003	Estimated 2004	Estimated 2005
New Clients	2,607	2,816	2,900
Hotline Calls	23,192	25,047	22,000
Women & Children Sheltered	1,156	1,248	1,100
Number of Bednights	11,035	11,918	12,000
Counseling Sessions	19,588	21,155	20,000
Information and Referral	42,803	46,227	40,000
Advocacy and Accompaniment	14,955	16,151	14,000
Legal Services/Counseling	4,235	4,574	4,500
Job Training	82	89	75
Job Placement Activities	662	715	675
Workshops (individuals attending)	836	903	850
Batterer's Services	4,235	4,574	4,000
<b>Total</b>	<b>125,386</b>	<b>135,417</b>	<b>122,100</b>

Budget Ratios



*Food Resources, Inc.*

Fund:	General Fund	Category:	Non-Profit
Program Code:	93210	Contact:	Ruth Anne Callahan

Agency Function:

Food Resources is a regional non-profit food warehouse, which distributes food, and other donated items to charitable organizations supporting low-income individuals and families at risk.

Accomplishments in Fiscal Year 2004

- ✓ 1.2 million pounds of products were distributed
- ✓ 25% increase in participation in the Brown Bag Program
- ✓ New Pantry on Wheels Program in place to deliver food to elderly and disabled
- ✓ Over 15,000 pounds of food delivered to approximately 250 households

Goals for Fiscal Year 2005

- ✓ 1.5 million pounds of grocery products distributed
- ✓ 30,000 pounds of grocery products distributed to 300 seniors and/or disabled
- ✓ 25% increase in fresh produce and dairy product distributed

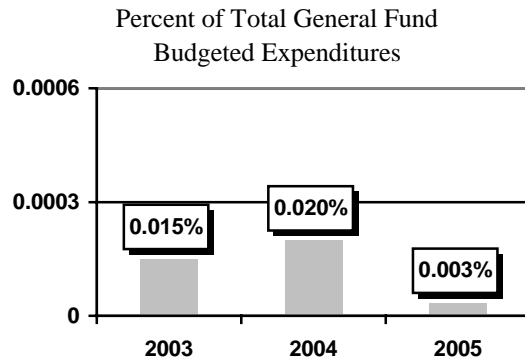
Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	9,700	9,700	5,000	(4,700)	(48.45%)
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>9,700</b>	<b>9,700</b>	<b>5,000</b>	<b>(4,700)</b>	<b>(48.45%)</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	9,700	9,700	5,000	(4,700)	(48.45%)
Capital Outlay					
<b>Total</b>	<b>9,700</b>	<b>9,700</b>	<b>5,000</b>	<b>(4,700)</b>	<b>(48.45%)</b>

Services Provided or Clients Served			
Programs	Approximate 2003	Estimated 2004	Estimated 2005*
<b>Brown Bag Program (All Counties)</b>			
Families	4,978	5,227	6,000
Individuals	17,609	18,489	18,000
<b>Food Pantry Distribution (All Counties)</b>			
Families	27,533	28,910	18,727
Individuals	69,019	72,470	49,520
<b>Soup Kitchen Group Home (All Counties)</b>			
Meals	627,608	658,988	229,839
Individuals	141,935	149,032	13,138

\* Many of those served return each month so that the total represents annual number of families

Budget Ratios



*Community Action Council*

Fund:	General Fund	Category:	Non-Profit
Program Code:	93220	Contact:	David Jordan

Agency Function:

Washington County Community Action Council, Inc. (CAC) is the designated community action agency for Washington County. The agency's mission is to assist Washington County residents in need to attain self sufficiency by providing holistic services ranging from emergency financial assistance, referrals, and information to pre-purchase counseling for the first-time homebuyer. CAC has been providing these services since 1965. The philosophy at CAC is "a hand up, not a hand out".

Accomplishments in Fiscal Year 2004

- ✓ Physical reorganization of staff locations to improve accessibility for customers
- ✓ Updated personnel policies and procedures
- ✓ Continued relationship building

Goals for Fiscal Year 2005

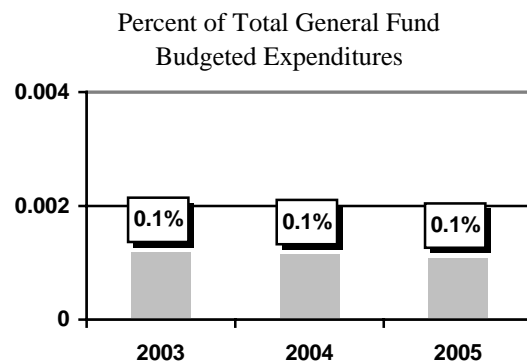
- ✓ Updating by-laws and reorganizing board structure to include additional working committees
- ✓ Implementation of ROMA which will allow us to track customer successes

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	159,128	159,128	161,200	2,072	1.30%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>159,128</b>	<b>159,128</b>	<b>161,200</b>	<b>2,072</b>	<b>1.30%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	159,128	159,128	161,200	2,072	1.30%
Capital Outlay					
<b>Total</b>	<b>159,128</b>	<b>159,128</b>	<b>161,200</b>	<b>2,072</b>	<b>1.30%</b>

Services Provided or Clients Served		
Programs	2003	2004
Crisis:	2,414	2,565
Has source of income	1,766	1,811
No source of income	648	754
Case Management:	387	479
Has a source of income	302	374
No source of income	85	105
Food:	715	638
Amount of Assistance (in dollars)	\$537	\$455
Has a source on income	529	446
No source of income	186	192
Financial Assistance:	363	28
Amount of Assistance (in dollars)	\$40,853	\$2,896
Has a source of income	267	23
No source of income	96	5
Rental Assistance:	273	470
Amount of Assistance (in dollars)	\$77,576	\$331,348
Has s source on income	212	378
No source on income	61	92
Utility Assistance:	81	289
Amount of Assistance (in dollars)	\$11,899	\$31,043
Has a source on income	68	242
No source of income	13	47
Meals on Wheels:	93	163
Has a source of income	61	163
No source of income	32	0
MD Emergency Assistance Program/Electric Universal Program	2,694	2,860
Amount of Assistance (in dollars)	\$2,018,733	\$1,797,826
Has a source of income	2,451	2,529
No source of income	243	331

Budget Ratios



*Commission on Aging*

Fund:	General Fund	Category:	Non-Profit
Program Code:	93230	Contact:	Frederick Otto

Agency Function:

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

Accomplishments in Fiscal Year 2004

- ✓ Promoted Senior Nutrition Services and Programs throughout Washington County
- ✓ 30 public presentations including seminars, health fairs, radio, television on affordable health insurance, long-term care insurance, prescription drug assistance and changes in Medicare provision
- ✓ Long-term care programs expanded networking with County Commissioner – appointed Mental Health Authority representative on board of directors, Department of Social Services, and Elder Services Provider Council and Geriatric Consortium
- ✓ Purchased station wagon for medical appointments

Goals for Fiscal Year 2005

- ✓ Open a new Senior Nutrition site at the Francis Murphy Apartments
- ✓ Promote Senior Nutrition Services and programs throughout Washington County
- ✓ Senior Health Insurance Program will continue to promote health and wellness by removing barriers and stigma for those who cannot navigate through the complicated health care system
- ✓ Remain constant or increase the number of individuals on the Waiver Program county wide
- ✓ Long-term care programs to expand networking with related agencies
- ✓ Acquire vehicle to replace older van and update wheelchair vans

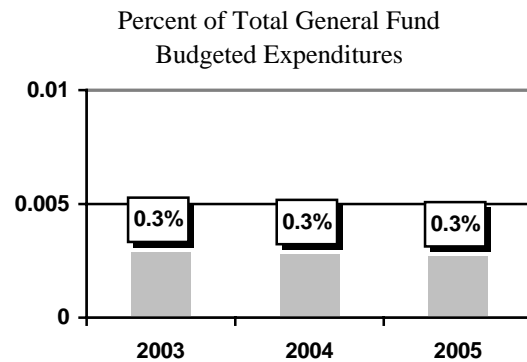
Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	385,090	385,090	396,630	11,540	3.0%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>385,090</b>	<b>385,090</b>	<b>396,630</b>	<b>11,540</b>	<b>3.0%</b>



Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	385,090	385,090	396,630	11,540	3.0%
Capital Outlay					
Total	385,090	385,090	396,630	11,540	3.0%

Services Provided or Clients Served			
Positions	2003	Estimated 2004	Projected 2005
Congregate meals	36,000	36,000	34,000
Home delivered meals	26,000	26,000	24,000
Senior Health Insurance Program (SHIP) Clients	550	600	650
Medicaid Waiver Clients	70	90	90
Ombudsman – Complaint Cases	250	275	300
Ombudsman – In-service, Consults	123	145	180
Transportation – Escort	532	590	595
General – One-way Trips	37,244	38,046	39,106
Total	100,769	101,746	98,921

**Budget Ratios**



*Senior Living Alternative*

Fund:	General Fund	Category:	Non-Profit
Program Code:	93240	Contact:	Jean Heltenhouser

Agency Function:

This agency provides safe and affordable housing with twenty-four hour awake supervision to low-income elderly residents who need assistance with activities of daily living.

Accomplishments in Fiscal Year 2004

- ✓ Increased activities for residents

Goals for Fiscal Year 2005

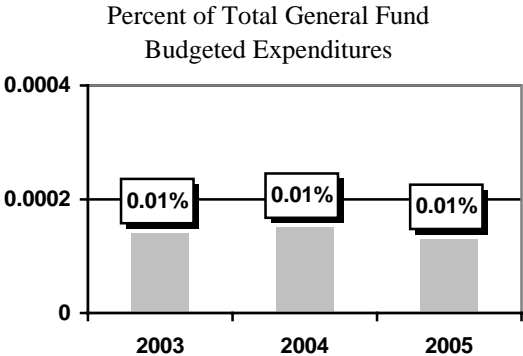
- ✓ Recruit more active Board members
- ✓ Raise more funds from foundations, etc

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	20,000	20,000	20,000	0	0.0%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>0.0%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	20,000	20,000	20,000	0	0.0%
Capital Outlay					
<b>Total</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>0.0%</b>

Services Provided or Clients Served			
Programs	2003	Projected 2004	Projected 2005
Clients served with assistance in all			
Activities of daily living	30	30	30
<b>Total</b>	<b>30</b>	<b>30</b>	<b>30</b>

Budget Ratios



*Museum of Fine Arts*

Fund:	General Fund	Category:	Non-Profit
Program Code:	93300	Contact:	Joseph Ruzicka

Agency 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.

Accomplishments in Fiscal Year 2004

- ✓ A partnership was established with the Baltimore Museum of Art and a major exhibition of the works of James Whistler and Mary Cassatt will be on loan to the Museum this fall. Paintings from three New York Galleries will be borrowed for a summer exhibit
- ✓ The Arts Literary Program for grades three through five in association with the WC Board of Education is continuing with additional private funding received
- ✓ Internship program with Shepherd University Shippensburg University was developed
- ✓ The docent led tours have expanded and the museum is reaching home schooled children and senior citizen groups

Goals for Fiscal Year 2005

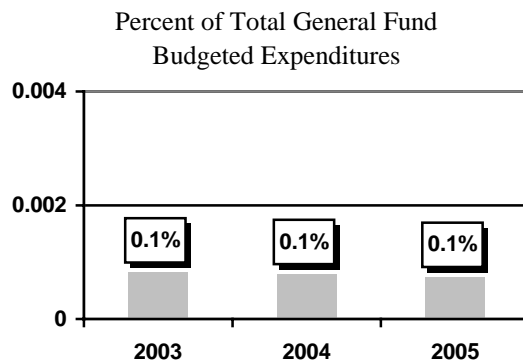
- ✓ Continue our efforts to expand our Arts Literary Program to middle school level students
- ✓ Develop an exhibition/borrowing relationship with Museums across the country to bring recognized artwork to the region
- ✓ Develop an art internship program with Hagerstown Community College and Frostburg University
- ✓ Provide inter-active exhibitions and displays for the public
- ✓ Increase attendance

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	109,125	109,125	109,125	0	0.0%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	109,125	109,125	109,125	0	0.0%

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	109,125	109,125	109,125	0	0.0%
Capital Outlay					
Total	109,125	109,125	109,125	0	0.0%

Services Provided or Clients Served			
Programs	2003	Projected 2004	Projected 2005
Attendance to the Museum	75,935	80,000	unknown
Total	75,935	80,000	unknown

Budget Ratios



*Arts Councils*

Fund:	General Fund	Category:	Non-Profit
Program Code:	93310	Contact:	Elizabeth Lay

Agency Function:

The Washington County Arts County (WCAC) strives to enhance the social, cultural, and economic life of the community through enriching and encouraging the arts.

Accomplishments in Fiscal Year 2004

- ✓ Produced 12 gallery exhibits
- ✓ Established a new multi-media series
- ✓ Increased children's programming
- ✓ Increased concert series

Goals for Fiscal Year 2005

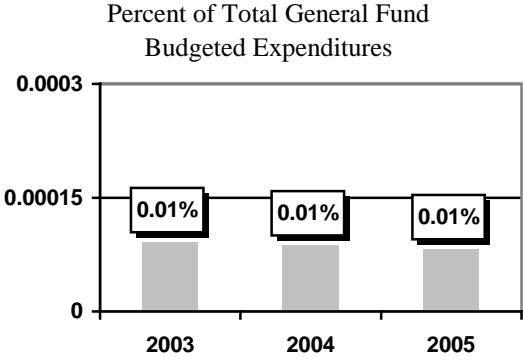
- ✓ Increase/broaden outreach
- ✓ Broaden volunteer base
- ✓ Lengthen concert series
- ✓ Maintain/increase quality of children's programming
- ✓ Coordinate to complement school programs

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	12,125	12,125	12,125	0	0.0%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>12,125</b>	<b>12,125</b>	<b>12,125</b>	<b>0</b>	<b>0.0%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	12,125	12,125	12,125	0	0.0%
Capital Outlay					
<b>Total</b>	<b>12,125</b>	<b>12,125</b>	<b>12,125</b>	<b>0</b>	<b>0.0%</b>

Services Provided or Clients Served			
Programs	2003	Estimated 2004	Projected 2005
Gallery Shows	2,800	3,200	3,200
Orgs receiving Re-grants	11	11	11
Antrageous News	5,000	5,000	5,000
Antietam Review	1,500	1,500	1,500
Children's Events	4,700	5,000	5,000
Concerts	1,225	3,000	3,000
<b>Total</b>	<b>15,236</b>	<b>17,711</b>	<b>17,711</b>

Budget Ratios



*Memorial Recreation*

Fund:	General Fund	Category:	Non-Profit
Program Code:	93320	Contact:	Ron Thomas

Agency Function:

It is this agency's goal to service children in the local community within Washington County's "hot spots" area. The majority of the children we serve are from single parent family households. Our facility is within walking distance and is easily accessible to our youth.

Accomplishments in Fiscal Year 2004

Not Provided

Goals for Fiscal Year 2005

Not Provided

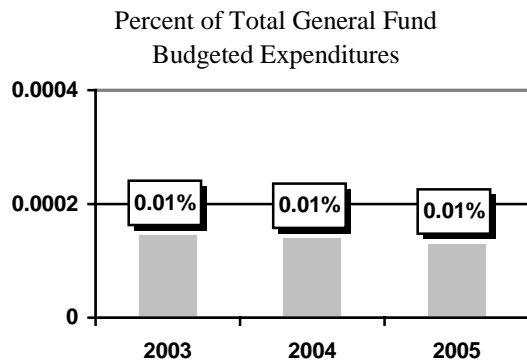
Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	19,400	19,400	20,000	600	3.09%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>19,400</b>	<b>19,400</b>	<b>20,000</b>	<b>600</b>	<b>3.09%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	19,400	19,400	20,000	600	3.09%
Capital Outlay					
<b>Total</b>	<b>19,400</b>	<b>19,400</b>	<b>20,000</b>	<b>600</b>	<b>3.09%</b>



Services Provided or Clients Served			
Programs	2003	Estimated 2004	Projected 2005
Education:			
Homework Club, Arts and Crafts, Computer Labs, Cooking Classes, Health and Safety Activities	300	350	
			Not Provided
Recreation:			
Winter/Fall – basketball, football, Kickball, and dodge ball Spring/Summer – swimming and Summer basketball league	6,000	6,850	
<b>Total</b>	<b>6,300</b>	<b>7,150</b>	

Budget Ratios



*Maryland Symphony Orchestra*

Fund:	General Fund	Category:	Non-Profit
Program Code:	93330	Contact:	Holly Bellows

Agency Function:

The Maryland Symphony Orchestra (MSO) is a professional non-profit organization whose mission is to provide musical performances and programs that educate and entertain while enhancing the cultural environment of Western Maryland and the surrounding region.

Accomplishments in Fiscal Year 2004

- ✓ Reviewed and revised sponsor benefits and opportunities
- ✓ Increased our donor base by targeting businesses that have not previously supported the symphony
- ✓ Increased subscription sales through incentives and mini subscription program
- ✓ Explored the market potential in the surrounding region and made plans for an outreach concert in Frederick in November 2004
- ✓ Expanded revenue potential by finding additional sources of grant revenue for Kinder Konzert program
- ✓ Purchased integrated ticketing and development software

Goals for Fiscal Year 2005

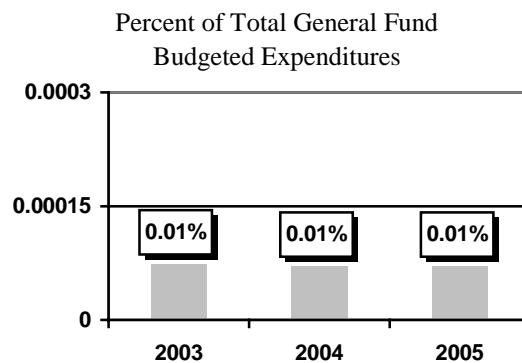
- ✓ Increase our pool of performance underwriters to fully fund concert costs
- ✓ Continue efforts to increase donor base and level or contribution
- ✓ Continue efforts to expand subscription sales
- ✓ Continue effort to keep the MSO web page fully up to date
- ✓ Continue to explore other sources of grant revenue
- ✓ Continue work on a policies and operations handbook for each department within the MSO
- ✓ Maintain a core or regular orchestra players

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	9,700	9,700	9,700	0	0.0%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	9,700	9,700	9,700	0	0.0%

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	9,700	9,700	9,700	0	0.0%
Capital Outlay					
Total	9,700	9,700	9,700	0	0.0%

Services Provided or Clients Served			
Programs	2003	2004	Targeted 2005
Classical MasterWorks Series	10	10	10
MSO Pops	2	1	1
Holiday Concert	2	2	2
Family Concert	1	1	1
Salute to Independence	1	1	1
Youth Concerts	4	3	3
Kinder Konzerts	5	5	4
StringSounds	13	13	22
Brass Works	8	8	8
Summer Pops	0	1	0
Total	46	45	52

Budget Ratios



*General Fund – General Operations*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
County Commissioners	188,027	221,540	221,540	0	0.0%
County Clerk	83,552	88,850	94,850	6,000	6.75%
County Administrator	295,620	228,140	182,770	(45,370)	(19.89%)
Public Information			94,280	94,280	100.0%
Budget and Finance	766,562	811,370	834,080	22,710	2.80%
Independent Auditing	49,500	50,500	54,500	4,000	7.92%
Purchasing	311,135	326,460	334,180	7,720	2.36%
Treasurer	274,817	324,260	351,214	26,954	8.31%
County Attorney	473,628	516,420	561,770	45,350	8.78%
Human Resources	629,361	622,950	516,550	(106,400)	(17.08%)
Central Services	188,807	187,940	171,110	(16,830)	(8.96%)
Information Technology	1,098,861	1,050,930	1,213,550	162,620	15.47%
General Operations	883,629	775,061	1,924,321	1,149,260	148.28%
<b>Total</b>	<b>5,243,499</b>	<b>5,204,421</b>	<b>6,554,715</b>	<b>1,350,294</b>	<b>25.95%</b>

*County Commissioners*

Fund:	General Fund	Category:	General Operations
Program Code:	10100	Contact:	Gregory Snook

Departmental Function:

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

Accomplishments in Fiscal Year 2004

- ✓ Updated Public Information plan to maximize accuracy. Same day postings to county web page and implementation of Interactive Voice Recognition (IVR) System for Permits Department.
- ✓ Adopted County Government Disaster recovery Plan.
- ✓ Received report on consolidation of Board of Education and County Human Resources departments. No action taken. Completed and implemented water and sewer study. Implemented first Kaizen review for Permits & Inspections.
- ✓ Sold Nicodemus sewer plant. Considering all options of pretreatment facility.
- ✓ No new initiatives for reorganizing EDC were undertaken in FY 2004.
- ✓ Implemented full cost analysis for Solid Waste.
- ✓ Reauthorized the Hagerstown-Washington County Enterprise Zone that includes the City's urban core. Approved the Smart Growth Arts and Entertainment District program.
- ✓ Changed various employee classifications to reflect market compensation levels. A succession planning process will determine possible employees that are candidates for advancement within the organization.
- ✓ Appointed a Rural Area Zoning Task Force. Adopted amendments to the APFO, Article 5, Schools.

Goals for Fiscal Year 2005

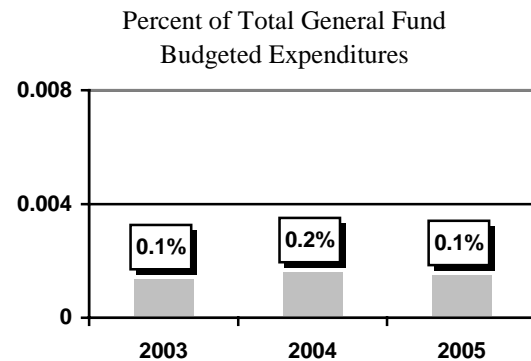
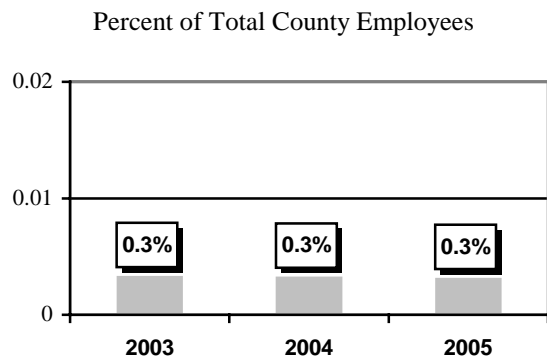
- ✓ Develop and implement a Highway Pavement Management Plan.
- ✓ Adopt Rural Area Zoning after consideration of Task Force recommendations and begin implementation of Comprehensive Plan recommendations for Urban and Town Growth Area.
- ✓ Enhance E-government services by developing procedures to post appropriate documents and data on the inter and intra nets and by developing a Frequently Asked Questions (FAQ's) system on the County web page.
- ✓ Develop and implement a Rewards/Recognition Program that is linked to a Suggestion Program.
- ✓ Work with municipalities to develop policies to increase urban tax base.
- ✓ Develop a program to utilize the runway extension, increase the tax base and promote the advantages of the Foreign Trade Zone at the Airport.
- ✓ Develop a master plan to ensure adequate emergency medical services for the citizens of Washington County.

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	188,027	221,540	221,540	0	0.0%
Grants/Intergovernmental					
Fees/Charges					
Total	188,027	221,540	221,540	0	0.0%

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	153,085	205,640	205,640	0	0.0%
Operating	33,702	15,900	15,900	0	0.0%
Capital Outlay	1,240				
Total	188,027	221,540	221,540	0	0.0%

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Commissioner - President	.5	.5	.5
Commissioner	2	2	2
Total	2.5	2.5	2.5

**Budget Ratios**



*County Clerk*

Fund:	General Fund	Category:	General Operations
Program Code:	10110	Contact:	Joni Bittner

Departmental Function:

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

Accomplishments in Fiscal Year 2004

- ✓ Board of County Commissioner minutes (1946 – 1987) were scanned to CD to allow better archiving and retrieval. A copy was provided to the Washington County Free Library to provide for public accessibility.
- ✓ Data from appointed boards and commissions placed in format that allows information to be transmitted electronically upon request.

Goals for Fiscal Year 2005

- ✓ Continue project to have the Board of County Commissioners' minutes (1987 – present) placed on CD.

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	83,552	88,850	94,850	6,000	6.75%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>83,552</b>	<b>88,850</b>	<b>94,850</b>	<b>6,000</b>	<b>6.75%</b>

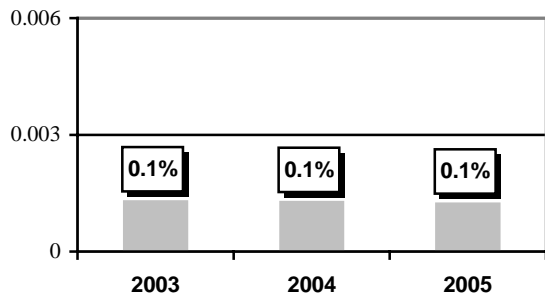
Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	58,166	61,240	63,140	1,900	3.10%
Operating	25,386	27,610	31,710	4,100	14.85%
Capital Outlay					
<b>Total</b>	<b>83,552</b>	<b>88,850</b>	<b>94,850</b>	<b>6,000</b>	<b>6.75%</b>

Staffing Summary - County Clerk (FTE'S)

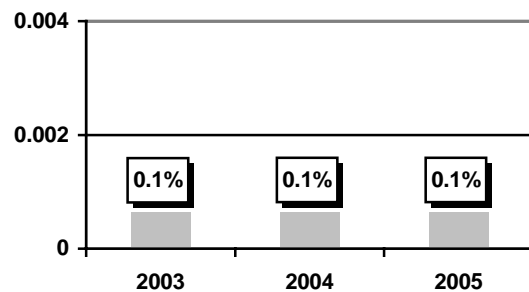
Positions	2003	2004	2005
County Clerk	1	1	1
Total	1	1	1

Budget Ratios

Percent of Total County Employees



Percent of Total General Fund Budgeted Expenditures





## *County Administrator*

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Fund:	General Fund	Category:	General Operations
Program Code:	10300	Contact:	Rodney M. Shoop

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### Departmental Function:

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

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#### Accomplishments in Fiscal Year 2004

- ✓ Changed various employee classifications to reflect market compensation levels. A Succession Planning process will determine possible employees that are candidates for advancement within the organization.
- ✓ Appointed a Rural Area Zoning Task Force. Adopted amendments to the APFO, Article 5, Schools.
- ✓ Updated Public Information plan to maximize accuracy. Same day postings to county web page and implementation of Interactive Voice Recognition (IVR) System for Permits Department.
- ✓ Adopted County Government Disaster Recovery Plan.
- ✓ Received report on consolidation of Board of Education and County Human Resources departments. No action taken. Completed and implemented water and sewer study. Implemented first Kaizen review for Permits & Inspections.
- ✓ Sold Nicodemus sewer plant. Considering all options of pretreatment facility.
- ✓ No new initiatives for reorganizing EDC were undertaken in FY2004.
- ✓ Implemented full cost analysis for Solid Waste.
- ✓ Reauthorize Hagerstown-Washington County Enterprise Zone that includes the City's urban core. Approved the Smart Growth Arts & Entertainment District program.

#### Goals for Fiscal Year 2005

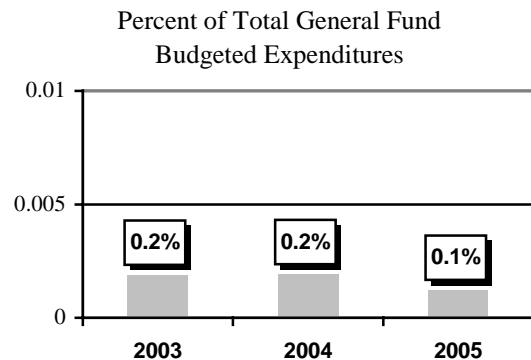
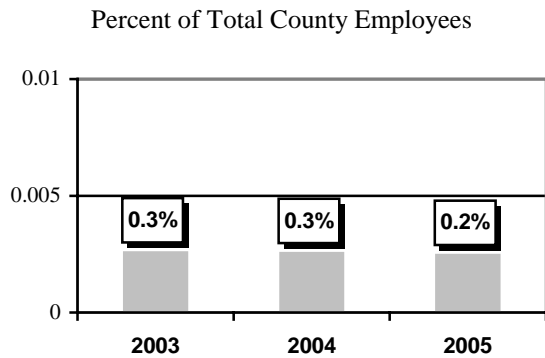
- ✓ Develop and implement a Highway Pavement Management Plan
- ✓ Adopt Rural Area Zoning after consideration of Task Force recommendations and begin implementation of Comprehensive Plan recommendations for Urban and Town Growth Area.
- ✓ Enhance E-government services by developing procedures to post appropriate documents and data on the inter and intra nets and by developing a Frequently Asked Questions (FAQ's) system on the County web page.
- ✓ Develop and implement a Rewards/Recognition Program that is linked to a Suggestion Program.
- ✓ Work with municipalities to develop policies to increase urban tax base.
- ✓ Develop a program to utilize the runway extension, increase the tax base and promote the advantages of the Foreign Trade Zone at the Airport.
- ✓ Develop a master plan to ensure adequate emergency medical services for the citizens of Washington County.

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	295,620	228,140	182,770	(45,370)	(19.89%)
Grants/Intergovernmental					
Fees/Charges					
Total	295,620	228,140	182,770	(45,370)	(19.89%)

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	151,505	158,690	164,370	5,680	3.58%
Operating	144,115	69,450	18,400	(51,050)	(73.51%)
Capital Outlay					
Total	295,620	228,140	182,770	(45,370)	(19.89%)

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
County Administrator	1	1	1
Executive Office Assistant	1	1	1
Total	2	2	2

**Budget Ratios**



*Public Information*

Fund:	General Fund	Category:	General Operations
Program Code:	10310	Contact:	Norman Bassett

Departmental Function:

The Public Information/Disability Issues/Training Office provides a variety of disparate services. All information for or about County Government is disseminated to the media and the public through the Public Information Office. Disability Issues serves as the ADA and 504 coordinator for Washington County Government, acts as liaison with the County Disability Advisory Committee, and provides public assistance on matters concerning disabilities and local government. The Training Office assesses needs for employee training and development in County government and develops programs to meet those needs.

Accomplishments in Fiscal Year 2004

- ✓ Coordinated media coverage for Hurricane Isabel (September)
- ✓ Provided media liaison for tri-annual Airport disaster drill
- ✓ Worked collaboratively with IT to publish information via webpage
- ✓ Disability Advisory Committee (DAC) hosted regional forum for Governor's Office regarding state administrative changes
- ✓ DAC Chair appointed to State Committee on Transportation by Governor Ehrlich
- ✓ Presented report to BOCC on findings of County-wide Disability needs assessment

Goals for Fiscal Year 2005

- ✓ Continue revision of Public Information Policy
- ✓ Work with IT to develop FAQ page for website
- ✓ Develop and disseminate county-wide guide to all transportation services as part of DAC interaction with County Transportation Consolidation study
- ✓ Develop certification program with Hagerstown Business College Division of Workforce Development

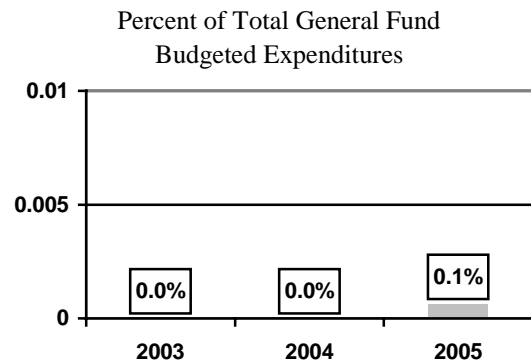
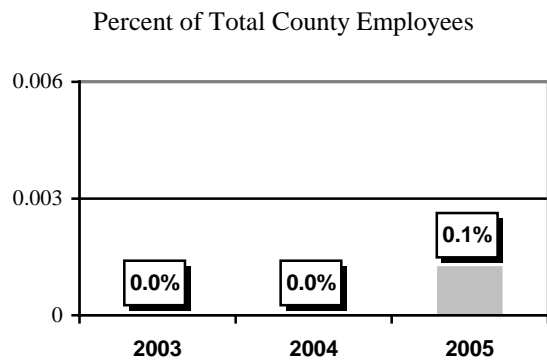
Funding Sources

Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support			94,280	94,280	100.0%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>			<b>94,280</b>	<b>94,280</b>	<b>100.0%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits			57,480	57,480	100.0%
Operating			36,800	36,800	100.0%
Capital Outlay					
Total			94,280	94,280	100.0%

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
PIO/Training Disabilities Issues		1	1
Coordinator			
Total		1	1

**Budget Ratios**



## Budget and Finance

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

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### Departmental Function:

The Department of Budget and Finance provides financial management and administration to the Board of County Commissioners and the County Administrator. 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 both the Washington County Gaming Office and the Washington County Purchasing Office.

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#### Accomplishments in Fiscal Year 2004

- ✓ Completed Phase 1 for the Water and Sewer refinancing, resulting in a saving of \$6.9 million in interest cost.
- ✓ Improved information for the public by placing the Audited Financial Statement, Official Statement, and Approved Operating Budget document on The Department of Budget and Finance web site.
- ✓ Completed Phase 1 of the budget document upgrade for the Distinguished Budget Award Program from the Government Finance Officers Association (GFOA).
- ✓ Successfully completed a major upgrade of the financial management software to browser base with web access.
- ✓ Tested the on-line payment system and the third party processor for implementation in fiscal year 2005.

#### Goals for Fiscal Year 2005

- ✓ Complete and Implement “Best Management Practices” as develop under Standard and Poor’s, to strengthen the County’s overall fiscal management.
- ✓ Submit updated and revised FY 2005 budget document to the Government Finance Officers Association for the Distinguished Budget Award Program.
- ✓ Complete a Full Cost Accounting Analysis for the Washington County Airport Operation.
- ✓ Implement streamlined business processes and new module for the FY 2006 County operating budget.
- ✓ Place Capital Improvement Budget Document on the Department of Budget and Finance web site.
- ✓ Implement on-line payment process and third party processor.
- ✓ Complete Phase 2 of refinancing for Solid Waste Projects.

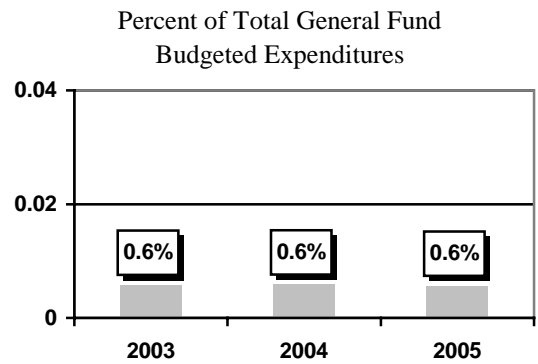
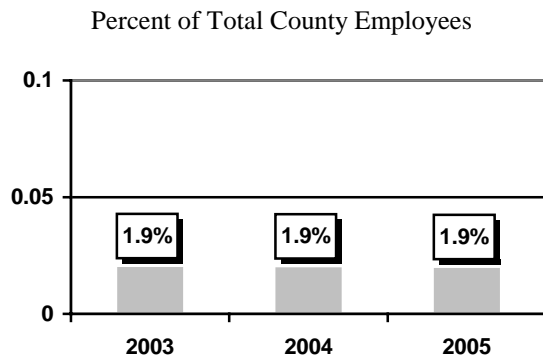
Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	766,562	811,370	834,080	22,710	2.80%
Grants/Intergovernmental					
Fees/Charges					
Total	766,562	811,370	834,080	22,710	2.80%

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	733,509	764,220	784,930	20,710	2.71%
Operating	33,053	47,150	49,150	2,000	4.24%
Capital Outlay					
Total	766,562	811,370	834,080	22,710	2.80%

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Director of Budget and Finance	1	1	1
Assistant Director of Budget and Finance	2	2	2
Accounting Supervisor	1	1	1
Budget Analyst	1	1	1
Fiscal Analyst	1	1	1
Grant Analyst	1	1	1
Fiscal Technician	1	1	1
Payroll Technician	1	1	1
Accounts Payable Supervisor	1	1	1
Accounts Payable Technician	2	2	2
Account Receivable Supervisor	1	1	1
Accounts Receivable Technician	2	2	2
Student Intern	.5	.5	.5
Total	15.5	15.5	15.5

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Budget Ratios



*Independent Accounting and Audit*

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

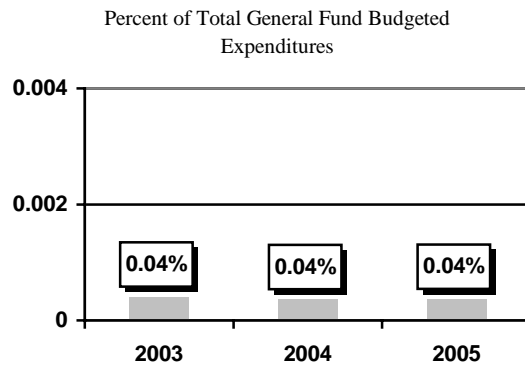
Departmental Function:

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	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	49,500	50,500	54,500	4,000	7.92%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>49,500</b>	<b>50,500</b>	<b>54,500</b>	<b>4,000</b>	<b>7.92%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	49,500	50,500	54,500	4,000	7.92%
Capital Outlay					
<b>Total</b>	<b>49,500</b>	<b>50,500</b>	<b>54,500</b>	<b>4,000</b>	<b>7.92%</b>

Budget Ratios
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## *Purchasing*

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

### Departmental Function:

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

#### Accomplishments in Fiscal Year 2004

- ✓ Created a certificate of insurance tracking system to assure contractor compliance with County Policy P-4
- ✓ Created a tracking system for annual contracts in conjunction with the insurance tracking system
- ✓ Completed successful upgrade of PeopleSoft Financial Software - Purchasing Module
- ✓ Began the rewrite of individual County Purchasing Policies and their conversion into a Purchasing Policy Manual
- ✓ Developed a process to document support of the Airport's Disability Business Enterprise Program goal
- ✓ Standardized the City/County industrial equipment specification format

#### Goals for Fiscal Year 2005

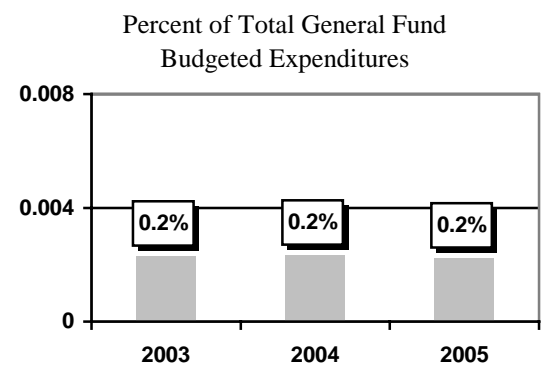
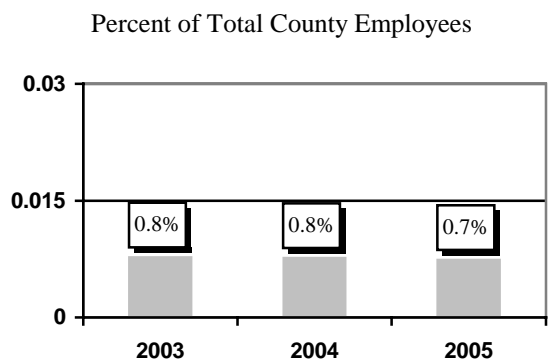
- ✓ To develop a PeopleSoft 8.4 Financial Software Procedures Manual for the Purchasing Module
- ✓ To complete the rewrite of individual County Purchasing Policies and their conversion to a Purchasing Policy Manual
- ✓ To research electronic bidding systems/processes, including reverse auctions, of other jurisdictions for possible implementation
- ✓ To evaluate and implement the features of PeopleSoft Version 8.4 (Purchasing Module) for utilizing its features/reports to the fullest to streamline work processes

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	308,925	323,960	331,680	7,720	2.38%
Grants/Intergovernmental					
Fees/Charges	2,210	2,500	2,500	0	0.0%
<b>Total</b>	<b>311,135</b>	<b>326,460</b>	<b>334,180</b>	<b>7,720</b>	<b>2.36%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	291,778	304,760	312,480	7,720	2.53%
Operating	19,357	21,700	21,700	0	0.0%
Capital Outlay					
Total	311,135	326,460	334,180	7,720	2.36%

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Purchasing Agent	1	1	1
Buyer	1	1	1
Procurement Specialist	1	1	1
Procurement Technician II	1	1	1
Procurement Technician	1	1	1
Total	6	6	6

Budget Ratios



*Treasurer*

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

Departmental Function:

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

Accomplishments in Fiscal Year 2004

- ✓ Implemented and upgraded remittance processing software.

Goals for Fiscal Year 2005

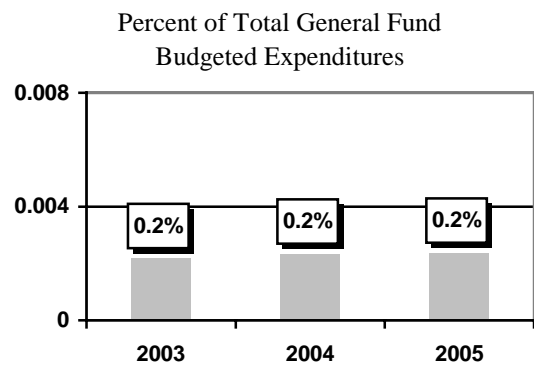
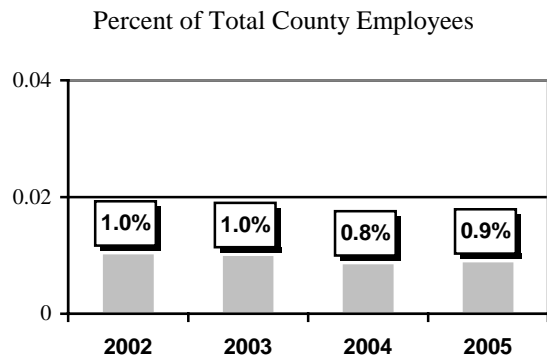
- ✓ Provide tax information retrieval via Washington County web site.

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	274,817	324,260	351,214	26,954	8.31%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>274,817</b>	<b>324,260</b>	<b>351,214</b>	<b>26,954</b>	<b>8.31%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	237,058	255,860	276,314	20,454	7.99%
Operating	37,759	68,400	74,900	6,500	9.50%
Capital Outlay					
<b>Total</b>	<b>274,817</b>	<b>324,260</b>	<b>351,214</b>	<b>26,954</b>	<b>8.31%</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Treasurer	1	1	1
Chief Deputy Treasurer	1	1	1
Deputy Treasurer	2	2	2
Tax Clerk	1	1	1
Cashier	2.5	1.5	2
<b>Total</b>	<b>7.5</b>	<b>6.5</b>	<b>7</b>

Budget Ratios



## County Attorney

Fund:	General Fund	Category:	General Operations
Program Code:	10600	Contact:	Richard Douglas

### Departmental Function:

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

#### Accomplishments in Fiscal Year 2004

- ✓ Finalized, presented for adoption, and implemented the Right to Farm Ordinance.
- ✓ Finalized, presented for adoption, and implemented the Building Excise Tax and the County Transfer Tax Ordinances and assisted with respect to amendments to the Adequate Public Facilities Ordinance.
- ✓ Developed amendments to the Zoning Ordinance providing for a system of enforcement of zoning violations.

#### Goals for Fiscal Year 2005

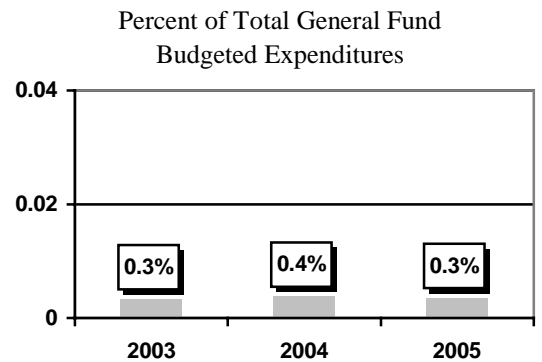
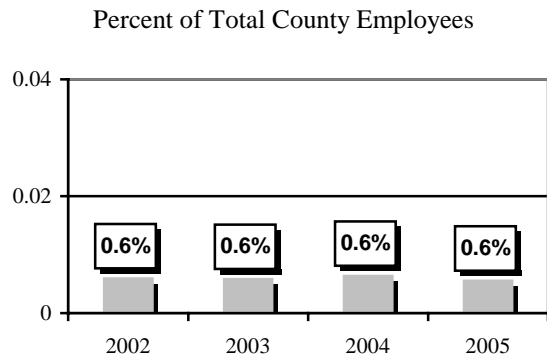
- ✓ Development of revised outdoor advertising provisions of the Zoning Ordinance with the Planning Department.
- ✓ Present for adoption and implement amendments to the Zoning Ordinance for civil enforcement of zoning violations.
- ✓ Assemble and coordinate 2004 Salary Study Commission, present recommendations to Commissioners, and the Commissioners' recommendations to the Delegation.

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	473,628	516,420	561,770	45,350	8.78%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>473,628</b>	<b>516,420</b>	<b>561,770</b>	<b>45,350</b>	<b>8.78%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	296,196	336,580	346,930	10,350	3.08%
Operating	177,432	179,840	214,840	35,000	19.46%
Capital Outlay					
<b>Total</b>	<b>473,628</b>	<b>516,420</b>	<b>561,770</b>	<b>45,350</b>	<b>8.78%</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
County Attorney	1	1	1
Deputy County AttOrney	1	1	1
Legal Assistant	1	1	1
Legal Secretary	1	1	1
Intern	.5		
Part-time Attorney		.5	.5
<b>Total</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>

Budget Ratios



## *Human Resources*

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

### Departmental Function:

The Human Resources Department has two separate but compatible functions. One function deals with typical human resources responsibilities such as employee recruitment, compensation and classification, etc. The second function covers all areas associated with the management of a comprehensive property and casualty insurance program. In addition, the department also handles miscellaneous responsibilities such as public information, dissemination, and disabilities issues.

#### Accomplishments in Fiscal Year 2004

- ✓ Publishing Employee Newsletter
- ✓ Revision of numerous Personnel Policies
- ✓ Employee Publications now on Web Site

#### Goals for Fiscal Year 2005

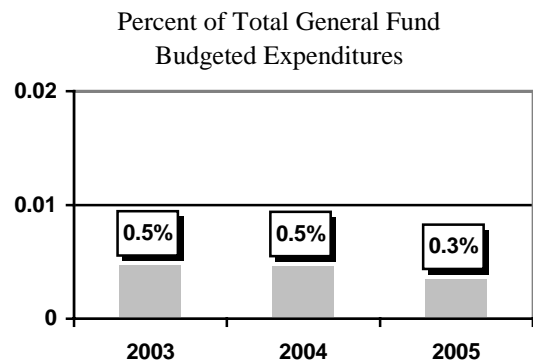
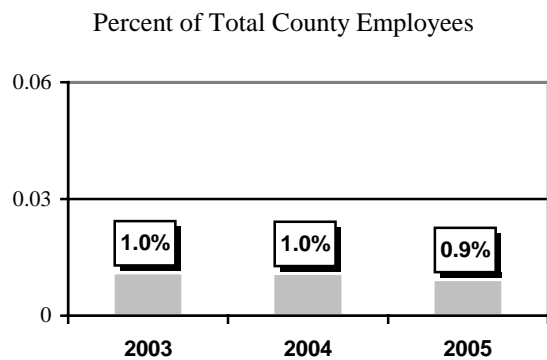
- ✓ Development of Reward/Recognition Program
- ✓ Begin Cross Training of HR Staff
- ✓ Development of Safety Audit Program

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	629,361	622,950	516,550	(106,400)	(17.08%)
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>629,361</b>	<b>622,950</b>	<b>516,550</b>	<b>(106,400)</b>	<b>(17.08%)</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	425,506	447,250	398,250	(49,000)	(10.96%)
Operating	201,545	165,200	118,300	(46,900)	(28.39%)
Capital Outlay	2,310	10,500		(10,500)	(100.0%)
<b>Total</b>	<b>629,361</b>	<b>622,950</b>	<b>516,550</b>	<b>(106,400)</b>	<b>(17.08%)</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Director of Human Resources	1	1	1
Human Resources Administrator	1	1	1
Safety Compliance Administrator	1	1	1
Benefits Administrator	1	1	1
Risk Management Administrator	1	1	1
Training/Disability Issues Coordinator	1		
Human Resources Technician	1	1	1
Administrative Assistant	1	1	1
<b>Total</b>	<b>8</b>	<b>7</b>	<b>7</b>

Budget Ratios





*Central Services*

Fund:	General Fund	Category:	General Operations
Program Code:	10970	Contact:	Jim Sterling

Departmental Function:

The department's function is to provide support to all County Agencies, citizens and non-profit organizations. The services include operation of the mailroom, document copying, postal services, and to provide information to the citizens.

Accomplishments in Fiscal Year 2004

- ✓ Replaced the 5090 Copy machine, cut operating and maintenance cost through State Contracts

Goals for Fiscal Year 2005

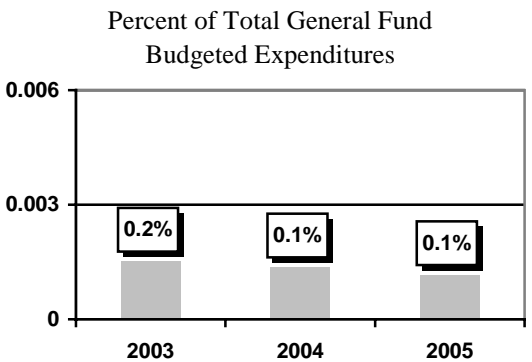
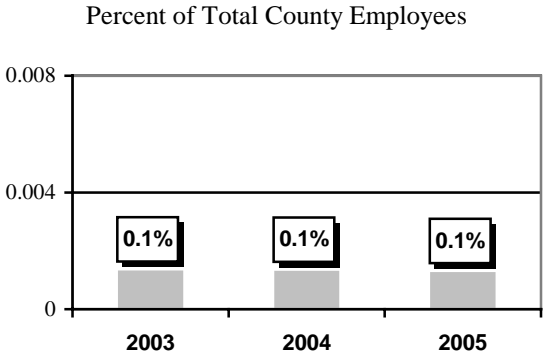
- ✓ Continue to evaluate equipment, maintenance and operating cost to realize cost reductions

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	188,807	187,940	171,110	(16,830)	(8.96%)
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>188,807</b>	<b>187,940</b>	<b>171,110</b>	<b>(16,830)</b>	<b>(8.96%)</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	40,615	41,940	44,110	2,170	5.17%
Operating	148,192	146,000	127,000	(19,000)	(13.01%)
Capital Outlay					
<b>Total</b>	<b>188,807</b>	<b>187,940</b>	<b>171,110</b>	<b>(16,830)</b>	<b>(8.96%)</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Office Associate III	1		
Senior Office Associate		1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>

Budget Ratios



## Information Technology

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

### Departmental Function:

Information Technologies (IT) provides automation 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 of information technologies across the enterprise, which includes hardware, software (in-house and third party), networks, databases, Internet, voice, and video. IT constructs and maintains an integrated information technology infrastructure (voice and data), provides data management services, supports the County's enterprise management system (PeopleSoft) and other departmental specific information systems. IT manages the County's Internet presence, promotes e-government initiatives, and is responsible for the purchase and administration of information technology and technology related services. IT adopts, establishes, and maintains standards for the use of information technologies within the County infrastructure.

#### Accomplishments in Fiscal Year 2004

- ✓ Upgraded the County Treasurer's tax billing and collection system to web based architecture
- ✓ Reviewed and updated existing County policy with respect to hardware and software compliance, Internet and email use, abuse and privacy
- ✓ Upgraded the network core infrastructure to a switched 4 Gbps fiber backbone with 100 Mbps to the desktop
- ✓ Upgraded the County's financial and human resources administrative systems (PeopleSoft) to web based architecture

#### Goals for Fiscal Year 2005

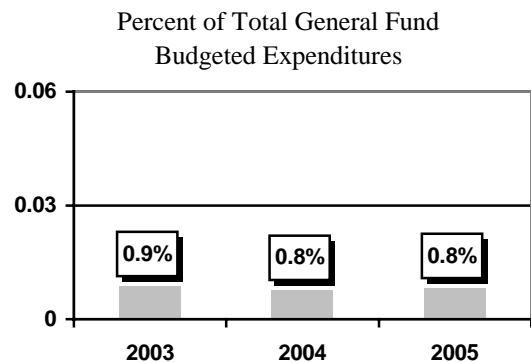
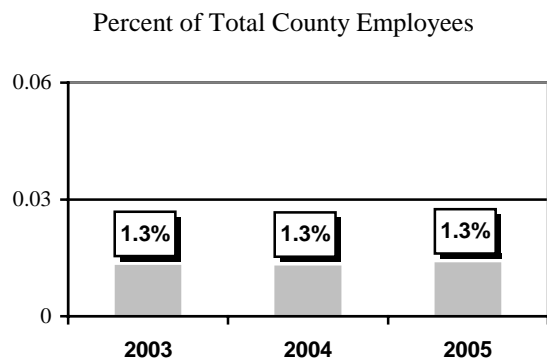
- ✓ Upgrade and consolidate application file servers to Windows 2003 platform
- ✓ Review and update existing County policy with respect to data archiving/retrieval, disaster recovery and system security
- ✓ Partner with the Washington County Public Network to provide redundant high-speed access to the Internet and additional fiber infrastructure pathways between County facilities
- ✓ Install Storage Area Network (SAN) technology to provide the capability for centralized data archival/retrieval and data recovery
- ✓ Expand web based e-government services to include on-line payment processing, web based building permitting, real property information query and access and developing a Frequently Asked Questions (FAQ's) system on the County's web page

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	1,098,861	1,050,930	1,213,550	162,620	15.47%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>1,098,861</b>	<b>1,050,930</b>	<b>1,213,550</b>	<b>162,620</b>	<b>15.47%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	515,651	557,630	599,250	41,620	7.46%
Operating	426,510	489,300	525,300	36,000	7.36%
Capital Outlay	156,700	4,000	89,000	85,000	2125%
Total	1,098,861	1,050,930	1,213,550	162,620	15.47%

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Director of Information Technology	1	1	1
Database Administrator	1	1	1
Senior Technical Support Analyst	1	1	1
Systems Analyst	1	2	2
Technical Support Analyst	1	1	1
Program Analyst II	1	1	1
Program Analyst I	2	1	1
Webmaster	1	1	1
Public Safety Systems Manager	1	1	1
Systems Support Analyst			1
Total	10	10	11

Budget Ratios
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## General Operations

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

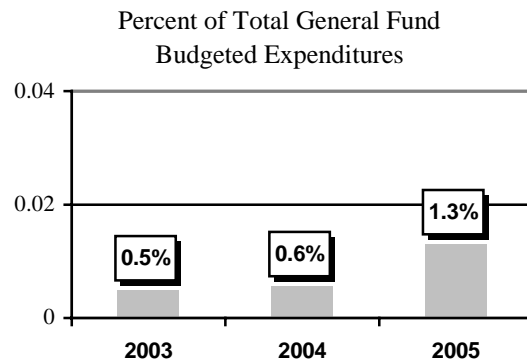
### Departmental Function:

This department is used for expenses that can not 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	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	883,629	775,061	1,924,321	1,149,260	148.28%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>883,629</b>	<b>775,061</b>	<b>1,924,321</b>	<b>1,149,260</b>	<b>148.28%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	208,751	216,921	293,361	76,440	35.24%
Operating	674,878	558,140	1,630,960	1,072,820	192.2%
Capital Outlay					
<b>Total</b>	<b>883,629</b>	<b>775,061</b>	<b>1,924,321</b>	<b>1,149,260</b>	<b>148.28%</b>

Budget Ratios
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*General Fund – Planning/Permits*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Planning & Community Development	845,301	913,110	915,900	2,790	.31%
Zoning Appeals	50,453	51,540	54,340	2,800	5.43%
Building Inspections	1,007,415	1,091,022	1,177,139	86,117	7.89%
Plumbing Inspections	151,155	149,244	158,310	9,066	6.07%
Total	2,054,324	2,204,916	2,305,689	100,773	4.57%

*Planning and Community Development*

Fund:	General Fund	Category:	Planning/Permits
Program Code:	10800	Contact:	Michael Thompson

Departmental Function:

The Department of Planning and Community Development is responsible for maintenance and administration of the Subdivision Ordinance, Zoning Ordinance, Forest Conservation Ordinance and historic preservation regulations. This department also maintains and administers the Comprehensive Plan, Sewer and Water Plan, Solid Waste Plan, Land Preservation, and Recreation Plan.

Accomplishments in Fiscal Year 2004

- ✓ Adoption of the Comprehensive Plan update
- ✓ Preparation of zoning amendments for the “Urban Areas” of the County
- ✓ Adoption of amendments to the APFO, particularly relating to school and road mitigation requirements
- ✓ Application of ARC for road funding for Newgate Boulevard

Goals for Fiscal Year 2005

- ✓ Adopt the zoning amendments for the “Rural Area” of the County
- ✓ Begin updating the County’s Water and Sewer Plan
- ✓ Begin updating the Subdivision Ordinance
- ✓ Update billboard regulations
- ✓ Update Land Preservation and Recreation Plan

Funding Sources

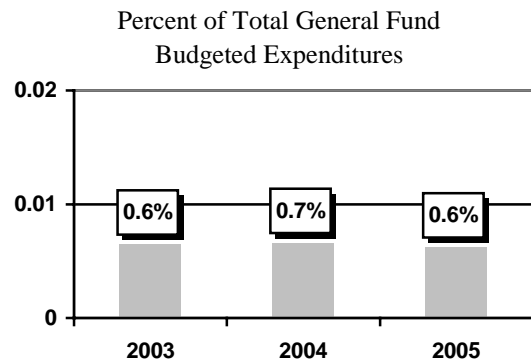
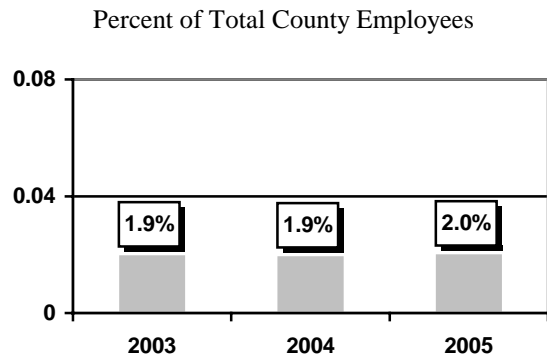
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	692,493	799,210	802,300	3,090	.39%
Grants/Intergovernmental					
Fees/Charges	152,808	113,900	113,600	(300)	(.26%)
<b>Total</b>	<b>845,301</b>	<b>913,110</b>	<b>915,900</b>	<b>2,790</b>	<b>.31%</b>

Program Expenditures

Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	813,995	874,410	876,760	2,350	.27%
Operating	24,786	38,700	39,140	440	1.14%
Capital Outlay	6,520				
<b>Total</b>	<b>845,301</b>	<b>913,110</b>	<b>915,900</b>	<b>2,790</b>	<b>.31%</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Planning & Community Development Director	1	1	1
Chief Planner	1	1	1
GIS Coordinator	1	1	1
Senior Planner	2	2	2
Rural Preservation Administrator	1	1	1
Community Development Coordinator	1	1	1
Parks & Environmental Planner	1	1	1
GIS Analyst	1	1	1
Planner I	2	2	2
GIS Technician	1	1	1
Permits Processor	1	1	1
Administrative Assistant	1	1	1
Office Associate	1	2	2
<b>Total</b>	<b>15</b>	<b>16</b>	<b>16</b>

Budget Ratios





## *Zoning Appeals*

Fund:	General Fund	Category:	Planning/Permits
Program Code:	10810	Contact:	Vacant

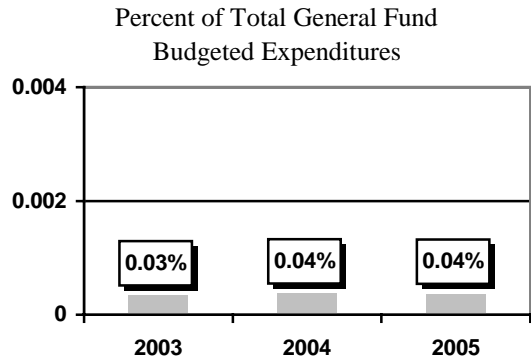
### Departmental Function:

The Board of Zoning Appeals is located within the Permits & Inspections department and is assigned a secretary, which serves as an intermediary between the Board and the public. Zoning applications are accepted for variances, special exceptions, non-conforming uses and administrative error from the Director's decision on the Zoning Ordinance and from the Planning Commission's decision on the County Subdivision Ordinance and Public Facility Ordinance.

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	27,028	33,540	36,340	2,800	8.35%
Grants/Intergovernmental					
Fees/Charges	23,425	18,000	18,000	0	0.0%
<b>Total</b>	<b>50,453</b>	<b>51,540</b>	<b>54,340</b>	<b>2,800</b>	<b>5.43%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	20,656	17,470	17,470	0	0.0%
Operating	29,797	34,070	36,870	2,800	8.22%
Capital Outlay					
<b>Total</b>	<b>50,453</b>	<b>51,540</b>	<b>54,340</b>	<b>2,800</b>	<b>5.43%</b>

### Budget Ratios



## *Building Inspections*

Fund:	General Fund	Category:	Planning/Permits
Program Code:	11500	Contact:	Vacant

### Departmental Function:

The major function of the Building Inspections department is 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. The department serves 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. This department is also charged with licensing plumbers biennially and electrical contractors every three years. Junkyards and operators of amusement devices are issued on yearly basis.

#### Accomplishments in Fiscal Year 2004

- ✓ Implement Integrated Voice Response System for scheduling inspections and checking statuses of permits
- ✓ Organized a zoning department within the Permits and Inspections Department in addition to hiring a zoning inspector who is solely dedicated for inspections, processing, service requests and court cases regarding zoning enforcement
- ✓ A website was created providing information regarding fee structures, departmental policies and procedures, informational brochures, and departmental forms which can be downloaded by the customers

#### Goals for Fiscal Year 2005

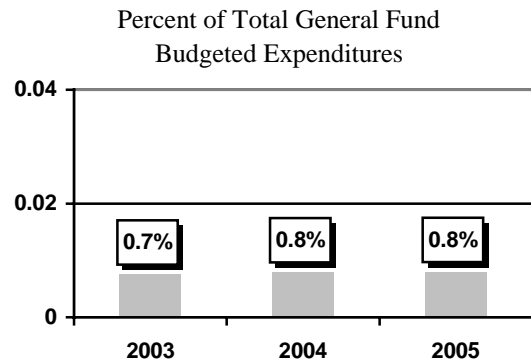
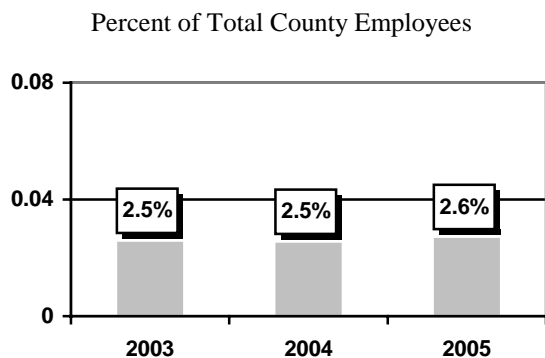
- ✓ Implement an inspection tracking system for all field personnel
- ✓ Implement an on-line permitting system which would enable customers to schedule inspection and check on the status of permits through the internet. Contractors would also be able to process permits on line for plumbing, electrical, and mechanical retrofit work
- ✓ Amend existing zoning ordinance to allow for the issuance of citations
- ✓ Adopt 2003 IRC & ICC International Building Code
- ✓ Adopt 2003 ICC Mechanical Code

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	110,853	320,022	344,639	24,617	7.69%
Grants/Intergovernmental					
Fees/Charges	896,562	771,000	832,500	61,500	7.98%
<b>Total</b>	<b>1,007,415</b>	<b>1,091,022</b>	<b>1,177,139</b>	<b>86,117</b>	<b>7.89%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	941,359	981,960	1,054,519	72,559	7.39%
Operating	59,556	86,722	99,620	12,898	14.87%
Capital Outlay	6,500	22,340	23,000	660	2.95%
Total	1,007,415	1,091,022	1,177,139	86,117	7.89%

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Permits & Inspections Director	1	1	1
Permits & Inspections Deputy Director	1	1	1
Plans Examiner	2	3	3
Permits & Inspections Coordinator	1	1	1
Combination Inspector III	7	6	6
Office Manager	1	1	1
Permits Technician	6	6	6
Combination Inspector IV		1	1
PT Combination Inspector II	.5	.5	.5
Zoning Inspector			1
Total	19.5	20.5	21.5

Budget Ratios



## *Plumbing Inspections*

Fund:	General Fund	Category:	Planning/Permits
Program Code:	11510	Contact:	Vacant

### Departmental Function:

This department is assigned a secretary who serves as an intermediary between the Board and the public. This office receives all plumbing inspection permits. The office maintains files for licensed plumbers and the minutes of the Plumbing Board.

#### Accomplishments in Fiscal Year 2004

- ✓ Implement Integrated Voice Response System for scheduling inspections and checking statuses of permits
- ✓ A website was created providing information regarding fee structures, departmental policies and procedures, informational brochures, and departmental forms which can be downloaded by the customers

#### Goals for Fiscal Year 2005

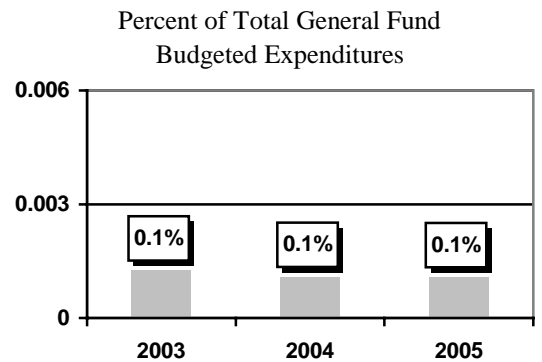
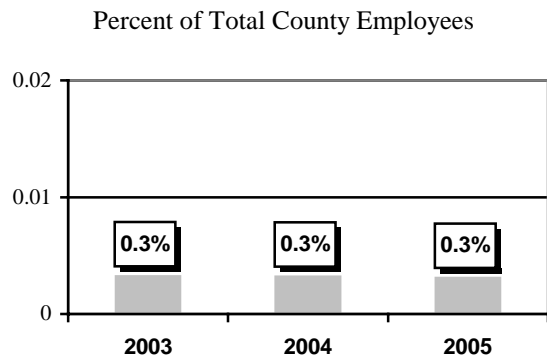
- ✓ Implement an inspection tracking system for all field personnel
- ✓ Implement an on-line permitting system which would enable customers to schedule inspection and check on the status of permits through the internet. Contractors would also be able to process permits on line for plumbing, electrical, and mechanical retrofit work

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	13,889		4,310	4,310	100.0%
Grants/Intergovernmental					
Fees/Charges	137,266	149,244	154,000	4,756	3.19%
<b>Total</b>	<b>151,155</b>	<b>149,244</b>	<b>158,310</b>	<b>9,066</b>	<b>6.07%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	125,365	139,430	143,300	3,870	2.78%
Operating	4,611	9,814	15,010	5,196	52.94%
Capital Outlay	21,178				
<b>Total</b>	<b>151,155</b>	<b>149,244</b>	<b>158,310</b>	<b>9,066</b>	<b>6.07%</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Combination Inspector IV	1	1	1
Combination Inspector III	1	1	1
PT Plumbing Inspector	.5	.5	.5
<b>Total</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>

Budget Ratios



*General Fund – Buildings*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Martins Luther King Center	77,872	65,900	95,000	29,100	44.16%
Administration Building	201,735	168,500	172,000	3,500	2.08%
Court House	418,335	423,280	444,300	21,020	4.97%
County Office Building	141,634	142,300	159,800	17,500	12.30%
Administration Annex	48,714	75,000	72,000	(3,000)	(4.0%)
Dwyer Center	20,097	23,700	32,500	8,800	37.13%
Rental Properties	9,493	7,500	22,200	14,700	195.0%
Library Maintenance	2,181	24,000	24,000	0	0.0%
<b>Total</b>	<b>920,061</b>	<b>930,180</b>	<b>1,021,800</b>	<b>91,620</b>	<b>9.85%</b>

## *Buildings*

Fund:	General Fund	Category:	Buildings
Program Code:	10900, 10910, 10930, 10940, 10950, 10960, 10980, 10990	Contact:	James Sterling

### Departmental Function:

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

- Court House and Court House Annex
- Administration Building
- County Office Building
- Administration Annex
- Martin Luther King Building
- Dwyer Center
- Rental Properties
- Clear Spring Library

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

#### Accomplishments in Fiscal Year 2004

- ✓ Enlarged meeting room in the County Administration Building
- ✓ Replaced side door at the Administration Annex
- ✓ Remodeled office space at the Administration Annex
- ✓ Remodeled office area in the Economic Development Commission

#### Goals for Fiscal Year 2005

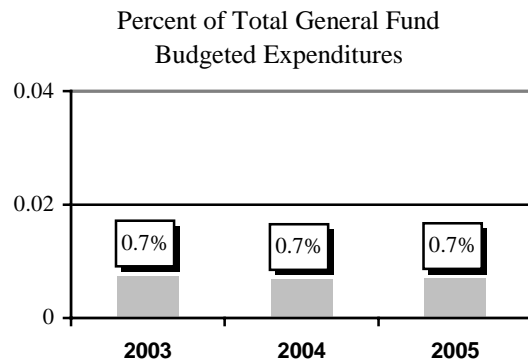
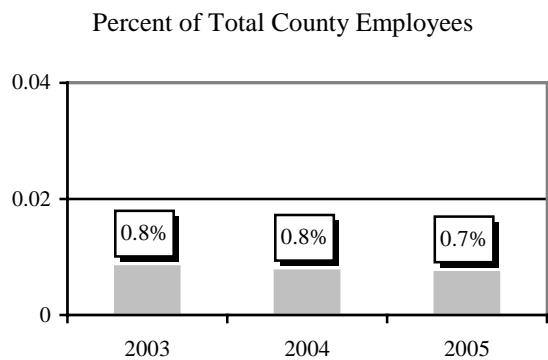
- ✓ Build communications room at the County Office Building
- ✓ Remodel restroom County Office Building
- ✓ Build storage shed at the Administration Annex
- ✓ Add air conditioning unit at Administration Annex

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	920,061	930,180	1,021,800	91,620	9.85%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>920,061</b>	<b>930,180</b>	<b>1,021,800</b>	<b>91,620</b>	<b>9.85%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	222,999	237,280	249,000	11,720	4.94%
Operating	649,566	692,900	751,300	58,400	8.43%
Capital Outlay	47,496		21,500	21,500	100.0%
Total	920,061	930,180	1,021,800	91,620	9.85%

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Deputy Building, Grounds & Parks Director	1	1	1
Building Maintenance Supervisor	1	1	1
Maintenance Leadworker	1	1	1
Building Maintenance Worker II	3		
Maintenance Worker		3	3
Relief Custodian	.5		
Total	6.5	6	6

**Budget Ratios**





*General Fund – Other*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Women's Commission	1,842	1,843	1,950	107	5.81%
Historic District Commission	296	14,848	20,850	6,002	40.42%
Gaming Office	134,963	149,800	192,000	42,200	28.17%
Total	137,101	166,491	214,800	48,309	29.02%

*Women's Commission*

Fund:	General Fund	Category:	Other
Program Code:	11100	Contact:	Kelly Wilhelm

Departmental Function:

The Commission for Women identifies problems, defines issues and recommends policies and solutions that would change practices which prevent the full participation of women in today's society.

Accomplishments in Fiscal Year 2004

Not Provided

Goals for Fiscal Year 2005

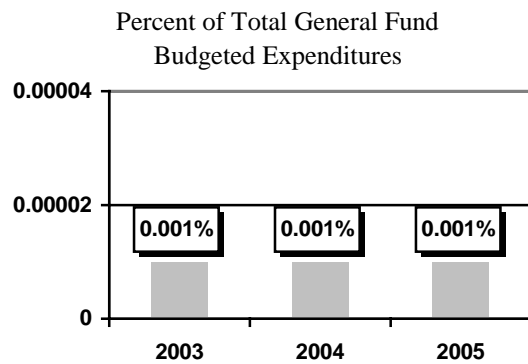
Not Provided

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	1,842	1,843	1,950	107	5.81%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>1,842</b>	<b>1,843</b>	<b>1,950</b>	<b>107</b>	<b>5.81%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	1,842	1,843	1,950	107	5.81%
Capital Outlay					
<b>Total</b>	<b>1,842</b>	<b>1,843</b>	<b>1,950</b>	<b>107</b>	<b>5.81%</b>

Services Provided or Clients Served			
Programs	2003	2004	2005
Not Provided			

Budget Ratios



*Historic District Commission*

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

Departmental Function:

The Commission's purpose is to administer design review to protect the integrity of historic structures in the Historic Preservation and Antietam Overlay zoning designations, having authority to approve or deny certain construction activities.

Accomplishments in Fiscal Year 2004

- ✓ Commission fulfilled its responsibility to review and approve permit applications affecting designated historic structures and property tax credit applications
- ✓ Commission applied for specialized State funding to assist in the development of Design Review Guidelines

Goals for Fiscal Year 2005

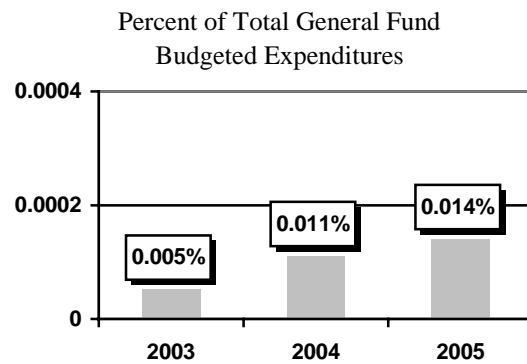
- ✓ Commission plans to continue its responsibility of review and approval of design review applications affecting designated historic structures
- ✓ Commission plans to adopt Design Guidelines and apply for funding assistance to continue historic sites surveys

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	296	14,848	20,850	6,002	40.42%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>296</b>	<b>14,848</b>	<b>20,850</b>	<b>6,002</b>	<b>40.42%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	296	14,848	20,850	6,002	40.42%
Capital Outlay					
<b>Total</b>	<b>296</b>	<b>14,848</b>	<b>20,850</b>	<b>6,002</b>	<b>40.42%</b>

Services Provided or Clients Served			
Programs	2003	2004	2005
Not Provided			

Budget Ratios



## Gaming Office

Fund:	General Fund	Category:	Other
Program Code:	11120	Contact:	Dan DiVito

### Departmental Function:

The Gaming Office interprets, implements, and enforces State law, County Rules and Regulations as well as all policies governing tip jar and Bingo gaming activity within Washington County. The Office has sole authority to approve or deny license requests, monitor compliance of non-profit clubs and for-profit taverns and restaurants with all gaming laws and regulations. Responsibilities include the accurate collection and management of monies deposited to the Gaming Fund for distributions allocated by an appointed seven-member panel to fire and rescue companies and local charities. The Gaming Office also issues licenses and regulates coin operated amusements devices through out the county.

#### Accomplishments in Fiscal Year 2004

- ✓ Implemented new software
- ✓ Completed new office filing system
- ✓ Increased video revenue by 160%
- ✓ Revised State statutes and County regulations
- ✓ Expanded new operator licenses by four
- ✓ Tightened bad check procedures
- ✓ Developed new investigation procedures
- ✓ Conducted two audits of wholesalers

#### Goals for Fiscal Year 2005

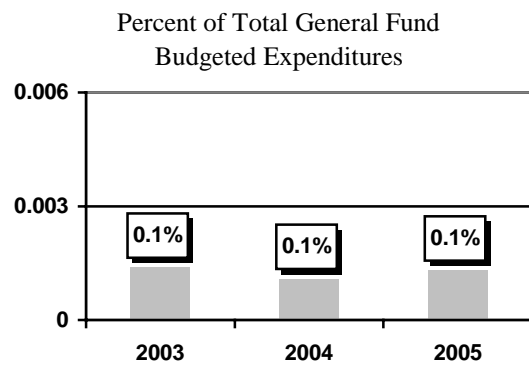
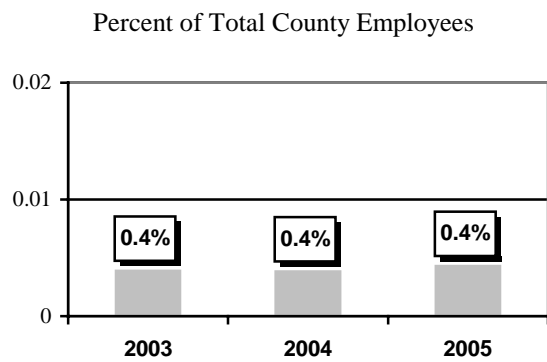
- ✓ Expand new software reporting capabilities
- ✓ Improve enforcement capabilities
- ✓ Develop on-line reporting
- ✓ Review and revise County regulations
- ✓ Revise video and bingo procedures
- ✓ Simplify gaming fund application procedures
- ✓ Develop Maryland State reporting procedures
- ✓ Increase staff training

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Gaming Fee Reserve	4,172				
Grants/Intergovernmental					
Fees/Charges	130,791	149,800	192,000	42,200	28.17%
<b>Total</b>	<b>134,963</b>	<b>149,800</b>	<b>192,000</b>	<b>42,200</b>	<b>28.17%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	104,702	124,500	141,770	17,270	13.87%
Operating	15,782	25,300	44,230	18,930	74.82%
Capital Outlay	14,479		6,000	6,000	100.0%
<b>Total</b>	<b>134,963</b>	<b>149,800</b>	<b>192,000</b>	<b>42,200</b>	<b>28.17%</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Gaming Commission Director	1	1	1
Senior Office Associate	1	1	1
Office Associate	1	1	1
Part Time Inspector			.5
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3.5</b>

Budget Ratios



*General Fund – Medical*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Medical Examiner	4,970	6,000	6,000	0	0.0%
Contracted Ambulance	10,099	11,000	11,000	0	0.0%
Pauper Burial		400	400	0	0.0%
Total	15,069	17,400	17,400	0	0.0%



*Medical Examiner*

Fund:	General Fund	Category:	Medical
Program Code:	11550	Contact:	Joni Bittner

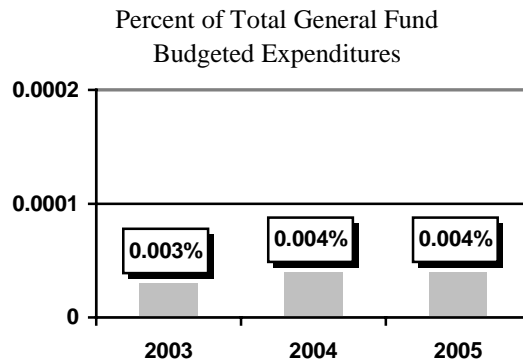
Departmental Function:

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

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	4,970	6,000	6,000	0	0.0%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>4,970</b>	<b>6,000</b>	<b>6,000</b>	<b>0</b>	<b>0.0%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	4,970	6,000	6,000	0	0.0%
Capital Outlay					
<b>Total</b>	<b>4,970</b>	<b>6,000</b>	<b>6,000</b>	<b>0</b>	<b>0.0%</b>

Budget Ratios
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*Contracted Ambulance*

Fund:	General Fund	Category:	Medical
Program Code:	11700	Contact:	Joni Bittner

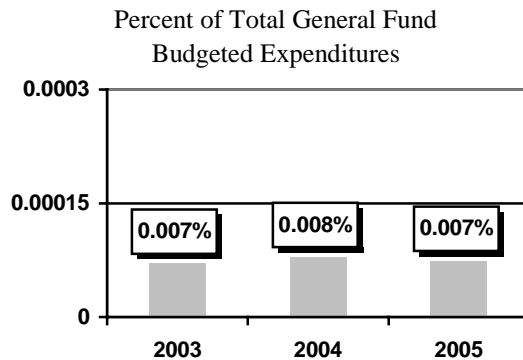
Departmental Function:

Under State law, the County is required to contract for services for the transport of indigent patients.

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	10,099	11,000	11,000	0	0.0%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>10,099</b>	<b>11,000</b>	<b>11,000</b>	<b>0</b>	<b>0.0%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	10,099	11,000	11,000	0	0.0%
Capital Outlay					
<b>Total</b>	<b>10,099</b>	<b>11,000</b>	<b>11,000</b>	<b>0</b>	<b>0.0%</b>

Budget Ratios
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*Pauper Burial*

Fund:	General Fund	Category:	Medical
Program Code:	11800	Contact:	Julie Nichols

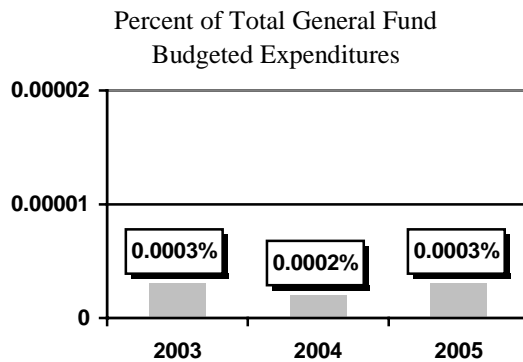
Departmental Function:

The County provides a proper burial for indigents.

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support		400	400	0	0.0%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>		<b>400</b>	<b>400</b>	<b>0</b>	<b>0.0%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating		400	400	0	0.0%
Capital Outlay					
<b>Total</b>		<b>400</b>	<b>400</b>	<b>0</b>	<b>0.0%</b>

Budget Ratios
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*General Fund – Public Works*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Public Works Administration	218,612	226,190	234,795	8,605	3.80%
Engineering	949,999	1,069,520	1,165,920	96,400	9.01%
Total	1,168,611	1,295,710	1,400,715	105,005	8.10%

*Public Works Administration*

Fund:	General Fund	Category:	Public Works
Program Code:	11600	Contact:	Gary Rohrer

Departmental Function:

To provide and maintain a safe, cost effective infrastructure and public transportation that enhances the quality of life in Washington County. To that end, the Director is responsible for general oversight of the following County agencies: Buildings, Grounds, and Parks; Communications Maintenance; Engineering; Highways; Permits and Inspections; Solid Waste; Transportation; and Water Quality.

Accomplishments in Fiscal Year 2004

- ✓ Retained the services of a radio communications consultant to assist the County with installation of a new radio communications system
- ✓ Developed major revisions to Article V – Schools – in the County’s Adequate Public Facilitate Ordinance (APFO)
- ✓ Developed a standard document to facilitate APFO Agreements
- ✓ Developed major revisions to the County’s Street Acceptance Policy and Standard forms of agreement for enforcement
- ✓ Developed an APFO Agreement with Washington County Health System for the proposed new hospital site.

Goals for Fiscal Year 2005

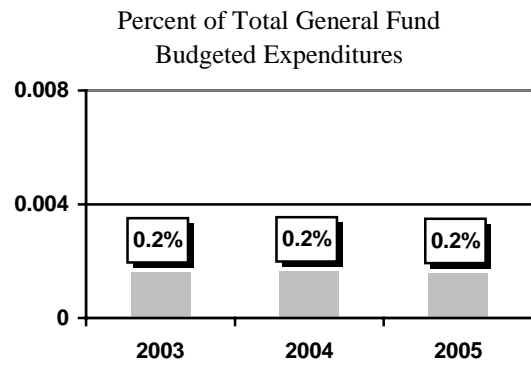
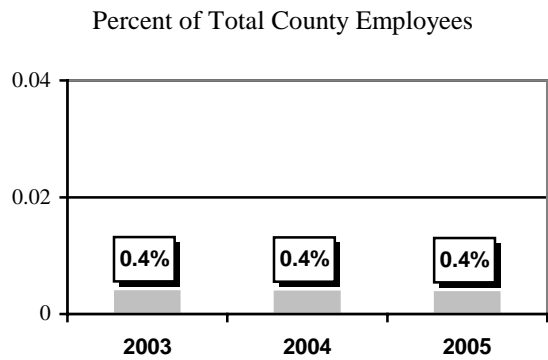
- ✓ Develop and implement a Highway Pavement Management Plan
- ✓ Evaluate funding options for a major County-wide road rehabilitation program
- ✓ Develop revisions to Article IV – *Roads* - in the County’s Adequate Public Facilitate Ordinance (APFO) for adoption by the Board of County Commissioners
- ✓ Develop revisions to the County’s Road Adequacy Policy for adoption by the Board of County Commissioners
- ✓ Develop bid package suitable for public advertisement to begin systematic replacement of the County’s radio communications

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	218,612	226,190	234,795	8,605	3.80%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>218,612</b>	<b>226,190</b>	<b>234,795</b>	<b>8,605</b>	<b>3.80%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	205,806	215,190	222,095	6,905	3.21%
Operating	12,806	11,000	12,700	1,700	15.45%
Capital Outlay					
Total	218,612	226,190	234,795	8,605	3.80%

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Director of Public Works	1	1	1
Real Property Administrator	1	1	1
Administrative Assistant	1	1	1
Total	3	3	3

Budget Ratios



## *Engineering*

Fund:	General Fund	Category:	Public Works
Program Code:	11610	Contact:	Terry McGee

### Departmental Function:

This department provides direction for orderly and cost effective development that supports the Washington County economy while assuring the maintenance and expansion of the infrastructure needed to serve the county. This department reviews and approves private development plans assuring compliance with all applicable standards and regulations. The Engineering department designs and oversees the construction of capital projects such as roads, bridges, parks, solid waste landfills and drainage facilities; facilitating the long term planning efforts of the County and assisting other County departments by providing technical expertise as needed.

#### Accomplishments in Fiscal Year 2004

- ✓ Substantially completed the Cemetery relocation project
- ✓ Began construction on the Clopper Road Bridge and Tollgate Ridge Road/Ford Drive projects
- ✓ Implemented computerized traffic modeling into day to day operations
- ✓ Received MDE approval for County's Phase II NPDES program
- ✓ Took over Floodplain Management responsibilities
- ✓ Increased department review fees to cover larger portion of staffing related to private development
- ✓ Completed design or design oversight on Resh Road Landfill Closure, Court House Annex Renovations, Landfill Cell 3

#### Goals for Fiscal Year 2005

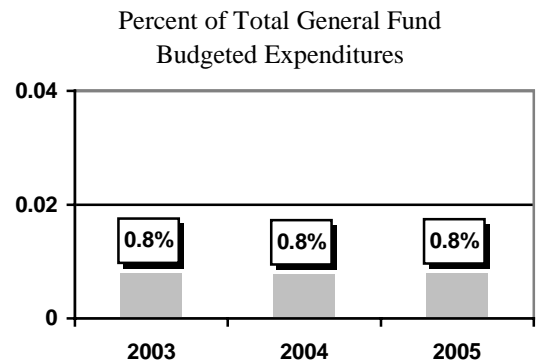
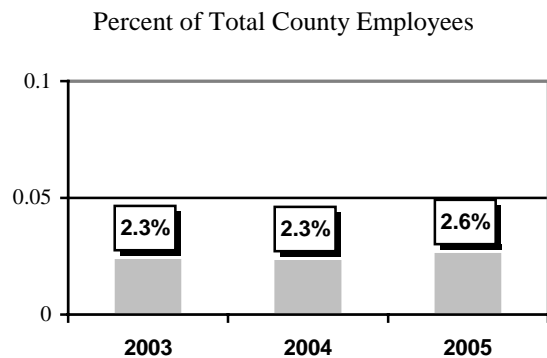
- ✓ Begin construction on Landfill Capping, Court House Annex Renovation, Maugans Avenue Phase 1 and Landfill Cell 3 projects
- ✓ Complete the redesign and construction of the Broadfording Road Bridge project
- ✓ Revise/update the County's Road Adequacy Policy
- ✓ Implement the Pavement Management System for use with the FY 2005 pavement maintenance program
- ✓ Revise the County's S-4 Policy to include utility work within County R/W

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	874,188	1,015,520	875,920	(139,600)	(13.75%)
Grants/Intergovernmental					
Fees/Charges	75,811	54,000	290,000	236,000	437.0%
Total	949,999	1,069,520	1,165,920	96,400	9.01%

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	901,383	987,840	1,107,690	119,850	12.13%
Operating	37,452	59,280	58,230	(1,050)	(1.77%)
Capital Outlay	11,164	22,400		(22,400)	(100.0%)
Total	949,999	1,069,520	1,165,920	96,400	9.01%

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Chief Engineer	1	1	1
Deputy Chief Engineer	1	1	1
Bridge Engineer	1	1	1
Civil Engineer	1	2	2
Plan Reviewer	1	2	3
Engineering Technician IV	1		
Chief of Surveys	1	1	1
Stormwater Mgmt/Utility Coordinator	1	1	1
Project Manager	3	3	3
Engineering Inspector	2	3	3
Engineering Technician III	1	1	1
Engineering Technician II	1	1	1
Survey Party Chief	1	1	1
Survey Technician	1	1	1
Administrative Assistant	1	1	1
Total	18	20	21

Budget Ratios





*General Fund – Parks & Recreation*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Building, Grounds & Parks	1,213,518	1,301,330	1,391,476	90,146	6.93%
Martin L Snook Pool	79,234	115,800	115,800	0	0.0%
Recreation	429,819	444,552	461,830	17,278	3.89%
Total	1,722,571	1,861,682	1,969,106	107,424	5.77%

*Buildings, Grounds & Parks*

Fund: General Fund Category: Parks & Recreation  
 Program Code: 11900 Contact: Jim Sterling

Departmental Function:

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

Accomplishments in Fiscal Year 2004

- ✓ Reconstructed 4 tennis courts at 4 high schools
- ✓ Completed renovations of walkway at Mt. Briar Wetlands
- ✓ Completed fencing improvements at Martin L. Snook Park and Pinesburg Park
- ✓ Completed construction of concession stand at Kemps Mill Park
- ✓ Replaced light poles and rehabbed lights at Martin L. Snook softball fields

Goals for Fiscal Year 2005

- ✓ Install Playground equipment at Doubs Woods and Pinesburg Park
- ✓ Install Restrooms at Doubs Woods Park
- ✓ Remove Har-Tru surface Martin L. Snook Park softball field
- ✓ Paint Arts Pavilion at Doubs Woods Park
- ✓ Clear and Grubb, make safety improvements, upgrade equipment at Piper Lane Park
- ✓ Start improvements at Tammany Manor Park

Funding Sources

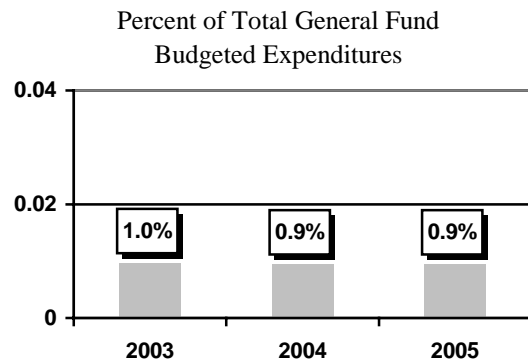
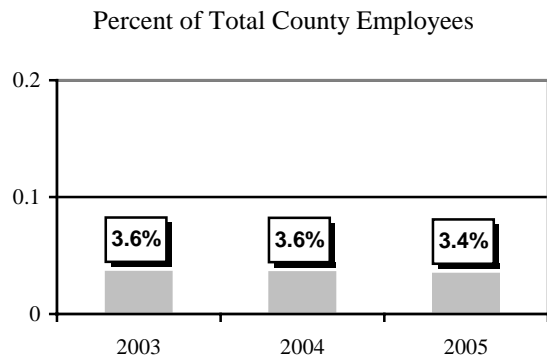
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	1,075,764	1,192,580	1,273,726	81,146	6.80%
Grants/Intergovernmental	85,812	55,000	65,000	10,000	18.18%
Fees/Charges	51,942	53,750	52,750	(1,000)	(1.86%)
<b>Total</b>	<b>1,213,518</b>	<b>1,301,330</b>	<b>1,391,476</b>	<b>90,146</b>	<b>6.93%</b>

Program Expenditures

Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	953,634	1,019,860	1,055,136	35,276	3.46%
Operating	182,790	227,620	225,840	(1,780)	(.78%)
Capital Outlay	77,094	53,850	110,500	56,650	105.2%
<b>Total</b>	<b>1,213,518</b>	<b>1,301,330</b>	<b>1,391,476</b>	<b>90,146</b>	<b>6.93%</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Director of Building, Grounds & Parks	1	1	1
Field Operations Supervisor		1	1
Maintenance Leadworker	2	3	3
Senior Office Associate	1	1	1
Equipment Operator/Mechanic	2	2	2
Maintenance Tradesworker		2	2
Maintenance Worker	13	8	8
Assistant Field Operations Supervisor		1	1
Office Associate	1	1	1
Ballfield Attendant	1	1	1
Park Attendant	7	7	7
<b>Total</b>	<b>28</b>	<b>28</b>	<b>28</b>

Budget Ratios



*Martin L. Snook Pool*

Fund:	General Fund	Category:	Parks & Recreation
Program Code:	12000	Contact:	Jim Sterling

Departmental Function:

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

Accomplishments in Fiscal Year 2004

- ✓ Upgraded bath house fixtures
- ✓ Upgraded concession stand
- ✓ Repaired leaks in main pool

Goals for Fiscal Year 2005

- ✓ Replace filter system
- ✓ White coat pool

Funding Sources

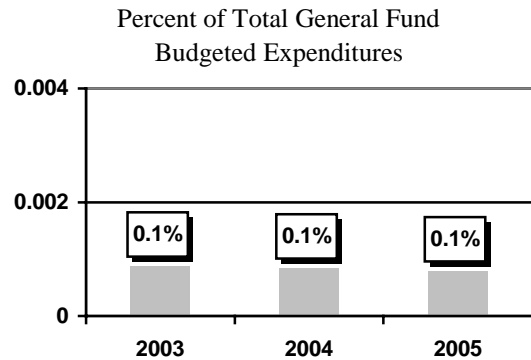
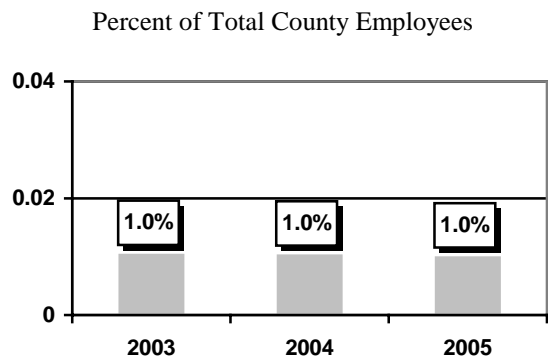
Category	2002 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	13,271	54,800	54,800	0	0.0%
Grants/Intergovernmental					
Fees/Charges	65,963	61,000	61,000	0	0.0%
<b>Total</b>	<b>79,234</b>	<b>115,800</b>	<b>115,800</b>	<b>0</b>	<b>0.0%</b>

Program Expenditures

Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	53,168	73,800	73,800	0	0.0%
Operating	26,066	42,000	42,000	0	0.0%
Capital Outlay					
<b>Total</b>	<b>79,234</b>	<b>115,800</b>	<b>115,800</b>	<b>0</b>	<b>0.0%</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Pool Manager	.5	.5	.5
Head Lifeguard	.5	.5	.5
Lifeguard	4.5	4.5	4.5
Cashier	2.5	2.5	2.5
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>

Budget Ratios



## *Recreation*

Fund:	General Fund	Category:	Parks & Recreation
Program Code:	12200	Contact:	Jaime Dick

### Departmental Function:

The Department of Recreation administrates and coordinates a wide range of recreational programming to meet the needs of citizens of all ages and abilities in the community. This includes pursuing recreational facilities for organized activities in numerous locations throughout the county. The department is responsible for promoting the central coordination of leisure time services and programs to avoid duplication of services by other agencies and a more efficient use of available resources. The formulation of an economic strategy of “shared” or “host” agreements with other agencies both public and private has expanded the service delivery system for recreational opportunities. The department also works with special events, marketing, and scheduling of the Ag Center and Board of Education facilities for public and private community organizations.

#### Accomplishments in Fiscal Year 2004

- ✓ Established more family oriented recreational activities.
- ✓ Restructured the facility scheduling process to maximize the use of county recreational facilities.
- ✓ Created working relationships to secure affordable facilities with other private & community agencies to expand programs.
- ✓ Made several public appearances to market recreation programs to the public.
- ✓ Established a new fee structure for the summer camp program to better serve the citizens of Washington County.

#### Goals for Fiscal Year 2005

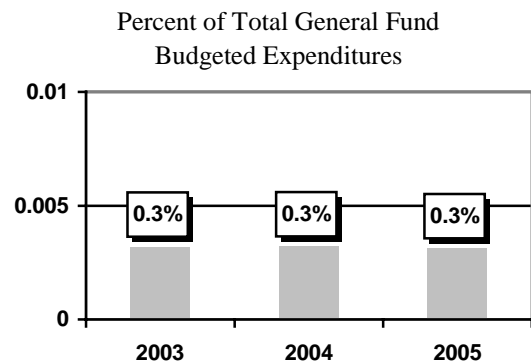
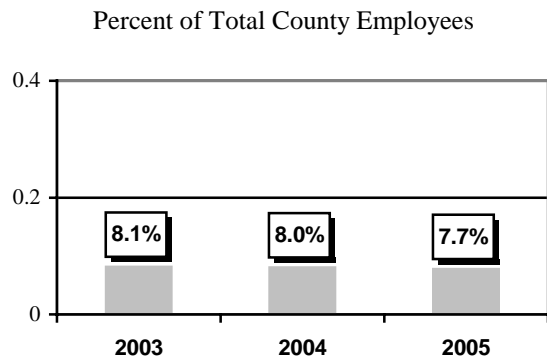
- ✓ Established a summer camp program at Smithsburg Veterans Park.
- ✓ Set up a marketing strategy to maximize registration enrollments of all programs.
- ✓ Review and monitor all certifications of existing and new hire instructors to ensure the quality of programs offered.
- ✓ Developed a joint-use agreement with Hagerstown Community College with regards to the scheduling process of the ARCC.

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	260,845	284,552	301,830	17,278	6.07%
Grants/Intergovernmental					
Fees/Charges	168,974	160,000	160,000	0	0.0%
<b>Total</b>	<b>429,819</b>	<b>444,552</b>	<b>461,830</b>	<b>17,278</b>	<b>3.89%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	330,095	332,500	347,540	15,040	4.52%
Operating	96,522	112,052	114,290	2,238	2.0%
Capital Outlay	3,202				
Total	429,819	444,552	461,830	17,278	3.89%

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Recreation Program Manager	1	1	1
Recreation/Sports Specialist	1	1	1
Senior Office Associate	1	1	1
Facility/Special Events Coordinator	1	1	1
Recreation Program Worker	59	59	59
Total	63	63	63

**Budget Ratios**



*General Fund – Economic Development*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Economic Development Commission	334,892	441,400	514,730	73,330	16.61%
Hotel/Motel Tax	417,632	133,600	115,270	(18,330)	(13.72%)
Total	752,524	575,000	630,000	55,000	9.57%



*Economic Development Commission*

Fund:	General Fund	Category:	Economic Development
Program Code:	12500	Contact:	Tim Troxell

Departmental Function:

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

Accomplishments in Fiscal Year 2004

- ✓ For the second year in a row, named one of the top 10 Economic Groups in North America by Site Selection
- ✓ Implemented the Target Market Plan
- ✓ Received Accredited Economic Development Organization reaccreditation

Goals for Fiscal Year 2005

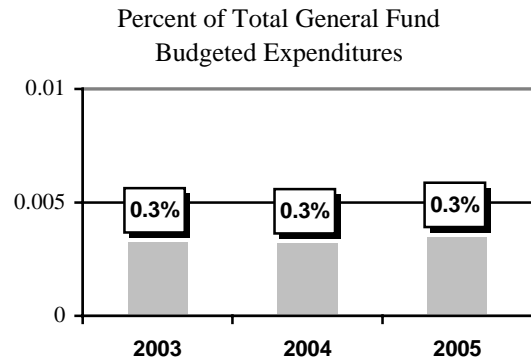
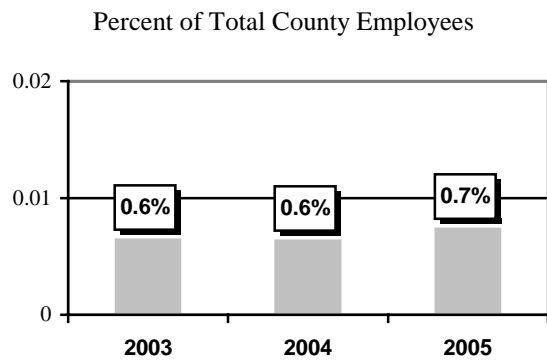
- ✓ Continue implementation of the Target Market Plan
- ✓ Visit more existing businesses
- ✓ Fill new position of Project Coordinator

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	334,892	441,400	514,730	73,330	16.61%
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>334,892</b>	<b>441,400</b>	<b>514,730</b>	<b>73,330</b>	<b>16.61%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	224,746	299,660	338,560	38,900	12.98%
Operating	109,142	141,740	150,170	8,430	5.95%
Capital Outlay	1,004		26,000	26,000	100.0%
<b>Total</b>	<b>334,892</b>	<b>441,400</b>	<b>514,730</b>	<b>73,330</b>	<b>16.61%</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Economic Development Director	1	1	1
Asst. Economic Development Director	1		
Marketing Specialist	1	1	1
Fiscal/Research Specialist	1	1	1
Senior Office Associate	1	1	1
Business Development Specialist		1	1
Project Coordinator			1
<b>Total</b>	<b>5</b>	<b>5</b>	<b>6</b>

Budget Ratios



## *Hotel/Motel Tax*

Fund:	General Fund	Category:	Economic Development
Program Code:	93140	Contact:	Michael Thompson

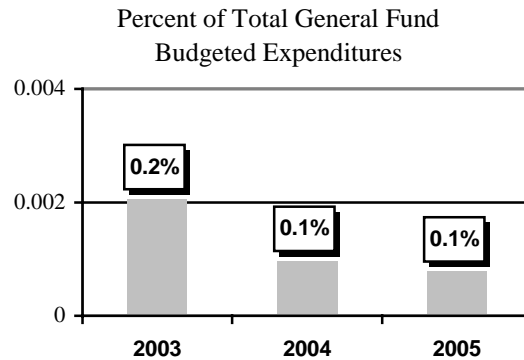
**Function:**

Washington County collects a 6% hotel rental tax. 45% of the revenue is distributed to the Hagerstown/Washington County Convention and Visitors Bureau. The remainder is to be used by the County for tourism attractions, economic development, and cultural and recreational projects.

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	417,632	133,600	115,270	(18,330)	(13.72%)
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>417,632</b>	<b>133,600</b>	<b>115,270</b>	<b>(18,330)</b>	<b>(13.72%)</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	417,632	133,600	115,270	(18,330)	(13.72%)
Capital Outlay					
<b>Total</b>	<b>417,632</b>	<b>133,600</b>	<b>115,270</b>	<b>(18,330)</b>	<b>(13.72%)</b>

<b>Budget Ratios</b>
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# Highway Fund Summary

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## # Highway Fund Detail

### # Includes:

- Functions
  - Accomplishments for Fiscal year 2004
  - Goals for Fiscal year 2005
  - Revenue sources and program expenditures
  - Staffing summaries
  - Budget ratios
-

*Highway Fund Revenue*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Highway Fund	7,286,064	6,390,956	6,784,570	393,614	6.16%
Total	7,286,064	6,390,956	6,784,570	393,614	6.16%

*Highway Fund Expenditures*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Highway Fund	7,137,699	6,390,956	9,784,570	393,614	6.16%
Total	7,137,699	6,390,956	6,784,570	393,614	6.16%

## Highway Fund

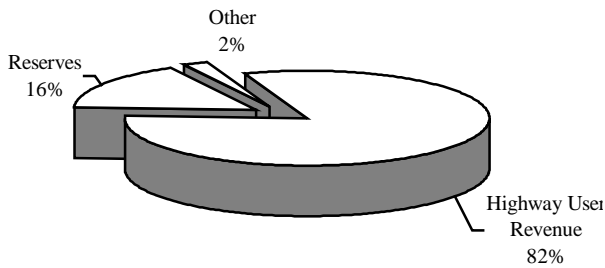
Fund:	Highway	Category:	Special Revenue
Program Code:	20	Contact:	Ted Wolford

### Departmental Function:

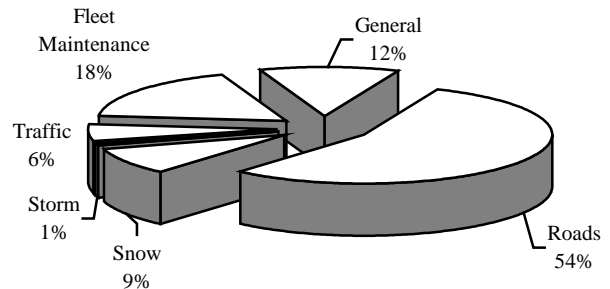
The Washington County Highway Department is responsible for the maintenance of the County's Road system; this includes but is not limited to patching, resurfacing, stabilization of dirt roads, keeping ditch lines clear of debris, mowing along County right of ways, mowing storm water management ponds,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



Highway Fund Expense Summary



The major source of revenue for the Highway operation is State Highway User funds. This revenue is collected from vehicle titles, registration fees, etc at the State level. This revenue is then distributed to the local Counties on a monthly basis. Due to significant State cuts, reserves have been used in the past two years to offset operational cost and the elimination of services to the public.

### Department/Agency

Accomplishments in Fiscal Year 2004	Goals for Fiscal Year 2005
<ul style="list-style-type: none"> <li>✓ Installed an exhaust reel system for our Fleet Maintenance Department</li> <li>✓ Reviewed and revised the Snow Removal Plan</li> <li>✓ Continued to maintain same quality and quantity of work with far less resources due to drastic budget cuts</li> </ul>	<ul style="list-style-type: none"> <li>✓ Start the bidding procedure for our maintenance/hardware supplies</li> <li>✓ Network our Vehicle Information System using wireless technology</li> <li>✓ Continue to maintain same quality and quantity of work with far less resources due to drastic budget cuts</li> </ul>

Detail Summary

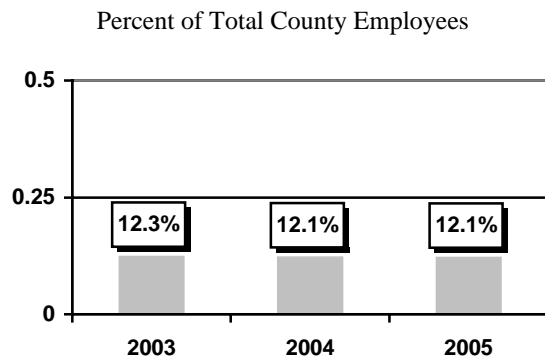
Funding Sources					
Category	2003 Budget	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support					
Grants/Intergovernmental					
Fees/Charges	7,286,064	6,390,956	6,784,570	393,614	6.16%
Total	7,286,064	6,390,956	6,784,570	393,614	6.16%

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	4,138,398	4,386,614	4,471,170	84,556	1.93%
Operating	2,099,814	1,967,842	2,265,180	297,338	15.11%
Capital Outlay	899,487	36,500	48,220	11,720	32.11%
Total	7,137,699	6,390,956	6,784,570	393,614	6.16%

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Highway Director	1	1	1
Administrative Assistant	1	1	1
Senior Office Associate	1	1	1
Section Supervisor	5	5	5
Assistant Section Supervisor	4	4	4
Road Crew Leader	2	2	2
Lead Construction Specialist	1	1	1
Equipment Operator III	12	16	16
Crew Coordinator/Equip Operator II	1	1	1
Equipment Operator II	24.5	24.5	24.5
Equipment Operator I	23	23	23
Traffic Control/Safety Supervisor	1	1	1
Sign Mechanic III	2	2	2
Fleet Manager	1	1	1
Assistant Fleet Manager	1	1	1
Automotive Equipment Mechanic	5	5	5
Fleet Services Coordinator	1	1	1
Welder	1	1	1
Maintenance Service Assistant	1	1	1
Guards	4.5	4.5	4.5
Automotive Body Mechanic	1	1	1
PT Office Associate	.5	.5	.5
Total	94.5	98.5	98.5

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Budget Ratios







# Enterprise Fund Summary

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- # Solid Waste Fund
  - # Water Quality Fund
  - # Transportation Fund
  - # Airport Fund
  - # Golf Course Fund
  - # Fund details include:
    - Functions
    - Accomplishments for Fiscal year 2004
    - Goals for Fiscal year 2005
    - Revenue sources and program expenditures
    - Staffing summaries
    - Budget ratios
-

*Enterprise Funds Revenue*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Solid Waste Fund	5,155,820	5,745,358	6,200,035	454,677	7.91%
Water Quality Funds	12,404,459	12,264,724	12,873,838	609,114	4.97%
Transportation Fund	1,617,077	1,735,785	1,771,150	35,365	2.04%
Airport Fund	3,885,605	1,479,300	1,480,110	810	.05%
Golf Course Fund	984,928	1,216,539	1,249,700	33,161	2.73%
Total	24,047,889	22,441,706	23,574,833	1,133,127	5.05%

*Enterprise Funds Expenditures*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Solid Waste Funds	3,910,940	5,745,358	6,200,035	454,677	7.91%
Water Quality Funds	8,807,050	12,264,724	12,873,838	609,114	4.97%
Transportation Fund	1,585,430	1,735,785	1,771,150	35,365	2.04%
Airport Fund	1,979,890	1,479,300	1,480,110	810	.05%
Golf Course Fund	1,144,285	1,216,539	1,249,700	33,161	2.73%
Total	17,427,595	22,441,706	23,574,833	1,133,127	5.05%

## Solid Waste Fund

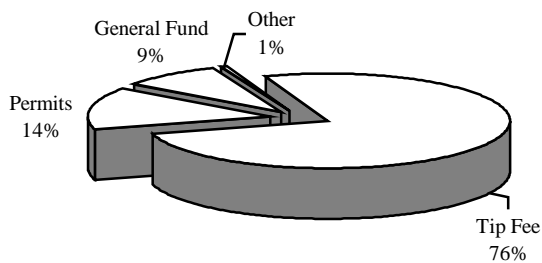
Fund:	Solid Waste	Category:	Proprietary Fund
Program Code:	21	Contact:	Robert Davenport

### Departmental Function:

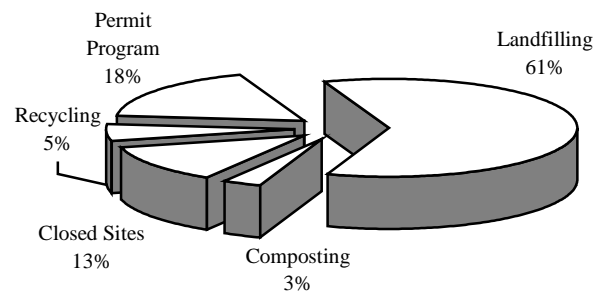
To protect the environment and public Health by providing safe, reliable, efficient and cost effective solid waste disposal and recycling services for our customers.

### Fund Summary

Solid Waste Fund Revenue Summary



Solid Waste Fund Expense Summary



The Solid Waste operation generates 76% or \$4,719,000 from tip fees and 14% or \$888,495 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 exists to support the future costs of these sites. The current Landfilling, composting, and permit programs and activities are self-supporting from fees. The program/activity costs on these are determined based on a full cost accounting analysis. The analysis determines the total cost of service for each activity or program from which rates can then be set.

### Department/Agency

#### Accomplishments in Fiscal Year 2004

- ✓ Worked with Planning to provide information for the update to Solid Waste Management Plan
- ✓ Upgraded scale house hardware and software to increase efficiency
- ✓ Completed removal of remains of cemetery and draft report Phase III archeological study
- ✓ Entered in Pilot Tire Recycling with St. Lawrence Cement Corporation
- ✓ Implemented plan for full-cost accounting for building reserves

#### Goals for Fiscal Year 2005

- ✓ Complete draft for review to Solid Waste Advisory Committee for the update of the Solid Waste Management Plan
- ✓ Complete permit process to install canopy at used oil recycling area
- ✓ Implement wetland mitigation for Forty West Landfill
- ✓ Develop informational brochure for Solid Waste programs and services
- ✓ Construct Cell 3 at Forty West Landfill

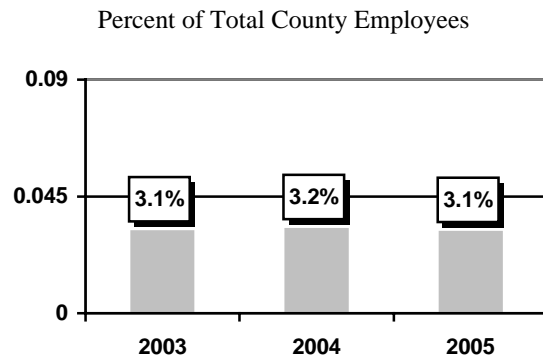
Detail Summary

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	338,469	275,000	550,000	275,000	100.0%
Grants/Intergovernmental					
Fees/Charges	4,817,351	5,470,358	5,650,035	179,677	3.28%
Total	5,155,820	5,745,358	6,200,035	454,677	7.91%

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	1,329,275	1,350,996	1,432,843	81,847	6.06%
Operating	2,382,248	4,295,862	4,695,692	399,830	9.31%
Capital Outlay	199,417	98,500	71,500	(27,000)	(27.41%)
Total	3,910,940	5,745,358	6,200,035	454,677	7.91%

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Solid Waste Director	1	1	1
Assistant Solid Waste Director	1	1	1
Weigh master/Inspector	1	1	1
Weigh Clerk	6	5.5	5.5
Administrative Assistant	1	1	1
Senior Office Associate	1	1	1
Auto Service Special	2	2	2
Equipment Operator III	7	8	8
Landfill Attendant	4	4	4
Recycling Program Coordinator	1	1	1
Weigh Clerk/Recycling Assistant	1	0	0
Total	26.5	25.5	25.5

Budget Ratios



## *Water Quality Fund*

Fund:	Water Quality Funds	Category:	Proprietary Fund
Program Code:	40 – 43	Contact:	Greg Murray

### Departmental Function:

The Water Quality Department performs various functions:

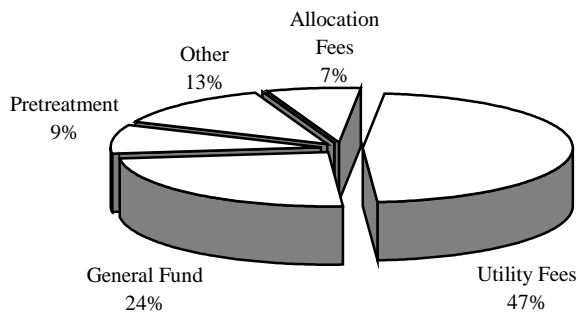
Utility Administration provides supportive services to the Water, Sewer, and Pretreatment Operations of the Water Quality Department. Services provided include administration, laboratory testing, and maintenance for vehicles and utility facilities. It also renders “contract services” for operating and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

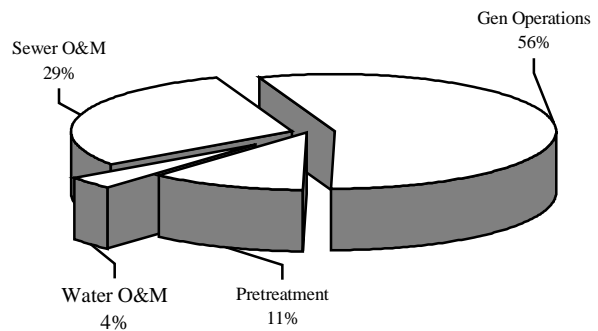
Pretreatment Operations prevent the introduction of pollutants to Public Owned Treatment Works (POTW) that interfere with their operation or pass through to receiving waters inadequately treated; protects POTW operations and personnel and the general public; prevents sludge contamination; promotes recycling of industrial wastewater; and enables POTW’s to comply with discharge permits.

### Fund Summary

Water Quality Revenue Summary



Water Quality Expense Summary



The Water Quality Fund bills utility customers quarterly and \$6,083,740 has been budgeted for FY05 or 47% of its annual budget. Utility rates are set each year and are determined using a cost based financial model. The General Fund provides a subsidy to the Water Quality Fund each year of \$3,120,000, which is 24% of current budget. The subsidy is used to help cover the costs of the economic development portion of the facilities and to maintain rates at a reasonable level. The Pretreatment plant is expected to generate \$1,110,000 or 9% of the annual total budget through fees for pretreatment of waste. The projection is calculated using history of customer base and any known factors of growth. Allocation fees are budgeted at \$929,100 – 7% of budget. The Allocation fees are projected based on average growth factors in addition to any new service areas.

Departmental/Agency

Accomplishments in Fiscal Year 2004

- ✓ Internal wireless and remote access established
- ✓ Established an infrastructure-televising unit
- ✓ Redesign of initial Sharpsburg Wastewater Treatment Plant upgrade concept for a \$500,000 savings
- ✓ Established Vulnerability Assessment Program steps and guidelines
- ✓ Enzyme pilot program completed and implemented for operational efficiency
- ✓ Sale of the Nicodemus Wastewater Treatment Plant was completed
- ✓ Maugansville Pump Station upgrade completed
- ✓ Maugansville Smoke Testing study started
- ✓ Negotiations complete and pending final approvals for lease of Conococheague Industrial Pretreatment Facility

Goals for Fiscal Year 2005

- ✓ Purchase and implement Lab software program - LIM (Laboratory Inventory Management)
- ✓ Develop and implement GPS/GIS mapping system program in coordination with GIS Committee
- ✓ Implement ability for credit card payments by customers
- ✓ Complete design and begin construction of the Sharpsburg Wastewater Treatment Plant upgrade
- ✓ Implement Vulnerability Assessment Program
- ✓ Bid the Pen Mar Water Project
- ✓ Increase security at facilities and enhance efficiency of operations through the wireless infrastructure
- ✓ Bid and construct the Newgate Interceptor Sewer
- ✓ Begin planning of the Conococheague ENR Upgrade Project and Winebrenner Upgrade Project
- ✓ Complete Maugansville Smoke Testing study
- ✓ Review design of Sandy Hook Upgrade in regards to new nutrient reduction strategy and redesign/construct accordingly
- ✓ Transfer of Conococheague Industrial Pretreatment Facility to private operations

Detail Summary

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	3,120,000	3,120,000	3,120,000	0	0%
Grants/Intergovernmental					
Fees/Charges	9,284,459	9,144,724	9,753,838	609,114	6.66%
<b>Total</b>	<b>12,404,459</b>	<b>12,264,724</b>	<b>12,873,838</b>	<b>609,114</b>	<b>4.97%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	3,319,519	3,418,444	3,869,502	451,058	13.19%
Operating	4,953,118	8,326,180	8,288,596	(37,584)	(.45%)
Capital Outlay	534,413	520,100	715,740	195,640	37.62%
<b>Total</b>	<b>8,807,050</b>	<b>12,264,724</b>	<b>12,873,838</b>	<b>609,114</b>	<b>4.97%</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Director of Water Quality	1	1	1
Deputy Director of Water Quality	1	1	1
Operations Superintendent	1	1	1
Collection/Distribution Superintendent	1	1	1
Assistant Collection/Distribution Superintendent	1	1	1
Assistant Operation Superintendent	1	1	1
Maintenance Superintendent	1	1	1
Assistant Maintenance Superintendent	1	1	1
Pretreatment Manager	1	1	1
Facilities Manager	1	1	1
Regulatory Affairs Coordinator	1	1	1
Engineering Technician I	1	1	1
Administrative Assistant	1	1	1
Senior Office Associate	3	2	2
Office Associate	2	2	2
Chief of Lab Testing	1	1	1
Chemist	1	1	1
Lab Technician III	1	1	1
Lab Technician II	1	1	1
Lab Technician I	1	1	1
Systems Construction Crew Leader	1	1	1
Master Electrician	1	1	1
Electrician	2	2	2
Chief Utilities Construction Inspector	1	1	1
Senior Skilled Tradesperson	1	1	1
Skilled Tradesperson III	2	2	2
Information Systems Manager	1	1	1
Systems Mechanic III	1	1	1
Systems Mechanic I	1	1	1
Utilities Construction Inspector	1	1	1
Automotive Equipment Mechanic	1	1	1
Inventory Clerk/Equipment Operator	1	1	1
Equipment Operator III	3	3	3
Utility Worker II	2	2	2
Utility Worker I	1	1	1
Chief Plant Operator	6	6	6
Plant Operator III	1	1	1
Senior Plant Operator	10	10	10
Plant Operator	2	2	2
Plant Operator Trainee	5	5	5
Senior Collection/Distribution Operator	8	8	8
Electronics Technician			1
<b>Total</b>	<b>76</b>	<b>75</b>	<b>76</b>

## *Transportation Fund*

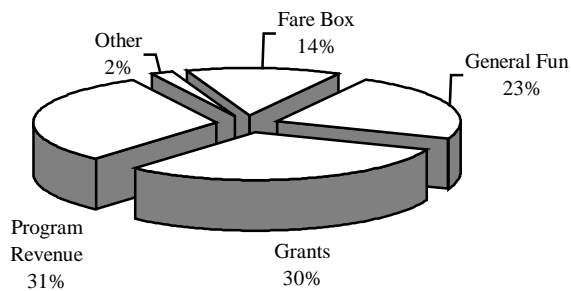
Fund:	Transportation	Category:	Proprietary Fund
Program Code:	44	Contact:	Kevin Cerrone

### Departmental Function:

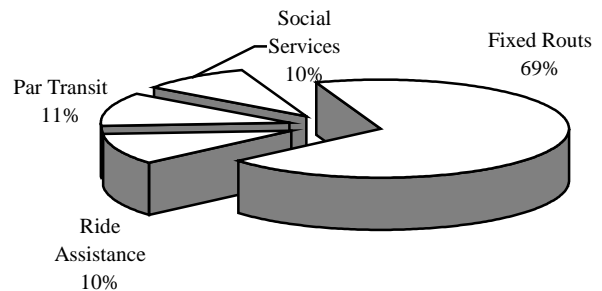
The Public Transportation Department provides safe, affordable, dependable and accessible public transportation that enhances the mobility of our customers. Established in 1972, the County Commuter operates a broad array of public transit services to the general public. Service is provided to Valley Mall, Long Meadow, Williamsport, Maugansville, Robinwood, Smithsburg, and Funkstown and throughout the City of Hagerstown. Along with Fixed-route mass transit service the Public Transportation department also offers ADA Para transit, SSTAP Taxi Voucher and Job Access/Reverse Commute transportation.

### Fund Summary

Transit Fund Revenue Summary



Transit Fund Expense Summary



The Transit Funds main support is from Federal, State, and Local grants, which account for 53% or \$945,210. Program revenue is supported with a combination of Federal and State funds along with Client fees. Fare Box revenue represents 14% or \$240,000. The Transit Fund by nature is heavily supported by grants and will continue to be support with this revenue stream.

### Department/Agency

#### Accomplishments in Fiscal Year 2004

- ✓ Implemented modified evening Para transit service
- ✓ Enhanced web page content to include program eligibility applications and route maps
- ✓ Re-bid exterior bus advertising contract to improve revenues

#### Goals for Fiscal Year 2005

- ✓ Conduct annual sampling ridership surveys
- ✓ Relocate downtown bus stop to a more user friendly and safer location
- ✓ Place four new replacement vehicles into service (2 mini-vans and 2 small buses)



### Detail Summary

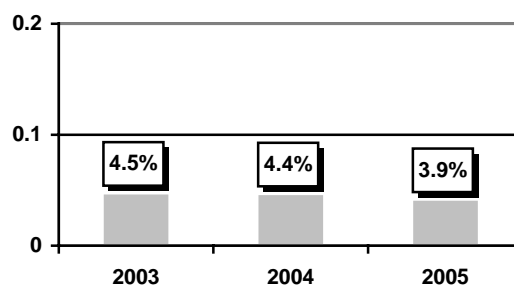
Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	347,850	417,345	406,480	(10,865)	(2.60%)
Grants/Intergovernmental	978,890	993,190	1,049,420	56,230	5.66%
Fees/Charges	290,337	325,250	315,250	(10,000)	(3.07%)
<b>Total</b>	<b>1,617,077</b>	<b>1,735,785</b>	<b>1,771,150</b>	<b>35,365</b>	<b>2.04%</b>

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	1,122,977	1,161,475	1,218,020	56,545	4.87%
Operating	459,524	574,310	551,130	(23,180)	(4.04%)
Capital Outlay	2,929		2,000	2,000	100.0%
<b>Total</b>	<b>1,585,430</b>	<b>1,735,785</b>	<b>1,771,150</b>	<b>35,365</b>	<b>2.04%</b>

Staffing Summary (FTE'S)				
Positions	2002	2003	2004	2005
Transportation Director	1	1	1	1
Operations Coordinator	1	1	1	1
Senior Office Associate	1	1	1	1
Office Associate	2	2	2	2
Bus Operator	18.5	18.5	18.5	18.5
Shop Supervisor	1	1	1	1
Mechanic	1	2	2	2
Custodian	1	1	1	1
Driver Supervisor	1	1	1	1
Bus Attendant	3.5	2.5	2.5	2.5
Van/Shuttle Driver	1	1	1	1
<b>Total</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>

Budget Ratios
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Percent of Total County Employees



## *Airport Fund*

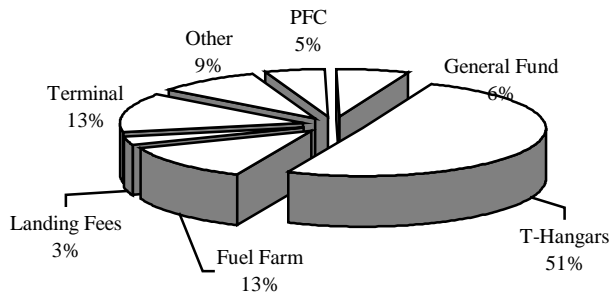
Fund:	Airport	Category:	Proprietary Fund
Program Code:	45	Contact:	Carolyn Motz

### Departmental Function:

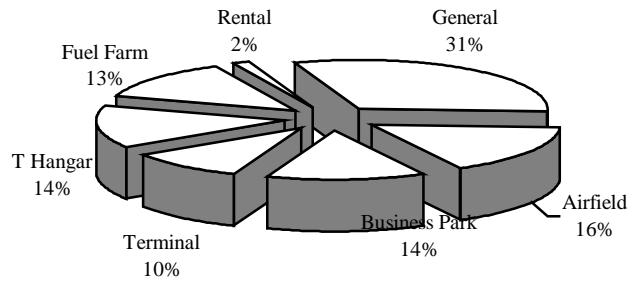
Hagerstown Regional Airport contributes to the economic base of Washington County by providing and supporting the air transportation needs of the Quad-State area in accordance with Federal Aviation Administration regulations, and State and County laws.

### Fund Summary

Airport Revenue Summary



Airport Expense Summary



T Hanger revenue accounts for 51% or \$749,670 of Airport revenue revenues. This revenue is generated from individual and corporate accounts and supports many of the operational cost that the Airport oversees. Passenger Facility Charges (PFC) generates \$76,500 and is used for capital expenditures as regulated by the FAA. Terminal revenue consists of concession fees and rental income from rental car firms and airline companies and accounts for 13% or \$197,000.

### Departmental Summary

#### Accomplishments in Fiscal Year 2004

- ✓ Began construction of the \$17M Package I of the Runway 09-27 Improvement Project.
- ✓ Completed the Airport's \$1.2M Security Project
- ✓ Assisted a business with construction and opening of a 22,500 square foot hangar
- ✓ Assisted client with acquisition of fire suppression systems for two corporate hangars
- ✓ Increased aircraft fuel flow by 20%
- ✓ Received a "No Discrepancy" FAR Part 139 Inspection

#### Goals for Fiscal Year 2005

- ✓ Begin Construction of Package II of the Runway 09-27 Improvement Project
- ✓ Begin Construction of the \$1.5M Terminal Improvement Program
- ✓ Develop a program to utilize the runway extension, increase the tax base and promote the advantages of the Foreign Trade Zone at the airport
- ✓ Rewrite the Airport Certification Manual
- ✓ Create and present an airline package to at least one major airline
- ✓ Begin construction of another corporate hangar

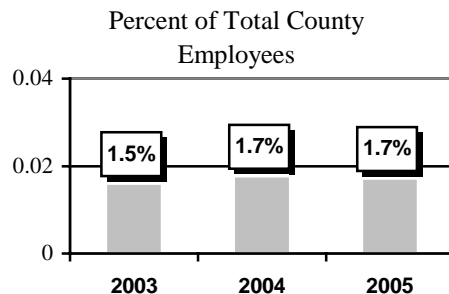
Detail Summary

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	92,150	92,150	95,000	2,850	3.09%
Grants/Intergovernmental	2,442,408				
Fees/Charges	1,351,047	1,387,150	1,385,110	(2,040)	(.15%)
Total	3,885,605	1,479,300	1,480,110	810	.05%

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	549,751	603,190	603,760	570	.09%
Operating	1,388,802	870,110	874,350	4,240	.49%
Capital Outlay	41,337	6,000	2,000	(4,000)	(66.67%)
Total	1,979,890	1,479,300	1,480,110	810	.05%

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Manager	1	1	1
Operations Manager	1	1	1
Fire Chief	1	1	1
Administrative Assistant	1	1	1
Maintenance Supervisor	1	1	1
Maintenance Worker	1	1	1
Equipment Operator/Electrician	1		
Equipment Operator/Firefighter	1	2	2
Equipment Operator II	1	1	1
PT Maintenance Worker/Firefighter	2	1	1
PT Maintenance Worker/Groundskeeper		1	1
Maintenance Worker/Firefighter		1	1
Business Development Specialist	1	1	1
PT Office Associate		.5	.5
Total	12	13.5	13.5

Budget Ratios



## *Golf Course Fund*

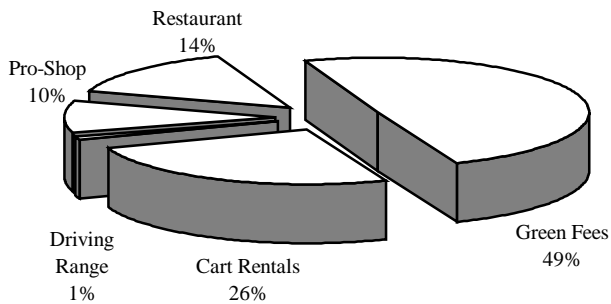
Fund:	Golf Course	Category:	Proprietary Fund
Program Code:	46	Contact:	Darrell Whittington

### Departmental Function

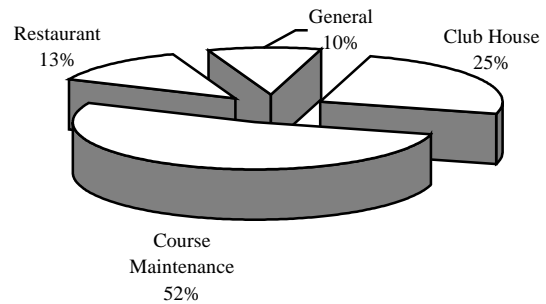
Black Rock Golf Course provides 18 holes of quality golf for the residents of Washington County and surrounding areas. There are three departments within the Black Rock organization being overseen by a Board of Directors consisting of seven members. Policies and procedures are set by this committee and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

### Fund Summary

Golf Course Revenue Summary



Golf Course Expense Summary



A majority of the Golf Course operation funds is generated from Green Fees, generating \$617,380 or 49% of the revenue. Green Fees average \$23 per round, which includes in County, out of County, 18 holes, and weekday and weekend play. Cart rental is the second largest revenue source and accounts for \$321,600 or 26%. Together, green fees and cart rental account for 75% or \$938,980. The largest expense for the operational side of the golf course is the maintenance of the golf itself. That accounts for \$656,120 or 52% of the budget and includes salaries, chemicals, irrigation, and capital outlay costs.

### Departmental/Agency

#### Accomplishments in Fiscal Year 2004

✓ Finished all tee area renovations

#### Goals for Fiscal Year 2005

Not Provided

Detail Summary

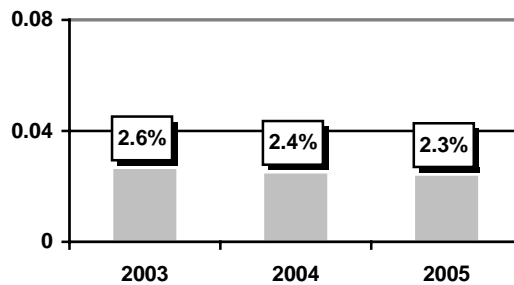
Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support					
Grants/Intergovernmental					
Fees/Charges	984,928	1,216,539	1,249,700	33,161	2.73%
Total	984,928	1,216,539	1,249,700	33,161	2.73%

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	510,623	570,146	585,440	15,294	2.68%
Operating	561,357	604,793	614,260	9,467	1.57%
Capital Outlay	72,305	41,600	50,000	8,400	20.19%
Total	1,144,285	1,216,539	1,249,700	33,161	2.73%

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Director of Golf	1	1	1
Pro Shop Manager	1	1	1
Golf Course Superintendent	1	1	1
Assistant Golf Course Superintendent	1	1	1
Golf Course Mechanic	1	1	1
Senior Golf Course Mechanic	1	1	1
Maintenance Worker	2	2	2
Cook II	1	1	1
Cook I	1	1	1
Seasonal Pro Shop	3	3	3
Seasonal Grounds Maintenance	4	3	3
Seasonal Restaurant	3	3	3
Total	20	19	19

Budget Ratios

Percent of Total County Employees





# Other Governmental Funds

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- # Foreign Trade Zone Fund
  - # Inmate Welfare Fund
  - # Agricultural Education Center Fund
  - # Community Partnership Fund
  - # Fund details include:
    - Functions
    - Accomplishments for Fiscal year 2004
    - Goals for Fiscal year 2005
    - Revenue sources and program expenditures
    - Staffing summaries
    - Budget ratios
-

*Other Governmental Funds Revenue*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Foreign Trade Zone Fund		7,000	7,000	0	0.0%
Inmate Welfare Fund	350,607	300,000	378,000	78,000	26.0%
Agricultural Education Center Fund	148,101	144,150	150,530	6,380	4.43%
Community Partnership Fund	124,583	129,879	118,590	(11,289)	(8.69%)
Total	623,291	581,029	654,120	73,091	12.58%

*Other Governmental Funds Expenditures*

Category	2003 Actual	2004 Budget	2005 Budget	\$ Change	% Change
Foreign Trade Zone Fund	5,897	7,000	7,000	0	0.0%
Inmate Welfare Fund	286,196	300,000	378,000	78,000	26.0%
Agricultural Education Center Fund	130,403	144,150	150,530	6,380	4.43%
Community Partnership Fund	112,524	129,879	118,590	(11,289)	(8.69%)
Total	535,020	581,029	654,120	73,091	12.58%

## *Foreign Trade Zone*

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Fund:	Foreign Trade Zone	Category:	Governmental Fund
Program Code:	22	Contact:	Tim Troxell

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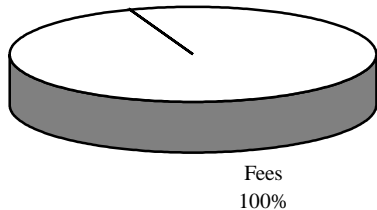
### Departmental Function:

Foreign Trade Zones are sites designated by the Foreign-Trade Zone in which special U.S. Customs Services procedures may be used. These procedures allow domestic activity involving foreign items to take place prior to formal Customs entry. Duty-free treatment is accorded items that are re-exported and duty payment is deferred on items sold in the U.S. market.

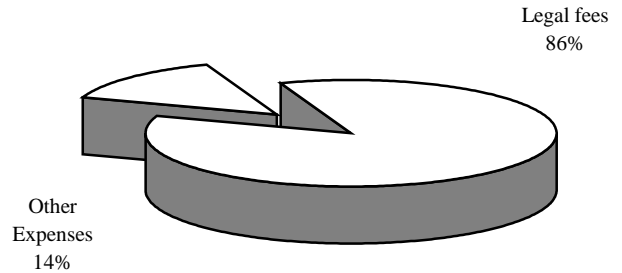
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### Fund Summary

Foreign Trade Zone  
Revenue Summary



Foreign Trade Zone Expense Summary



The Foreign Trade Zone generates 100% of its revenue from fees charged to participants in the program. The estimated revenue is based on anticipated transactions.

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### Department/Agency

#### Accomplishments in Fiscal Year 2004

- ✓ "Activation" of first site in Zone
- ✓ Completion of all legal documentation

#### Goals for Fiscal Year 2005

- ✓ Inclusion of Lenox in Zone
- ✓ Submission of "Minor Boundary Modification" request



Detail Summary

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support					
Grants/Intergovernmental					
Fees/Charges		7,000	7,000	0	0.0%
Total		7,000	7,000	0	0.0%

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	5,897	7,000	7,000	0	0.0%
Capital Outlay					
Total	5,897	7,000	7,000	0	0.0%

## *Inmate Welfare Fund*

Fund:	Inmate Welfare Fund	Category:	Governmental Fund
Program Code:	25	Contact:	Bradley White

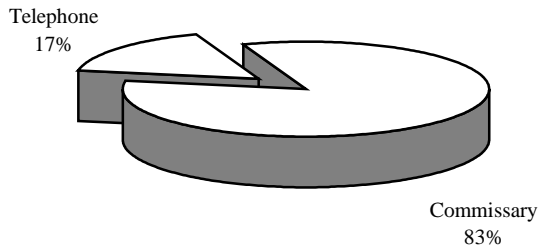
### Departmental Function:

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.

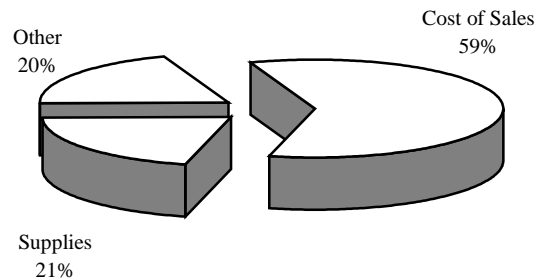
11-903 Each fund is a special continuing, non-lapsing fund. (2) (I) Each fund consists of I 1-profits derived from the sale of good through the commissary operation, telephone and vending machine commissions. See Chapter 27 11-902-11-904 for more details.

### Fund Summary

#### Inmate Welfare Fund Revenue Summary



#### Inmate Welfare Fund Expense Summary



Commissary sales account for 83% or \$315,000 of the Inmate Welfare fund revenues. This revenue is generated from the sale of products to the general inmate population and is budgeted based on history. The remainder of the revenue is commission from the pay phones used.

### Department/Agency

#### Accomplishments in Fiscal Year 2004

- ✓ Upgraded selection of library books
- ✓ Replaced old and out dated sports equipment
- ✓ One third of the mattresses have been upgraded

#### Goals for Fiscal Year 2005

- ✓ Replace the remaining mattresses
- ✓ Increase educational and recreational programs
- ✓ Hire a part time person to supervise inmate trustees
- ✓ Research and implement Inmate Self Help Program
- ✓ Hire a barber for inmates

Detail Summary

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support					
Grants/Intergovernmental					
Fees/Charges	350,607	300,000	378,000	78,000	26.0%
Total	350,607	300,000	378,000	78,000	26.0%

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits					
Operating	286,196	300,000	378,000	78,000	26.0%
Capital Outlay					
Total	286,196	300,00	378,000	78,000	26.0%

## *Agricultural Education Center*

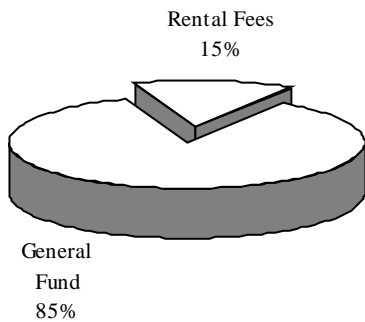
Fund:	Agricultural Education Center	Category:	Governmental Fund
Program Code:	23	Contact:	Jim Sterling

### Departmental Function:

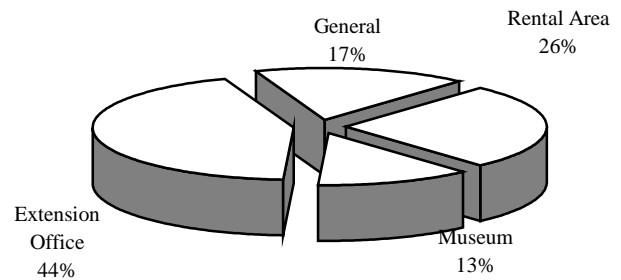
The Agricultural Education Center function is to promote agricultural and youth interest in Washington County and to educate the public about Washington County's agricultural heritage. The site includes a multi-purpose building, three pole barns, horse show arena, tractor pull track, milking parlor,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

### Fund Summary

Agricultural Ed Center Revenue Summary



Agricultural Ed Center Expense Summary



The General Fund appropriation accounts for 85% or \$128,350 of the Agricultural Education Fund's revenues. This amount is based on the projected shortfall of revenues generated by the operations over the operating expenses. The remainder of the revenue is generated from rental of the facilities.

### Department/Agency

#### Accomplishments in Fiscal Year 2004

- ✓ Constructed fourth pole barn
- ✓ Upgraded electrical service to show barns
- ✓ Moved and upgraded electric service to vendor area
- ✓ Replaced light poles, upgraded light system at Tractor Pull area
- ✓ Added new lighting at Horse Arena
- ✓ Completed road reclamation project

#### Goals for Fiscal Year 2005

- ✓ Install roadway lighting
- ✓ Develop Rural Heritage village
- ✓ Complete Comprehensive storm water management study
- ✓ Transport and build large log home
- ✓ Construct 2<sup>nd</sup> museum building

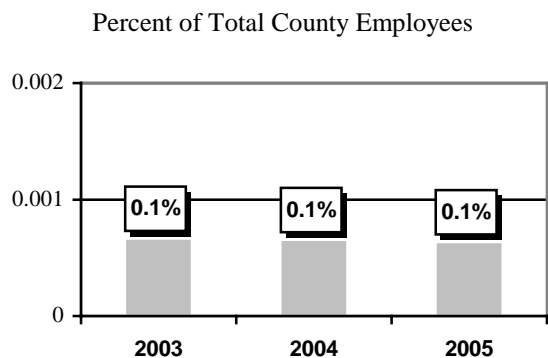
Detail Summary

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	119,647	128,650	128,530	(120)	(.09%)
Grants/Intergovernmental					
Fees/Charges	28,454	15,500	22,000	6,500	41.94%
Total	148,101	144,150	150,530	6,380	4.43%

Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	15,170	15,700	16,130	430	2.74%
Operating	115,233	128,450	127,400	(1,050)	(.82%)
Capital Outlay			7,000	7,000	100.0%
Total	130,403	144,150	150,530	6,380	4.43%

Staffing Summary (FTE's)				
Positions	2003	2004	2005	
Office Associate III	.5	.5	.5	
Total	.5	.5	.5	

Budget Ratios



## Community Partnership

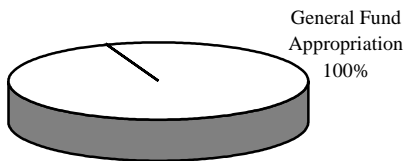
Fund:	Community Partnership	Category:	Governmental Fund
Program Code:	24	Contact:	Stephanie Stone

### Departmental Function:

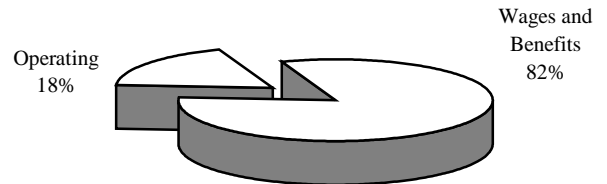
The mission of the Washington County Community Partnership (WCCP) for Children and Families is to work together to improve the lives of children and families in Washington County. The vision is that all Washington County children will be raised in a safe, healthy and nurturing environment to become healthy and responsible adults.

### Fund Summary

Community Partnership Fund Revenue Summary



Community Partnership Fund Expense Summary



Only the administrative costs of the Community Partnership Fund's budget that is not covered by Federal and State grants is reflected in this budget. Those costs are funded 100% by an appropriation from the General Fund. This appropriation is based on the budgeted unreimbursable costs of the program.

### Department/Agency

#### Accomplishments in Fiscal Year 2004

- ✓ Held first "Families Finding Vices" event with 22 families in pursuit of creating a family advocacy group for families who have children with mental health needs. This is the first step in an ongoing process to reach out to the community
- ✓ Completed procedural manuals for department functions including program monitoring, administrative and fiscal.
- ✓ Improved community communication and reporting of information through the development of the Annual Report, monthly e-mail newsletters, and monthly grant alerts to the community
- ✓ Meetings have started to address community needs assessment and preparation for renegotiations with the Governor's Office for Children, Youth, and Families for multi-year agreement in FY2007.

#### Goals for Fiscal Year 2005

- ✓ To provide technical assistance and program monitoring at the level required by the Governor's Office for Children, Youth, and Families and accepted by the WC Commissioners to all programs currently funded and new in FY 2005
- ✓ To gain a positive audit report from the Governor's Office for Children, Youth, and Families
- ✓ To continue the work of the Local Community Partnership Team that began in FY 2004 and will include state partners in FY 2005
- ✓ To continue the pursuit of the data collection and reporting process

### Accomplishments in Fiscal Year 2004

- ✓ Improved data collection and reporting through the pursuit of a County Data Collaborative and access to already existing community information
- ✓ In conjunction with the Local Management Board (LMB), developed Grant Review Procedures, updated LMB bylaws, clarified staff and board roles along with Board planning for WCCP through LMB Board Retreat.

### Goals for Fiscal Year 2005

- ✓ To seek additional area of funding available to Washington County in the pursuit of the WCCP mission and vision

### Detail Summary

Funding Sources					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
General Fund Support	124,583	129,879	118,590	(11,289)	(8.69%)
Grants/Intergovernmental					
Fees/Charges					
<b>Total</b>	<b>124,583</b>	<b>129,879</b>	<b>118,590</b>	<b>(11,289)</b>	<b>(8.69%)</b>

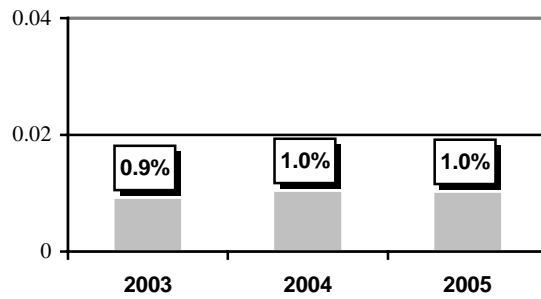
Program Expenditures					
Category	2003 Actual	2004 Budget	2005 Budget	Change	
				\$	%
Wages and Benefits	87,634	107,979	96,690	(11,289)	(10.45%)
Operating	24,890	21,900	21,900	0	0.00%
Capital Outlay					
<b>Total</b>	<b>112,524</b>	<b>129,879</b>	<b>118,590</b>	<b>(11,289)</b>	<b>(8.69%)</b>

Staffing Summary (FTE'S)			
Positions	2003	2004	2005
Director, Children and Youth Services	1	1	1
Senior Office Associate	1	1	1
Fiscal Specialist – LMB	1	1	1
Family Services Coordinator	1	1	1
Project Coordinator	3	3	3
Senior Project Coordinator	0	1	1
<b>Total</b>	<b>7</b>	<b>8</b>	<b>8</b>

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Budget Ratios

Percent of Total County Employees



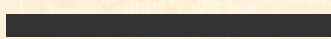




# Frequently Asked Questions

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- # Frequently Asked Questions?
- # Where to get information.



### *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?

Tax	Real Estate	Income Tax
Rate:	\$.948 cents per \$100 assessable base	2.8% of taxable income
1 cent generates:	Approximately \$727,000	-
1% generates:	-	Approximately \$530,000
Example:	Home with Assessable base \$180,000	Income \$54,250
	Divide assessable by \$100	Withholdings 0
	Multiple by \$.948 for County taxes =	-
Local Tax Est.	\$ 1,706	\$1,640

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

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

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

- A. Operating funds of \$87,760,500 are provided directly to various organizations for school funding. In addition to direct program funding the County also funds the Capital Improvement Program, with the State of Maryland. The portion that is paid for by the County is provided in part with bond financing costs. The FY 2005 financing cost for education is approximately \$6 million. In total the General Fund contributed \$94 million or 64% of the General Fund Budget in Capital and Operating funds for education in FY 2005.

#### 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, etc.
<b>County Commissioners:</b>	
Greg Snook William Wivell James Kercheval Doris Nipps John Munson	240-313-2207 240-313-2208 240-313-2206 240-313-2205 240-313-2209
<b>County Administrator Office</b>	
Rod Shoop, County Administrator	240-313-2202
<b>Budget and Finance,</b>	
Debra Bastian, Director	240-313-2300
<b>Documents:</b>	
2005 Budget Document	Available on-line @ <a href="http://www.washco-md.net/budget_finance/budget.html">www.washco-md.net/budget_finance/budget.html</a>
	Available in hard copy and in CD format from the Budget and Finance Department.
Six-year Capital Improvement Plan	Available on-line @ <a href="http://www.washco-md.net/budget_finance/budget.html">www.washco-md.net/budget_finance/budget.html</a>
	Available in hard copy and in CD format from the Budget and Finance Department
Audited Financial Statements	Available on-line @ <a href="http://www.washco-md.net/budget_finance/budget.html">www.washco-md.net/budget_finance/budget.html</a>
	Available in hard copy from the Budget and Finance Department
Official Statement for Bond Issue	Available on-line @ <a href="http://www.washco-md.net/budget_finance/budget.html">www.washco-md.net/budget_finance/budget.html</a>
	Available in hard copy from the Budget and Finance Department