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BOARD OF COUNTY COMMISSIONERS
June 25, 2019
OPEN SESSION AGENDA

- 08:00 A.M. **MOMENT OF SILENCE AND PLEDGE OF ALLEGIANCE**
 CALL TO ORDER, *President Jeffrey A. Cline*
 APPROVAL OF MINUTES – June 11, 2019
- 08:05 A.M. **CLOSED SESSION**
(To discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; or any other personnel matter that affects one or more specific individuals; To consider a matter that concerns the proposal for a business or industrial organization to locate, expand, or remain in the State; To consult with counsel to obtain legal advice on a legal matter)
- 10:00 A.M. **RECONVENE IN OPEN SESSION**
- 10:05 A.M. **COMMISSIONERS' REPORTS AND COMMENTS**
- 10:15 A.M. **REPORTS FROM COUNTY STAFF**
- 10:25 A.M. **CITIZENS PARTICIPATION**
- 10:35 A.M. **CONTRACT AWARD (PUR-1425) – STOP LOSS INSURANCE COVERAGE – *Rick Curry, CPPO, Director, Purchasing Department, Deborah Condo, Deputy Director, Human Resources and a representative from the County's consultant, CBIZ Benefits & Insurance, Inc.***
- 10:40 A.M. **CONTRACT AWARD (PUR-1429) ACCOUNTING AND REVIEW SERVICES – *Rick Curry, CPPO, Director, Purchasing Department and Sara Greaves, Chief Financial Officer***
- 10:45 A.M. **2019 HOUSING BOND ALLOCATION TRANSFER – *Stephen T. Goodrich, Director, Department of Planning and Zoning***
- 10:50 A.M. **BID AWARD (PUR-1426) – GROUNDS MAINTENANCE FOR VARIOUS COUNTY DEPARTMENTS – *Brandi Naugle, CPPB, Buyer, Purchasing Department and John Easterday, Superintendent at Black Rock Golf Course***
- 10:55 A.M. **PROPOSED PILOT AGREEMENT FOR HOSTETTER SOLAR ONE, LLC – *Andrew F. Wilkinson, Esquire***
- 11:10 A.M. **PROPOSED PILOT AGREEMENT FOR PITTMAN SOLAR ONE, LLC – *Andrew F. Wilkinson, Esquire***

- 11:25 A.M. COUNTY ADMINISTRATOR FY2020 GOALS AND FY2019 ACCOMPLISHMENTS –
Robert Slocum, County Administrator
- 11:35 A.M. ADJOURNMENT
- 01:00 P.M. WASHINGTON COUNTY BOARD OF COUNTY COMMISSIONERS HAVE BEEN
INVITED TO TOUR THE YMCA OF HAGERSTOWN – *At the request of Commissioner Keefer*
Location: 1100 Eastern Boulevard, Hagerstown, MD
- 03:30 P.M. “RIBBON CUTTING CEREMONY” FOR THE RE-OPENING OF “GARRETTS MILL ROAD
BRIDGE”
Location: Garretts Mill Road, Knoxville, MD



Agenda Report Form

Open Session Item

SUBJECT: Contract Award (PUR-1425) – Stop Loss Insurance Coverage

PRESENTATION DATE: June 25, 2019

PRESENTATION BY: Rick Curry, CPPO, Director, Purchasing Department, Deborah Condo, Deputy Director, Division of Health and Human Services, and a representative from the County's consultant, CBIZ Benefits & Insurance Services, Inc.

RECOMMENDED MOTION: Motion to award a contract for Stop Loss Insurance to the responsive, responsible proposer, Sun Life Financial of Wellesley Hills, MA who submitted the lowest price with no special terms for high claimants for a total annual premium of \$1,039,716.00 with specific stop loss @ \$175,000 per claimant.

REPORT-IN-BRIEF: The Request for Quote (RFQ) was advertised on the State's "eMaryland Marketplace" web site, on the County's web site, and in the local newspaper. Direct notice of the solicitation was e-mailed to seven (7) potential providers of the insurance.

Quotations were received before the deadline on April 19, 2019 from four (4) companies that are providers of Stop Loss Insurance.

DISCUSSION: N/A

FISCAL IMPACT: The amount budgeted for health insurances and stop loss insurance coverage in FY 2020 is \$12,606,720.00

CONCURRENCES: As recommended with the concurrence of the Deputy Director of Health and Human Services

ALTERNATIVES: N/A

ATTACHMENTS: The attached Summary will be reviewed and discussed by the County's consultant at the meeting.

AUDIO/VISUAL NEEDS: N/A



Board of Washington County Commissioners

**Request for Proposal Analysis and Recommendations
June 25, 2019**

**Presented by:
CBIZ Employee Services Organization**





PUR-1425

Board of County Commissioners of Washington County, Maryland

Proposed Effective Date: July 1, 2019

Bid Due Date: May 10, 2019

Please bid net of commissions.

Overview

The Board of County Commissioners of Washington County, Maryland (BCC) provides a self-funded health plan to its employees and pre-Medicare retirees. The medical plans are administered by Aetna and include Aetna's care management programs. CVS Caremark provides pharmacy benefits.

This RFP process is looking for the most competitive contract for their stoploss coverage.



Background

Board of County Commissioners of Washington County, Maryland provides medical and prescription drug coverage to active employees, COBRA members, and pre-Medicare retirees on a self-insured basis.

Medical Vendor: Aetna – 7/1/2016

Drug Vendor: CVS/Caremark effective 7/1/2019

Stop-Loss policies are insurance that protects the plan from significant claim costs associated with individual members (specific) or for the entire group (aggregate). Currently, Board of County Commissioners of Washington County, Maryland has a stoploss policy with Sunlife that limits the medical and prescription drug plan costs to a maximum of \$175,000 per member per year.

In general, stop-loss policies do not automatically renew at the same rate.



Analysis

Washington County Commissioners

RFP - PUR #1425

	SunLife	SunLife	Highmark	Voya	Aetna
	Current	Renewal	Proposed	Proposed	Proposed
Specific Stop Loss	Paid	Paid	24/12 Spec	24/12 Spec	Paid
Individual Deductible	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000
Individual Specific Rate	\$ 39.38	\$ 50.01	\$ 65.14	\$ 52.16	\$ 55.35
Family Specific Rate	\$ 92.92	\$ 118.01	\$ 160.36	\$ 121.23	\$ 127.90
Laser	\$ -	\$ -	\$ 330,000	\$ -	\$ -
Total Annual Premium	\$ 818,672	\$ 1,039,716	\$ 1,403,169	\$ 1,070,781	\$ 1,130,794
Increase/Decrease from Current		\$ 221,044	\$ 584,497	\$ 252,109	\$ 312,122
TOTAL STOPLOSS COST WITH LASER	\$ 818,672	\$ 1,039,716	\$ 1,403,169	\$ 1,070,781	\$ 1,130,794
Total Overall Percentage Increase		27.0%	71.4%	30.8%	38.1%
NOTES	Incumbent	Renewal	Possible additional exposure of \$155,000		

Recommendation

Remain with Sunlife for stoploss coverage at \$175,000 effective 7/1/2019



Agenda Report Form

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Open Session Item

SUBJECT: Contract Award (PUR-1429) Accounting and Review Services

PRESENTATION DATE: June 25, 2019

PRESENTATION BY: Rick Curry, CPPO, Director, Purchasing Department and Sara Greaves, Chief Financial Officer

RECOMMENDED MOTION: Move to award the contract for Accounting and Review (Fire & Rescue) Services to the responsive, responsible firm of Smith Elliott Kearns, LLC of Hagerstown, Maryland, with the lowest 5-year proposal value of \$446,400.00 and the profession fees for each supplemental service, if required are as follows:

Partners	\$300.00
Managers	\$175.00
Supervisory Staff	\$150.00
Staff	\$125.00
Other Administrative	\$90.00

REPORT-IN-BRIEF: Attached is an excerpt from the Request for Proposal (RFP) document of the “Scope of Work” to be rendered under this contract. The RFP was advertised locally in the newspaper and on the County’s web site, as well as on the State’s “eMaryland Marketplace” web site. Fifteen (15) persons/companies registered/downloaded the bid document on-line. The following persons served as members on the Coordinating Committee: County Administrator, Chief Financial Officer of Budget & Finance (Chairperson), Accounting Supervisor, Division Director of Emergency Services, Director of Budget & Finance and Director of Purchasing.

Three (3) firms were represented at the pre-proposal conference. Three (3) proposals were received for the subject services. The Qualifications & Experience/Technical Proposals of two (2) of the firms were considered to be responsive by the Committee and their Price Proposal was opened for evaluation as shown on the attached Fee Schedule.

The initial term of this contract is anticipated to be for a one (1) year period tentatively commencing July 1, 2019 and ending June 30, 2020, with an option by the County to renew for up to four (4) consecutive one (1) year periods thereafter, based on the annual lump sum fees proposed by the successful firm.

DISCUSSION: N/A

FISCAL IMPACT: Funds in the amount of \$100,000.00 are budgeted in account 515000-10-93130 for the costs of the services.

CONCURRENCES: As recommended by the Coordinating Committee.

ALTERNATIVES: N/A

ATTACHMENTS: (1) Fee Schedule and (2) Scope of Services from the RFP document.

AUDIO/VISUAL NEEDS: N/A

PUR-1429 Accounting & Review Services Fire & EMS Audit

SB & Company, LLC					
	2020	2021	2022	2023	2024
1. General Appropriations	\$76,880.00	\$78,802.00	\$80,378.00	\$81,986.00	\$83,626.00
2. Senator Amoss Funds	\$15,376.00	\$15,760.00	\$16,075.00	\$16,397.00	\$16,725.00
3. Financial Reporting	\$7,688.00	\$7,880.00	\$8,038.00	\$8,199.00	\$8,363.00
Total Lum Sum Items I, II, III Fiscal Year	\$99,944.00	\$100,442.00 *	\$104,481.00	\$106,582.00	\$108,714.00
TOTAL SUM VALUE:				\$520,163.00	

**Corrected Calculations based on unit pricing. In case of price discrepancy, the written number will govern.*

Schedule of Professional Fees for Supplemental Services, if required by Washington Co, Maryland:

SB & Company, LLC

	Hourly Rates:
Partners	\$220.00
Managers	\$135.00
Supervisory Staff	\$118.00
Staff	\$91.00
Other (specify)	

Smith Elliott Kearns & Company, LLC

	2020	2021	2022	2023	2024
1. General Appropriations	\$39,800.00	\$41,400.00	\$43,000.00	\$44,700.00	\$46,500.00
2. Senator Amoss Funds	\$37,200.00	\$38,700.00	\$40,300.00	\$41,900.00	\$43,600.00
3. Financial Reporting	\$5,400.00	\$5,600.00	\$5,800.00	\$6,100.00	\$6,400.00
Total Lum Sum Items I, II, III Fiscal Year	\$82,400.00	\$85,700.00	\$89,100.00	\$92,700.00	\$96,500.00
TOTAL SUM VALUE:				\$446,400.00	

Schedule of Professional Fees for Supplemental Services, if required by Washington Co, Maryland:

Smith Elliott Kearns & Company, LLC

	Hourly Rates:
Partners	\$300.00
Managers	\$175.00
Supervisory Staff	\$150.00
Staff	\$125.00
Other (Administrative)	\$90.00

PUR-1429
ACCOUNTING AND REVIEW SERVICES

A. Scope of Work to be Performed

The County desires the firm to review, account, and report on distributions made to Fire and EMS companies in accordance with County and State Policies. Three separate tasks are being requested as listed below. 1) Accounting and Review of annual County allocation to Fire/EMS companies; 2) Collection and review of Fiscal Reporting of companies per County policy; and 3) Senator Amoss fund reimbursement and reporting per State regulations.

1. The County budgets a specific amount of funding annually for costs associated with 23 Fire and 8 EMS companies (27 in County and 4 out of County) including but not limited to:
 - a. General allocation
 - b. Utilities reimbursements
 - c. Response assistance
 - d. Fuel and maintenance reimbursements

Funding is budgeted separately, per company, and per expense category. Utilities, Fuel, and Maintenance are handled on a reimbursement basis for expenditures incurred for the prior calendar year. Therefore, one reimbursement request will be made by the companies per year for these reimbursements. For the general allocation and response assistance, the companies will submit reimbursement requests to the accounting firm directly, once per quarter.

All requests will be reviewed by the firm, determination will be made on whether or not the expense is reimbursable and within budget, and the firm will approve or deny the payment to the company. Once per quarter, the accounting firm will provide the County with the approved appropriation amount for each company for disbursement.

The accountant will assume responsibility for:

- a. Reviewing all reimbursement requests and verifying they follow the County Purchasing Policy, Business Expense Policy, and Emergency Services Fiscal Policy.
- b. Recording and accounting for all reimbursement requests that follow policy.
- c. Requesting reimbursement for the appropriate fire or EMS company on a quarterly basis, not to exceed the budget for each fire and rescue company the County allocates for each fiscal year.
- d. The accountant will submit a reimbursement request to the Washington County Budget and Finance office's accounting supervisor. The County will issue a check for the reimbursement within a two-week period.
- e. Keeping records of all reimbursements made to each individual fire

and rescue company by category as described above in section B.1.

- f. Reporting to the County each quarter on reimbursements made and the balance remaining for each individual fire and EMS company.
- g. Submitting a copy of records including reimbursement requests and detailed support to the County no later than 45 days following the end of a fiscal year.
- h. Retaining original copies for no less than a three-year period.

Following each quarterly distribution, the firm shall develop a report and submit it to the County with the following information:

- e. Reimbursement made to each company by company and expenditure account.
- f. A report on requests from companies that were denied and the reason for denial.
- g. The County's fiscal year begins on July 1st and ends on June 30th. The firm will provide an annual report encompassing all quarters.
- h. Upon request, the selected firm shall make a public presentation of annual expenditures at a regular meeting of the Board of County Commissioners of Washington County, Maryland. The Director of Budget and Finance shall work with the firm to determine a date suitable for all both parties.

The above items apply to all Fire and EMS companies. If a company receives an annual amount less than \$5,000, reimbursement should be made on an annual basis and not quarterly.

In the event that the company does not have the financial capacity to provide for a large expense upfront, a request for advance funds can be made. This should be a formal request made to the accounting Firm. If the request is an allowable expenditure, the Firm can work with the County to release the funds and then subsequently collect expenditure documentation including receipts or other proof of payment after the completion of the purchase. This request is reserved for large expenditures only, in excess of \$10,000.

- 2. The County requires the firm to perform the following tasks as related to the Senator Amoss funds that are received on an annual basis. The County receives the Senator Amoss Grant from the state every November. These funds, at the Division of Emergency Services and the Board of County Commissioners discretion, are divided equally amongst the 26 fire and EMS companies in the County. These payments are to be reimbursed in accordance with the Senator William H. Amoss instructions for County Finance Offices. (See Appendix A)
 - i. Review all reimbursement requests and verify they follow the

allowable uses from the Senator William H. Amoss instructions.

- Keep record of Senator Amoss fund balance for each company.
- Reimbursement requests will be submitted quarterly by companies. When a company submits a reimbursement request the accountant will review all receipts to verify, they are allowable uses per state instructions.
- The accountant will then submit a reimbursement request to the Washington County budget and finance office's Accounting supervisor. The County will issue a check for the reimbursement within a two-week period.

j. Submit a Senator Amoss grant balance report by fiscal year and fire/EMS company. This report will be the reconciliation workpaper for the Senator Amoss liability account on the County's balance sheet.

k. Reports due to the state by December 31st. (See Appendix B)

- Schedule A – Must provide source documentation that validates the expenditure.
- Schedule B – Separate schedule for every year that there are unreimbursed funds.
- Schedule C - Certification of in-kind contributions.
- Attestation reports
- Any other additional requirements imposed by the State.

3. The County desires the accountant under consideration to collect and review financial reports of the 26 County Fire and EMS companies annually per the fiscal reporting requirements of the emergency services fiscal policy:

a. Financial reports are due from the individual companies no later than six months after the company's year-end. The required reports include:

- The highest form of financial statements with a minimum of balance sheet and income statement.
- Form 990.
- A certification statement. (See Appendix C)

b. The accountant will review the financial statements and 990 filed by the company and verify they agree. In the event they do not, the accountant will request a reconciliation from the Fire/EMS company.

c. Failure of the companies to file documents on time will result in allocations addressed in section B.1. being held until all information is received.

d. The accountant will report to County quarterly each companies' status and forward an electronic version of financial information received.

B. Listing of Fire and EMS Companies

Fire Companies:
Co. 1 Sharpsburg Volunteer Fire Company
Co. 2 Williamsport Volunteer Fire Company
Co. 4 Clear Spring Volunteer Fire Company
Co. 5 Hancock Volunteer Fire Company
Co. 6/8 Boonsboro Volunteer Fire Company
Co. 7 Smithsburg Volunteer Fire Company
Co. 9 Leitersburg Volunteer Fire Company
Co. 10 Funkstown Volunteer Fire Company
Co. 11 Potomac Valley Fire Company
Co. 12 Fairplay Volunteer Fire Company
Co. 13 Maugansville Volunteer Fire Company
Co. 16 Mt. Aetna Volunteer Fire Company
Co. 26 Halfway Volunteer Fire Company
Co. 27 Longmeadow Volunteer Fire Company
E-1 First Hagerstown Hose
E-2 Antietam Fire
E-3 Independent Junior Fire
E-4 Western Enterprise
E- 5 South Hagerstown Fire
Truck 1/11 Pioneer Hook and Ladder
Blue Ridge Summit Fire Co
Brunswick Volunteer Fire Co
Co. 14 Rehab Unit & Safety Officers (WCVFRA)

EMS Companies:
Co. 19 Sharpsburg Area Rescue Service
Co. 49 Clear Spring Volunteer Ambulance Service
Co. 59 Hancock Volunteer Ambulance Service
Co. 69 Boonsboro Volunteer Ambulance Service
Co. 75 Community Rescue Service
Co. 79 Smithsburg Emergency Medical Service
Blue Ridge Summit Ambulance Service
Brunswick Ambulance Service

C. Accounting Standards to Be Followed

Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. The firm is required to report expenditures in accordance with these principals.

D. Policies to Be Followed

The County uses several policies to determine eligible spending of taxpayer funds.

Several of these policies will apply to the Fire and Rescue companies and should be used as a basis for reimbursement to the companies.

- a. County Procurement Policy (See Appendix D)
- b. Business Expense Policy (See Appendix E)
- c. Emergency Services Fiscal Policy (Appendix F)
- d. Senator Amoss (Appendix A)

Irregularities and illegal acts. The firm shall be required to make an immediate, written report of all irregularities and illegal acts of which they become aware to the Director of Budget and Finance and the County Administrator.

E. Time Requirements

- a. Quarterly reports shall be provided to the County no later than 30 days after quarter ending September 30, December 31, March 31, June 30.
- b. Annual report shall be provided to the County no later than 45 days following June 30 of the current fiscal year.
- c. Senator Amoss reports are required via State Policy guidelines .

F. Assistance to be Provided to the Firm

The firm's principal contact with the County will be the Department of Budget and Finance. Any questions or concerns related to contracted tasks and duties will be directed to the Director of Budget & Finance.



Open Session Item

SUBJECT: 2019 Housing Bond Allocation Transfer

PRESENTATION DATE: June 25, 2019

PRESENTATION BY: Stephen T. Goodrich, Director, Department of Planning and Zoning

RECOMMENDED MOTION: Move to approve the transfer of Washington County's 2018 Housing Bond Allocation in the amount of \$5,347,125 to the Community Development Administration for use in issuing housing bonds on behalf of Washington County.

REPORT-IN-BRIEF: Each year the State of Maryland invites local governments to partner in a statewide bond pool for first time homebuyers. The pool allows counties to transfer their housing bond allocation to the State to issue bonds to fund housing programs. Washington County has traditionally used this allocation to participate in the Maryland Mortgage program.

DISCUSSION: Washington County has been transferring its housing bond allocation to the Community Development Administration (CDA) annually since at least 2007. Generally, bond allocation amounts increase from year to year, however 2019's amount has slightly decreased. Maximum allowable acquisition costs (\$253,809 and \$310,211 in targeted areas) and income limits for participants (between \$92,500 and \$129,500 depending on family size) remained the same in 2018. The MD DHCD reports purchasing activity in Washington County as 146 units in 2016 (20,265,928), 96 units in 2017 (\$13,051,467), 41 units in 2018 (\$5,497,993) and 58 units in 2019 (\$8,757,273). Targeted areas in Washington County are within Hagerstown city limits.

FISCAL IMPACT: No cost to Washington County

CONCURRENCES: N/A

ALTERNATIVES: If there is no transfer there will be less money available to make housing loans to Washington County applicants from the Maryland Mortgage Program.

ATTACHMENTS: Letter to MD Department of Housing and Community Development

AUDIO/VISUAL NEEDS: N/A



DEPARTMENT OF PLANNING & ZONING
COMPREHENSIVE PLANNING | LAND PRESERVATION | FOREST CONSERVATION | GIS

June 11, 2019

Maddy Ciulu, Director
Single Family Housing
Community Development Administration
Department of Housing & Community Development
7800 Harkins Road, Room 367
Lanham, Maryland, 20706

Dear Ms. Ciulu:

Pursuant to Sections 13-801 through 13-807 of the Financial Institutions Article of the Maryland Annotated Code, Washington County hereby irrevocably transfers to the Community Development Administration, for use in issuing housing bonds or mortgage credit certificates on behalf of this jurisdiction, 100% of its total \$5,347,125 tax-exempt housing bond allocation as set forth in 2019 allocation of the Maryland State Ceiling made by the Secretary of Commerce pursuant to the Article.

Sincerely,

Jeffery A. Cline, Chairperson
Board of County Commissioners of Washington County,
Maryland

Certificate of Counsel

This transfer of a tax-exempt bond allocation is duly authorized and executed and constitutes the valid, binding and irrevocable act of Washington County, Maryland.

Kirk C. Downey, County Attorney
Washington County, Maryland



Agenda Report Form

Open Session Item

SUBJECT: Bid Award (PUR-1426) - Grounds Maintenance for Various County Departments

PRESENTATION DATE: June 25, 2019

PRESENTATION BY: Brandi Naugle, CPPB, Buyer, Purchasing Department and John Easterday, Superintendent at Black Rock Golf Course

RECOMMENDED MOTION: Move to award the contract to the responsible companies with the responsive lowest bids that meet the specifications for each chemical item (as indicated on the Bid Tabulation Summary). Tie bids were received for Item Nos. 28, 31 and 32, therefore, it is required that the chemicals be awarded based upon drawing lots in public, pursuant to Section 2.9 of the Washington County Procurement Policy Manual.

REPORT-IN-BRIEF: The County accepted bids on May 1, 2019. The Invitation to Bid was published in the local newspaper, listed on the State's "eMarylandMarketPlace" web site and the County's website. There were seven (7) persons/companies that registered/downloaded the bid document on-line, three (3) bid was received. This contract provides the needed chemicals for the Black Rock Golf Course, County Highway Department and Department of Water Quality; the City of Hagerstown may utilize the contract. The contract term is one (1) year tentatively commencing July 1, 2019 and ending June 30, 2020.

Bidders were declared Non-Responsive if: A Bidder submitted two (2) prices for one (1) item, and/or if a Bidder submitted a substitute (equivalent) chemical that was not on the list of approved chemicals, and/or if a Bidder submitted the wrong unit of measure pricing.

DISCUSSION: N/A

FISCAL IMPACT: Funds are budgeted for the chemicals in various expense operating accounts.

CONCURRENCES: N/A

ALTERNATIVES: N/A

ATTACHMENTS: Bid Tabulation Matrix

AUDIO/VISUAL NEEDS: N/A

PUR-1426
Grounds Maintenance Chemicals
Bid Tabulation Summary

Item #	Product	Vendor	Unit of Measure	FY' 19 Unit Price	FY' 20 Unit Price
1	Acclaim Extra	Helena Chemical Company	Gallon	\$484.00	\$494.00
2	Aqua Shade	Site One Landscape	Gallon	\$36.26	\$44.55
3	Propiconazole 14.3%	Helena Chemical Company	Gallon	\$49.75	\$49.75
4	Propamocarb Hydrochloride 66.2%	Helena Chemical Company	Gallon	\$287.00	\$293.00
5	Bensumec – 4LF	Helena Chemical Company	Gallon	\$108.00	\$110.00
6	Thiophonate Methyl 46.2%	Genesis Turfgrass, Inc	Gallon	\$40.00	\$43.20
7	Aluminum Tris WDG 80%	Genesis Turfgrass, Inc	Pound	\$13.28	\$13.27
8	Crossbow	Genesis Turfgrass, Inc	Gallon	\$43.04	\$41.44
9	Chlorothalonil 720 SFT 54.0%	Helena Chemical Company	Gallon	\$41.00	\$41.00
10	Chlorpyrifos 4E 42.5%	Helena Chemical Company	Gallon	\$42.00	\$42.00
11	Dylox 420 SL	Helena Chemical Company	Pound	\$62.75	\$63.75
12	Fore WSP	Genesis Turfgrass, Inc	Pound	\$7.16	\$7.13
13	Head Way	Helena Chemical Company	Gallon	\$417.00	\$426.00
14	Tebuconazole 38.7%	Helena Chemical Company	Gallon	\$44.35	\$49.75
15	Imidacloprid 75 %	Genesis Turfgrass, Inc	Case	\$329.50	\$337.00
16	PCNB 40%	Helena Chemical Company	Gallon	\$48.95	\$50.85
17	Pendulum Aqua Cap	Helena Chemical Company	Gallon	\$44.00	\$55.00
18	Trinexapac Ethyl 11.3%	Genesis Turfgrass, Inc.	Gallon	\$102.00	\$100.40

Item #	<i>Product</i>	Vendor	Unit of Measure	FY' 19 Unit Price	<i>FY' 20 Unit Price</i>
19	Prograss	Helena Chemical Company	Gallon	\$136.75	<i>\$138.10</i>
20	Provaunt	Helena Chemical Company	Case	\$685.00	<i>\$695.50</i>
21	Glyphosate 41%	Helena Chemical Company	Gallon	\$12.00	<i>\$12.00</i>
22	Mefenoxam 22.5%	Helena Chemical Company	Gallon	\$331.27	<i>\$336.00</i>
23	Talstar	Helena Chemical Company	Gallon	\$32.29	<i>\$51.00</i>
24	Trimec Classic	SiteOne Landscape Supply	Gallon	\$22.34	<i>\$24.46</i>
25	Paclobutrazol 22.3%	Helena Chemical Company	Gallon	\$135.00	<i>\$139.00</i>
26	Phosguard	Genesis Turfgrass, Inc	Gallon	\$16.88	<i>\$17.20</i>
27	Bayleton FLO	SiteOne Landscape Supply	Gallon	\$546.00	<i>\$546.00</i>
28	Dismiss NXT	Tie Bid	Gallon	\$555.00	<i>\$580.00</i>
29	Fluazinam 40SC	Genesis Turfgrass, Inc	Gallon	\$380.00	<i>\$374.94</i>
30	Poa Constrictor	Helena Chemical Company	Gallon	\$110.00	<i>\$110.00</i>
31	Signature XTRA	Tie Bid	Pounds	\$29.09	<i>\$30.00</i>
32	Barricade	Tie Bid	Gallon	\$143.00	<i>\$143.00</i>
33	Mancozeb	Helena Chemical Company	Gallon	N/A	<i>\$3.75</i>



Open Session Item

SUBJECT: Proposed PILOT Agreement for Hostetter Solar One, LLC

PRESENTATION DATE: June 25, 2019

PRESENTATION BY: Andrew F. Wilkinson, Esquire

RECOMMENDED MOTION: For consideration of a PILOT Agreement with Hostetter Solar One, LLC.

REPORT-IN-BRIEF: On December 12, 2018, the Board of Zoning Appeals approved a two (2) megawatt solar farm on 15 acres of farmland located at 20927 Leitersburg Pike, Hagerstown, Maryland. Due to the intensity of the start-up capital costs of a solar farm, the General Assembly passed Md. Code, Tax-Property § 7-514(c)(1) which allows the County to “enter into an agreement with the owner of a facility for the generation of electricity that is located or locates in the county for a negotiated payment by the owner in lieu of taxes on the facility.” Hostetter Solar One, LLC (*Company*) requests a payment in lieu of taxes as permitted by the Maryland Code.

DISCUSSION: Maryland’s updated Renewable Portfolio Standard Law (*RPS Law*) mandates that 50% of Maryland’s electricity is to be generated from renewable sources by 2030 (up from 25%), with at least 14.5% of the electricity coming from solar power (up from 2.5%).

The initial capital investment for a solar farm is expensive – the Company expects an initial capital outlay of **\$3,098,700.00** for solar panels and related equipment. Due to the start-up costs, the effect of the business personal property taxes is comparatively more significant for a solar project than for the average business in the County for which only a portion of the start-up costs are considered “business personal property.” To ease the immediate financial costs to solar companies, and to meet the requirements of the RPS Law, the General Assembly passed Md. Code, Tax-Property § 7-514(c)(1) which allows the County to “enter into an agreement with the owner of a facility for the generation of electricity that is located or locates in the county for a negotiated payment by the owner in lieu of taxes on the facility.” The County taxes equipment used to generate electricity based on 50% of its value. The tax rate on business personal property in the County is 2.37%.

The Company requests the opportunity to enter a PILOT Agreement as permitted by the Maryland Code setting an annual payment at \$6,500.00 per MW of installed capacity for 30 years.

Taking into account the 50% assessment abatement and depreciation, the total payments received from the project at \$6,500.00 per MW over the total life of the 30-year lease represents approximately a 30% reduction from what would otherwise be payable for the full personal property tax.

The County previously entered the following PILOT agreements:

December 13, 2016: Pinesburg Solar at \$6,000 per MW for 40 years.

April 30, 2019: Rockdale Solar at \$6,500 per MW for 25 years.

FISCAL IMPACT: Real property taxes on the 15 acres of agricultural land provides the County approximately \$71.00 per year, or \$2,130.00 over 30 years. The Company is offering to pay \$390,000.00 in PILOT payments over 30 years. The full personal property tax without the PILOT over 30 years would be \$571,911.00. Therefore, while the County would forego \$180,000.00 of extra tax revenue over 30 years by granting the PILOT instead of collecting the full personal property tax, the County gains \$390,000.00 of tax revenue it would not otherwise receive if the solar farm is not constructed and operated.

CONCURRENCES: N/A

ALTERNATIVES: Do not grant the PILOT request.

ATTACHMENTS: Excel spreadsheet and Proposed Layout Plan.

AUDIO/VISUAL NEEDS: None

Washington County, MD - Hostetter- Personal Property Tax Analysis - 2 MW

Year	0	1	2	3	4	5	6	7	8	9	10
Equipment Value - Depreciation Ratio	3,098,700	0.9667	0.9334	0.9001	0.8668	0.8335	0.8002	0.7669	0.7336	0.7003	0.6670
Depreciated Value		2,995,513	2,892,327	2,789,140	2,685,953	2,582,766	2,479,580	2,376,393	2,273,206	2,170,020	2,066,833
Taxable Value (MD 50% abatement)		1,497,757	1,446,163	1,394,570	1,342,977	1,291,383	1,239,790	1,188,197	1,136,603	1,085,010	1,033,416
Washington County Personal Property Tax	2.37%	35,497	34,274	33,051	31,829	30,606	29,383	28,160	26,937	25,715	24,492
Solar PILOT (2 MW @ \$6,500/MW)		13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000

Year	11	12	13	14	15	16	17	18	19	20
Equipment Value - Depreciation Ratio	0.6337	0.6004	0.5671	0.5338	0.5005	0.4672	0.4339	0.4006	0.3673	0.334
Depreciated Value	1,963,646	1,860,459	1,757,273	1,654,086	1,550,899	1,447,713	1,344,526	1,241,339	1,138,153	1,034,966
Taxable Value (MD 50% abatement)	981,823	930,230	878,636	827,043	775,450	723,856	672,263	620,670	569,076	517,483
Washington County Personal Property Tax	23,269	22,046	20,824	19,601	18,378	17,155	15,933	14,710	13,487	12,264
Solar PILOT (2 MW @ \$6,500/MW)	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000

Year	21	22	23	24	25	26	27	28	29	30
Equipment Value - Depreciation Ratio	0.3007	0.2674	0.2500	0.2500	0.2500	0.2500	0.2500	0.2500	0.2500	0.2500
Depreciated Value	931,779	828,592	774,675	774,675	774,675	774,675	774,675	774,675	774,675	774,675
Taxable Value (MD 50% abatement)	465,890	414,296	387,338	387,338	387,338	387,338	387,338	387,338	387,338	387,338
Washington County Personal Property Tax	11,042	9,819	9,180	9,180	9,180	9,180	9,180	9,180	9,180	9,180
Solar PILOT (2 MW @ \$6,500/MW)	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000

Sum of payments (25 years)	Baseline	526,012
	PILOT	325,000
Sum of payments (30 years)	Baseline	571,911
**Does not include new equipment **	PILOT	390,000
Sum of payments (40 years)	Baseline	663,710
**Does not include new equipment **	PILOT	520,000

Notes

1. Personal property generally cannot be depreciated below 25% of its value.
2. Equipment of non-utility entities that generate electricity for sale is depreciated at 3.33% per year.



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NLR-MDWC09-004491HOSTETTER
 20524 LEITERSBURG PIKE
 HAGERSTOWN, MD 21742

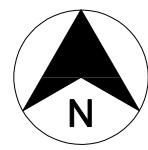
DRAWING SIZE
 11X17
 MEASURE 1/2":

DRAWN BY
AMLW

DATE
 12/4/2018

SCALE
 1" = 250'

MODULE 360W MODULES @ STC	SYSTEM SIZE (DC / AC) 2.85MWDC / 2.0MWAC	SPECIFIC PRODUCTION 1410 KWH/KWP/YR	RACKING GROUND MOUNT		WIND SPEED 105 MPH	EXPOSURE CATEGORY C
QUANTITY 7904 MODULES (304 STRINGS OF 26)	INVERTER [16] CPS 125KTL-US	ESTIMATED YIELD 4012 MWH/YR	TILT ANGLE 25°	AZIMUTH 180°	HIGH TEMP 33°C	LOW TEMP -15°C



W1

NOT FOR CONSTRUCTION - DRAWING FOR BID PURPOSES ONLY - EQUIPMENT SUBJECT TO CHANGE



Open Session Item

SUBJECT: Proposed PILOT Agreement for Pittman Solar One, LLC

PRESENTATION DATE: June 25, 2019

PRESENTATION BY: Andrew F. Wilkinson, Esquire

RECOMMENDED MOTION: For consideration of a PILOT Agreement with Pittman Solar One, LLC.

REPORT-IN-BRIEF: On September 19, 2018, the Board of Zoning Appeals approved a two (2) megawatt solar farm on 11 acres of farmland located at 7900 Millstone Road, Hancock, Maryland. Due to the intensity of the start-up capital costs of a solar farm, the General Assembly passed Md. Code, Tax-Property § 7-514(c)(1) which allows the County to “enter into an agreement with the owner of a facility for the generation of electricity that is located or locates in the county for a negotiated payment by the owner in lieu of taxes on the facility.” Pittman Solar One, LLC (*Company*) requests a payment in lieu of taxes as permitted by the Maryland Code.

DISCUSSION: Maryland’s updated Renewable Portfolio Standard Law (*RPS Law*) mandates that 50% of Maryland’s electricity is to be generated from renewable sources by 2030 (up from 25%), with at least 14.5% of the electricity coming from solar power (up from 2.5%).

The initial capital investment for a solar farm is expensive – the Company expects an initial capital outlay of **\$3,059,297.00** for solar panels and related equipment. Due to the start-up costs, the effect of the business personal property taxes is comparatively more significant for a solar project than for the average business in the County for which only a portion of the start-up costs are considered “business personal property.” To ease the immediate financial costs to solar companies, and to meet the requirements of the RPS Law, the General Assembly passed Md. Code, Tax-Property § 7-514(c)(1) which allows the County to “enter into an agreement with the owner of a facility for the generation of electricity that is located or locates in the county for a negotiated payment by the owner in lieu of taxes on the facility.” The County taxes equipment used to generate electricity based on 50% of its value. The tax rate on business personal property in the County is 2.37%.

The Company requests the opportunity to enter a PILOT Agreement as permitted by the Maryland Code setting an annual payment at \$6,500.00 per MW of installed capacity for 30 years.

Taking into account the 50% assessment abatement and depreciation, the total payments received from the project at \$6,500.00 per MW over the total life of the 30-year lease represents approximately a 30% reduction from what would otherwise be payable for the full personal property tax.

The County previously entered the following PILOT agreements:

December 13, 2016: Pinesburg Solar at \$6,000 per MW for 40 years.

April 30, 2019: Rockdale Solar at \$6,500 per MW for 25 years.

FISCAL IMPACT: Real property taxes on 11 acres of agricultural land provides the County approximately \$52.14 per year, or \$1,564.20 over 30 years. The Company is offering to pay \$390,000.00 in PILOT payments over 30 years. The full personal property tax without the PILOT over 30 years would be \$564,639.00. Therefore, while the County would forego \$174,000.00 of extra tax revenue over 30 years by granting the PILOT instead of collecting the full personal property tax, the County gains \$390,000.00 of tax revenue it would not otherwise receive if the solar farm is not constructed and operated.

CONCURRENCES: N/A

ALTERNATIVES: Do not grant the PILOT request.

ATTACHMENTS: Excel spreadsheet and Proposed Layout Plan

AUDIO/VISUAL NEEDS: None

Washington County, MD - Pittman - Personal Property Tax Analysis - 2 MW

Year	0	1	2	3	4	5	6	7	8	9	10
Equipment Value - Depreciation Ratio	3,059,297	0.9667	0.9334	0.9001	0.8668	0.8335	0.8002	0.7669	0.7336	0.7003	0.6670
Depreciated Value		2,957,422	2,855,548	2,753,673	2,651,799	2,549,924	2,448,049	2,346,175	2,244,300	2,142,426	2,040,551
Taxable Value (MD 50% abatement)		1,478,711	1,427,774	1,376,837	1,325,899	1,274,962	1,224,025	1,173,087	1,122,150	1,071,213	1,020,276
Washington County Personal Property Tax	2.37%	35,045	33,838	32,631	31,424	30,217	29,009	27,802	26,595	25,388	24,181
Solar PILOT (2 MW @ \$6,500/MW)		13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000

Year	11	12	13	14	15	16	17	18	19	20
Equipment Value - Depreciation Ratio	0.6337	0.6004	0.5671	0.5338	0.5005	0.4672	0.4339	0.4006	0.3673	0.334
Depreciated Value	1,938,677	1,836,802	1,734,927	1,633,053	1,531,178	1,429,304	1,327,429	1,225,554	1,123,680	1,021,805
Taxable Value (MD 50% abatement)	969,338	918,401	867,464	816,526	765,589	714,652	663,714	612,777	561,840	510,903
Washington County Personal Property Tax	22,973	21,766	20,559	19,352	18,144	16,937	15,730	14,523	13,316	12,108
Solar PILOT (2 MW @ \$6,500/MW)	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000

Year	21	22	23	24	25	26	27	28	29	30
Equipment Value - Depreciation Ratio	0.3007	0.2674	0.2500	0.2500	0.2500	0.2500	0.2500	0.2500	0.2500	0.2500
Depreciated Value	919,931	818,056	764,824	764,824	764,824	764,824	764,824	764,824	764,824	764,824
Taxable Value (MD 50% abatement)	459,965	409,028	382,412	382,412	382,412	382,412	382,412	382,412	382,412	382,412
Washington County Personal Property Tax	10,901	9,694	9,063	9,063	9,063	9,063	9,063	9,063	9,063	9,063
Solar PILOT (2 MW @ \$6,500/MW)	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000

Sum of payments (25 years)	Baseline	519,323
	PILOT	325,000
Sum of payments (30 years)	Baseline	564,639
**Does not include new equipment **	PILOT	390,000
Sum of payments (40 years)	Baseline	655,271
**Does not include new equipment **	PILOT	520,000

Notes

1. Personal property generally cannot be depreciated below 25% of its value.
2. Equipment of non-utility entities that generate electricity for sale is depreciated at 3.33% per year.



Agenda Report Form

Open Session Item

SUBJECT: Fiscal Year 2020 Goals, Administrator and Board

PRESENTATION DATE: June 25, 2019

PRESENTATION BY: Robert Slocum, County Administrator

RECOMMENDED MOTION: Approval of Goals as submitted and recognition of Washington County Staff for their work accomplished in Fiscal Year 2019

REPORT-IN-BRIEF: Feedback and direction received upon the Fiscal Year 2020 goals has been incorporated for presentation and approval. Fiscal Year 2019 accomplishments are also included.

DISCUSSION: Each year, goals for the forthcoming fiscal year of each department, the Administrator, and the Board are included in the forthcoming budget. The goals serve to provide direction and clarity in the charge of staff from the Board. Discussion, feedback, and direction from the Board to have served to assist in establishing consensus on the direction staff will take over the next fiscal year.

With the new Board in place and involved, strategic imperatives were established for the next four years. The strategic imperatives are included here for ready reference and alignment with the draft goals. The Board's support is essential in the staff's success. The Board's participation in this process and regular communication throughout the year is helpful and encouraging.

It is also important to note the accomplishment of the Board and Staff alike. A list of Fiscal Year 2019 accomplishments is included. Listed are a few of the extraordinary accomplishments achieved by the County; through the work of the Board and Staff together.

FISCAL IMPACT: With clear direction and charge, staff has and will operate most effectively and efficiently with County resources.

CONCURRENCES: N/A

ALTERNATIVES: N/A

ATTACHMENTS: Administrator Goals
Board Goals
Strategic Imperatives

AUDIO/VISUAL NEEDS: N/A



OFFICE OF THE COUNTY ADMINISTRATOR

Fiscal Year 2020

GOALS

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



OFFICE OF THE COUNTY ADMINISTRATOR

Fiscal Year 2019

ACCOMPLISHMENTS

- ✓ Collected over 500,000 pounds of litter and debris under the “Clean County” initiative
- ✓ Broke ground on two new multi-million-dollar public private partnerships with “Making Connections”
- ✓ Initiated testing of a “Commitment to Customer Service” program for improved tracking and response times
- ✓ Developed a five-year operating budget outlook into the annual budget process
- ✓ Presented multiple balanced budget options with additional education and public safety funding in FY2020
- ✓ Reduced the FY2020 discretionary overhead budget by \$7.5 Million or approximately 6%
- ✓ Recorded real estate and income tax revenue increases of 2.0% and 3.4% respectively through May of 2019
- ✓ Fostered a business climate which added over 269 jobs and \$247 Million in private investment
- ✓ Completed design of a new \$11.5 Million training center to serve Police, Fire, and EMS
- ✓ Initiated improved Fire and EMS accounting standards to track almost \$5.2 Million in public safety spending
- ✓ Secured a \$200,000 grant to expand Senior Center space within existing facilities
- ✓ Combined Parks and Recreation to expand recreational programming and future facilities for all ages
- ✓ Launched a new Washington County Government website allowing for a better user-friendly experience
- ✓ Developed consensus in support of an independent Economic Development Coalition
- ✓ Fully executed push notification service to permit customers for real time inspector arrival updates
- ✓ Expanded the Hagerstown Regional Airport commercial air service
- ✓ Established bylaws and secured adoption of the Community Health Advisory Commission
- ✓ Developed strategic imperatives for the next four years with Commissioners and Staff
- ✓ Recognized with the 2019 Maryland Economic Development Marketing Award for “Making Connections”
- ✓ Rebuilt roads and bridges damaged by the historic South County Flood with volunteer assistance



Board

Fiscal Year 2020

GOALS

- Endeavor to further improve Washington County in Public Safety, Infrastructure, Education, Economic Development, and Human Services.
- Actively promote opportunities for citizens to participate in Board and Commission meetings
- Review the selection process for Board and Commission members to promote diversity and engagement of new members
- Maintain the utmost efficiency in services provided by a willing and capable staff.
- Make visits to active projects, organizations, and activities throughout the year
- Engage the Washington County Health Department regarding the opioid related strategic imperative
- Engage media outlets and other venues to improve the dissemination of public information regarding Washington County Government
- Exceed prior funding for Public Education and Public Safety
- Enhance accountability in Public Safety for the most appropriate use of tax payer dollars
- Execute County business in an open and transparent manner so that the Board of County Commissioners may best serve the public.
- Lead the County in collaborative partnerships, both underway and to be developed, with public and private partners.
- Take full advantage of the Urban Improvement Project with Education and Economic Development opportunities
- Lead reinvestment in Cascade Town Centre (the former Fort Ritchie) and the Community Center.
- Foster economic growth and vitality through only the most prudent and secure use of taxpayer dollars.
- Progress upon strategic imperatives identified by the Board and developed by Senior staff



**STRATEGIC PLAN
2019-2024**



MISSION

Washington County Government exists to provide services to citizens, businesses, and visitors to make the County a great place to live, work, and play. This is accomplished through the development and support of infrastructure, education, safety, human services, and economic development.

VISION

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.

SERVICE LINES

Washington County serves our citizens through the following functions, which constitute our strategic lens.

- Infrastructure
- Education
- Safety
- Human Services
- Economic Development



STRATEGIC DIRECTION RECOMMENDATIONS

The following strategic path is founded on input from the Washington County Board of County Commissioners and senior professional staff over the course of three days of strategic discussion, facilitated by Patrick Jinks, leadership and strategy coach, and president of The Jinks Perspective in Columbia, SC.

STRATEGIC IMPERATIVES

1. Align our investment in public education with our shared pursuit of excellence and student success, in accordance with Maryland legislative guidelines.
2. Develop collaborative strategies to retain and cultivate our economic development investments to grow the tax base in Washington County.
3. Reduce the burden on our volunteer-based emergency life safety services to continue providing critical services to Washington County citizens and businesses.
4. Become more strategic and proactive in communicating our value proposition, our intentions, and our results to our citizens.
5. Foster cross-sector, community engagement for collectively addressing the opioid crisis, which is currently placing significant strain on resources throughout our 5 service lines.



EXTENDED STRATEGIC PLAN

1. Align our investment in public education with our shared pursuit of excellence and student success, in accordance with Maryland legislative guidelines.

- 1.1. Become fully informed on Maryland legislative guidelines for public education funding, and optimally align our funding accordingly.
- 1.2. Lobby state legislators for appropriate designation language and fair funding criteria that accounts for all aspects of public education investment ratios at the municipal level, and pursue strategies to maintain the highest designation possible.
- 1.3. Proactively inform (*collaboratively with Washington County Public Schools where possible*) Washington County citizens and businesses of our success and intentions regarding our partnership and funding relationship with Washington County public schools.
- 1.4. Maintain consistent approach to annual funding levels.



2. Develop collaborative strategies to retain and cultivate our economic development investments to grow the tax base in Washington County.

2.1. In cooperation with an empowered regional, representative economic development entity, create and implement shared strategy for regional economic development, that frames the following:

- a. Needs Assessment – articulation of the appropriate mix of industry, available space, diversity, etc.
- b. Place-Making – articulation of the competitive advantage.
- c. Attraction/Recruitment strategy.

2.2. Sharpen our focus on business retention.

- a. Ambassadorship program to cultivate business relationships and ensure ongoing service.
- b. Explore retention incentives that create value-add for business while increasing tax base for the county.
- c. Involve the coalition/partnership (entity referenced above) in establishing advanced retention strategies.



3. Reduce the burden on our volunteer-based emergency life safety services to continue providing critical services to Washington County citizens and businesses.

- 3.1. Increase volunteer attraction and recruitment rates.
- 3.2. Strengthen the volunteer Fire/EMS Association for greater collective infrastructure, back office, and fund development efficiency.
- 3.3. Enhance and promote accountability for both efficiency and perception.
- 3.4. Establish a sustainable revenue source/stream for ongoing continuity of services.

4. Foster cross-sector, community engagement for collectively addressing the opioid crisis, which is currently placing significant strain on resources throughout our 5 service lines.

- 4.1. Build and promote the case for attacking the local challenges created by the opioid epidemic.
- 4.2. Elevate Gov. Hogan's Opioid Task Force to action-focused coalition.
 - a. Pursue additional state support for elevating the local task force capacity to act.
 - b. Engage local Health Department for potential backbone leadership.
 - c. Build 3-tiered strategy to address root causes, improve early intervention, and establish appropriate safety net.



5. Become more strategic and proactive in communicating our value proposition, our intentions, and our results to our citizens.

- 5.1. Solicit and analyze public feedback and sentiment on Washington County's needs, aspirations, concerns, and ideas.
- 5.2. Strive to be first, brief, and positive in all communication activities.
- 5.3. Foster upstream information sharing (to public relations team) throughout the administration, to keep communications staff equipped with relevant, timely messages.
- 5.4. Build strategic marketing and communications plan on a framework that supports the above 4 strategic imperatives and delivers relevant, timely messaging across our 5 service lines.

Facilitated and Compiled by:



Columbia, SC

www.jinksperspective.com