

Washington County
M A R Y L A N D



OPERATING AND CAPITAL BUDGET

FISCAL YEAR 2025

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OFFICE OF THE COUNTY ADMINISTRATOR

July 2024

To the Citizens of Washington County

Last year, I began the role as County Administrator for Washington County. I would like to thank you for the privilege of serving your needs and reaffirm our tireless commitment to support our residents, businesses and visitors. The approved budget for fiscal year 2025 of \$434.1 million is anchored in this administration's core values of transparency, accountability, and sustainability. The budget reflects community involvement and input while demonstrating fiscal responsibility and strategic community and infrastructure investments.

One of the most important roles of the County Administrator is developing a budget that identifies and invests in the priorities of our community. Budgets are an expression of our values; and the approved budget supports efficient, people-focused services and recognizes the efforts put forth by our County employees who work hard each day to make Washington County a great place to *Live ● Work ● Play*.

Washington County's financial health is strong, and its economy is strong. Rating reports from the three largest bond rating agencies continue to reflect their confidence in our County. Washington County's AA+ rating reflects its financial resilience assessment of 'aaa'. This assessment incorporates a high midrange level of budgetary control and assumes maintenance of available reserves at approximately 20% of general fund spending. Other positive credit factors include a strong liability burden, fixed carrying costs metric for debt service and annual pension spending at 9.5% of governmental expenditures (84th percentile). This AA bond rating allows us to garner low interest rates that ultimately save taxpayers hundreds of thousands of dollars, which in turn is reinvested in our community.



Outcome-based strategies were used in the development of the fiscal year 2025 budget. This strategy ensures that division budgets align with the County's goals of making Washington County the best place to *Live ● Work ● Play*. In preparation of the budget, Budget and Finance Staff and I met with all of our departments and many of our partner agencies to review their

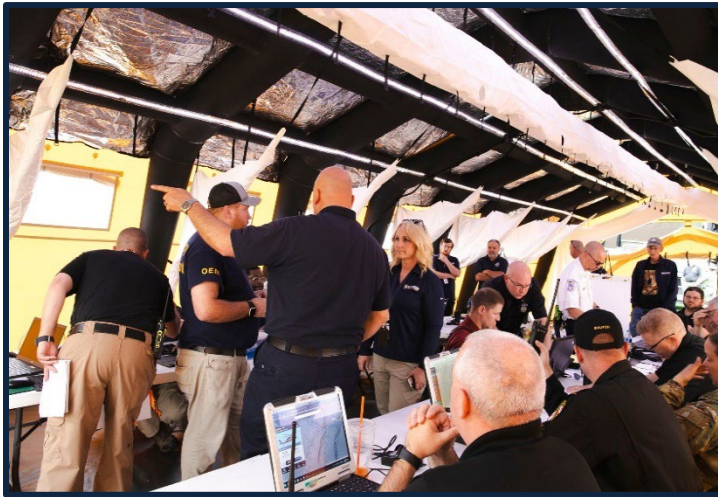
historical expenditures and upcoming requests. This budget uses one-time funding for one-time expenditures where possible to ensure fiscal responsibility.

From January 2024 through May 2024, residents shared their budget priorities at numerous budgetary sessions held during citizen comment at regular meetings and at public hearings that were held to discuss the fiscal year 2025 proposed budget and proposed service rates for water, sewer and for the airport. I worked very closely with the Board, department heads, community leaders to develop innovative, common-sense solutions while making record investments in our public safety, emergency services, public schools, and core services.



PUBLIC SAFETY

Building stronger neighborhoods means ensuring that communities where residents *Live ● Work ● Play* are safe. It is the job of County government to be vigilant and forward-thinking. Responsive, respectful and vigilant public safety is required to ensure that our communities are safe. In fiscal year 2022, we completed an overhaul of the salaries paid to our law



enforcement and detention officers by providing well-deserved pay increases. This initiative continued in fiscal years 2023 and 2024 with additional increases for those employees and added increases for emergency services personnel. These salary initiatives will improve retention and provide competitive wages in order to attract the next generation of individuals interested in making public safety their lifetime careers.

In recent years, the Board began transitioning fire and emergency medical services from an all-volunteer model to a County paid staffing model. In fiscal year 2021, thirty-three (33) fire fighters were hired with funding provided by the Staffing for Adequate Fire and emergency Response (SAFER) grant; and in fiscal year 2024, general funds were used to transition twenty-six (26) emergency medical services personnel from two (2) volunteer companies to County paid staffing.

The budget for fiscal year 2025 includes an additional \$1.0 million to continue the transition of emergency medical services personnel.

I'd like to extend a warm thank you to all of the men and women in Washington County who serve in our law enforcement, detention, fire and emergency medical services departments for their hard work and dedication to our communities.



EDUCATION

Washington County has historically made consistent investments in our schools; and I am proud to continue the County's focus on our youth. Since Fiscal year 2022, funding to Washington County Public Schools (WCPS) has exceeded State calculations for Maintenance of Effort (MOE) by \$7.7 million. The fiscal year 2025 budget includes \$3.2 million more than MOE calculations and \$1.0 million more than State mandated MOE. Although student enrollment growth has been stagnant, by making this strategic investment in education, funding is in place for future years as WCPS works to implement the Blueprint for Maryland's Future.

The ten (10) year 2025-2034 Capital Improvement Plan (Plan) includes \$50.2 million for a replacement elementary school with \$15.9 million from County dedicated funding, \$31.2 million in state funding and an additional \$3.1 million in local contributions. This project is currently in the design phase with an expected completion by fiscal year 2028. This project includes the construction of a new elementary school that will replace two (2) existing elementary schools that are beyond the normal expected service life; and it will provide modernization, create efficiencies and expand student capacity to meet the needs of our growing community. For fiscal year 2025, the Plan includes an additional \$4.5 million in tax supported funding for maintenance and repairs of buildings at WCPS and \$60,000 for local libraries.

Investing in our aging infrastructure is essential to ensuring that our community is vibrant. This strategic focus allows us to enhance and advance community priorities.

Lifelong learning is essential for a healthy life, and that is why the fiscal year 2025 general fund budget includes \$110.2 million for WCPS, \$10.2 million for Hagerstown Community College, and \$5.5 million for the County's five (5) free libraries.

COUNTY WORKFORCE

As previously mentioned, our Board is committed to ensuring that our Public Safety personnel have competitive wages; subsequently, the Board is equally committed to ensuring that our entire workforce is healthy, happy and productive by recognizing how dedicated they are to providing the best possible services to our residents. In fiscal year 2023, the Board

provided for a mid- year Cost of Living Adjustment (COLA) of 9.5% for all employees (including public safety).



In fiscal year 2024, the Board began a salary scale realignment that brought the lowest grades on the non-public safety salary scales to the new Maryland minimum wage of \$15.00 per hour. This resulted in increases of 3.5%-12.0% for employees on non-public safety grade scale.

This budget provides for a COLA of 1.0%, a step of 2.5% for eligible employees and a continuation of the salary scale realignment. As part of the salary scale realignment, the fiscal year 2025 budget provides for an additional 0.8%-11.6% for employees in lower grades (1-16 on a scale with 22 grades total).

A HEALTHY BUDGET FOR WASHINGTON COUNTY

Over the last few years, Washington County has experienced significant residential and commercial growth. Although the population for Maryland has decreased in 2022, Washington County has seen a net migration gain as workers from other counties in Maryland relocate to Washington County to take advantage of our lower home prices, lower cost of living and available jobs. Our Department of Business and Economic Development is focused on identifying strategies to bring high-paying, quality jobs to our County, and to support local businesses and entrepreneurs as they begin or expand in our County. Having Interstates 70 and 81 intersect in our County has been integral to that recent economic growth.

The approved budget for fiscal year 2025 sets aside healthy reserve funds, meets our long-term pension obligations and makes strategic investments to protect our AA+ bond rating. This budget ensures that the County has strong financial health while also providing programs and services that our residents need to be safe and healthy. It maintains infrastructure investments and provides funding for our schools, libraries, law enforcement, roads, fire and emergency medical services and much more.

I want to thank our Budget and Finance Team, our Board and our entire WCC workforce for their expertise and diligence as we finalized this year's operating and capital budgets. This approved budget reflects collaboration, community input and invests in our citizens. We have employed a strategic and responsible approach to ensure that Washington County remains strong, vibrant and the best place to *Live ● Work ● Play*.

Sincerely,

Michelle Gordon
County Administrator

July 1, 2024

To the Citizens of Washington County:

We are pleased to present to you the fiscal year 2025 Operating and Capital budget for Washington County, Maryland. These budgets set forth the plans for implementing the initiatives and goals of the Board of County Commissioners to provide appropriate services and direction for Washington County and its citizens. The fiscal year 2025 budget is anchored in this administration's core values of accountability, inclusion, and sustainability.

Summary of Approved Budgets for Fiscal Year 2025

Page	Fund Description	Approved Budget 2024	Approved Budget 2025	Increase (Decrease)	% Change
Operating Funds:					
55	General	\$281,060,350	\$300,648,730	\$19,588,380	6.97%
349	Highway	13,042,150	13,914,110	871,960	6.69%
367	Solid Waste	9,874,630	10,692,500	817,870	8.28%
385	Utility Administration	5,937,750	6,283,910	346,160	5.83%
417	Water Fund	1,755,960	1,617,200	(138,760)	(7.90)%
431	Sewer Fund	13,863,400	14,511,550	648,150	4.68%
447	Pretreatment Fund	345,600	443,560	97,960	28.34%
449	Transit	3,133,780	3,589,210	455,430	14.53%
459	Airport	3,095,120	3,715,420	620,300	20.04%
483	Golf Course	1,356,720	1,500,380	143,660	10.59%
		333,465,460	356,916,570	23,451,110	7.03%
Restricted Funds:					
495	Cascade Town Centre	132,450	108,000	(24,450)	(18.46)%
497	Agricultural Education	290,100	322,660	32,560	11.22%
503	Grant Management	525,670	660,730	135,060	25.68%
511	Inmate Welfare	564,090	630,310	66,220	11.74%
515	Gaming	2,295,370	2,136,000	(159,370)	(6.94)%
521	Hotel Rental Tax	2,000,000	2,000,000	0	0.00%
523	Land Preservation	2,519,700	3,869,530	1,349,830	53.57%
529	HEPMPO	573,110	811,750	238,640	41.64%
535	Emergency Svc. Billing	0	816,890	816,890	100.00%
535	Foreign Trade Zone	0	40,000	40,000	100.00%
		8,900,490	11,395,870	2,495,380	28.04%
Total Operating Funds		\$342,365,950	\$368,312,440	\$25,946,490	7.58%
Capital Funds		\$56,004,000	\$65,785,000	\$9,781,000	17.46%
Total Approved Budgets		\$398,369,950	\$434,097,440	\$35,727,490	8.97%

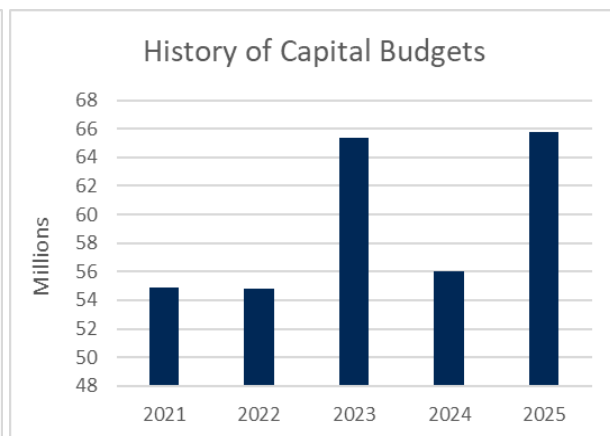
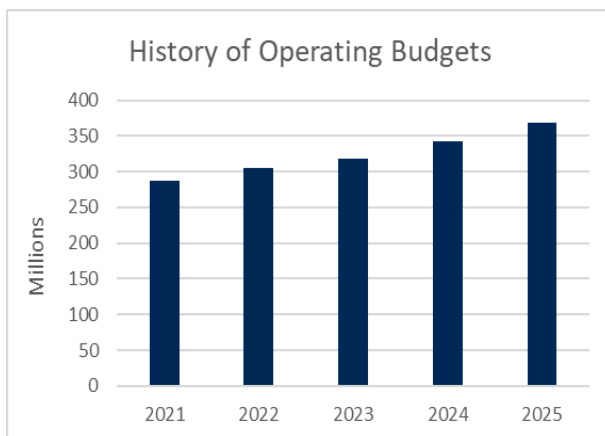
Budget Overview

The FY2025 Washington County budget totals \$434,097,440 which is \$35,727,490 or 8.97% more than the FY2024 approved budget. Operating budgets increased \$25.9 million or 7.58% and the Capital budget increased \$9.8 million or 17.46%. Capital budgets fluctuate from year to year based on available funding levels, including changes in grants and contributions. The real property tax rate will remain the same for FY2025 at \$0.928 per \$100 of assessed value. The income tax rate will also remain the same at 2.95%. Water rates will increase by 5.6%; and sewer rates will increase 6.0%.

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

- 1) Increase in property tax assessable base based on SDAT estimates.
- 2) No change in the real property tax rate of \$0.928 per \$100 of assessed value.
- 3) No change in the income tax rate of 2.95%.
- 4) Additional funding for education.
- 5) Additional funding for public safety, including implementation of the emergency medical services plan.
- 6) 2.5% step and 1% COLA for employees, and funding for a grade scale realignment of the lower grades.
- 7) 1% COLA for retirees.

The operating and capital budget history for the last five years is shown in the tables below. Operating budgets have increased on average 4.9% or \$15.4 million per year. Capital Budgets vary from year-to-year due to the level of major construction activity, mandated funding requirements, and the initiation of new funds or service responsibilities.



Highlights of the General Fund Budget

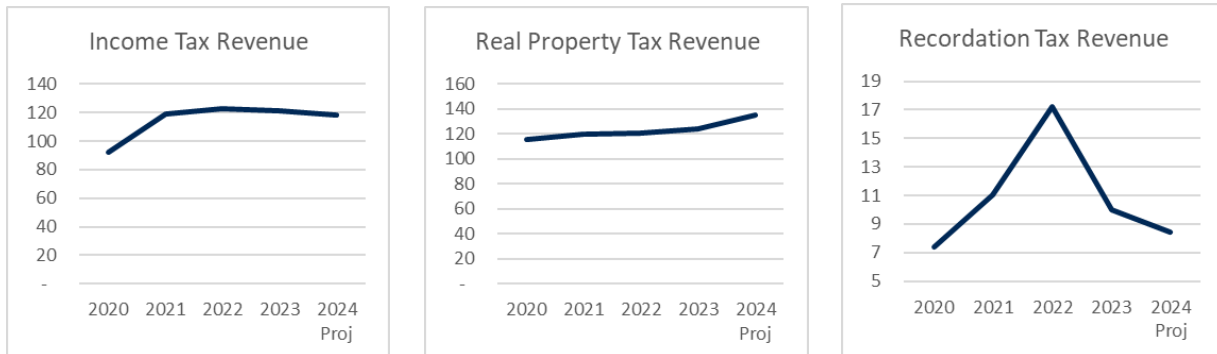
Revenue:

The General fund budget totals \$300.6 million, which is an increase of \$19.6 million or 6.97% over FY2024. The General fund operating budget derives 94% (\$282.1 million) of its revenue from taxes. New to the budget is the recording of in-kind contributions for several agencies, which accounts for \$4.2 million of the overall increase. Without the recording of in-kind contributions, the increase over FY2024 is \$15.3 million or 5.45%.

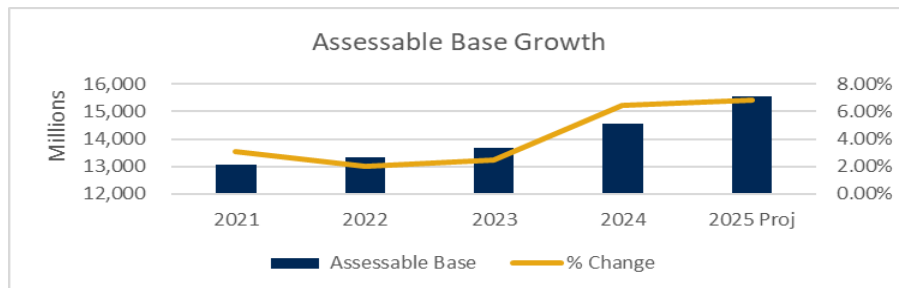
Major reasons for the increase include:

- Property Tax revenue increased by 6.3% or \$9.0 million in FY2025. This budget is determined using the real estate assessable base, which is based on information provided by the State of Maryland Department of Assessments & Taxation. The real property tax rate for FY2025 is the same as FY2024 at \$0.928 per \$100 in assessed value.
- Local Tax revenue reflects an increase of \$4.3 million. The income tax budget is based on current and prior year revenues. The income tax rate for FY2025 is the same as FY2024 at 2.95%. The budget includes an assumed disparity grant of \$2.8 million.
- Interest revenue increased by \$2.9 million due to higher interest rates.

History of major revenue activity is reflected below in millions:

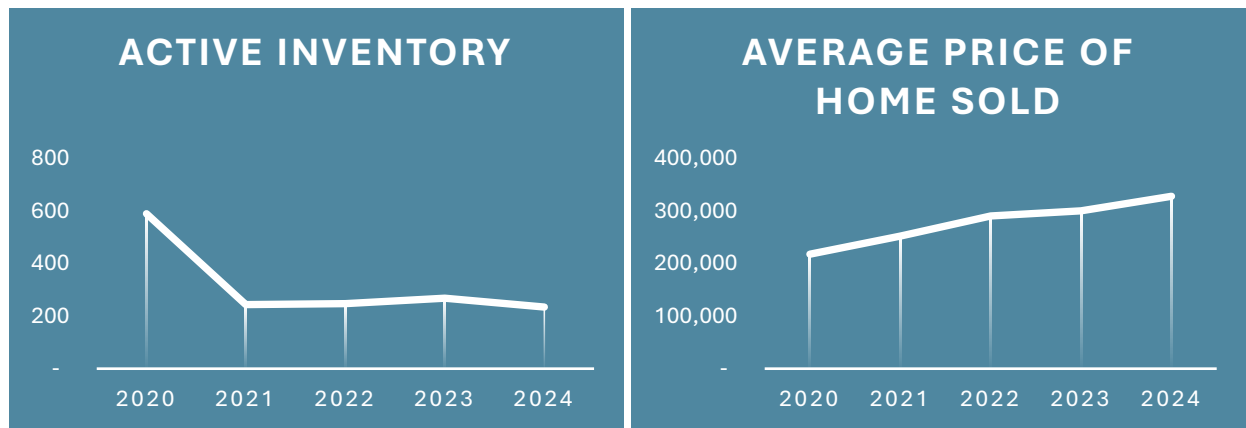


Property assessments are an estimate of the current market value of your property as determined by the Maryland Department of Assessments and Taxation. Approximately one-third of the County’s properties are reassessed each year. Washington County applies our local tax rate to the assessment to determine your annual property tax bill. The FY2025 property tax rate is \$0.928 per \$100 of assessed value and remains the same as FY2024. The below chart reflects the assessable base history. The assessable base grew by 6.8% in FY2025 (from \$14.6 billion to \$15.6 billion) and has realized an average growth of 3.8% (\$496 million) per year since FY2021.



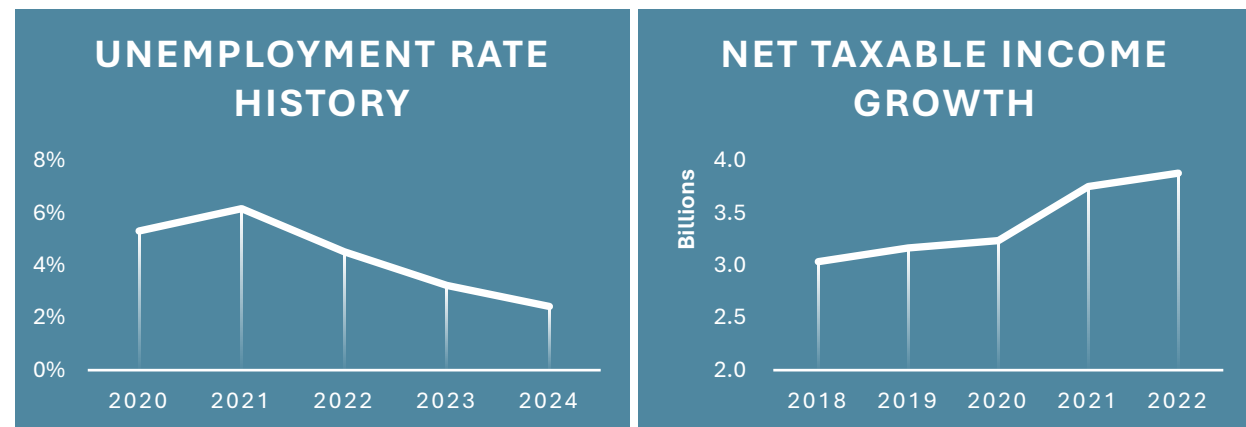
Recordation tax revenue is based on economic activity. As a result of economic activity returning to a normal level, the County’s recordation tax revenue for FY2024 is expected to end the year in line with the budget of \$8.5 million.

Housing trends have been favorable and are following the same growth trend as the assessable base. Active inventory of available homes for sale is low and has decreased from 591 in 2020 to 235 in 2024. The average sale price of homes increased by 41% since 2020 or from \$218 thousand to \$329 thousand in 2024.



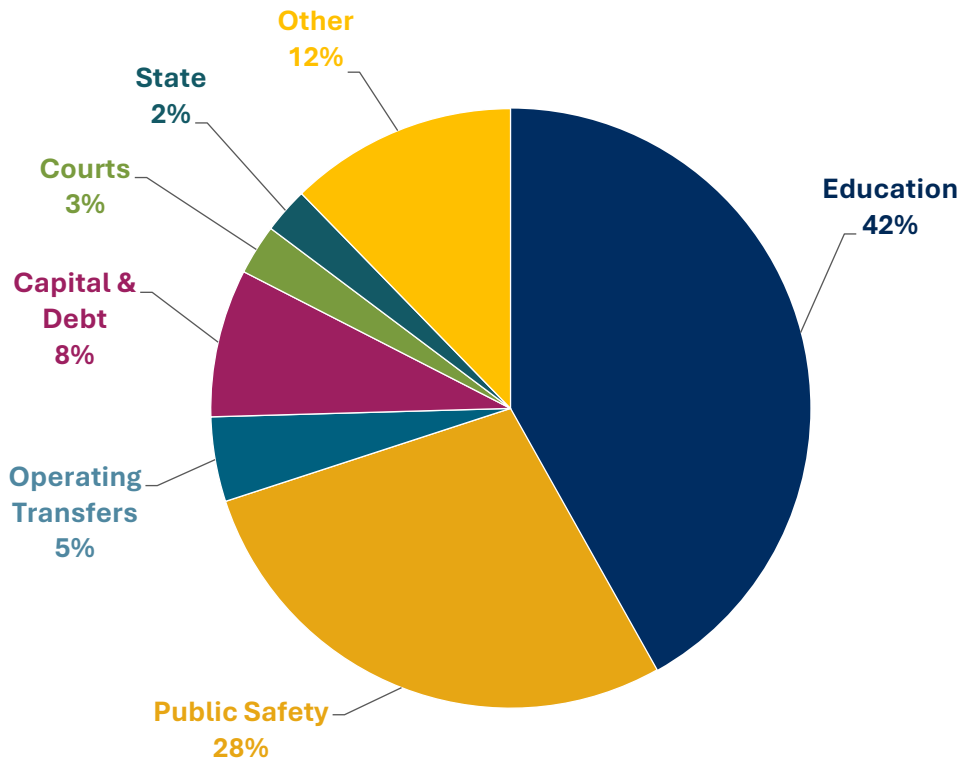
Real estate and unemployment activity represent important economic indicators that greatly impact the County’s economy, planning, permits, construction, and revenue activity. Therefore, the County tracks monthly changes to better analyze past performance and future growth.

The unemployment rate in Washington County has declined to 2.43% and is lower than pre-pandemic levels that averaged at 4.73%. Taxable income continues to remain strong in FY2025; however, taxable income is expected to level out over the next two fiscal years. Washington County has strong commercial growth occurring along the Interstate 81 and Interstate 70 urban growth corridors which will provide a good buffer for county income tax revenue as the national and state economy slows. The income tax budget increased by \$4.7 million or 3.9% based on the current net taxable income trends. The chart below shows net taxable income through FY2022 which is the most up to date data available. Net taxable income in Washington County grew by 3.4% from 2021 (\$3.8 billion) to 2022 (\$3.9 billion).



Expenditures:

The General fund allocates 42% or \$125.9 million of the budget towards education, of which \$110.2 million is allocated to the Board of Education (BOE); \$10.2 million to Hagerstown Community College (HCC); and \$5.5 million to libraries. The public safety budget amounts to \$84.5 million or 28% of the budget. Of this amount, \$48.3 million is allocated to law enforcement; \$33.6 million is allocated to emergency services; and \$2.6 million is allocated to emergency management and animal control. Capital costs represent 8% or \$24.0 million which includes costs for debt service as well as an appropriation to the CIP fund. Transfers to other funds represent 5% or \$13.7 million, of which \$10.4 million is a transfer to the Highway fund. State and court functions represent 5% or \$15.6 million, and the remaining 12% provides for all other County departments.



Expenditures increased over FY2024’s budget by \$19.6 million or 6.97%. Major budget changes include:

- \$2.9 million for a 2.5% step and 1% COLA approved for County employees.
- \$520 thousand to fund a 1.0% COLA for retirees.
- \$3.0 million for realignment of the civilian employee salary scale, affecting grades 1-16.
- \$1.0 million for the continuation of the Emergency Medical Services transition plan.
- \$1.5 million more for Capital Projects.
- \$4.2 million for the recording of in-kind contributions.
- \$4.2 million increased funding for public safety operating costs.
- \$200 thousand increased funding for Community Funding grants.
- \$511 thousand for new positions.

Funding for the Board of Education includes \$1.1 million more than Maryland State Maintenance of Effort (MOE) calculations require. Other increases to education include \$1.9 million for in-kind contributions for the five branches of the library.

Law enforcement expenditures increased by \$3,687,730 due to wages and benefits associated with the COLA and step approved for FY2025, and inflationary costs for operating expenditures, food, and medical contract costs for the detention center.

Emergency services increased by \$4,660,770 due to wages and benefits associated with the COLA and step approved for FY2025, costs related to operating the newly constructed Public Safety Training Center, an increase in the base allocation for volunteer fire and rescue companies, and funding for protective equipment.

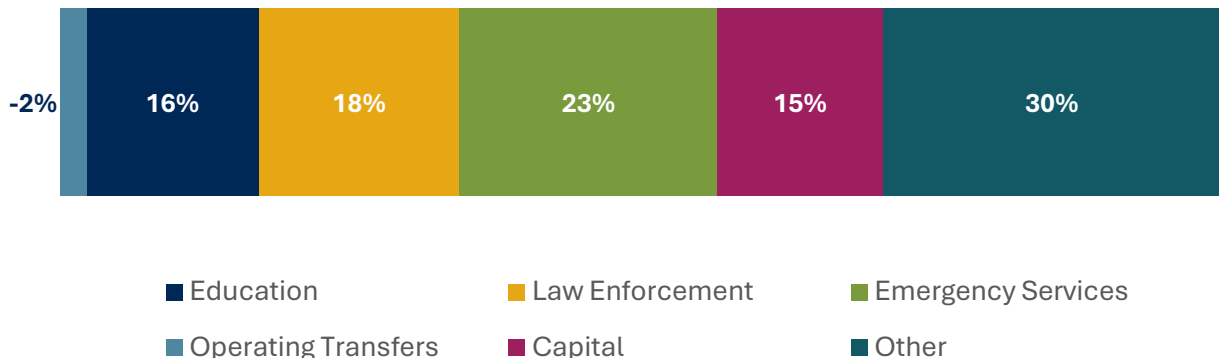
Recognizing the importance of education and public safety for the community, the County has consistently increased funding for these functions. Over the past 10 years, these costs represent 64%, or \$60 million of the total budget increase.

Operating transfers decreased by \$474,150 mainly due to the use of fund balance of several enterprise funds in FY2025.







Funding for capital projects received a modest increase of \$1,545,320, which supports projects such as stormwater retrofits, facilities roof repairs, highway vehicle and equipment replacement, public safety vehicles and portable radios, as well as matching funds to many airport, transit, and parks projects. Debt service increased by \$430,840 and is based on debt service amortization schedules. Courts and State operations increased by \$2,058,240 mainly due to wage adjustments associated with the COLA, step, and grade scale realignment increases approved for FY2025, the transfer of three positions from the narcotics task force to the state’s attorney’s office, and the in-kind contribution to the health department.

An additional \$319,030 was included for community-based grants and contributions to outside agencies. Other departments increased by \$3,499,620. Funding for other departments supports county administrative offices, buildings, parks, public works, planning, engineering, permits and inspections. The increase is primarily a result of the increased wages and benefits associated with the approved COLA, step, and grade scale realignment increases for employees in FY2025, and in-kind contributions for various outside agencies not previously mentioned, such as the Commission on Aging and CASA, Inc.

Percentage of Total Budget Change



As shown in the chart below, half of the budget for Washington County is provided to organizations outside of government that provide services to our citizens. The Board of Education and other outside entities combined make up 49% of the county budget or \$146.8 million. The function labeled “County Funds” represents \$22.5 million (8%) in General fund dollars that are dedicated to service functions that the County tracks separately. Included in that \$22.5 million is: \$10.4 million allocated to the Highway function; \$7.8 million allocated to Capital Projects; and, \$0.9 million allocated to Transit. The remaining \$3.4 million is dedicated to operations such as land preservation, the agricultural center, grant management, golf course, solid waste, and certain utility funds. Debt service is a fixed cost and represents \$16.2 million or 5% of the budget and is based on debt and amortization schedules. Wages and benefits represent 30% or \$90.0 million of the budget. The County operates all General fund departments on the remaining 8% or \$25.1 million.

	Function	Percent	Million
	Board of Education	37%	110.2
	Outside Entities	12%	36.6
	County Funds	8%	22.5
	Debt Service	5%	16.2
	Wages & Benefits	30%	90.0
	Operating	8%	25.1

Reserves:

Due to the County’s conservative fiscal management, strong adherence to policies, and dedicated department leaders, County finances continue to remain strong. The County maintains a minimum level reserves of 17% of on-going General fund operating revenues in order to protect financial stability, provide sufficient liquidity for daily operations, and to meet anticipated and unanticipated financial or economic circumstances such as the COVID-19 pandemic recently experienced. In addition, providing further flexibility, excess revenues over expenditures at the end of the fiscal period are often transferred to the Capital fund, where additional accumulated reserves are maintained. These savings are generally used for one-time capital expenditures or for projects that create jobs and tax base increases; additionally, these savings remain flexible in nature and may be utilized for a multitude of purposes. The FY2025 budget does not include the use of reserves for balancing; however, if budget projections are not realized, the county’s healthy reserves and strict adherence to financial policy will allow the County to sustain operations.

Pension Contributions:

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

plan's obligations to participants and beneficiaries in a fiscally responsible manner. Additionally, excess revenues over expenditures at the end of the fiscal period are often transferred to the pension plan as a one-time transfer to further improve the plan's funded status.

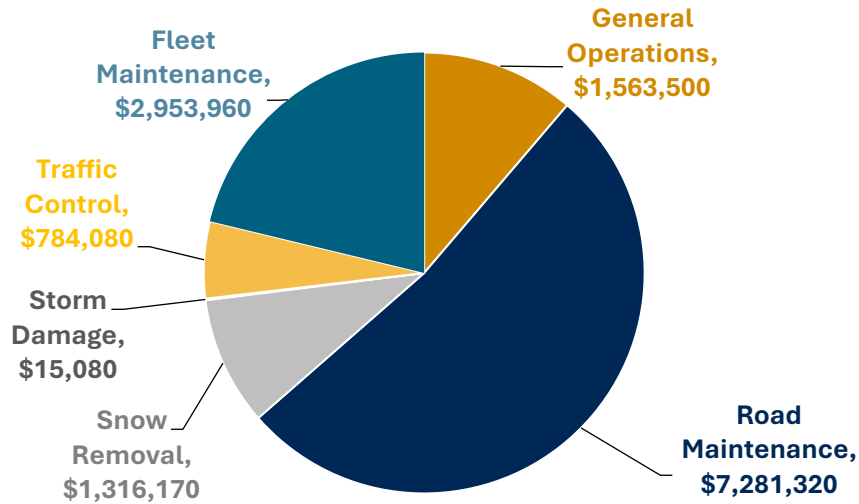
General Fund Closing Statement:

The FY2025 budget is balanced with a real property tax rate of \$0.928 per \$100 in assessed value and an income tax rate of 2.95%, which are the same rates as FY2024. The budget provides additional funding to schools and public safety, and satisfies increased cost requirements related to inflation, mandates, contracts, and utilities. The County will continue to monitor economic conditions, service requirements and demands, and State changes and unfunded mandates, while striving to maintain existing government services, increase employment opportunities in the county, improve education, and meet infrastructure needs.

Highlights of the Highway Budget

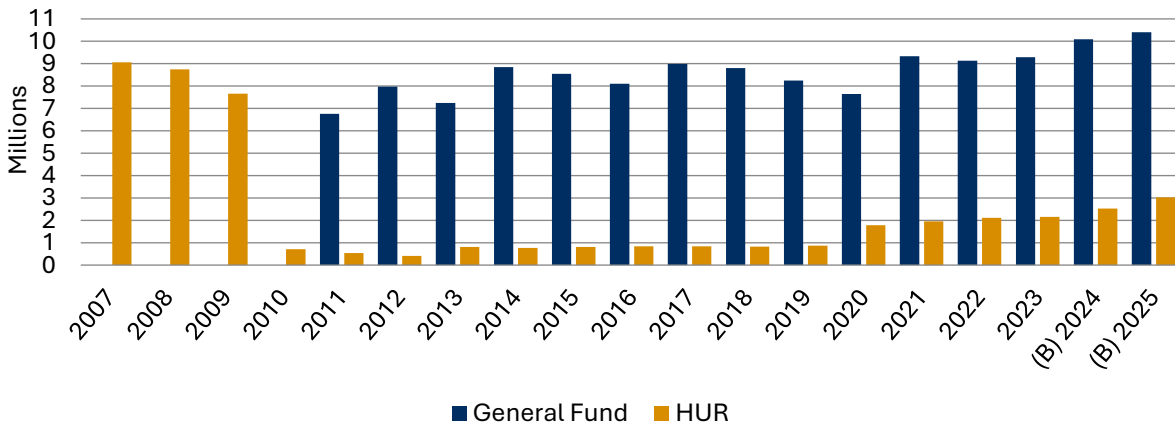
The FY2025 Highway fund increased by approximately \$872,000 or 6.7% over the prior year due to increases in wages and benefits related to the approved COLA, step, and grade scale realignment increases for all employees, and inflationary increases for fuel and other operating costs.

The total Highway fund budget is \$13.9 million, of which \$10.4 million is provided by the General fund. Highway User Revenue (HUR) provides \$3.0 million. The following chart shows functions and associated budgets of the Highway fund.



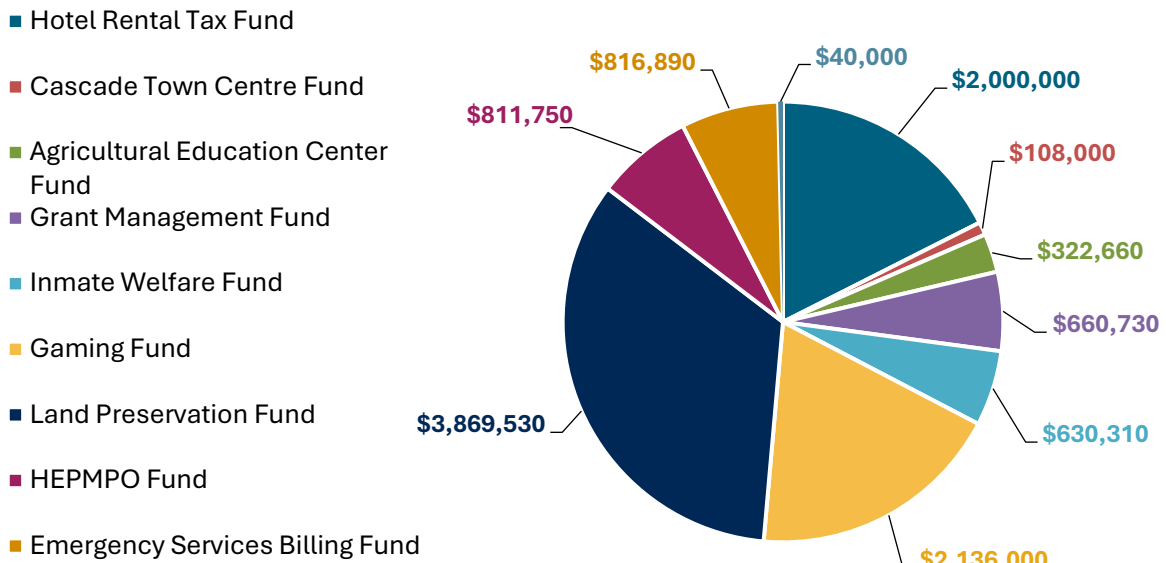
Prior to FY2010, Highway User Revenue (HUR) was used as the primary source of revenue amounting to approximately \$9.0 million per year. However, the County has had to supplant this revenue with General fund dollars due to changes in legislation at the State level. This has had a profound impact on the County since those funds are no longer available to budget for other necessary programs and services. Restoration of these funds continues to be at the forefront of Maryland county leaders and Maryland Association of Counties (MACo). The chart below shows the history of Highway User Revenue and General fund revenue, and how those figures have changed over time.

History of Highway Fund Revenue



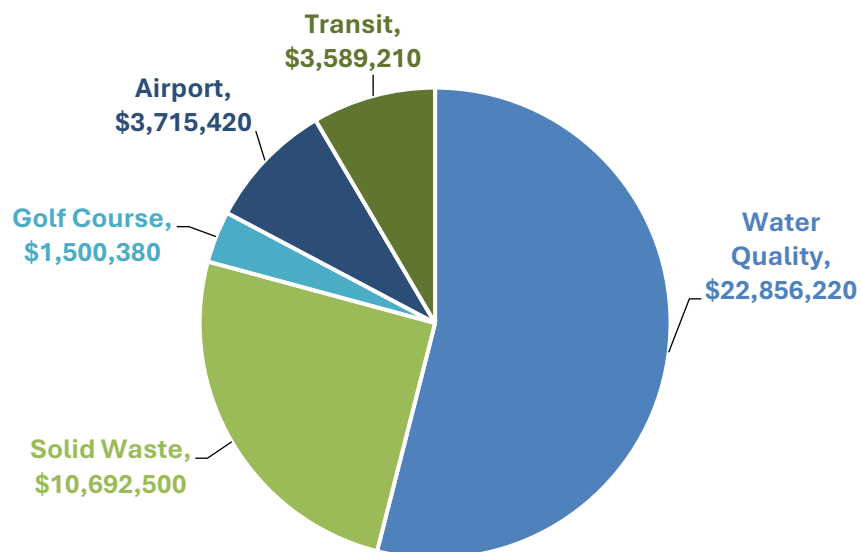
Other Governmental Funds

The County has ten other governmental funds with a budget of \$11.4 million, and those funds are depicted in the chart below. New to the budget for FY2025 is the Emergency Services Billing fund for the billing and collection of medical transport revenue as part of the EMS transition plan, and the Foreign Trade Zone fund for the collection of fees related to the use of the Foreign Trade Zone.



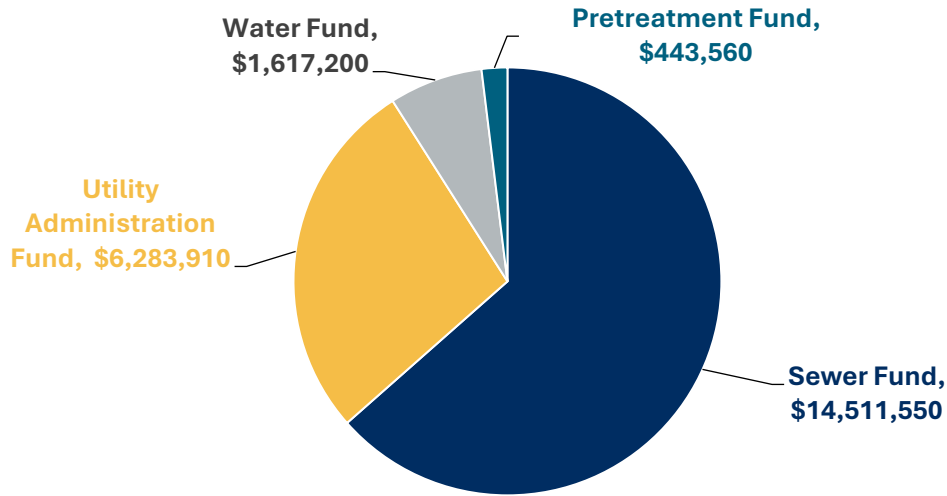
Enterprise Funds

The County has five Enterprise funds that total \$42.4 million as shown in the chart below.



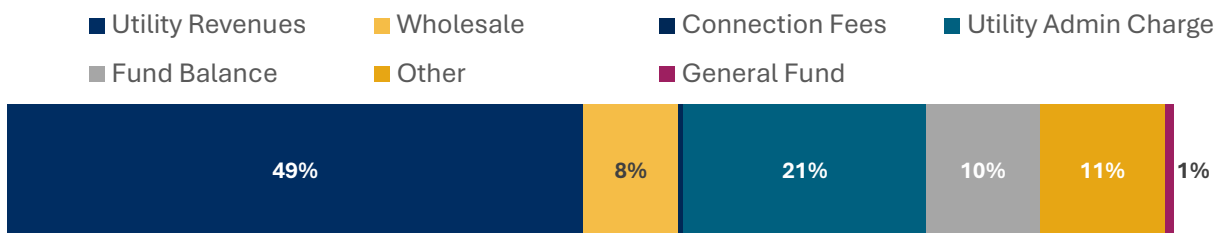
Highlights of the Water Quality Budget

The Water Quality funds include projected revenue increases for the next 10 years that range from 0% to 6.0%. The 10-year financial plan follows current management practices and policy objectives by providing operational funding, maintaining capital equipment, allowing for State and Federal mandates, and providing affordable rate increases for users. The Water Quality funds encompass the Utility Administration fund, Water fund, Sewer fund, and Pretreatment fund, and are shown in the chart below.



The Water Quality funds total \$22.9 million and are mainly supported through utility and wholesale revenues. In total, costs increased by approximately \$1.0 million over FY2024 mainly due to wages and benefits increases associated with the approved COLA, step, and grade scale realignment increases for employees, and inflationary costs for utilities, and other operating costs.

Water Quality Revenues



The budget was balanced with a 6.0% increase in sewer rates and a 5.6% increase in water rates that will become effective on July 1, 2024. Additional rate increases were approved for FY2026 and FY2027, 3.5% each year for sewer and 5.0% each year for water, as part of the long-range financial plan. For the FY2025 budget, expenditures exceeded revenues by \$1.8 million in the Sewer fund and \$469,400 in the Water fund. The shortfall in the Sewer fund was offset by the use of fund balance and the shortfall in the Water fund was offset by the use of fund balance and a contribution from the General fund of \$176,480.

Highlights of the Solid Waste Budget

The FY2025 Solid Waste fund budget of \$10.7 million is supported mainly through tipping fees of \$9.1 million and permit fees of \$0.9 million. The Solid Waste fund receives a general fund appropriation of approximately \$0.5 million, which is used to fund closed sites that are currently not generating revenue. The FY2025 budget increased by approximately 8.3% or \$818,000, which provides for wage and benefit increases associated with the approved COLA, step, and grade scale realignment increases for employees, debt service related to leased equipment, leachate treatment, and inflationary increases for utilities, and operating costs. All fees, including permit fees, remain unchanged for FY2025.

The County uses a cost-of-service analysis to determine the actual costs of programs and services for its solid waste operation, which includes operational cost, closure and post-closure cost, future construction cost, financing, and reserves. The County evaluates trends in market price and tonnage activity on an on-going basis. The County is actively seeking innovative solutions to extend the life of the landfill.

Highlights of the Airport Budget

The FY2025 Airport fund budget of approximately \$3.7 million is currently self-supported and requires no appropriation from the General fund. It derives most of its revenue from corporate hangar and t-hangar rentals. Expenditures increased approximately 20.0% related to increased appropriations for capital projects, wage and benefit increases associated with the approved COLA, step, and grade scale realignment increases for employees, and costs related to increases in the number of flights expected.

Highlights of the Transit Budget

The Transit fund FY2025 budget of approximately \$3.6 million is supported heavily through Federal and State grants of \$1.7 million. The General fund also subsidizes Transit services with a \$0.9 million appropriation. The fund increased over FY2024 by \$455,000 related to wages and benefits associated with the approved COLA, step, and grade scale realignment increases for employees, and inflationary increases for utilities and operating costs.

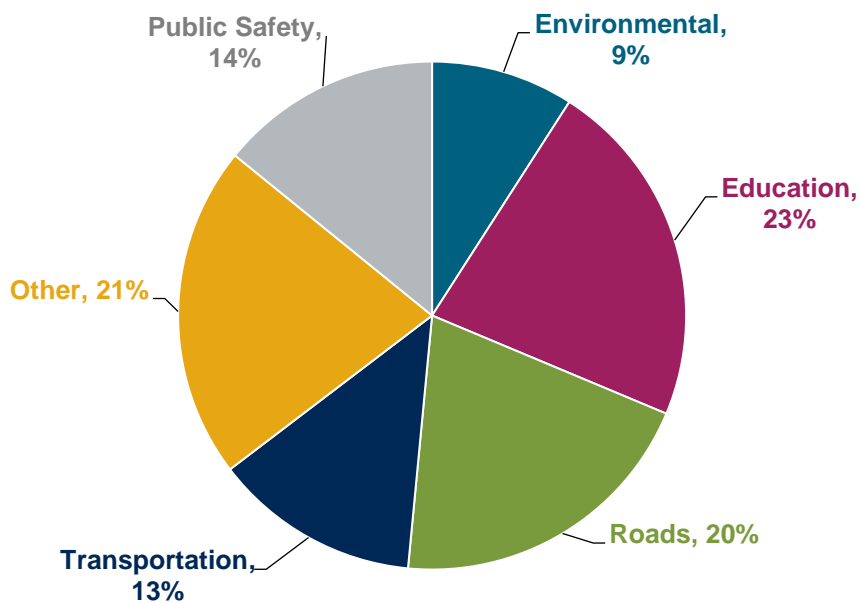
Highlights of the Golf Course Budget

The Golf Course fund FY2025 budget of approximately \$1.5 million is supported mainly through golfing and restaurant revenue; however, a general fund contribution of \$113,000 and the use of \$159,000 of fund balance is required to balance the budget. The budget increased by 10.6% over FY2024 mainly related to wage and benefit costs associated with the COLA, step, and grade scale realignment increases for employees, increase in debt service for leased golf carts, and inflationary increases for operating costs for course maintenance.

Highlights of the Capital Improvement Budget

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

The Capital Improvement Budget for FY2025 is \$65.8 million, representing a \$9.8 million increase from the prior year. Capital budgets fluctuate from year to year based on available funding levels. Major capital projects include educational facility renovations of \$14.8 million for the Board of Education, Hagerstown Community College, and the public library system; \$13.3 million for road improvements, drainage, and bridges; \$6.2 million for environmental projects; \$8.4 million for transportation projects; \$9.3 million for public safety; and \$13.8 million for other category projects.



Many projects in the capital plan are multi-year projects. Please refer to the Capital and Debt section of the budget book for total project costs. Costs listed below are related to the FY2025 appropriation.

The FY2025 capital plan includes \$14.3 million in funding for capital maintenance items for the Board of Education which include HVAC replacements at Boonsboro High School, Hancock Elementary School and Springfield Middle School. The plan includes \$0.5 million towards roof replacements for several of Hagerstown Community College’s facilities. In total, \$4.7 million in County funds are dedicated to education

for capital improvement. The remainder of project funding (\$10.2 million) is derived from either State grants or contributions required by the outside agency.

The Airport receives \$1.0 million in Federal Aviation Administration entitlement grants annually which help to support capital projects. The majority of airport projects are funded through grants, making the County's contribution minimal in comparison to the total project cost or roughly 5% of the project cost. If the Airport does not secure the grant required for a project, the project is deferred or removed from the plan. The FY2025 capital plan includes \$1.1 million to complete the rehabilitation of Taxiway F; \$3.5 million to complete the rehabilitation and lighting replacement of Runway 2/20; and \$1.4 million for rehabilitation of the taxi lanes for t-hangers.

The Patrol Services Relocation project began design in FY2023. The first phase consists of renovating the Special Services Building to allow Patrol Services to relocate. In the next phase, additional renovations of the existing patrol building will allow Detention Administration, Programs Unit and Training to relocate. After those units relocate, more space will be created within the Detention Center for the expansion of female housing. The total cost of the project is anticipated at \$26.1 million and will be completed in multiple phases over several fiscal years. The continued build-out of the Public Safety Training Center is included in the Plan, with an additional \$2.0 million in State grant funds allocated to the construction of a defensive driving track and apparatus operator area. Funding of \$1.5 million is allocated to complete the Public Safety Radio Communication System Upgrade for all Washington County first responders and law enforcement.

Major transportation projects include \$5.0 million for pavement maintenance, which includes pavement preservation, repair, and rehabilitation including hot mix asphalt overlays; patching; crack filling and permanent pavement markings. An additional \$2.0 million for Halfway Boulevard Extended is included for this \$11.4 million project that has \$3.8 million provided in grant funds to construct a four-lane roadway extension. It is currently in design and is expected to begin construction in the summer of 2024.

Stormwater management continues to be a priority. The majority of funds in the County's stormwater project are dedicated to the construction of stormwater management systems. In FY2023, \$1.0 million in ARPA funds were allocated to this ongoing effort; and FY2025 includes an additional \$800 thousand in local funds. It also provides for the Clean County sweeper program, which was implemented several years ago. This program has removed approximately 7.1 million pounds of debris to date. These efforts combined have been implemented to satisfy the National Pollutant Discharge Elimination Systems (also known as the NPDES permit) requirements established by the Maryland Department of Environment.

Included in the FY2025 Plan is expansion of the 40 West Landfill. In FY2024, \$440 thousand was allocated to the design of Cell 5 and in FY2025, \$3.4 million has been allocated to the construction. The total cost of the project is anticipated at \$4.1 million.

The County's Capital Improvement Budget for FY2025 was prepared using conservative projections for major supportive revenues. Debt issuance is projected to remain within acceptable levels. Fees, tax revenues, and pay-go funds are expected to be sufficient to support the requirements for the Capital Improvement Budget. The capital budget for FY2025 will be supported with 40% in cash related payments, 28% in borrowing, and 32% in grants.

Along with the Maryland General Assembly authorization, the County annually evaluates its debt capacity in conjunction with the budget process and the planning of its long-range Capital Improvement Plan to ensure the appropriate balance between the County's capital needs and its ability to pay for them. The County measures itself against other Maryland counties (peer group) and nationally accepted benchmark ratings for mid-size counties with the same rating and population and sets maximum targets within the four main ratio targets to ensure the alignment of county finances as compared to our peers. In addition, the

County analyzes the impact of changing economic conditions on the recommended level of annual debt issuance which produces a best, base, and worst-case scenario to be evaluated.

As indicated in the table below, the projected debt ratios are estimated to stay below peer group and maximum level targets. The projections are intended only to provide a method of assessing the impact of issuing debt on a long-term basis. The County's debt affordability analysis is designed to: ensure that anticipated future debt is manageable from a fiscal and budgetary perspective; meet peer group ratio targets; avoid negative treatment by rating agencies in the form of downgrades; and keep borrowing costs to a minimum.

Projected Debt Ratios						
	2024	2025	2026	2027	Maximum Policy Target	2025 Peer Group Target
Debt per Capita	\$ 1,016	\$ 1,040	\$ 1,058	\$ 1,074	\$ 1,500	\$ 1,680
Debt as % of Fair Market Value	1.08%	1.10%	1.11%	1.12%	1.50%	1.42%
Debt Service as % General Fund Revenue	6.33%	6.27%	6.27%	6.22%	8.00%	7.01%
Debt Service per Capita as % income per Capita	0.19%	0.18%	0.19%	0.19%	0.50%	0.28%
*Assumes debt issuance at \$16 million per year 2025-2027						

Federal Funding

The County received \$13.2 million in CARES Act funding in May 2020, which was used by the County to cover certain costs or distributed to qualifying recipients through a variety of County programs. "Together We Rise," the largest program recipient, was a business stabilization effort that provided approximately \$8.5 million to over 800 local businesses. The County provided funds to various local non-profit organizations in the cumulative amount of \$2.5 million. An additional \$1.3 million provided for County-related information technology enhancements to assist teleworking activities to serve the public. Approximately \$400,000 was distributed to the County and multiple municipalities to reimburse pandemic related costs. The remaining approximately \$500,000 was provided to the Convention and Visitors Bureau for tourism revitalization efforts.

The American Rescue Plan Act (ARPA) allocated \$60.5 million to multiple recipients in Washington County, with \$31.2 million being allocated to municipalities located in Washington County and \$29.3 million being retained by the County. The funding may be used to respond to or mitigate the COVID-19 health emergency or its negative economic impacts, including assistance to households, small businesses, nonprofits, and aid for tourism, travel, and hospitality; to provide essential workers with premium pay; to cover revenue loss incurred as a result of the COVID-19 emergency; or to make necessary investments in water, sewer, or broadband infrastructure. The County has received all of its \$29.3 million allocation to date. The County has spent a portion of the \$29.3 million on premium pay for essential workers (\$4.6M). Additionally, the County has allocated ARPA funds to various projects that include broadband expansion (\$1.2M); emergency services equipment (\$1.6M); clean water infrastructure (\$8.8M); infrastructure for recreational facilities (\$5.0M); aid for tourism (\$0.5M); and assistance for small business and nonprofits (\$6.7M). The remaining, unallocated portion totals \$0.6M.

Anticipated Results for Fiscal Year 2024 and Fiscal Year 2025 Financial Outlook

Fiscal year 2024 will not end until June 30, 2024, and final results are not available as of the date this document was completed. The County anticipates ending the fiscal year with a surplus due to a combination of revenues performing better than expected and expenditures coming in under budget.

Projected real estate property tax revenue (\$135.3 million) is trending 4.1% (\$5.4 million) higher than budgeted for in fiscal year 2024 (\$129.9 million). The commercial base continues to show strong growth in Washington County as numerous 1-3 million square foot warehouses are in various stages of completion along the Interstate 81 and Interstate 70 urban growth corridors. For residential properties eligible for the principal residence homestead property tax credit, Maryland legislation caps the annual assessed value increase at no more than 10% per year and Washington County further limits that increase to no more than 5% per year. Reassessment values that will become effective on July 1, 2024 (fiscal year 2025) increased by 40.3% for residential properties and by 12.8% for commercial properties. The most recent reassessment will result in an estimated increase of 6.8% (\$8.8 million) in real estate tax revenue for fiscal year 2024. Personal property tax is projected to end fiscal year 2024 at \$20.1 million, which is approximately \$4.6 million higher than the fiscal year 2024 budget of \$15.5 million.

During the fiscal year 2023 budget process, the Board voted to reduce the income tax rate from 3.00% to 2.95%, effective January 1, 2023. Fiscal year 2024 is the first full fiscal year where the impact of the change in tax rate will be recognized in distributions to the County. Income tax revenue is projected to end fiscal year 2024 \$1.1 million, or 0.9%, higher than the original budgeted amount of \$116.7 million. For fiscal year 2025, growth is expected to decelerate and return to pre-pandemic income growth levels of 3.0% - 3.7% annually.

In response to high inflation, labor market pressures and Maryland's new minimum wage requirement, the Board has approved several types of salary adjustments over last few fiscal years to improve retention and make County positions more attractive to potential candidates. In fiscal year 2022, the Board approved a salary scale realignment for Deputies and Detention Center Officers, with an average increase of 14%. In fiscal year 2023, the Board approved a mid-year cost of living adjustment (COLA) of 9.5% for all full and part-time regular employees. This COLA was carried forward as a realignment of the County salary scales. In fiscal year 2024, the Board approved additional salary scale changes as part of the budget process and provided an average increase of 14% to positions in lower grades, with higher increases at the lowest grades, to ensure that the County remains in compliance with Maryland minimum wage requirements and to further enhance the County's competitiveness for seasonal and lower skill level positions. Additional salary scale adjustments were approved as part of the fiscal year 2025 budget process and are estimated to cost \$4.8 million. These adjustments will continue to improve retention and keep the County competitive.

Total expenditures across all funds are trending at or below budget for fiscal year 2024. The County ended fiscal year 2023 with General fund operating reserves of \$73.2 million, which is \$21.4 million over the County's minimum reserve target of \$51.8 million, or 17%, of revenues. The Board has dedicated a portion of that reserve balance to be contributed to the County's pension fund (\$5.0 million). Additionally, the County's Capital Projects fund general cash reserves ended fiscal year 2023 at \$55.6 million. The Commissioners recognize that reserves are used to manage budgetary uncertainty, including budget gaps during economic downturns and other unforeseen emergencies such as the COVID-19 pandemic. The fiscal year 2025 Capital Improvement Plan includes a gradual use of Capital Projects fund reserves to offset the effects of inflation and provide funding for projects that had been deferred in prior years.

To ensure that the County is at the forefront of climate change and environmental protection legislation, environmentally conscience leachate treatment, stormwater management and LEED (Leadership in Energy and Environmental Design) measures are being used, where possible, for building renovations, new construction, solid waste management, and road and culvert improvements. The newly constructed \$21M Public Safety Training Center included LEED measures to reduce its carbon footprint. Other county projects include funding for tree planting initiatives, LED (Light Emitting Diode) lighting replacements and site improvements to ensure that stormwater runoff and leachate are adequately filtered prior to reaching ground aquifers and surface waterways.

Conclusion

Good budgetary policies make it clear that the budget process is not simply an exercise in balancing revenues and expenditures one year at a time, but is strategic in nature, encompassing a multi-year financial and operating plan that allocates resources based on identified goals. A good budget moves beyond the traditional concept of line-item expenditure control, providing incentives and flexibility to managers that can lead to improved program efficiency and effectiveness. The County has outlined budget and fiscal practices to provide long-term financial management. This includes an annual update of long-range plans that take into consideration projections of future revenues, expenditures, financing of capital projects, and cost of service models. Washington County strives to be proactive rather than reactive in our business approach to County operations and our budget process is key to meeting this imperative.

The approved budget is fiscally responsible, provides healthy reserve funds, meets long-term pension obligations, and protects the County's AA bond ratings. As a result of sound financial and operational management, the County retains a rating of AA+ by both Standard and Poor's and Fitch and Aa1 by Moody's rating agencies. These ratings reflect the County's diverse property tax base, solid financial position with historically strong reserves, effective management, and practical debt policies with overall moderate debt levels. We will continue to move the County forward, in a manner similar as the past, with adherence to policies, sound management, and conservative budgeting practices that maintain financial flexibility.

Respectfully,



Kelcee Mace
Chief Financial Officer
Washington County, Maryland



Washington County Commissioners



JOHN F. BARR, a fourth-term County Commissioner, serves as President of the Board of County Commissioners, and was first elected in 2006. He was raised in Boonsboro, Maryland and is a Master Electrician in five states. In high school, Mr. Barr worked for his father as a field electrician at M/L Electric, Inc., founded in 1927. In 1979 he formed the management team overseeing the service department. In 1984, Mr. Barr bought the company from his father and changed the name to Ellsworth Electric, Inc. He remained president and owner until his son purchased the business in 2020. Mr. Barr is active in various service organizations and community projects. He also served a one-year term as President of the Maryland Association of Counties (MACo) in 2016. He still assists at MACo events as past president.



JEFFREY A. "JEFF" CLINE, a fourth-term County Commissioner, serves as Vice President of the Board of County Commissioners and is a resident of Williamsport, Maryland. Mr. Cline is a graduate of Williamsport High School and Hagerstown Community College. Mr. Cline has experience as a realtor since 2003. He graduated from the Maryland Association of Realtors' 2008 Leadership Academy, received the Graduate of Realtor Institute (GRI) designation. Mr. Cline served on the Williamsport Town Council from 2005 to 2009. He is also a graduate of Leadership Washington County Class 26.



WAYNE K. KEEFER, a third-term County Commissioner, is a life-long resident of Washington County. A graduate of Hancock Middle-Senior High School, Mr. Keefer continued his education locally at Hagerstown Community College, then earned his B.S. and M.B.A. from Frostburg State University. He has over a decade of experience as a commercial banker with roles in consumer lending and corporate accounting. He is currently the Assistant Vice President/Controller of a local bank. He has also taught courses in business, economics, banking, and finance as an adjunct professor with his alma mater, FSU, and with the West Virginia School of Banking. He also holds a Maryland Real Estate license. An active member of the community, he has served in leadership roles with many non-profit organizations.



RANDALL E. "RANDY" WAGNER, a second-term County Commissioner, was born and raised in Washington County. Mr. Wagner graduated from North Hagerstown High School and is a veteran of the United States Coast Guard, where he served for four years. Mr. Wagner worked at Mack Trucks for 17 years before becoming a small business owner in Washington County, owning and operating 40 West Marine in Clear Spring for eight years. He has served the local community as a realtor for the past 21 years and is a licensed private pilot. He also served on the Animal Control Board and held the position as Vice Chair for eight years. He currently serves on the Airport Advisory Board, the Planning Commission, the Health Advisory Board, the Black Rock Golf Course Board and the Emergency Services Advisory Council.



DEREK HARVEY, Colonel, USA (retired), worked on Capitol Hill as the Lead Investigator and Senior Advisor to the House Permanent Select Intelligence Committee, and in the White House National Security Council under President Donald J. Trump. After serving as an Airborne Ranger Infantry Officer and decorated Army colonel and being awarded a Bronze Star and multiple Meritorious Service Medals, he transitioned into government service as a Senior Intelligence Executive. Mr. Harvey has been an adjunct professor for the University of Maryland, Central Texas College, and was a Fellow at Carnegie Mellon University. As a Professor and Research Institute Director at the University of South Florida, he focused on supporting local governments with insights to help with smarter decision making. Elected to the Board of County Commissioners in 2022, he is a member of the Morris Frock American Legion and resides in Smithsburg.

Vision and Mission Statements

Vision Statement

The vision of Washington County Government is to become the regional leader in providing and coordinating efficient and effective public services in an open and cooperative manner.

Mission Statement

Supporting and strengthening individual and community self-reliance and responsibility; promoting education, economic opportunities, public health, safety, and welfare; protecting the environment and cultural resources we share; and planning for future urbanization and a culturally diverse population.

Goals and Objectives

The County has identified broad goals in accordance with the County's Mission Statement. A goal and objective are provided for each of the five core service categories defined by Washington County Government. The service categories provide a basis for making resource allocation decisions during the budget process and serves as a focal point for assessing and coordinating various long-range plans.

Public Safety:

Goal: Protect and promote the general welfare of residents and visitors and provide a hospitable climate for business.

Objective: Ensure public health, safety, and welfare of residents and visitors. Employ well-trained professionals to serve in law enforcement, fire and rescue, emergency services, utilities, and building codes.

Education:

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

Objective: Ensure that students have a safe and stimulating environment in which to learn and promote the availability of academic and technical education programs that prepare all students to compete in the global marketplace.

Human Services:

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

Objective: Provide diverse recreational, educational, and cultural opportunities for children and adults and promote the health and wellbeing of vibrant and active community.

Infrastructure:

Goal: Plan, program, build and maintain the physical assets necessary to accommodate a thriving community and robust economy.

Objective: Utilize public funds, grants, and private partnerships to manage and improve roads, bridges, utilities, buildings, parks, landfill, airport, and transit resources.

Economic Development:

- Goal:** Nurture existing business and promote new business which to fuel the economic engine necessary for success in all other service lines.
- Objective:** Foster a culture within government that encourages opportunity and supports private investment in Washington County's new and existing businesses.

Primary Goals by Department

Department/Division	Public Safety	Education	Human Services	Infrastructure	Economic Development
General Fund:					
Education:					
Board of Education		🎯	🎯		
Hagerstown Community College		🎯	🎯		
Washington County Free Library		🎯	🎯		
Library Maintenance		🎯		🎯	
Public Safety:					
Judicial	🎯				
Process Servers	🎯				
Patrol	🎯				
Sheriff Auxiliary	🎯				
Central Booking	🎯				
Detention Center	🎯				
Day Reporting Center	🎯				
Narcotics Task Force	🎯				
Police Academy	🎯	🎯			
Air Unit	🎯				
Special Operations	🎯				
911 Communications	🎯				
EMS Operations	🎯				
Fire Operations	🎯				
Emergency Management	🎯				
Public Safety Training Center	🎯				
Civil Air Patrol	🎯	🎯			
Fire Rescue Volunteer Services	🎯				
Humane Society	🎯				
Court System:					
Circuit Court	🎯				
State's Attorney	🎯				
State Functions:					
Election Board			🎯		
Soil Conservation				🎯	
Weed Control				🎯	
Health Department	🎯		🎯	🎯	
Social Services	🎯		🎯	🎯	
Agricultural Extension Service		🎯		🎯	

Department/Division	Public Safety	Education	Human Services	Infrastructure	Economic Development
General Operations:					
County Commissioners	👤	👤	👤	👤	👤
County Administrator	👤	👤	👤	👤	👤
Public Relations & Marketing					👤
Budget & Finance			👤		
Purchasing			👤		
Treasurer			👤		
County Attorney			👤		👤
Human Resources			👤		
Information Technology			👤		
Business & Economic Dev.			👤	👤	👤
Wireless Communications	👤				
Other:					
Women's Commission			👤		
Veteran's Advisory Committee			👤		
Diversity & Inclusion Committee			👤		
Animal Control Board			👤		
Commission on Aging			👤		
Museum of Fine Arts		👤	👤		
Public Works/Engineering/Permits:					
Public Works	👤		👤		
Buildings, Grounds & Facilities	👤		👤	👤	
Engineering:					
Construction:					
Parks & Recreation:					
Martin L. Snook Pool			👤		
Parks & Recreation			👤		
Highway Fund:					
Solid Waste Fund:					
Water Quality Fund:					
Transit Fund:					
Airport Fund:					
Black Rock Golf Course Fund:					
Other Governmental Funds:					
Agricultural Education Center		👤			
Grant Management			👤		
Inmate Welfare			👤		
Gaming			👤		
Land Preservation				👤	
Contraband	👤				
HEPMPO				👤	👤
EMS Billing			👤		
Foreign Trade Zone					👤

Citizens of Washington County, Maryland



Administrative Officials

MICHELLE A. GORDON, County Administrator, holds a B.A. degree in management with concentrations in accounting and information technology from Hood College. She earned a Master of Business Administration degree with a Certified Public Accounting Track from Mount St. Mary's University and was in the first graduating class of the Mount St. Mary's. Richard J. Bolte, Sr. School of Business. Mrs. Gordon is a lifelong resident of Washington County, Maryland. She was appointed to the position of County Administrator in September 2023 and has been employed with Washington County since October of 2022 when was hired as the Chief Financial Officer. Prior to her employment with Washington County, she was employed as the Chief Financial Officer of Jefferson County, West Virginia and as the Director of Finance of the City of Hagerstown, Maryland for a combined total of 12 years. Her governmental experience also includes six years of progressive accounting work at the City of Frederick, Maryland. In total, Mrs. Gordon has 34 years of governmental, private and public accounting experience. Mrs. Gordon serves as an active member of the Auxiliary at the Potomac Fish and Game Club in her hometown of Williamsport, Maryland. She is a member of the Board of Directors for the Maryland Theater, the Board of Directors for the University System of Maryland – Hagerstown, the Maryland Association of Counties, the Maryland Government Finance Officers Association and the Government Finance Officers Association of the United States and Canada (GFOA).

KELCEE G. MACE, Chief Financial Officer, holds a B.A. degree in Accounting from Juniata College. Mrs. Mace was appointed as the Chief Financial Officer effective October 14, 2023. She is currently working towards the Certified Public Finance Officer designation through the GFOA. Mrs. Mace was hired by Washington County Government in 2014 as an accountant, was promoted to Deputy Director of Budget and Finance in 2018, was appointed as Interim Chief Financial Officer in June 2023, and served in such position until becoming the Chief Financial Officer. She is a member of the Maryland Government Finance Officer Association and the GFOA.

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

ZACHARY KIEFFER, County Attorney, was appointed in March of 2024. He joined Washington County Government as the Assistant County Attorney in January 2023 and was appointed as the Deputy County Attorney in November of 2023, and Interim County Attorney in February 2024. Mr. Kieffer graduated from The Pennsylvania State University in 2008 with a B.A. degree. He received his J.D. degree from the University of Baltimore School of Law in 2011 and was admitted to the Maryland Bar. He is also admitted to practice before the U.S. District Court for the District of Maryland and served as Judicial Law Clerk to the Hon. Leo E. Green Jr., Prince George's County Circuit Court in 2012. Mr. Kieffer maintained a private practice from 2012 – 2022. He is a member of the Washington County Bar Association.

Personnel Summary by Department

Summary of Full-Time Budgeted Positions	2025	2024 Adjusted	2024	2023	Change from 2024 (adjusted) to 2025	% of Employees
General Fund:						
Judicial	28	28	28	28	0	3.14%
Process Servers	1	1	1	1	0	0.11%
Patrol	104	105	104	104	(1)	11.65%
Central Booking	10	10	10	10	0	1.12%
Detention	125	125	127	126	0	14.00%
Day Reporting Center	2	2	2	2	0	0.22%
Narcotics Task Force	2	5	6	6	(3)	0.22%
911 Communications	54	54	56	56	0	6.05%
EMS Operations	31	31	12	15	0	3.47%
Fire Operations	47	47	47	47	0	5.26%
Emergency Management	3	3	3	3	0	0.34%
Public Safety Training Center	7	6	6	5	1	0.78%
Fire & Rescue Volunteer Services	1	1	1	1	0	0.11%
Circuit Court	25	25	24	24	0	2.80%
State's Attorney	42	39	39	39	3	4.70%
Weed Control	1	1	1	1	0	0.11%
County Commissioners	5	5	5	5	0	0.56%
County Clerk	1	1	1	1	0	0.11%
County Administrator	2	2	2	2	0	0.22%
Public Relations & Marketing	5	4	4	4	1	0.56%
Budget & Finance	19	18	16	16	1	2.13%
Purchasing	6	6	6	6	0	0.67%
Treasurer	5	5	5	5	0	0.56%
County Attorney	6	6	5	5	0	0.67%
Human Resources	10	10	9	9	0	1.12%
Information Technology	13	13	15	15	0	1.46%
Business Development	7	6	6	6	1	0.78%
Wireless Communications	4	5	5	5	(1)	0.45%
Public Works	2	2	2	2	0	0.22%
Buildings, Grounds & Facilities	18	18	18	18	0	2.02%
Engineering	23	24	24	24	(1)	2.58%
Permits & Inspections	28	28	28	28	0	3.14%
Planning & Zoning	13	13	13	13	0	1.46%
Parks & Recreation	8	8	8	8	0	0.90%

Personnel Summary by Department cont.

Summary of Full-Time Budgeted Positions	2025	2024 Adjusted	2024	2023	Change from 2024 (adjusted) to 2025	% of Employees
Highway Fund	88	88	88	88	0	9.85%
Solid Waste Fund	23	22	22	22	1	2.58%
Agriculture Education Center	1	1	1	1	0	0.11%
Grant Management	4	4	4	4	0	0.45%
Gaming Fund	2	2	2	2	0	0.22%
Land Preservation Fund	1	1	1	1	0	0.11%
Water Quality Fund	80	80	80	80	0	8.96%
Transit Fund	18	18	18	18	0	2.02%
Airport Fund	11	11	10	10	0	1.23%
Golf Course Fund	6	6	6	6	0	0.67%
EMS Billing Fund	1	1	0	0	0	0.11%
Total	893	891	871	872	2	100.00%

Represents Change

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

Changes in Full-Time Positions

Function	Explanation of Changes between FY2024 Adjusted and FY2025 (made during FY2025 budget process)	Change
Sheriff - Patrol	The remaining two deputies stationed at Meritus Medical Center will no longer be stationed there and we will not be reimbursed for them. These two positions will need to be absorbed by the patrol budget. There is no increase in the number of positions. To offset the cost of absorbing these positions into the budget, a long vacant Deputy Sheriff position will be eliminated.	(1)
Sheriff - Narcotics Task Force	Three positions currently paid for out of the Narcotics Task Force budget will be moved to the State's Attorney budget as they are currently reporting to and working for the State's Attorney. This decrease is offset by the increase in State's Attorney.	(3)
Public Safety Training Facility	A new Office Associate position is necessary to facilitate the front office operations with the Training Center.	1
State's Attorney	Three positions currently paid for out of the Narcotics Task Force budget will be moved to the State's Attorney budget as they are currently reporting to and working for the State's Attorney. This increase is offset by a decrease in the Narcotic's Task Force budget.	3
Public Relations and Marketing	The addition of an Office Association position is essential for streamlining project related tasks and to alleviate the workload of other team members who have taken on additional responsibilities.	1
Budget and Finance	Due to the increased workload related to new GASB rules, taking on EMS billing services and the need for additional support for payroll, another Accountant position will be added.	1
Business Development	The addition of a Business Specialist - Financial Programs is necessary due to the additional responsibilities brought on by activating and maintaining Foreign Trade Zone.	1
Wireless Communications	A Communications Technician I position was created as part of the FY23 budget process but has remained vacant since. Due to budgetary constraints, position was eliminated.	(1)
Engineering	The Technology Coordinator position was eliminated to streamline processes within the department.	(1)
Solid Waste	A full-time Weigh Clerk position was added to provide additional assistance as customer tonnage continues to increase at the landfill.	1

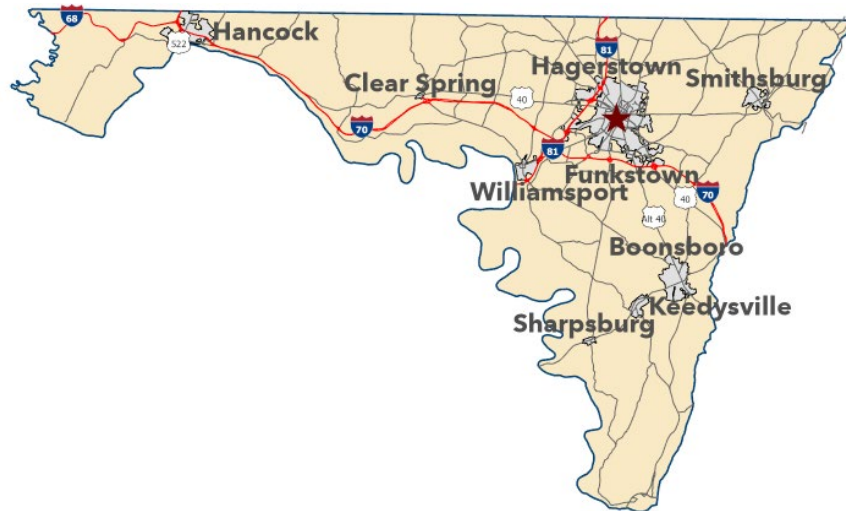
Changes in Full-Time Positions

Function	Explanation of Changes made in FY2024	Change
Sheriff - Patrol	A Police Information Specialist position was created to assist the public, answer Patrol division desk phone and provide reception at the Patrol division office building.	1
Sheriff - Detention	A Classification Counselor position that was previously grant funded was made inactive due to the grant funding not being renewed and a Senior Office Associate position was made inactive to allow for a two-step increase for civilian employees.	(2)
Sheriff - NTF	An Intelligence Analyst position was made inactive to allow for the Police Information Specialist to be created in the Patrol division.	(1)
911 Communications	The Division of Emergency Services and 911 Communications were restructured to move 911 under the Emergency Management department. As a result, the Director of Emergency Services and the Programs Administrator positions were moved to the EMS Operations Department.	(2)
EMS Operations	Along with the addition of the Director of Emergency Services and Programs Administrator, 17 new positions were created as a result of the EMS transition plan.	19
Circuit Court	A Judicial Assistant position added to provide additional support to the court.	1
Budget and Finance	The Deputy Director of Software Support & Training and the Software Support Analyst positions were moved from the IT department to the Budget and Finance department.	2
County Attorney	An Assistant County Attorney position was added to provide additional support to the department.	1
Human Resources	A Human Resources Technician position was added to provide additional support to the department as increased workload was anticipated due to the EMS transition plan.	1
Information Technology	The Deputy Director of Software Support & Training and the Software Support Analyst positions were moved from the IT department to the Budget and Finance department.	(2)
Airport Fund	The Airport Rescue and Firefighting Manager position was added to provide additional support to the department.	1
EMS Billing Fund	EMS Billing specialist position was created due to the EMS Transition plan.	1

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 and 72 miles west of Baltimore, MD. Two major highways, Interstate 81 – running north and south, and Interstate 70 – running east and west, cross within the County's borders.



The majority 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 proximity to Baltimore and Washington D.C. offers access to a metropolitan culture and lifestyle. It is the best of both worlds.

Culture and Recreation

Founded in 1776, Washington County was the first county in the United States to be named for then General George Washington. The history of Washington County is exhibited at 5 national parks, 8 state parks, 14 county parks, numerous monuments and more than 35 museums that tell America's story spanning three centuries.

Hagerstown was founded by German immigrant Jonathan Hager who was a volunteer Captain of Scouts during the French and Indian War. Located in the center of the Great Valley in Western Central Maryland, Hagerstown was at the crossroads of the Civil War. The Valley provided a natural corridor for refugee and troop movements between Virginia and Pennsylvania. As a regional crossroads town, just north of the Potomac River, Hagerstown was a favorite staging area for military leaders traversing the region.

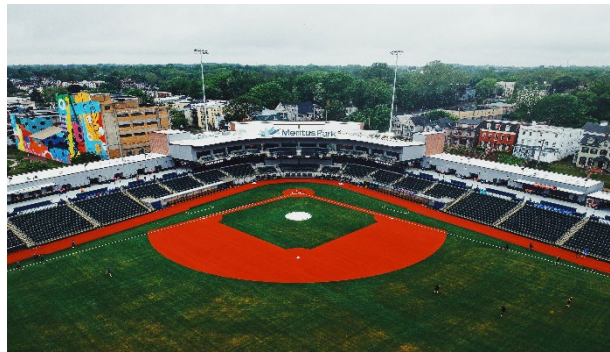
A revitalized Arts & Entertainment District in downtown Hagerstown complements shopping, historical sites, and museums in Washington County. Residents and visitors discover a wonderful collection of beautifully renovated retail shops, restaurants, and condominiums all within walking distance of cultural attractions. Hagerstown hosts several annual festivals downtown, most notably the Alsatia Mummer’s Day Parade. Some of Washington County’s major local attractions include:



Dunker Church at Antietam National Battlefield

- ◆ Antietam National Battlefield – the site of one of the most famous Civil War battles.
- ◆ Fort Frederick State Park – fort built in 1756 for use during the French & Indian War.
- ◆ Appalachian National Scenic Trail – the trail in Maryland follows a 40-mile route along the backbone of South Mountain.
- ◆ C&O Canal National Historic Park – for nearly 100 years the canal served as a waterway to transport products, and it now provides a place to relax and enjoy nature.
- ◆ Maryland Symphony Orchestra – Western Maryland’s only professional orchestra.

- ◆ Hagerstown Speedway – one of the fastest and safest dirt tracks in the United States.
- ◆ Washington County Museum of Fine Arts – home of a permanent collection of over 6,000 works of art as well as changing exhibitions.
- ◆ The Maryland Theater – built in 1915, it is home to the Maryland Symphony Orchestra and Miss Maryland Pageant.
- ◆ Meritus Park Stadium – opened in May 2024 and is the home of the Flying Boxcars, a team in the Atlantic League of Professional Baseball. The stadium will also serve as a venue for concerts, community events, and much more.



Meritus Park – Home of the Flying Boxcars

Form of Government

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

Under the Code of the Public Local Laws of Washington County (2019 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 act, subject to the authority vested in the Board by the County Code. Emergency action also requires a simple majority vote. The Board elects its own officers. The General Assembly of Maryland must authorize powers not specifically authorized by the County Code.

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

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

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

Services

Transportation

A variety of transportation avenues are available in Washington County. Hagerstown Regional Airport (HGR) is a Part 139-certified facility which provides two to three flights weekly to Orlando Sanford International (SFB), via Allegiant Airlines. Allegiant also offers flights two days per week to St. Pete-Clearwater (PIE) ten months of the year and to Myrtle Beach (MYR) for six months in the summer and fall seasons. The airfield also offers fixed base operator services to general aviation, corporate, air cargo, and military aircraft at the Rider Jet Center. There are more than 12 businesses offering clients a variety of aviation services for all types of aircraft. Approximately 1,500 people are employed locally as a result of the airport being in Washington County. In addition, Washington Dulles International (IAD), Baltimore/Washington International Thurgood Marshall (BWI) and Ronald Reagan Washington National (DCA) airports are located within 75 miles of Hagerstown.

Other transportation outlets include auto rental services, County bus service, commercial bus lines, taxi, Lyft, Uber, freight common carriers, and limousine service. The main lines of CSX and Norfolk Southern provide shipment to anywhere on the Atlantic Seaboard.

Hospital and Medical Care

Meritus Health, Western Maryland’s largest health care provider, is located at the crossroads of Western Maryland, Southern Pennsylvania, and the Eastern Panhandle of West Virginia. With nearly 3,000 employees,

500 medical staff members and 250 volunteers, Meritus Health services over 200,000 residents of the tri-state region. Meritus Medical Center has 327 beds and is a Joint Commission accredited hospital. Meritus Medical group is a network of 20 medical practices with more than 160 providers.

The Washington County Health Department, which provides various health services to the citizens of Washington County, employs a total of 157 full-time and part-time personnel in seven divisions.

Other medical care facilities include the Environmental Health Division of the Health Department, the George W. Comstock Center for Public Health Research and Prevention, the Western Maryland Center, a State-owned chronic care facility, and the Brook Lane Psychiatric Center, a privately-owned psychiatric facility which will be partnering with Meritus Health beginning July 2024.

Safety

The Washington County Sheriff's Office, the Maryland State Police, and municipal police agencies provide police protection in Washington County. The Sheriff's Office has 108 sworn personnel and 97 radio dispatched vehicles. The Sheriff's Office is responsible for the operation of the Detention Center, which has a capacity of 450 inmates. In October 2016, a Day Reporting Center opened that provides treatment services to non-violent offenders with drug and/or alcohol addictions. The State Police has 35 troopers assigned to the local barracks, which is located just south of Hagerstown. The Hagerstown Police Department has a full-time force of 108 officers. The Hancock Police Department and the Smithsburg Police Department each employ four full-time officers. In addition, the Boonsboro Police Department employs five police officers.

The County's Division of Emergency Services ("DES") oversees Fire, Rescue, and the Emergency Medical Services Operations Program. DES is led by a full-time career Director and three full-time department heads who oversee the daily operational components of Emergency Services in Washington County. The division has 176 full-time and 23 part-time personnel working directly within the division serving citizens of Washington County.

A new Public Safety Training Center ("PSTC") became operational in 2022 with daily oversight being provided by DES, in collaboration with the Washington County Sheriff's Office. The PSTC is staffed by seven full-time employees who are split among fire, EMS, and law enforcement training initiatives. The PSTC also serves as host to the Washington County Law Enforcement Academy and the Division of Emergency Services Paramedic Training Program, which both involve academic connections to Hagerstown Community College. The PSTC also serves as host to the Division of Emergency Services Firefighter Recruit Academy. Various courses sponsored by the Maryland Fire and Rescue Institute are also hosted at the PSTC. The PSTC provides the opportunity for enhanced training and collaboration between Fire, Emergency Medical Services, and law enforcement agencies throughout Washington County and the tri-state area. The PSTC currently encompasses 49 acres boasting academic classrooms, fire and law enforcement areas for tactical training exercises, and a defensive driving track are in the design phase.

The County's Office of Emergency Medical Services ("EMS") is overseen by a deputy director - operations and includes 21 full-time advanced life support ("ALS") technicians, ten basic life support technicians ("EMT's") and five part-time ALS technicians. The team deploys four highly specialized ALS chase units which support the eight independent emergency medical services companies.

Emergency Management is overseen by a director with an emergency planner and emergency specialist,

responsible for emergency/911 communications in addition to mitigation, planning, response, and recovery from natural and technical disasters. Washington County has a Local Emergency Planning Committee, overseen by Emergency Management, that coordinates disaster planning, conducts drills to exercise the County Emergency Operations Plan, and oversees a community outreach program consisting of home chemical safety training, citizen preparedness, and pertinent educational programs.

Environmental Management

The Division of Environmental Management (“DEM”), which includes the Department of Water Quality, the Environmental Engineering Department, the Solid Waste Department, the Stormwater Management Department, and the Watershed Department, was created in fiscal year 2007. The state and federal environmental initiatives – as they pertain to water, wastewater, stormwater, solid waste, and nutrients – are all jointly related. DEM is responsible for integrating the regulations and applying them to the operations of these departments.

The Washington County Solid Waste Department is responsible for a solid waste disposal system that protects the environment and public health. Currently, the County disposes of solid waste at the 40 West Landfill, which opened in 2000. The department also operates five solid-waste convenience centers that are strategically located throughout Washington County.

The County currently provides water and/or wastewater services to nearly all the immediate densely populated area surrounding the City of Hagerstown (except the Dual Highway corridor) in the areas of Highfield, Elk Ridge, Sandy Hook, Mt. Aetna, and the towns of Sharpsburg and Smithsburg. Five treatment plants serve the County water system in addition to five treatment plants for the County wastewater system.

Department of Business & Economic Development

The Washington County Department of Business & Economic Development (“DBED”) is dedicated to creating and sustaining a positive pro-business climate. The DBED currently has six full-time employees to conduct the day-to-day operations of the office, as well as business support and resources, business retention efforts, and marketing business attractions locally and nationally.

Throughout the year the DBED meets with representatives of existing companies in need of assistance, as well as businesses interested in moving or expanding to Washington County. Discussions include appropriate funding programs, incentive benefits, customized training programs, workforce development efforts, and other sources of business support. The DBED has formed strategic partnerships with such organizations as the Maryland Department of Commerce, the City of Hagerstown, the Washington County Chamber of Commerce, The Greater Hagerstown Committee, Inc., and the Washington County Convention & Visitors Bureau, to better serve the needs of businesses in Washington County. The DBED was actively involved in Washington County’s becoming certified as the first ACT Work Ready Community in Maryland, an initiative that matches the labor force with available jobs in Washington County.

Demographic Information

Population

<u>Year</u>	<u>County Total</u>
1980	113,086
1990	121,393
2000	131,923
2010	147,430
2020	154,705
2025 projected	160,450
2030 projected	168,050
2035 projected	175,900

Source: Projections by the Maryland Department of Planning, as of Dec. 2022

Population Statistics

Age:	19 & under	23.90%
	20-64 (workforce age)	58.40%
	65 & older	17.70%
	Median Age	42.0
Gender:	Male	50.93%
	Female	49.07%
Race:	White	80.40%
	Black	13.50%
	Other	6.10%

Source: U.S. Census Bureau, 2022

Housing

2023 Median Selling Price	
Washington County	\$302,500
Maryland	\$400,000

Source: Maryland Association of Realtors, 2023

Households

Number of Households	59,051
Number of Family Households	28,463
Number of Non-Family Households	30,588

Source: U.S. Census Bureau, 2022

County Income

Per Capita Income	\$36,528
Median Household Income	\$73,017

Source: U.S. Census Bureau, 2022

County Employment Statistics

Civilian Labor Force	72,696
Employed	70,439
Unemployed	2,257
County Rate	3.1%
State Rate	2.5%

Source: MD Department of Labor, as of Mar. 2024

Education Facilities in Washington County

Higher Education:

Hagerstown Community College
 Univ. System of MD at Hagerstown

Primary Education:

25 Elementary Schools
 7 Middle Schools
 9 High Schools
 5 Special Programs
 13 Private Schools
 Pupil/Teacher Ratio: 12.3
 Public Enrollment: 21,436
 Pre-K Enrollment: 1,113
 Avg. Cost per Pupil: \$19,802

Sources: Washington County Board of Education, Oct. 2023 and National Center for Education Statistics.

Top 15 Employers in Washington County

<u>Employer</u>	<u>Employment</u>
1 Wash Co Public Schools	3,705
2 FedEx Ground	2,654
3 Meritus Health	2,590
4 State of Maryland	1,855
5 Volvo Group	1,836
6 Wash Co Government	1,418
7 Amazon	1,200
8 FiServ	993
9 The Bowman Group	861
10 Hagerstown Comm. Coll.	700
11 AC&T Co.	608
12 Wal-Mart	565
13 ARC of Wash. County	552
14 Moore RMG	545
15 Brook Lane Health Svcs.	475

Sources: Washington County Dept. of Business Development and Maryland Dept. of Commerce.

Training:

The Barr Construction Institute
 Pittsburgh Institute of Aeronautics
 Western MD Consortium
 D.M. Bowman Family Workforce
 Training Center



County Industry Series

<u>Industry</u>	<u>Total Establishments</u>
Trade, Transp., Utilities	890
Professional & Bus. Svc	559
Education & Health	478
Leisure & Hospitality	397
Construction	327
Financial Activities	313
Other Services	304
Manufacturing	146
Local Government	66
Information	44
Federal Government	41
Nat'l Resources & Mining	37
State Government	12
Total	3,614

Source: MD Dept of Labor, Sept. 2023

County Water Quality Systems

County Building Permits

	<u>Total # of Services</u>		<u>Number</u>	<u>Value (000's)</u>
Full - Service Water	1,356	Residential New	209	\$58,876
Full - Service Sewer	7,690	Other Permits	1,066	\$229,863
Collection Service Sewer	4,020			
Wholesale	4			
Total	13,070	Total	1,275	\$288,739

Source: Washington County Department of Budget and Finance, Dec. 2023

Source: Washington County Division of Permits & Inspections- Calendar Year 2023

**Top 20 Largest Taxpayers in Washington County
as of June 30, 2023
Ranked by Assessed Value**

	<u>Taxpayer</u>	<u>Assessed Value</u>
1	Preylock Hagerstown, LLC	\$ 114,611,167
2	Bowman Group	88,225,434
3	Stag Industrial Holdings LLC	87,929,600
4	FedEx Ground Package System	73,873,140
5	PR Valley Limited Partnership	71,107,450
6	Amazon.com	60,537,920
7	Showalter Farm LLC	54,674,000
8	Bowman Group LLP	52,681,634
9	2007 East Greencastle Pike	50,963,500
10	Creekside Logistics	50,609,800
11	LCN STP Hagerstown Multi LLC	49,858,400
12	Frind Hopewell LLC	49,770,600
13	Ghattas Enterprises	41,095,417
14	Mack Truck/Volvo Group	40,713,030
15	Western Hagerstown Dist. Center	40,345,100
16	Walmart Real Estate Business Trust	36,070,800
17	Cortpark LLC	35,728,100
18	Herbert Malarkey Roofing Company	29,528,120
19	FedEx Ground Package System	16,685,540
20	Intelsat US LLC	14,460,260

Source: Washington County Treasurer’s Office. The information set forth above was compiled from tax rolls on which the names and owners are not always recorded in the same way. Assessments include real and personal property taxes.

Comprehensive Fiscal Policies

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

OPERATING POLICIES:

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

14. The County has an identity theft prevention program designed to detect, prevent, and mitigate identity theft in connection with the opening of a covered account or an existing covered account and to provide for the continued administration of the program.
15. The County shall provide procedures and guidelines for the transfer and adjustment of approved budgetary amounts by policy guidelines.
16. The County will make funding decisions for the pension plan in order to accumulate the funds needed to fulfill the plan's obligations to participants and beneficiaries.

RESERVE POLICIES:

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

10. The County will maintain separation of funds in accordance with the 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 shall be made to reflect inflation, construction needs, bond covenants, and other factors.

DEBT POLICIES:

1. The County will prepare a multi-year capital program and update it annually.
2. No County debt can be authorized by the County Commissioners unless an appropriation has been included in the Capital Improvement Plan or until it has been modified through an approved budget adjustment.
3. Debt capacity shall be evaluated on an annual basis. The evaluation includes statistical measures and comparisons with peer group medians to determine debt affordability.
4. Debt for the Water Quality Funds cannot exceed 10 percent of the total assessed valuation of all the property in the County that is subject to County taxation during the County's most recent fiscal year.
5. The County will not issue debt for periods exceeding the useful life or average useful lives of the project(s) to be financed.
6. Debt will not be issued to fund operating deficits. Net bond proceeds shall be used and applied exclusively and solely for the acquisition, construction, improvement, or development of public facilities for which the bonds are sold, in accordance with state law.
7. The County encourages the issuance of long-term, tax-exempt Revenue or General Obligation Bonds. Although circumstances may warrant from time to time the use of other debt instruments.
8. The County encourages competitive sale when seeking its annual capital funds, although other means are available.
9. The Department of Budget and Finance shall be responsible for establishing a solicitation and selection process for securing professional services that are required to develop and implement the County's debt program.
10. Periodic review of all outstanding debt will be undertaken to determine refunding opportunities.
11. All investments and bond proceeds will be consistent with those authorized by existing State law and County investment policies.

12. The Department of Budget and Finance shall maintain a system of record keeping and reporting to meet the arbitrage compliance requirements of the Federal tax code.
13. The Chief Financial Officer in coordination with the County's financial advisor shall be responsible for maintaining relationships with the rating agencies that currently assign the ratings to the County's various debt obligations.
14. The County is committed to full and complete financial disclosure, and to cooperating fully with rating agencies, institutional and individual investors, other levels of government, and the general public to share clear, comprehensive, and accurate financial information.

INVESTMENT POLICIES:

General:

1. The primary objective of investments is safety, liquidity, and return on investment.
2. The Department of Budget and Finance shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.
3. Officials and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program or which would impair their ability to make impartial investment decisions.
4. The Department of Budget and Finance shall maintain a list of approved security brokers/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. The security transactions, including collateral for re-purchasing agreements, entered into by the County shall be conducted on a delivery-versus-payment basis.
7. Collateralization is required on certificates of deposit and repurchase agreements and must be equal to at least 102% of market value of principal and accrued interest.

Pension:

1. The portfolio's total value of assets should grow, net of payout, at a rate equal to or greater than the rate of inflation on a rolling three-year basis.
2. Performance and allocation are reviewed to determine if target weightings meet the current risk profile.
3. Investment managers will be reviewed on a quantitative basis in the form of quarterly reports to be provided by the advisor.

4. The pension committee and its advisor shall monitor the overall performance of the portfolio to ensure that it is meeting objectives. Rebalancing will occur at least annually back to policy targets.
5. The custodian shall provide the pension committee with a report each month that lists all assets held in the portfolio, values of each asset, and all transactions affecting assets within the portfolio, including additions and withdrawals.
6. The asset manager shall manage the asset in accordance with the policy guidelines and objectives expressed in the policy document.

CAPITAL IMPROVEMENT POLICIES:

1. The County's capital investments will be targeted to support the goals of the Comprehensive Plan and other County functional plans.
2. The County will support capital investment for economic development.
3. Existing assets will be preserved and maintained to ensure continued service.
4. External funding possibilities should be considered when choosing among projects.
5. Intergovernmental funding should be sought for regional projects.
6. Debt should be used carefully and managed in accordance with the goals and objectives of County policies.
7. Projects become eligible for the Capital Improvement Plan when the project supports or improves infrastructure needs or the productive capacity of the County.
8. The County will adopt a balanced 10 Year Capital Improvement Plan, appropriating the first year of the 10-year program.
9. Each project will be reviewed to determine the best financing method based on useful life, benefit of asset, cost, etc. It is also the policy of the County to establish a pay-as-you-go funding strategy that best matches benefit streams to cost streams as close as possible, while maximizing the contribution level.
10. The relationship between the operating and capital budget is considered during the budgeting process. The capital budget includes costs for long-term capital projects, which add to the capital asset base of the County. The operating budget assumes the cost of maintaining and operating the facilities that are built under the capital budget.
11. Self-supporting projects are determined by policy and by evaluation of financial information, including rate setting models, financial forecasts, and budgets and funding source evidence.
12. The Chief Financial Officer is authorized to initiate interim and long-term borrowing measures, as identified in the Capital Improvement Plan.

13. The annual capital budget shall include only those projects which can be reasonably accomplished in the time frame indicated.
14. Capital projects will not be budgeted unless there are reasonable expectations that revenues will be available to pay for them.
15. Capital projects, which are not completed during the fiscal year, will be carried over to the next fiscal year.
16. A comprehensive inventory of all capital assets shall be maintained to include estimated values, depreciation, and useful life. See Capital Asset Policy.
17. The Chief Financial Officer shall review the project status and revenues before any issuance of debt. Any modifications to a project and/or the total debt to be issued based upon this review shall be approved by the Board of County Commissioners either for an increase or decrease in the total borrowing amount or for change in the borrowing source.
18. A Capital Improvement Status Report will be maintained so all project managers can monitor project expenditures and funding sources in real-time using the County's financial system.
19. The County will adhere to established procedures for considering applications for development financing used for economic development projects that provide improvements to public infrastructure in under-utilized areas in Washington County.
20. Capital projects are ranked using a priority ranking matrix which is the basis for assigning projects into one of five priority ranking categories. The ranking matrix is used as a management tool and not as an absolute determining factor.

SHORT-TERM & LONG-TERM POLICIES:

1. The County will develop short and long-term fiscal management policies that link operational and capital budgeting together with organizational goals.
2. The County's strategic planning and budgeting decisions are based on a number of statistical analysis and financial modeling tools.
3. The County prepares and annually updates a long-range financial forecasting system, which includes projections of revenues, expenditures, future costs, financing of capital improvements, and cost service plans.
4. Revenues shall be monitored on a monthly basis to identify any potential trends, which would significantly impact those revenue sources.
5. The County will annually update its financial ratios and trend information to determine a peer group median from historical data in the following areas: revenues; expenditures; operating position; debt structure; condition of capital; and environmental and external factors.
6. The County will protect its assets by maintaining adequate insurance coverage.

FINANCIAL REPORTING POLICIES:

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

Budget Practices and Process

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

Budget Calendar

October

- Budget & Finance works with County Administrator to discuss budget calendar and guidelines for budget development.

November

- Budget & Finance Staff update budgeting software, training documents and begin preliminary analysis of wages and benefits.
- Budget instructions for the Capital Improvement Plan (CIP) budget are released to County departments and outside agencies.

December

- Budget instructions for the Operating budget are released to County departments and outside agencies.
- CIP budget requests are due. Budget & Finance staff review budgets for accuracy and completeness.
- Operating budget training is provided to new users.

January

- CIP committee meets to review CIP budget requests.
- Operating budget requests are due. Budget & Finance staff review budgets for accuracy and completeness.
- Budget & Finance completes Debt Affordability analysis for future bond issuance.

February

- Individual department/agency budget presentations to the County Commissioners begin.
- Salary committee meets to review personnel requests and make recommendations.
- Initial CIP and Operating budget requests are presented to the Commissioners.

March

- The County Administrator and Budget & Finance develop a balanced draft budget and present to the Commissioners.
- Individual department/agency budget presentations to the Commissioners continue.

April

- Individual department/agency budget presentations to the Commissioner continue.
- Commissioners provide feedback on the draft budget. A final draft budget is presented and the Commissioners vote to send the final draft budget to Public Hearing.

May

- Commissioners hold a Public Hearing to receive citizen input on proposed rate changes.
- Commissioners hold a Public Hearing to receive citizen input on proposed budget.

May/June

- Commissioners vote to adopt budget.
- Operating and Capital Improvement Plan budgets are adopted.

July

- New fiscal year begins.
- Operating and CIP budget books are published.

Budget Process

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

Several essential features that characterize a good budget process are:

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

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

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

Financial and Debt Capacity Analysis:

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

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

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

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

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

The economic and financial trend analysis is an integral part of the County's decision-making process that includes short and long-term forecasts. The County's current financial condition as well as future debt

capacity, long-range plans, future goals, and visions are evaluated. During this phase, forecasting of revenues, policy and reserve reviews, compensation adjustments, and inflation assumptions are made.

Budget Development Start:

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

Budget Development:

The Capital Improvement Budget development begins in the fall along with the development of the debt capacity and financial and economic trend analysis. The Capital Improvement Program (CIP) provides a comprehensive approach to planning and impacts all facets of County operations. The County Administrator, the Chief Financial Officer, the Director of Planning and Zoning, the Director of Public Works, and the Director of Engineering comprise the Capital Improvement Program Committee. From the time the CIP's initial annual review is begun in October through its adoption in May of each fiscal year, there is constant interaction between departments, the CIP committee, and the elected officials. This effort is characterized by cooperation and reflects a common goal of ensuring that the CIP meets the objectives of the County and remains affordable and achievable.

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

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

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

Review/Modification Phase:

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

Budget Adoption:

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

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

Start Up:

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

Basis of Accounting and Budgeting

GAAP Basis of Accounting:

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

The governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized when measurable and available. Expenditures are generally recorded when incurred. In accordance with GAAP, the County considers revenue collected within 90 days of the end of the fiscal year as being available, except for property taxes, which must be collected within 60 days. When revenues have not been received within the availability periods, they have been deferred into a future fiscal year.

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

Budgetary Basis of Accounting:

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

- ◆ For budgetary purposes, expenditures are recognized when encumbered. Under GAAP, encumbrances are classified as a reservation of fund balance.

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

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

Balanced Budget:

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

Costing of Services:

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

Amendment to the Budget

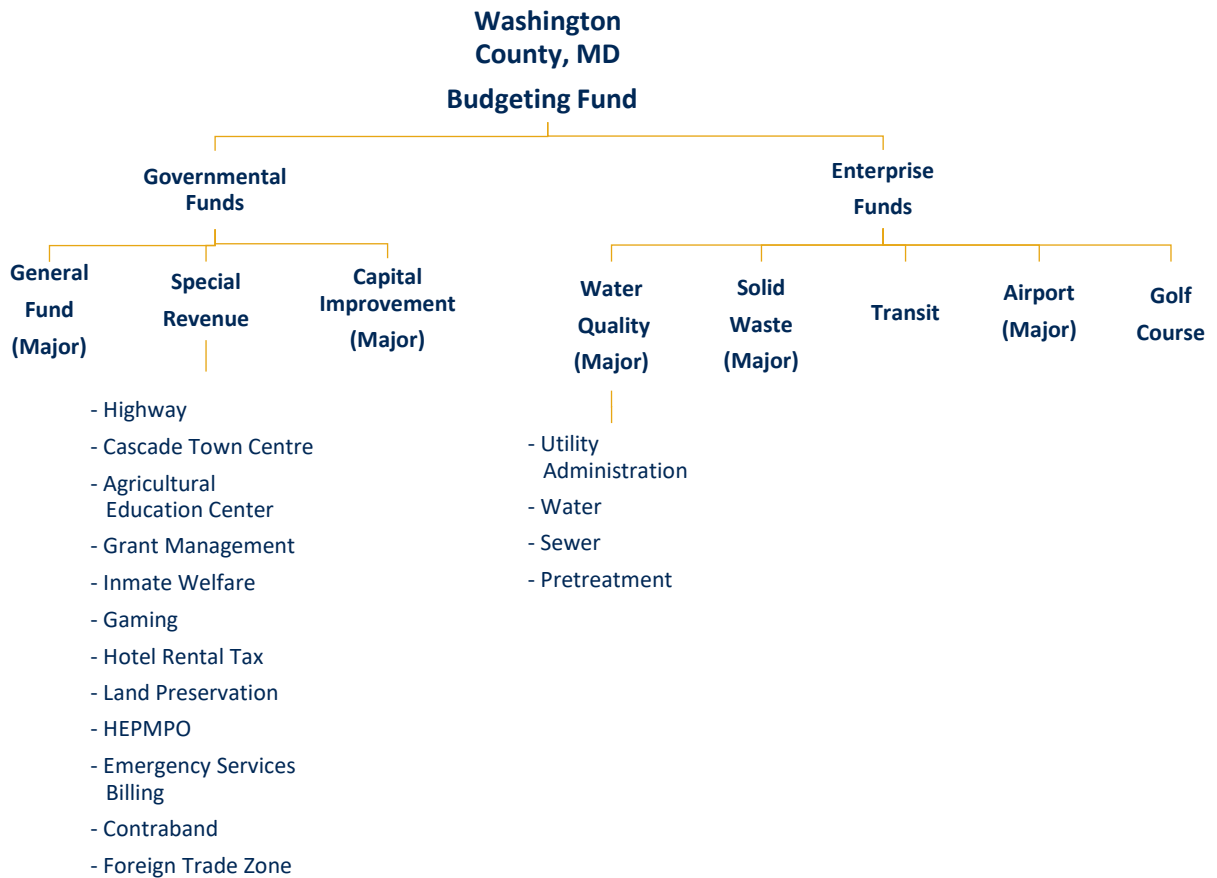
The County's Operating Budgets are adopted at the program/service level and the Capital Improvement Budgets are adopted at the project level. Transfers between programs or projects greater than \$25,000 require County Commissioner approval. Any transfer out of contingency requires the approval of the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

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

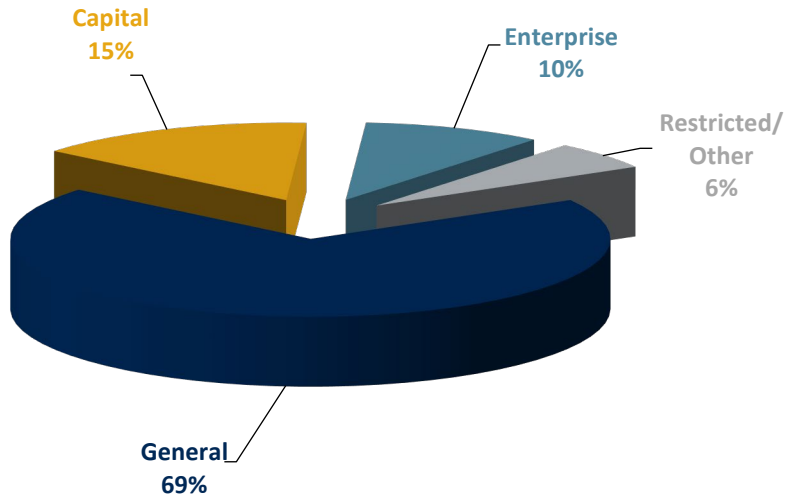
Fund Summaries

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

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



FY 2025 Funds



General Fund:

\$300,648,730

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:

\$65,785,000

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

Enterprise Funds:

\$42,353,730

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

- ◆ **Water Quality Funds** – The Water Quality Funds account for all operating activities necessary to provide water, wastewater, and pretreatment services. This includes, but is not limited to administration, operations and maintenance, financing, and related debt service. (\$22,856,220 – major fund)
- ◆ **Solid Waste Fund** – The Solid Waste Fund accounts for municipal solid waste operations on a cost-of-service basis. This includes operations and maintenance, administration, related debt service on operational sites, closure and post-closure costs, pre-development costs, future construction cost reserves, and closed landfill sites. (\$10,692,500 – major fund).

- ◆ **Transit Fund** – The Transit Fund accounts for the County public transit system funded mainly by Federal and State grants and include all operating activities necessary to provide that service. This includes, but is not limited to administration, operations and maintenance, and public assistance programs. (\$3,589,210 – Non-Major Fund)
- ◆ **Airport Fund** – The Airport Fund accounts for all operating activities necessary to provide air transportation needs to the Quad-State area. This includes, but is not limited to administration, operations and maintenance, financing, and related debt service. (\$3,715,420 – major fund)
- ◆ **Golf Course Fund** – 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. (\$1,500,380 – non-major fund)

Other Governmental Funds:

\$25,309,980

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 10 separate restricted Governmental Funds:

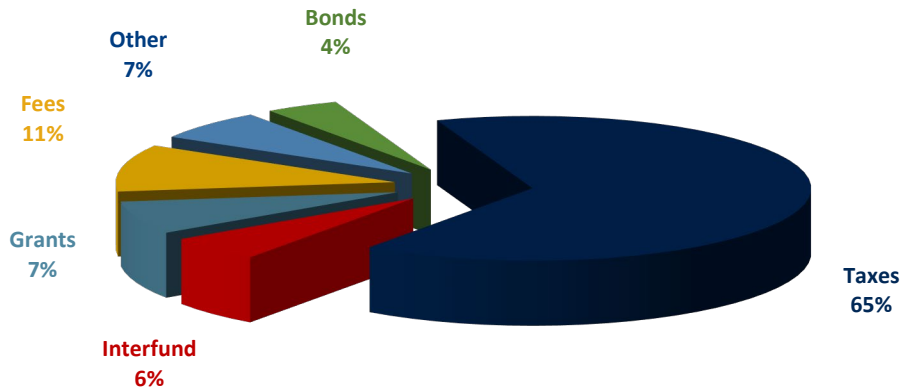
- ◆ **Highway Fund** – The Highway Fund accounts for all the activities necessary to maintain the county road system. This includes, but is not limited to patching, stabilization, right-of-way, storm damage, snow and ice removal, line striping, signal maintenance, administration, and fleet maintenance costs. (\$13,914,110 non-major fund)
- ◆ **Other Funds** – The County maintains nine other small funds that account for the activities associated with each of the funds mentioned and are immaterial in nature. (\$8,900,490 total – non major fund) They are:

Cascade Town Centre Fund	\$ 108,000
Agricultural Educational Center Fund	\$ 322,660
Grant Management Fund	\$ 660,730
Inmate Welfare Fund	\$ 630,310
Gaming Fund	\$ 2,136,000
Hotel Rental Tax Fund	\$ 2,000,000
Land Preservation Fund	\$ 3,869,530
HEPMPO Fund	\$ 811,750
Emergency Services Billing	\$ 816,890
Contraband Fund	\$ 0
Foreign Trade Zone Fund	\$ 40,000

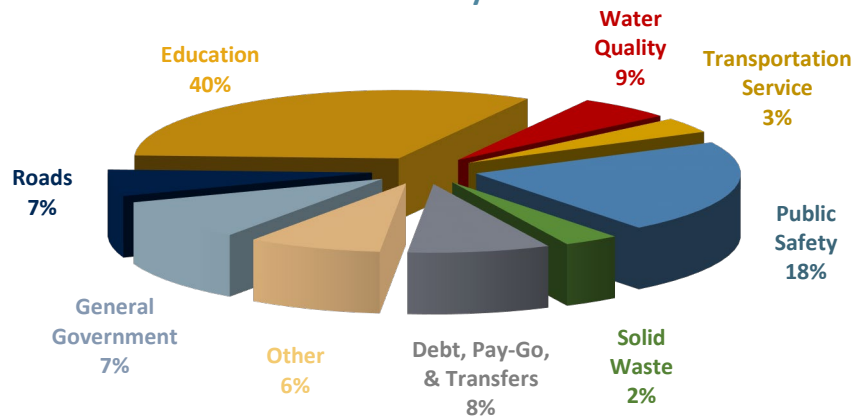
Total Sources & Uses of County Funds

The following represents total County revenues and expenditures, which are used to provide services and programs to the citizens of Washington County. The graph below depicts the total resources and uses of the County for the fiscal year 2025.

Where Does the Money Come From?



What Is The Money Used For?



The County’s three major funds are the General, Capital Improvement, and the Enterprise Funds. The following schedule summarizes the revenues and expenditures of those funds for the FY2024 and FY2025.

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 to protect the County from unexpected adversity and to preserve its financial strength. The County unlike most governmental units requires all its funds to maintain minimum operating reserves. Funds that do not meet the minimum amount are required to budget for the deficiency within their operating budgets.

The County is expected to meet its reserve target on June 30, 2024. This reserve protects the County against unanticipated revenue cuts or economic downturns. The reserve target rate is 17%.

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

Description	Fiscal Year		
	2025 Budget	2024 Budget	2023 Actual
Revenue (By Major Type)			
Property Tax	\$ 152,420,120	\$ 143,377,150	\$ 141,063,795
Income Tax	\$ 121,388,350	\$ 116,692,810	\$ 121,057,937
Other Local Taxes	\$ 10,326,800	\$ 10,697,000	\$ 13,892,934
Highway User	\$ 3,030,040	\$ 2,527,810	\$ 2,151,524
Interest	\$ 4,757,000	\$ 1,900,000	\$ 6,882,318
Fees	\$ 45,801,040	\$ 44,288,860	\$ 45,557,795
Grants	\$ 32,004,050	\$ 31,889,250	\$ 47,562,725
In- Kind	\$ 4,280,100	\$ -	\$ 5,496,970
Other	\$ 567,660	\$ 1,613,620	\$ 1,184,559
Bonds	\$ 18,511,000	\$ 14,055,000	\$ 15,101,299
Subtotal	\$ 393,086,160	\$ 367,041,500	\$ 399,951,856
Transfers	\$ 24,526,600	\$ 24,822,530	\$ 39,335,424
Reserves	\$ 16,484,680	\$ 6,505,920	\$ -
Total Revenue	\$ 434,097,440	\$ 398,369,950	\$ 439,287,280
Expenditures (By Function):			
Education	\$ 140,680,550	\$ 140,541,130	\$ 121,790,998
Public Safety	\$ 95,453,240	\$ 83,567,960	\$ 75,434,225
State/Community Promotion	\$ 11,652,830	\$ 10,092,190	\$ 18,623,308
Court System	\$ 8,155,350	\$ 7,372,690	\$ 6,192,315
General Government	\$ 42,024,350	\$ 33,141,000	\$ 37,762,942
Parks and Recreation	\$ 9,143,450	\$ 2,880,770	\$ 8,049,510
Water Quality	\$ 24,968,220	\$ 23,767,710	\$ 15,266,274
Roads/Infrastructure	\$ 27,199,110	\$ 29,674,150	\$ 21,887,290
Land Preservation	\$ 3,869,530	\$ 2,519,700	\$ 4,013,263
Solid Waste	\$ 14,749,500	\$ 11,028,630	\$ 6,409,244
Transit System	\$ 4,068,210	\$ 3,298,780	\$ 5,885,983
Airport	\$ 11,660,420	\$ 12,890,120	\$ 4,045,083
Golf Course	\$ 1,875,380	\$ 1,356,720	\$ 1,881,711
EMS Billing	\$ 816,890	\$ -	\$ -
Foreign Trade Zone	\$ 40,000	\$ -	\$ -
Subtotal	\$ 396,357,030	\$ 362,131,550	\$ 327,242,146
Transfers	\$ 21,530,330	\$ 20,459,160	\$ 41,654,819
Debt Service	\$ 16,210,080	\$ 15,779,240	\$ 15,210,802
Total Expenditures	\$ 434,097,440	\$ 398,369,950	\$ 384,107,767
Excess (Deficiency) of Revenues over Expenditures	\$ -	\$ -	\$ 55,179,513
GAAP Basis Adjustments	\$ -	\$ -	\$ (2,643,212)
Beginning Fund Balance/Net Equity	\$ 469,567,269	\$ 469,567,269	\$ 417,030,968
Ending Fund Balance/Net Equity (forecast)	\$ 469,567,269	\$ 469,567,269	\$ 469,567,269

Combined Statement of Revenues, Expenditures, and Changes in Undesignated Fund Balance Fiscal Year 2025 Budget – All Funds

Description	Funds				Total
	General	Capital	Enterprise	Restricted	
Revenue (By Major Type)					
Property Tax	\$ 152,420,120	\$ -	\$ -	\$ -	\$ 152,420,120
Income Tax	121,388,350	-	-	-	121,388,350
Other Local Taxes	8,281,800	-	-	2,045,000	10,326,800
Highway User	-	-	-	3,030,040	3,030,040
Interest	4,757,000	-	-	-	4,757,000
Fees	4,839,740	3,215,000	33,811,340	3,934,960	45,801,040
Grants	4,681,620	21,185,000	1,867,840	4,269,590	32,004,050
In-Kind	4,280,100	-	-	-	4,280,100
Other	-	275,000	-	292,660	567,660
Bonds	-	18,511,000	-	-	18,511,000
Subtotal	\$ 300,648,730	\$ 43,186,000	\$ 35,679,180	\$ 13,572,250	\$ 393,086,160
Transfers	-	10,105,000	2,779,370	11,642,230	24,526,600
Reserves	-	12,494,000	3,895,180	95,500	16,484,680
Total Revenue	\$300,648,730	\$65,785,000	\$42,353,730	\$25,309,980	\$ 434,097,440
Expenditures (By Function):					
Education	\$ 125,871,550	\$ 14,809,000	\$ -	\$ -	\$ 140,680,550
Public Safety	84,527,930	9,295,000	-	1,630,310	95,453,240
State/Community Promotion	8,632,100	-	-	3,020,730	11,652,830
Court System	8,155,350	-	-	-	8,155,350
General Government	33,725,600	6,603,000	-	1,695,750	42,024,350
Parks and Recreation	1,995,790	6,825,000	-	322,660	9,143,450
Water Quality	-	2,112,000	22,856,220	-	24,968,220
Roads/Infrastructure	-	13,285,000	-	13,914,110	27,199,110
Land Preservation	-	-	-	3,869,530	3,869,530
Solid Waste	-	4,057,000	10,692,500	-	14,749,500
Transit System	-	479,000	3,589,210	-	4,068,210
Airport	-	7,945,000	3,715,420	-	11,660,420
Golf Course	-	375,000	1,500,380	-	1,875,380
EMS Billing	-	-	-	816,890	816,890
Foreign Trade Zone	-	-	-	40,000	40,000
Subtotal	\$ 262,908,320	\$ 65,785,000	\$ 42,353,730	\$ 25,309,980	\$ 396,357,030
Transfers	21,530,330	-	-	-	21,530,330
Debt Service	16,210,080	-	-	-	16,210,080
Total Expenditures	\$ 300,648,730	\$ 65,785,000	\$ 42,353,730	\$ 25,309,980	\$ 434,097,440
Beginning Fund Balance/Net Equity	\$ 74,358,872	\$ 162,509,152	\$ 221,114,287	\$ 11,584,958	\$ 469,567,269
Ending Fund Balance/Net Equity (forecast)	\$ 74,358,872	\$ 162,509,152	\$ 221,114,287	\$ 11,584,958	\$ 469,567,269

Combined Statement of Revenues, Expenditures, and Changes in Undesignated Fund Balance Fiscal Year 2024 Budget – All Funds

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
Revenue (By Major Type)					
Property Tax	\$ 143,377,150	\$ -	\$ -	\$ -	\$ 143,377,150
Income Tax	116,692,810	-	-	-	116,692,810
Other Local Taxes	8,652,000	-	-	2,045,000	10,697,000
Highway User	-	-	-	2,527,810	2,527,810
Interest	1,900,000	-	-	-	1,900,000
Fees	5,155,200	3,215,000	32,773,270	3,145,390	44,288,860
Grants	5,283,190	22,224,000	1,707,070	2,674,990	31,889,250
Other	-	1,045,000	339,070	229,550	1,613,620
Bonds	-	14,055,000	-	-	14,055,000
Subtotal	\$ 281,060,350	\$ 40,539,000	\$ 34,819,410	\$ 10,622,740	\$ 367,041,500
Transfers	-	8,965,000	4,537,630	11,319,900	24,822,530
Reserves	-	6,500,000	5,920	-	6,505,920
Total Revenue	\$ 281,060,350	\$ 56,004,000	\$ 39,362,960	\$ 21,942,640	\$ 398,369,950
Expenditures (By Function):					
Education	\$ 122,823,130	\$ 17,718,000	\$ -	\$ -	\$ 140,541,130
Public Safety	75,366,870	6,587,000	-	1,614,090	83,567,960
State/Community Promotion	7,156,520	-	-	2,935,670	10,092,190
Court System	7,372,690	-	-	-	7,372,690
General Government	30,222,070	1,378,000	-	1,540,930	33,141,000
Parks and Recreation	1,880,670	710,000	-	290,100	2,880,770
Water Quality	-	1,865,000	21,902,710	-	23,767,710
Roads/Infrastructure	-	16,632,000	-	13,042,150	29,674,150
Land Preservation	-	-	-	2,519,700	2,519,700
Solid Waste	-	1,154,000	9,874,630	-	11,028,630
Transit System	-	165,000	3,133,780	-	3,298,780
Airport	-	9,795,000	3,095,120	-	12,890,120
Golf Course	-	-	1,356,720	-	1,356,720
Subtotal	\$ 244,821,950	\$ 56,004,000	\$ 39,362,960	\$ 21,942,640	\$ 362,131,550
Transfers	20,459,160	-	-	-	20,459,160
Debt Service	15,779,240	-	-	-	15,779,240
Total Expenditures	\$ 281,060,350	\$ 56,004,000	\$ 39,362,960	\$ 21,942,640	\$ 398,369,950
Beg. Fund Balance/Net Equity	\$ 74,358,872	\$ 162,509,152	\$ 221,114,287	\$ 11,584,958	\$ 469,567,269
Ending Fund Balance/Net Equity (forecast)	\$ 74,358,872	\$ 162,509,152	\$ 221,114,287	\$ 11,584,958	\$ 469,567,269

Combined Statement of Revenues, Expenditures, and Changes in Undesignated Fund Balance Fiscal Year 2023 Actuals – All Funds

Description	Funds				
	General	Capital	Enterprise	Restricted	Total
Revenue (By Major Type)					
Property Tax	\$ 141,063,795	\$ -	\$ -	\$ -	\$ 141,063,795
Income Tax	121,057,937	-	-	-	121,057,937
Other Local Taxes	10,691,526	-	-	3,201,408	13,892,934
Highway User	-	-	-	2,151,524	2,151,524
Interest	6,324,575	-	557,624	119	6,882,318
Fees	5,604,375	8,365,169	27,881,134	3,707,117	45,557,795
Grants	10,119,529	24,723,336	2,309,855	10,410,005	47,562,725
In - Kind	4,280,080	1,216,890	-	-	5,496,970
Other	733,272	123,895	82,034	245,358	1,184,559
Bonds	-	15,101,299	-	-	15,101,299
Subtotal	\$ 299,875,089	\$ 49,530,589	\$ 30,830,647	\$ 19,715,531	\$ 399,951,856
Transfers	-	26,455,375	2,617,500	10,262,549	39,335,424
Reserves	-	-	-	-	-
Total Revenue	\$ 299,875,089	\$ 75,985,964	\$ 33,448,147	\$ 29,978,080	\$ 439,287,280
Expenditures (By Function):					
Education	\$ 119,105,650	\$ 2,685,348	\$ -	\$ -	\$ 121,790,998
Public Safety	69,090,085	4,463,371	-	1,880,769	75,434,225
Water Quality	-	3,829,852	11,436,422	-	15,266,274
Roads/Infrastructure	-	11,218,567	-	10,668,723	21,887,290
Land Preservation	-	-	-	4,013,263	4,013,263
Solid Waste	-	253,420	6,155,824	-	6,409,244
Transit System	-	2,701,906	3,184,077	-	5,885,983
Airport	-	2,047,843	1,997,240	-	4,045,083
Golf Course	-	618,527	1,263,184	-	1,881,711
Subtotal	\$ 242,226,983	\$ 32,590,856	\$ 24,036,747	\$ 28,387,560	\$ 327,242,146
Transfers	41,608,736	-	-	46,083	41,654,819
Debt Service	15,210,802	-	-	-	15,210,802
Total Expenditures	\$ 299,046,521	\$ 32,590,856	\$ 24,036,747	\$ 28,433,643	\$ 384,107,767
Excess (Deficiency) of Rev. over Exp.	\$ 828,568	\$ 43,395,108	\$ 9,411,400	\$ 1,544,437	\$ 55,179,513
Increase (Decrease) in Fund Balance	\$ 828,568	\$ 43,395,108	\$ 9,411,400	\$ 1,544,437	\$ 55,179,513
GAAP Basis Adjustments	\$ 4,186,935	\$ (5,726,987)	\$ (1,103,160)	\$ -	\$ (2,643,212)
Beginning Fund Balance/Net Equity	\$ 69,343,369	\$ 124,841,031	\$ 212,806,047	\$ 10,040,521	\$ 417,030,968
Ending Fund Balance/Net Equity	\$ 74,358,872	\$ 162,509,152	\$ 221,114,287	\$ 11,584,958	\$ 469,567,269

Capital Program & Debt Management

Capital Improvement Program

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

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

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

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

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

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

Capital Improvement Plan Process

Capital Improvement Plan development begins in the winter after completion of the debt affordability analysis. The Capital Improvement Program provides a comprehensive approach to planning and impacts all facets of County operations. The County Administrator, the Chief Financial Officer, the Planning Director, the Director of Public Works, and the Director of Engineering comprise the Capital Improvement Plan

Committee, (“CIP Committee”). From the time the Capital Improvement Plan’s Initial annual review begins in October through its adoption in May of each year, there is constant interaction between departments, the CIP Committee, and elected officials. This effort is characterized by cooperation and reflects a common goal of ensuring that the Capital Improvement Plan meets the objectives of the County and remains affordable and achievable. The CIP Committee reviews the project submissions to ensure:

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

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

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

Components of the Capital Program

Capital Project Definition

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

- ◆ Projects having restricted funding sources, including grants, that require them to be included in the Capital Improvement Budget
- ◆ Systematic acquisitions over an extended time period to complete implementation of a major functional or operating system
- ◆ Rehabilitation or replacement projects of governmental or agency facilities
- ◆ Projects that require bond financing because of significant costs associated with the acquisition or construction of the project

- ◆ Planning and feasibility studies that support the acquisition, construction, or improvement of the items listed above. (These are not required to meet the useful life test).

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

Capital Project Priority Ranking System

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

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

1. **Legal Mandates** – This criterion assesses the risk with legal issues required by Federal or State statute, court order, or regulation, or a project that moves the County into further compliance with such mandates.
2. **Public Health and Safety** – This criterion includes health related impacts such as increases in traffic accidents, injuries, and deaths.
3. **Environmental Impact** – This criterion evaluates the environmental related impact on such items as water quality, flood control, air quality, contamination, etc.
4. **Conformity to County Commissioners Goals and Plans** – This allows for the evaluation of the project in relationship to the goals and plans of the Commissioners and/or the Comprehensive Plan or other approved plans by the County.
5. **Conformity to Agency, Department, and Jurisdictional Plans** – This allows for the evaluation of the project in relationship to written plans of County agencies, departments, and jurisdictions.
6. **Community Support** – This criterion refers to interest group advocacy and/or opposition and conformity to County master and strategic plans.
7. **Project Cost** – This criterion considers the total cost of constructing or installing the proposed work. The higher the cost, the lower the weight. However, the forced score should not be considered adversely with respect to an individual project as it simply identifies the financial issues within the Capital Improvement Plan Budget. A project will rank high if warranted by other evaluation criteria when scored if appropriate.
8. **Funding** – This criterion evaluates available funding sources to be contributed towards the proposed project, taking into consideration if the project is continuing from the prior year (in which

funding would be required), if there is proposed self-supporting funds, or if significant outside funding sources are available.

9. **Operating Budget Impact: Cost/Benefit** – This criterion reflects the other costs relative to the proposed project, including operation and maintenance, start-up costs, and personnel as well as cost savings and potential revenues generated by the completed project.
10. **Preservation of Facility** – This criterion measures the possible effect of deferring the project, such as complete replacement of facility or equipment, major repair, normal repair costs if not replaced or added cost for new facility.
11. **Project Life** – This criterion is used to rank the project based on life expectancy and projected maintenance cost. A higher value is placed on longer-term infrastructure assets.
12. **Economic Impact** – This criterion measures the impact such as property value, future tax base, added jobs, income to citizens, changes in business income, and stabilization of neighborhoods. Such impacts may apply more to capital projects related to growth and expansion than to infrastructure maintenance, although deteriorating structures can adversely affect business.
13. **Recreational, Cultural or Aesthetic Value** – A catch-all criteria for other significant quality-of-life related impacts that include community appearance, recreational opportunities, and cultural improvements.
14. **Percent of Population Benefitting** – Estimates the number of persons likely to be affected by the project and nature of the impact.

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

- Priority 1 Projects needed to comply with a court order or legislative mandate, and/or projects that are critical to the health, safety, and general welfare of County citizens.
- Priority 2 Projects essential to the general welfare of the community, operating or maintaining of a physical facility, but not critical relative to other projects.
- Priority 3 Projects that provide a public operational improvement or are important in relation to County financial capabilities, needs, or other program requirements.
- Priority 4 Projects that provide for necessary maintenance or replacement, but where deferral will not result in significantly increased cost to the County.
- Priority 5 Projects that conflict with the master plan and/or projects for which there are concerns related to serious need, cost, justification, or timing.

After all proposed projects are prioritized using these criteria, the CIP committee: (1) reviews the project ranking report for reasonableness; (2) checks for any projects that appear out of order; (3) determines if there are any linkages between projects; (4) evaluates if there are any advantages to having projects done

concurrently; (5) ascertains if there are any projects dependent on one another; and (6) reviews the project's impact on the operating budget. Adjustments to the final ranking may be necessary based on this extensive Capital Improvement Plan prioritization process.

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

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

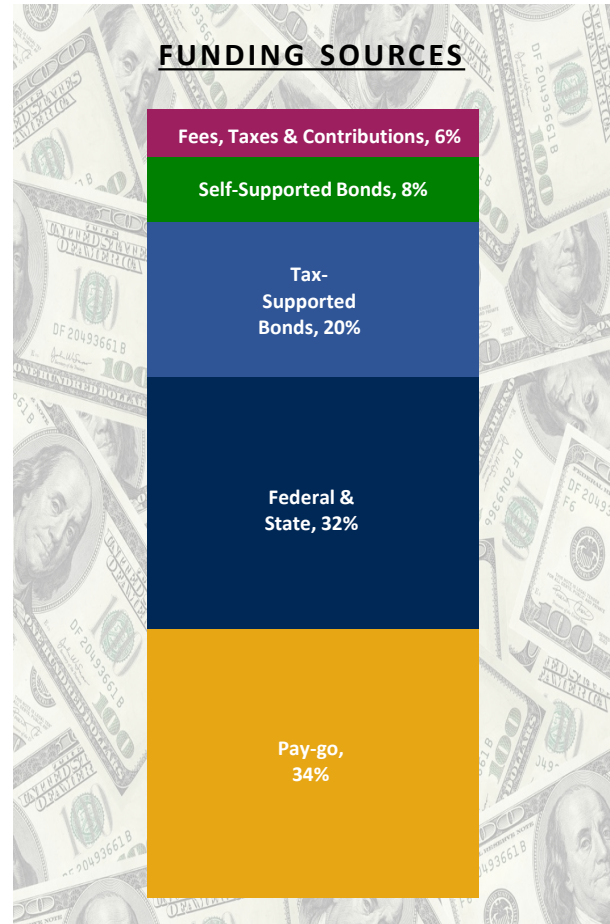
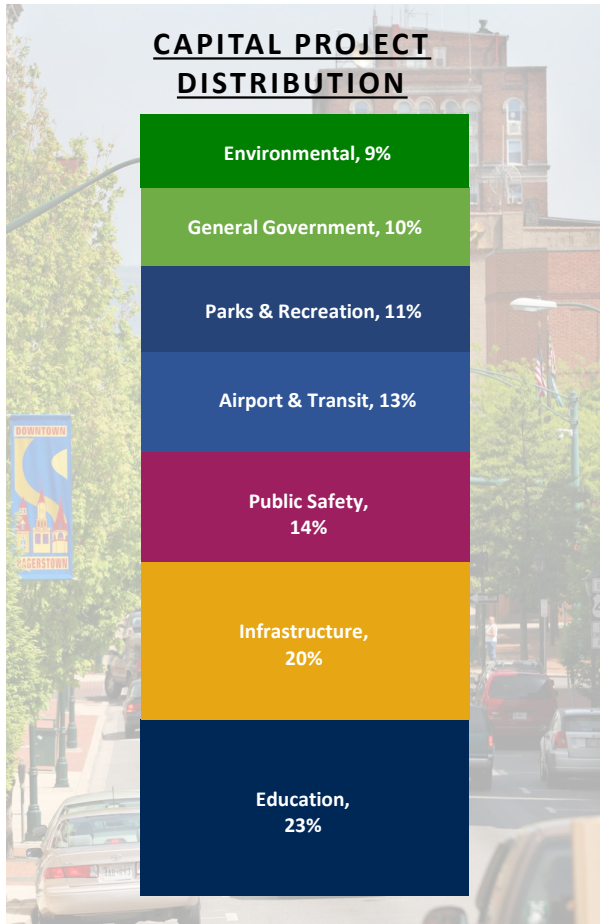
Capital Improvement Plan Funding Sources

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

- ◆ Tax- Support Bonds are General Obligation Bonds secured by the full faith and credit of the issuer. General Obligation Bonds issued by the County are secured by a pledge of the County's property taxing power and must be authorized by legislative authority. The amount to be issued in this fiscal year is based on the County's debt affordability guidelines, debt policies, and future project costs.
- ◆ Self-Supported Bonds are issued for enterprise funds and the debt service is paid from user fees.
- ◆ Pay-Go Funds represent cash contributions from various operating funds for specific capital projects without a dedicated funding source.
- ◆ Federal and State Funds are for specific projects and are restrictive in nature. These funds are inconsistent from year-to-year and are not used as a base revenue stream.
- ◆ Fees and Taxes is the other major funding source. Excise tax is assessed for residential construction at \$1 per sq foot (SF), and \$.50 SF for additions to residential properties. Excise tax for nonresidential non-retail is assessed at \$1. SF and nonresidential retail at \$1 SF for the first 15,000 SF and \$3 SF thereafter. Budgeted excise tax is based on projected growth and development. Transfer tax is charged on recorded real property transfers in the County at a rate of .5%. Transfer tax revenue is based on projected home sales and recordation activity. In addition, the County has an Adequate Public Facilities Ordinance Fee and is used to generate revenue so that public facilities and services needed to support new development will be available concurrently with the impacts of the new developments.

Capital Improvement Budget Overview

A graphic illustration of planned capital project distribution and funding sources for fiscal year 2025 is shown below. The fiscal year 2025 Capital Improvement Budget is funded mainly from: tax-supported and self-supported bonds, pay-go funds, Federal and State funds, and developer-based fees.



Operating Impact of Capital Improvement Projects

The operating impacts of capital projects are reviewed and considered during the Capital Improvement Plan review process. Estimated new revenues and/or operational efficiency savings associated with projects are also taken into consideration. The operating costs of the projects are identified and considered during the ranking evaluation. The operating costs of projects to be completed and in-service during the budget year are identified and justified as part of the operating budget process. Additions or eliminations of personnel, significant start-up costs, as well as operation and maintenance costs of the new facilities are included in the operating budget. These conservative operating cost estimates include personnel, equipment maintenance, building maintenance, and other major costs anticipated at the completion of the project. An important consideration in the County’s Capital Improvement Budget is the fiscal impact on the Operating Budget due to the additional debt service cost. Total debt service cost for fiscal 2025 is approximately \$20.5 million.

Debt Affordability Analysis

One of the major sources of funding for capital projects is debt. Debt is issued to match the cash flow requirements of the Capital Improvement Plan, while considering the effect of the tax burden on citizens. Therefore, along with the development of the Capital Improvement Plan, an annual debt affordability analysis is performed to evaluate the effect of debt service costs on operating budgets and to utilize long-term financial planning.

The key factor in the issuance of debt is the understanding that effective debt management is critical to the overall financial management of the County. Therefore, issuance of debt is done in conformance with the County's Debt Policy, which is an integral component of the County's financial management program. Accordingly, critical to sound financial and debt management is the continuing evaluation of the County's ability to afford and plan for the issuance of debt. In this regard the County has instituted a self-imposed requirement that an annual debt affordability analysis be performed. The analysis provides a method by which the County's debt position can be evaluated, tested for stress and affordability, and compared to other jurisdictions, "Peer Group", that are considered comparable to the County. The analysis provides the County Commissioners and citizens with a way to assess the impact of bond issuance and allows for informed decisions regarding financing proposals and capital spending priorities.

The County undertakes the debt capacity analysis on an annual basis in conjunction with the issuance of bonds and the formulation of the long-range Capital Improvement Plan. This comprehensive and routine analysis of debt capacity provides assurance that the amount of debt issued by the County is affordable. It also ensures that an appropriate balance is maintained between the County's capital needs and its ability to pay for them.

To determine the County's debt affordability, a peer group was established for comparison. The Peer Group consists of counties that share similar characteristics in various areas, including but not limited to, population, region, bond rating, and budget thresholds. Also, our sample of counties was based on size and income indicators, such as per capita income, property values, access to interstate highways, and revenue generation.

The Peer Group contains nine other Maryland counties: Howard, Frederick, Harford, Carroll, Charles, St. Mary's, Cecil, Wicomico, and Calvert.

As with any business, including County government, it is important to develop strategic objectives, including prudent borrowing limits. The debt ratios used by the County are relevant benchmarks used to measure its debt position. Establishing an acceptable range for the debt ratios has allowed the County to continually monitor its debt position and provide a mechanism for calculating debt capacity. The information provided by the ratios assists the County in the capital budgeting decision process, including prioritizing capital spending.

Measures of debt affordability are sensitive as they are impacted by the amount of outstanding debt and changes in both demographic and economic factors. Changes in demographic factors such as population growth and personal income affect debt ratios. Economic cycles can have major impacts, both positive and negative, on targeted ratios and debt capacity. This volatility demonstrates the need for assessing changes in projected debt capacity on an annual basis.

Decisions regarding the use of debt are based on a number of factors including, but not limited to, the long-term needs of the County and the amount of resources available to repay the debt. Flexibility is required to enable the County’s management team to respond to unforeseen emergencies or opportunities in the operational budget. In order to provide for that flexibility, the most important ratio - Debt Service as a Percent of Revenue - is included in the analysis. Comparing debt ratios of the Peer Group and national medians is useful in evaluating the County’s debt position. Evaluating the change in ranking over time also indicates a strengthening or weakening of the County’s debt position relative to the Peer Group and to national averages. Following is a five-year comparison of the County’s debt ratios for the tax-supported debt portion.

Ratio and Peer Group Median Comparisons								
Fiscal Year	Debt Per Capita		Debt as a Percent of FMV		Debt Service as a % of General Fund Revenue		Debt Service per Capita as a % of Income Per Capita	
	County Amount	Peer Group Median	County Ratio	Peer Group Median	County Ratio	Peer Group Median	County Ratio	Peer Group Median
2020	952	1,701	1.12%	1.56%	6.19%	9.02%	0.20%	0.34%
2021	948	1,623	1.09%	1.34%	5.13%	7.42%	0.18%	0.30%
2022	922	1,669	1.07%	1.56%	5.18%	6.66%	0.17%	0.26%
2023	921	1,680	1.01%	1.42%	5.28%	7.01%	0.17%	0.28%
2024 estimated	1,016	1,680	1.08%	1.42%	6.33%	7.01%	0.19%	0.28%
Policy	1,500		1.50%		8.00%		0.50%	

When the County compares its debt ratios to its peer group and national medians, it provides a snapshot of our debt position at a single point in time. However, to fully understand the County’s debt position, it is important to evaluate ratios over a long period of time so that trends can be ascertained, analyzed, and evaluated.

In completing the debt affordability analysis, the estimated debt capacity ceiling is established, and policy guidelines are applied to the debt capacity calculations. The ratio of Debt Service as a Percentage of Revenue is considered the most critical criteria in establishing debt capacity, in part, because the County controls both components of the ratio and the impact of the change is most pronounced in the operating budget and potentially the tax burden carried by the citizens.

Projections are based on net tax-supported debt currently outstanding plus average debt that is anticipated to be issued over the next 20 years. The projections are intended only to provide a method for assessing the impact of issuing more debt. The County’s debt affordability analysis is designed to: ensure that anticipated future debt is manageable from a fiscal and budgetary perspective; meet peer group ratio targets and avoid negative treatment by the rating agencies in the form of a rating downgrade; and keep borrowing costs to a minimum. The following table illustrates the impact of long-term debt issuance as it relates to various Peer Group targets that the County monitors.

Debt Capacity Analysis – Effect of Debt Issuance on Debt Ratios

Fiscal Year	Debt Per Capita		Debt as a Percent of FMV		Debt Service as a %		Debt Service Per Capita as a % of Income Per Capita	
	Projected	Peer Group Median	Projected	Peer Group Median	Projected	Peer Group Median	Projected	Peer Group Median
2025	1,040	1,680	1.10%	1.42%	6.27%	7.01%	0.18%	0.28%
2026	1,058	1,680	1.11%	1.42%	6.27%	7.01%	0.19%	0.28%
2027	1,074	1,680	1.12%	1.42%	6.22%	7.01%	0.19%	0.28%
2028	1,089	1,680	1.13%	1.42%	6.39%	7.01%	0.19%	0.28%
2029	1,100	1,680	1.13%	1.42%	5.87%	7.01%	0.18%	0.28%
2030	1,118	1,680	1.14%	1.42%	5.86%	7.01%	0.18%	0.28%
2031	1,135	1,680	1.15%	1.42%	6.11%	7.01%	0.19%	0.28%
2032	1,145	1,680	1.15%	1.42%	6.12%	7.01%	0.19%	0.28%
2033	1,153	1,680	1.15%	1.42%	6.16%	7.01%	0.19%	0.28%
2034	1,159	1,680	1.15%	1.42%	6.13%	7.01%	0.19%	0.28%
2035	1,163	1,680	1.14%	1.42%	6.11%	7.01%	0.19%	0.28%
2036	1,165	1,680	1.14%	1.42%	6.03%	7.01%	0.19%	0.28%
2037	1,167	1,680	1.13%	1.42%	5.99%	7.01%	0.19%	0.28%
2038	1,167	1,680	1.12%	1.42%	5.96%	7.01%	0.19%	0.28%
2039	1,166	1,680	1.11%	1.42%	5.93%	7.01%	0.19%	0.28%
2040	1,163	1,680	1.10%	1.42%	5.89%	7.01%	0.19%	0.28%
2041	1,158	1,680	1.09%	1.42%	5.83%	7.01%	0.19%	0.28%
2042	1,153	1,680	1.08%	1.42%	5.86%	7.01%	0.19%	0.28%
2043	1,144	1,680	1.06%	1.42%	5.86%	7.01%	0.19%	0.28%
2044	1,132	1,680	1.04%	1.42%	5.57%	7.01%	0.18%	0.28%
Policy	1,500		1.50%		8.00%		0.50%	

Credit Ratings

Rating agencies are companies that assign credit ratings to institutions, including local governments that issue debt obligations. Credit ratings are the rating agencies’ assessment of the County’s ability and willingness to repay debt on a timely basis. Debt management is an important factor in evaluating and assigning credit ratings. Credit ratings are an important indicator in the bond market and can influence the County’s long-term interest rates that it must pay.

The County’s current credit ratings are AA+ by Standard & Poor’s, AA+ by Fitch and an Aa1 by Moody’s Investors Service. The County’s credit ratings reflect strong financial management, continued economic development and diversification, strong financial position, sound financial policies, manageable capital needs, low to moderate debt, and strong reserves.

Changes in Economic Assumptions

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

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

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

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

Final Analysis

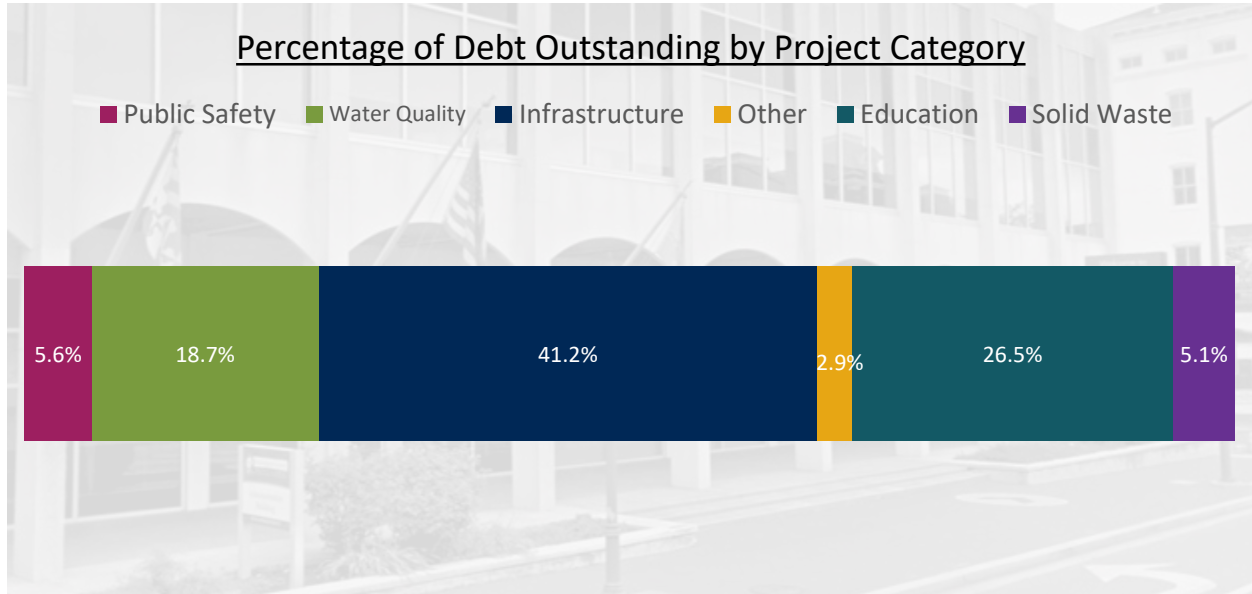
There are multiple factors that can affect the County's affordability to incur future indebtedness, including the County's economy and the availability of adequate financial resources. For that reason, the financial ratios and analysis used, take into account the entire County financial condition, as other factors can effectively deteriorate the County's financial posture and affect its ability to incur debt. In addition, these managerial and unpredictable scenarios are considered and tested as part of the analysis, so that the known effects of 'Worst' and 'Best' case results can be examined. It is important for the County to monitor its financial condition, the economic trends, and debt affordability results on a regular basis, in order to continue to evaluate the County's credit position to determine whether annual issuance of debt should be adjusted to reflect a changing financial outlook for the County under altered circumstances.

The estimated maximum debt capacity is not intended to be an absolute limit or a recommendation on the amount of debt that can be incurred. It should be used as a guide for better long-term financial planning and improving capital budgeting. Debt capacity estimates can assist long-term capital planning by showing the resources available to fund needed infrastructure, schools, and other capital needs. The estimates can then be used to allocate restricted resources to priority projects. The County's annual debt review analyzes the projected debt issuances to assure that long-term financial stability will remain intact.

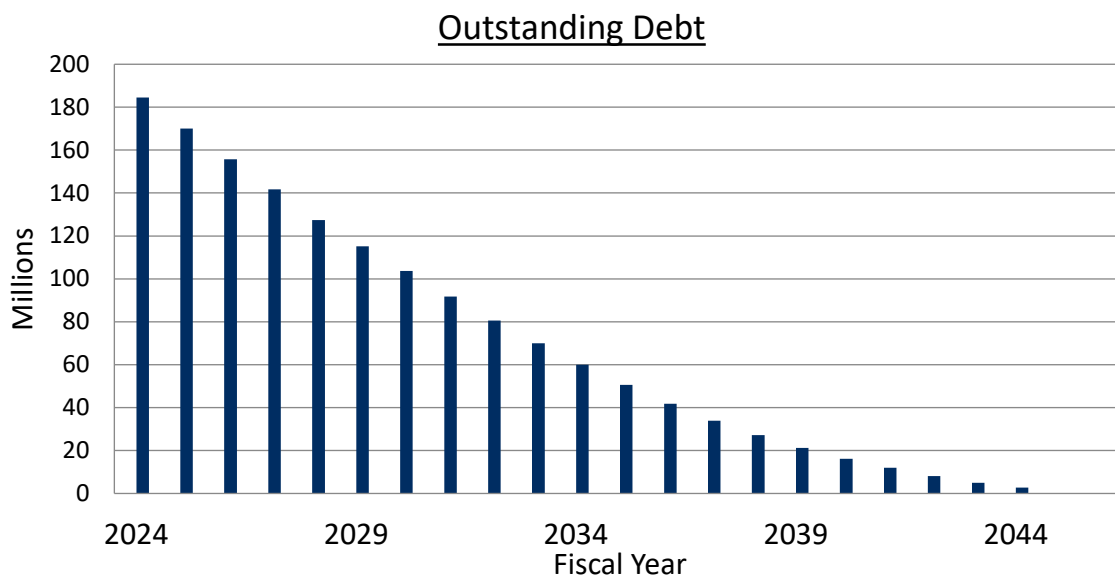
Outstanding Debt

The impact of the Capital Improvement Budget on the Operating Budget is evaluated during the budget process. The Capital Improvement Budget includes costs for long-term capital projects, which add to the capital asset base of the County. The Operating Budget includes the principal and interest cost associated with those assets and the pay-go financing.

The following graph illustrates the percentage of total debt outstanding on June 30, 2024, by project category:



The following graph illustrates the current outstanding debt as of June 30, 2024.



The table below shows the current outstanding balance as of June 30, 2024, and the estimated impact of debt service on the Operating Budget for FY 2025.

Current Debt Balance and FY 2025 Principal and Interest Costs

Description	FY 2024 Balance	FY 2025 Principal	FY 2025 Interest	Total Debt Service
General Fund:				
2013 Public Improvement Bonds	\$6,890,000	\$600,000	\$197,700	\$797,700
2013 Refunding Bonds	2,262,170	1,507,170	49,015	1,556,185
2014 Public Improvement Bonds	670,000	670,000	172,644	842,644
2015 Public Improvement Bonds	8,309,185	551,100	303,415	854,515
2015 Refunding Bonds	8,517,938	2,015,558	300,406	2,315,964
2016 Public Improvement Bonds	8,723,043	546,644	246,564	793,208
2016 Refunding Bonds	3,748,181	700,247	96,956	797,203
2017 Public Improvement Bonds	9,370,102	518,142	306,536	824,678
2018 Public Improvement Bonds	9,920,608	484,639	359,840	844,479
2019 Public Improvement Bonds	10,404,207	450,789	355,154	805,943
2020 Public Improvement Bonds	8,085,598	348,947	235,439	584,386
2020 Refunding Bonds	4,327,877	529,034	203,168	732,202
2020 B Refunding Bonds	11,606,487	1,245,996	206,857	1,452,853
2021 Public Improvement Bonds	10,057,001	391,574	303,916	695,490
2022 Public Improvement Bonds	9,000,000	295,000	395,600	690,600
2023 Public Improvement Bonds	11,040,000	329,849	512,557	842,406
2024 Public Improvement and Refunding Bonds	18,850,000	0	503,691	503,691
MD Water Quality Resh Capping Ph 1	853,476	281,666	8,534	290,200
Total General Fund Existing Debt	\$142,635,873	\$11,466,355	\$4,757,992	\$16,224,347
2025 Planned Debt:				
2025 Public Improvement Bonds	13,000,000			
Total General Fund Debt	\$155,635,873	\$11,466,355	\$4,757,992	\$16,224,347
Solid Waste:				
2013 Refunding Bonds	\$22,830	\$22,830	\$485.14	\$23,315
2015 Refunding Bonds	708,519	169,299	24,955	194,254
2016 Public Improvement Bonds	74,873	4,692	2,116	6,808
2016 Refunding Bonds	539,674	100,823	13,960	114,783
2017 Public Improvement Bonds	891,721	49,310	29,172	78,482
2018 Public Improvement Bonds	704,363	34,409	25,549	59,958
2019 Public Improvement Bonds	221,089	9,579	7,547	17,126
2020 Public Improvement Bonds	24,402	1,053	711	1,764
2020 Refunding Bonds	1,713,140	209,412	80,422	289,834
2020 B Refunding Bonds	1,603,453	172,136	28,578	200,714
2023 Public Improvement Bonds	320,000	9,561	14,857	24,418
2024 Public Improvement and Refunding Bonds	405,000	0	10,558	10,558
MD Water Quality 40 West Cell 3	96,230	96,230	1,059	97,288
Total Solid Waste Existing Debt	\$7,325,295	\$879,334	\$239,967	\$1,119,301
2025 Planned Debt:				
2025 Public Improvement Bonds	3,972,000			
Total Solid Waste Debt	\$11,297,295	\$879,334	\$239,967	\$1,119,301

Description	FY 2024 Balance	FY 2025 Principal	FY 2025 Interest	Total Debt Service
Water Quality:				
2015 Public Improvement Bonds	\$2,395,815	\$158,900	\$87,485	\$246,385
2015 Refunding Bonds	383,543	90,143	13,539	103,682
2016 Public Improvement Bonds	6,202,084	388,664	175,307	563,971
2016 Refunding Bonds	1,252,145	233,930	32,390	266,320
2017 Public Improvement Bonds	498,177	27,548	16,297	43,845
2018 Public Improvement Bonds	1,350,029	65,951	48,968	114,919
2019 Public Improvement Bonds	914,703	39,632	31,224	70,856
2020 Public Improvement Bonds	4,760,000	120,000	128,000	248,000
2020 Refunding Bonds	748,983	91,555	35,161	126,715
2020 B Refunding Bonds	2,905,059	311,868	51,775	363,644
2021 Public Improvement Bonds	87,999	3,426	2,659	6,086
2022 Public Improvement Bonds	6,335,000	210,000	278,406	488,406
2023 Public Improvement Bonds	2,530,000	75,590	117,461	193,051
2024 Public Improvement and Refunding Bonds	1,030,000	0	26,865	26,865
MD Water Quality Halfway I & I	91,267	30,120	913	31,033
MD Water Quality Winebrenner	1,580,339	126,000	12,643	138,643
MD Water Quality Conococheague	1,453,612	67,635	6,938	74,573
Total Water Quality Existing Debt	\$34,518,754	\$2,040,963	\$1,066,032	\$3,106,994
2025 Planned Debt:				
2025 Public Improvement Bonds	1,539,000			
MD Water Quality Smithsburg	4,488,552			
WwTP - ENR Upgrades				
Total Water Quality Debt	\$40,546,306	\$2,040,963	\$1,066,032	\$3,106,994
Total Existing and 2025 Planned Debt	\$207,479,474	\$14,386,652	\$6,063,991	\$20,450,642

Bonded Limit Summary as of June 30, 2024

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, 2024, the unused authorization available for issuance of general obligation bonds was \$67,510,096.

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

Schedule of Legal Debt Margins – Department of Water Quality	
As of June 30, 2024	
Assessed Value of Property in Washington County	\$15,070,217,000
Debt Limit: % of Assessed Value	10%
Water Quality Borrowing Limitation	1,507,021,700
Water Quality Debt	34,518,754
Debt Margin	1,472,502,946
Ratio of Water Quality Debt to Assessed Value	0.23%

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

Description	Fiscal Year		
	2023 Actual	2024 Budget	2025 Budget
Revenue (By Major Type):			
Fees	\$8,365,169	\$3,215,000	\$3,215,000
Grants	24,723,336	22,224,000	21,185,000
Other	1,340,785	1,045,000	275,000
Bonds	15,101,299	14,055,000	18,511,000
Subtotal	49,530,589	40,539,000	43,186,000
Transfers	26,455,375	8,965,000	10,105,000
Capital Reserves	-	6,500,000	12,494,000
Total Revenue	75,985,964	56,004,000	65,785,000
Expenditures (By Function):			
Education	2,685,348	17,718,000	14,809,000
Public Safety	4,463,371	6,587,000	9,295,000
Court System	9,835	-	-
General Government	3,495,305	1,378,000	6,603,000
Parks and Recreation	1,266,882	685,000	6,825,000
Water Quality	3,829,852	1,865,000	2,112,000
Roads/Infrastructure	11,429,762	16,632,000	13,285,000
Solid Waste	253,420	1,154,000	4,057,000
Transit System	2,701,906	165,000.00	479,000
Airport	2,047,843	9,795,000	7,945,000
Golf Course	618,527	25,000	375,000
Total Expenditures	32,802,051	56,004,000	65,785,000
Net Difference	\$43,183,913	-	-

Project Detail of Major Projects (≥ \$500,000) - Fiscal Year 2025

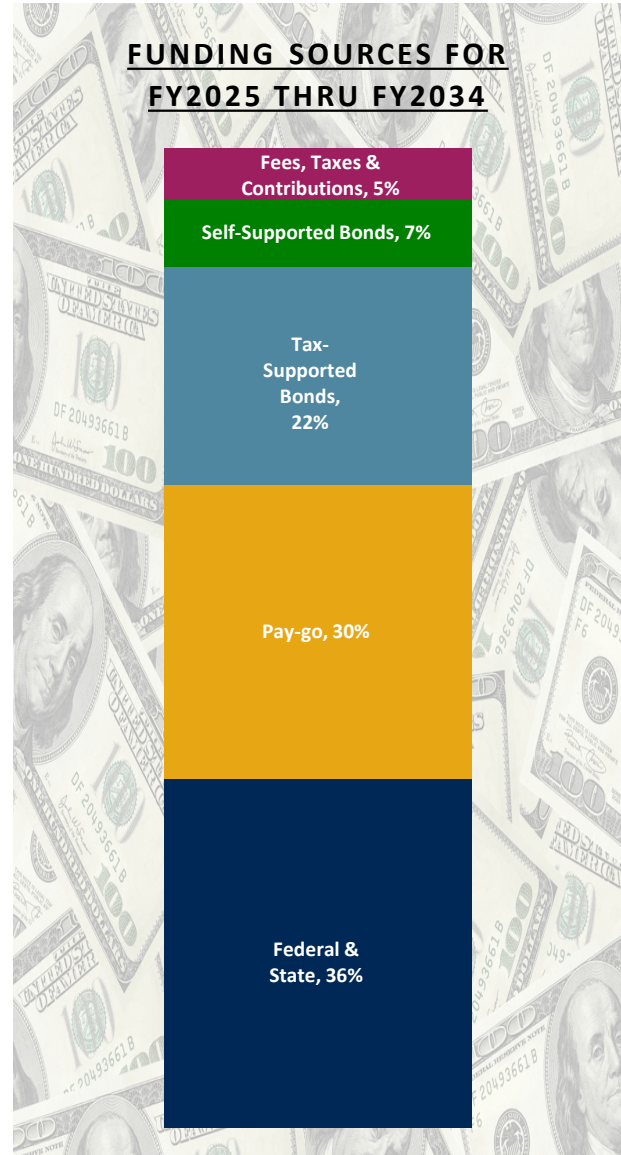
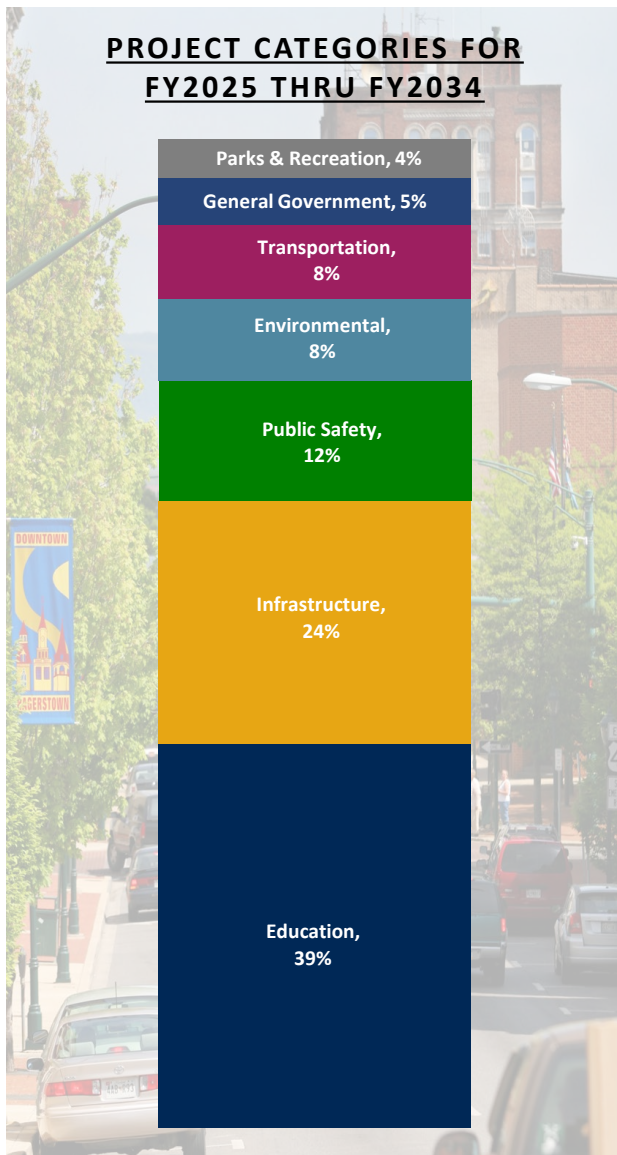
Project Name	Project Description	Project Budget	Operating Impact
Capital Maintenance – BOE	Projects vary depending on the conditions, safety, security, and utility requirements. The Comprehensive Maintenance Plan outlines specific projects over the next five years. Projects which qualify for State funding of 78% of construction costs are included here. Projects are targeted to reduce deferred maintenance.	\$14,249,000	\$0
Agriculture Education Center Indoor Multipurpose Building	Approximately a 50,000 square foot multipurpose building capable of hosting various special events, livestock shows, and recreational activities. Anticipated to serve as a primary emergency response site, storage, and/or shelter facility.	5,350,000	60,000
Pavement Maintenance and Rehab Program	This project includes rehabilitation of county highway pavement, as required. Techniques may include, but not be limited to, road reclamation, bituminous concrete overlay, crack sealing, and surface treatment. Individual projects will be determined on an annual basis consistent with the County's overall Pavement Management Program.	5,000,000	0
Runway 2/20 Rehabilitation	The project consists of the rehabilitation of Runway 2/20 totaling 3,200 feet.	3,524,000	0
40 West Landfill – Cell 5 Construction	Design, construction, and inspection of a landfill cell at the 40 West Landfill.	3,472,000	0
Patrol Services Relocation	Relocation of Patrol Services to the County's Phoenix Color Building. The first phase of the project is renovation of the Special Services Building; second phase is moving the Detention Admin., Programs Unit, and Training into existing Patrol building; and third phase is renovating the Female Housing Unit and existing Detention Admin. Area and putting in a unit for juvenile offenders.	3,000,000	0
Circuit Courthouse	Major Renovation or new construction of a Circuit Courthouse.	2,000,000	190,000
PSTC Apparatus Operator/Defensive Driving Track	Construction of a defensive driving track and apparatus operator area to support the Public Safety Training Center.	2,000,000	0
Halfway Boulevard Extended	The project involves the construction of a new four-lane open section roadway, including a large culvert, connecting existing Halfway Blvd. to MD Route 63. Intersection improvements at Halfway Blvd. extended and MD Route 63 include a traffic signal.	1,950,000	2,000

Project Name	Project Description	Project Budget	Operating Impact
P25 UHF Public Safety Radio Communications System Upgrade	P25 UHF Public Safety Radio Communications System Upgrade to include the radio system's core components, enabling Ethernet Backhaul site connectivity, IP simulcast, P25 Phase 2 compatibility, and GPS locating.	\$1,525,000	\$0
Airport Systemic Improvement Projects	Project will replace or refurbish various infrastructure systems at the airport. FY25: Airport Entrance / Parking lot improvements / Terminal security bollards / airfield marking / line painting / cleaning and rubber removal. FY26: Pavement parking repairs. FY27: Airport Showalter Road gateway entrance sign and hangar repairs.	1,390,000	0
T-Hangar Taxi Lane Rehabilitation	This project includes the rehabilitation of the taxi lanes from Taxiway A to the T-Hangar area.	1,362,000	0
County Wireless Infrastructure	Replacement and standardization of key switching and wireless equipment at this replacement cycle represents \$2,265,000. Additionally, \$300,000 is needed to replace aging cabling in several office areas, as existing wiring is either failing or incapable of meeting our needs. Funding for these projects is set over a five-year period.	1,218,000	0
Highway – Vehicle & Equipment Replacement Program	This project will replace vehicles and heavy/specialized equipment for maintenance and construction activity.	1,201,000	0
Halfway Boulevard Bridges W0912	The project involves repairing the eastbound and westbound bridges of Halfway Boulevard over the Norfolk Southern Railroad (ADC Map 20, H-8). The project will include cleaning and painting of steel beams, replacement of bearings and expansion joints, concrete repairs to the substructure and superstructure, traffic barrier improvements, and minor paving work.	1,195,000	0
Taxiway F Rehabilitation	Project involves the full-length rehabilitation of Taxiway F, including replacement of existing light fixture with LED technology.	1,131,000	0
Law Enforcement – Vehicle & Equipment Replacement Program	This project is for the replacement of public safety fleet inventory.	1,100,000	0
Systemic Improvements – Buildings-General Government	This project includes a variety of upgrades and/or replacements including, but not limited to, air conditioning, weatherproofing, roofing, and other building improvements.	1,000,000	0

Project Name	Project Description	Project Budget	Operating Impact
Ag Center Land Development	The project will develop the site to accommodate construction of the Equestrian Center, vendor space, and overflow parking. The project will include forestation, storm water and drainage improvements, parking and entrances, fencing, and installation of water, sewer, and electric.	\$1,000,000	\$0
Intersection and Signal Improvements	This project involves providing traffic signal construction, battery backup, and enhancements to signalized intersections.	850,000	1,000
Stormwater Retrofits	This project includes the construction of SWM systems such as bio-swales, bio-filters, permeable pavements, ponds, wetlands, etc. along roadways, in parks, and on other county properties to satisfy the National Pollutant Discharge Elimination Systems (NPDES) requirements established by the MD Dept. of the Environment.	800,000	0
Information Systems Replacement	Windows 10 will reach end-of-life soon, and after inventorying all County computing assets, we have determined that \$400,000 will be needed to replace all computers that are not Windows 11 compatible. Parts of the County keyfob system are also obsolete and present a risk for physical access to facilities.	600,000	0
Portable Radio Replacement Program – Emergency Services	This specific project budget is solely for the replacement of radios used by Emergency Services personnel.	600,000	0
Multi-Roof Project - HCC	The College has several roof replacement projects that include the Amphitheater, Kepler Theater facility, Learning Resource Center (LRC), Central Plant, Learning Support Center (LSC), and Administration and Student Affairs Building (ASA).	500,000	0
Transportation ADA	This project will provide upgrades to existing street crossings and facilities to comply with Americans with Disabilities (ADA) requirements. This includes providing pavement markings, signs, sidewalks, ramps, and accessible pedestrian signals as necessary to bring the existing conditions into compliance.	500,000	0
Eastern Boulevard at Antietam Drive Improvements	The project will provide intersection improvements including the installation of a traffic signal. This project will connect the Eastern Boulevard Widening Phase II project with the Eastern Boulevard Extended project.	500,000	2,000
40 West Landfill Pretreatment Facility	Construct a pretreatment facility at the 40 West Landfill and construct a sewer line from the facility to the existing sewer line along MD Route 63 for transport of treated leachate to the WWTP.	500,000	152,000

Ten Year Capital Improvement Plan Graphs

The following graphs illustrate the projects by category and the funding sources that are currently scheduled for FY2025 through FY2034. The 'Education' category includes projects for the Board of Education, Hagerstown Community College, and Public Libraries. The total for all projects represented in the chart is \$624,859,000.



Capital Improvement Ten Year Summary Fiscal Year 2025 – 3034

	Total	Prior Appr.	Budget Year	Projected Capital Plan*				
			2025	2026	2027	2028	2029	Future
Project Costs								
Airport	48,925,430	10,142,430	7,945,000	1,957,000	19,400,000	2,105,000	192,000	7,184,000
Bridges	28,090,211	9,135,211	1,710,000	3,483,000	1,570,000	884,000	2,379,000	8,929,000
Drainage	20,532,835	7,028,835	1,200,000	1,232,000	2,038,000	1,235,000	1,209,000	6,590,000
Education	265,011,064	22,013,064	14,809,000	45,555,000	35,508,000	20,607,000	24,779,000	101,740,000
General Government	35,572,874	5,943,874	6,603,000	3,141,000	1,821,000	1,996,000	1,929,000	14,139,000
Parks & Recreation	31,900,705	7,495,705	7,200,000	6,765,000	1,755,000	1,630,000	1,515,000	5,540,000
Public Safety	103,652,664	27,428,664	9,295,000	6,447,000	7,694,000	6,429,000	7,476,000	38,883,000
Railroad Crossings	2,082,450	936,450	0	0	200,000	0	250,000	696,000
Road Improvement	161,777,882	42,348,882	10,375,000	9,995,000	10,652,000	13,246,000	11,854,000	63,307,000
Solid Waste	22,744,513	800,513	4,057,000	5,358,000	5,114,000	116,000	120,000	7,179,000
Transit	10,224,723	2,040,723	479,000	480,000	1,275,000	585,000	475,000	4,890,000
Water Quality	44,718,003	15,060,003	2,112,000	2,224,000	2,599,000	1,190,000	1,100,000	20,433,000
TOTAL	775,233,354	150,374,354	65,785,000	86,637,000	89,626,000	50,023,000	53,278,000	279,510,000
Funding Sources								
General Fund	171,466,893	45,216,893	7,750,000	9,000,000	10,250,000	11,250,000	12,250,000	75,750,000
Highway Fund	5,500,000	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Cascade Fund	12,342	12,342	0	0	0	0	0	0
Solid Waste Fund	1,474,216	327,216	85,000	87,000	114,000	116,000	120,000	625,000
Utility Admin Fund	2,165,349	402,349	183,000	159,000	169,000	150,000	155,000	947,000
Water Fund	303,509	153,509	15,000	15,000	15,000	15,000	15,000	75,000
Sewer Fund	4,707,916	1,827,916	350,000	325,000	925,000	175,000	180,000	925,000
Airport Fund	5,473,055	1,299,055	1,222,000	513,000	845,000	320,000	192,000	1,082,000
Tax-Supported Bond	164,291,328	25,291,328	13,000,000	14,000,000	14,000,000	14,000,000	14,000,000	70,000,000
Self-Supported Bond	49,360,087	6,023,087	5,511,000	6,996,000	6,175,000	825,000	490,000	23,340,000
State Loan	3,972,170	3,972,170	0	0	0	0	0	0
Transfer Tax	28,348,319	7,348,319	3,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Excise Tax - Schools	2,877,031	567,031	0	385,000	385,000	385,000	385,000	770,000
Excise Tax - Roads	1,747,620	487,620	126,000	126,000	126,000	126,000	126,000	630,000
Excise Tax - Other	319,000	29,000	29,000	29,000	29,000	29,000	29,000	145,000
Excise Tax - Library	110,000	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Excise Tax - Non-Residential	928,285	428,285	50,000	50,000	50,000	50,000	50,000	250,000
APFO Fees - Roads	405,644	405,644	0	0	0	0	0	0
Capital Reserve - General	38,349,000	4,100,000	10,054,000	10,502,000	3,151,000	4,944,000	2,821,000	2,777,000
Capital Reserve - Transfer Tax	3,295,000	0	915,000	1,380,000	1,000,000	0	0	0
Capital Reserve - Excise Tax - Schools	1,770,000	0	0	770,000	1,000,000	0	0	0
Capital Reserve - Excise Tax - Roads	300,000	0	0	0	300,000	0	0	0
Capital Reserve - Excise Tax - Non-Residential	5,525,000	0	1,525,000	1,000,000	3,000,000	0	0	0
Capital Reserve - APFO Fees - Schools	1,000,000	0	0	0	1,000,000	0	0	0
Federal Grant	79,999,348	32,904,348	7,219,000	3,674,000	19,259,000	2,434,000	1,512,000	12,997,000
State Grant	194,418,027	18,787,027	13,966,000	33,003,000	24,125,000	12,694,000	18,443,000	73,400,000
Contributions	7,114,215	281,215	275,000	2,113,000	1,198,000	0	0	3,247,000
TOTAL	775,233,354	150,374,354	65,785,000	86,637,000	89,626,000	50,023,000	53,278,000	279,510,000

*Projected Capital Plan projects and funding sources are subject to change in future budget cycles.

Project Detail of Major Projects (≥ \$10 Million) – Fiscal Years 2025 - 2034

Project Name	Project Description	Ten Year Project Budget
Capital Maintenance - BOE	Projects vary depending on the conditions, safety, security, and utility requirements. The Comprehensive Maintenance Plan outlines specific projects over the next five years. Projects which qualify for State funding of 78% of construction costs are included here. Projects are targeted to reduce deferred maintenance.	\$91,824,000
Pavement Maintenance and Rehab Program	This project includes rehabilitation of county highway pavement, as required. Techniques may include, but not be limited to, road reclamation, bituminous concrete overlay, crack sealing, and surface treatment. Individual projects will be determined on an annual basis consistent with the County's overall Pavement Management Program.	70,660,000
Replacement Elementary School 2	This school would combine two old elementary schools into one, providing an 83,233 sq ft facility designed for up to 688 students.	50,214,000
Downsville Pike Elementary School	The project will build a new elementary school that will replace two existing elementary schools. The new school will be a 4-round, 83,233 square foot facility that would accommodate 688 students.	48,714,000
Patrol Services Relocation Renovation	Relocation of Patrol Services to the County's Phoenix Color Building. The first phase of the project is renovation of the Special Services Building; second phase is moving the Detention Admin., Programs Unit, and Training into existing Patrol building; and third phase is renovating the Female Housing Unit and existing Detention Admin. Area and putting in a unit for juvenile offenders.	24,500,000
Highway – Vehicle & Equipment Replacement Program	This project will replace vehicles and heavy/specialized equipment for maintenance and construction activity.	16,393,000
Williamsport Library Replacement	The project will construct a new 25,000 sq ft library to serve the Town of Williamsport and the surrounding area.	15,571,000
ASA Renovation	This project will update the Administration and Student Affairs (ASA) building with a new HVAC, roof, and new layout that will accommodate areas that have changed over the years.	15,188,000
Law Enforcement – Vehicle & Equipment Replacement Program	This project is for the replacement of public safety fleet inventory.	14,790,000
PSTC Tactical Village/Simulation Training Area	This project is for the construction of a tactical village and simulation training area to support the Public Safety Training Center.	14,500,000

Project Name	Project Description	Ten Year Project Budget
ATC Renovation	This renovation project of the 30,786 GSF Advanced Technology Center (ATC) will consist of renovating and configuring the building for use of offices, classrooms, and labs. The project will include upgrading the HVAC system, reconfiguring the classroom core on the first floor of the building for a more efficient layout, improving lighting and the classrooms and labs on the second floor of the building, and a general updating of the interior finishes. Security will also be improved with the addition of secure room access and security cameras. Also included will be updating the bridge that connects the ATC and the CBES Buildings.	\$13,917,000
Systemic Improvements – Building – General Govt.	This project includes a variety of upgrades and/or replacements, including, but not limited to, air conditioning, weatherproofing, roofing, and other building improvements.	12,500,000
Eastern Boulevard Extended	The project involves the construction of a new roadway connecting Eastern Boulevard at Antietam Drive and Leitersburg Pike at Marsh Pike. The road is approximately 6,000 feet in length and will connect with the new intersection at Antietam Drive and involve intersection improvements at MD 60/Marsh Pike that will include construction of a traffic signal or roundabout. The project also includes construction of a major drainage culvert.	10,603,000
40 West Landfill Pretreatment Facility	Construct a pretreatment facility at the 40 West Landfill and construct a sewer line from the facility to the existing sewer line along MD RTE 63 for transport of treated leachate to the WWTP.	10,600,000
Smithsburg WWTP ENR Upgrade	The project will upgrade the facility to address the Maryland Department of the Environment’s (MDE) strategy for Enhanced Nutrient Removal (ENR) and expand capacity to address growth needs of the area.	10,500,000

Capital Improvement Ten Year Detail Fiscal Year 2025-2034

	Projected Costs			Prior Appr.	Budget Year	Projected Capital Plan***				
	*FTE	Operating	Total		2025	2026	2027	2028	2029	Future
Project Costs										
<u>Airport</u>										
Air Traffic Control Tower	0.0	0	7,778,000	700,000	78,000	0	7,000,000	0	0	0
T-Hangar 1, 2, & 3 Replacement	0.0	0	562,000	207,000	35,000	35,000	36,000	37,000	37,000	175,000
Airport Systemic Improvement Projects	0.0	0	2,804,227	514,227	1,390,000	100,000	100,000	100,000	100,000	500,000
Terminal Building - East Expansion	0.0	20,000	7,222,000	600,000	122,000	0	6,500,000	0	0	0
Airport Fire Station Bay #3 Modification	0.0	0	80,000	0	80,000	0	0	0	0	0
Capital Equipment - Airport	0.0	0	6,363,203	1,013,203	115,000	54,000	2,083,000	1,668,000	55,000	1,375,000
Taxiway F Rehabilitation	0.0	0	7,431,000	6,300,000	1,131,000	0	0	0	0	0
Runway 2/20 Rehabilitation and Lighting	0.0	0	3,847,000	323,000	3,524,000	0	0	0	0	0
T-Hangar Taxi Lane Rehabilitation	0.0	0	1,512,000	150,000	1,362,000	0	0	0	0	0
Taxiway A Rehabilitation	0.0	175,000	4,351,000	335,000	0	335,000	3,681,000	0	0	0
Taxiway H Rehabilitation	0.0	0	1,317,000	0	108,000	1,209,000	0	0	0	0
Salt and Material Storage Facility	0.0	0	224,000	0	0	224,000	0	0	0	0
Snow Removal Equipment Storage Building Expansion	0.0	1,500	3,514,000	0	0	0	0	300,000	0	3,214,000
Taxiway G Rehabilitation	0.0	0	1,920,000	0	0	0	0	0	0	1,920,000
Airport Total	0.0	196,500	48,925,430	10,142,430	7,945,000	1,957,000	19,400,000	2,105,000	192,000	7,184,000
<u>Bridges</u>										
Bridge Inspection and Inventory	0.0	1,080	776,730	222,730	50,000	24,000	0	200,000	0	280,000
Keedysville Road Bridge W5651	0.0	0	3,014,600	2,964,600	50,000	0	0	0	0	0
Cleaning & Painting of Steel Bridges	0.0	0	318,881	168,881	0	0	0	0	0	150,000
Halfway Boulevard Bridges W0912	0.0	0	5,934,000	4,489,000	1,195,000	250,000	0	0	0	0
Gardenhour Road Bridge W2431	0.0	0	2,695,000	775,000	0	1,920,000	0	0	0	0

	Projected Costs			Prior Appr.	Budget Year	Projected Capital Plan***				
	*FTE	Operating	Total		2025	2026	2027	2028	2029	Future
Project Costs										
Greenspring Furnace Road Culvert 15/15	0.0	0	130,000	40,000	90,000	0	0	0	0	0
Kretsinger Road Culvert 14/01	0.0	0	643,000	443,000	200,000	0	0	0	0	0
Lanes Road Culvert 15/12	0.0	0	107,000	32,000	75,000	0	0	0	0	0
Stone Masonry Bridge Repairs	0.0	0	100,000	0	50,000	0	0	50,000	0	0
Appletown Road Bridge W2184	0.0	0	979,000	0	0	0	0	0	407,000	572,000
Ashton Road Culvert 04/06	0.0	0	559,000	0	0	0	0	0	0	559,000
Bowie Road Culvert	0.0	0	405,000	0	0	0	0	0	405,000	0
Burnside Bridge Road Culvert 01/03	0.0	0	771,000	0	0	340,000	431,000	0	0	0
Draper Road Culvert 04/07	0.0	0	589,000	0	0	0	0	0	37,000	552,000
Draper Road Culvert 04/08	0.0	0	530,000	0	0	0	0	0	0	530,000
Greenbrier Road Culvert 16/14	0.0	0	268,000	0	0	0	0	0	0	268,000
Gruber Road Bridge 04/10	0.0	0	396,000	0	0	0	0	0	0	396,000
Harpers Ferry Road Culvert 11/02	0.0	0	977,000	0	0	115,000	642,000	220,000	0	0
Henline Road Culvert 05/05	0.0	0	429,000	0	0	0	15,000	414,000	0	0
Hoffman's Inn Road Culvert 05/06	0.0	0	313,000	0	0	0	0	0	313,000	0
Long Hollow Road Culvert 05/07	0.0	0	583,000	0	0	101,000	482,000	0	0	0
Mercersburg Road Culvert 04/16	0.0	0	484,000	0	0	0	0	0	0	484,000
Mooreville Road Culvert 15/21	0.0	0	446,000	0	0	0	0	0	446,000	0
Poplar Grove Road Bridge W2432	0.0	0	1,955,000	0	0	0	0	0	0	1,955,000
Prices Mill Bridge	0.0	0	150,000	0	0	0	0	0	0	150,000
Remsburg Road Culvert	0.0	0	268,000	0	0	268,000	0	0	0	0
Rinehart Road Culvert 14/03	0.0	0	465,000	0	0	465,000	0	0	0	0
Taylors Landing Road Bridge W7101	0.0	0	1,379,000	0	0	0	0	0	0	1,379,000
Willow Road Culvert 05/10	0.0	0	323,000	0	0	0	0	0	151,000	172,000
Yarrowsburg Road Bridge W6191	0.0	0	2,102,000	0	0	0	0	0	620,000	1,482,000
Bridges Total	0.0	1,080	28,090,211	9,135,211	1,710,000	3,483,000	1,570,000	884,000	2,379,000	8,929,000

	Projected Costs			Prior Appr.	Budget Year	Projected Capital Plan***				
	*FTE	Operating	Total		2025	2026	2027	2028	2029	Future
Project Costs										
<u>Drainage</u>										
Stream Restoration at Various Locations	0.0	0	1,914,301	664,301	250,000	0	250,000	0	0	750,000
Stormwater Retrofits	0.0	0	15,180,027	6,030,027	800,000	900,000	900,000	900,000	900,000	4,750,000
Drainage Improvements at Various Locations	0.0	0	909,507	334,507	50,000	50,000	50,000	50,000	50,000	325,000
Fort Ritchie Dam Repairs	0.0	0	250,000	0	100,000	150,000	0	0	0	0
Broadfording Church Road Culvert	0.0	0	231,000	0	0	57,000	174,000	0	0	0
Draper Road Drainage Improvements	0.0	0	609,000	0	0	0	0	0	259,000	350,000
Harpers Ferry Road Drainage, 3600 Block	0.0	0	525,000	0	0	75,000	450,000	0	0	0
Shank Road Drainage	0.0	0	214,000	0	0	0	214,000	0	0	0
Trego Mountain Road Drainage	0.0	0	415,000	0	0	0	0	0	0	415,000
University Road Culvert	0.0	0	285,000	0	0	0	0	285,000	0	0
Drainage Total	0.0	0	20,532,835	7,028,835	1,200,000	1,232,000	2,038,000	1,235,000	1,209,000	6,590,000
<u>Education</u>										
Board of Education										
Capital Maintenance - BOE	0.0	0	111,619,509	19,795,509	14,249,000	11,968,000	9,296,000	3,360,000	1,612,000	51,339,000
Downsville Pike Elementary School	0.0	-580,000	50,214,000	1,500,000	0	22,706,000	22,706,000	3,302,000	0	0
Replacement Elementary School 2	0.0	0	50,214,000	0	0	0	0	2,978,000	17,823,000	29,413,000
Board of Education Total	0.0	-580,000	212,047,509	21,295,509	14,249,000	34,674,000	32,002,000	9,640,000	19,435,000	80,752,000
Hagerstown Community College										
ASA Renovation	0.0	0	15,188,000	0	0	0	0	0	0	15,188,000
ATC Renovation	0.0	2,000	14,479,000	562,000	0	10,187,000	1,200,000	1,200,000	1,330,000	0
Campus Road & Parking Lot Overlays	0.0	0	1,000,000	0	0	0	0	0	500,000	500,000
Career Programs Roof Replacement	0.0	0	4,800,000	0	0	0	0	0	0	4,800,000
Multi-Roof Project	0.0	0	1,250,000	0	500,000	0	500,000	0	0	250,000
Hagerstown Community College Total	0.0	2,000	36,717,000	562,000	500,000	10,187,000	1,700,000	1,200,000	1,830,000	20,738,000

	Projected Costs			Prior Appr.	Budget Year	Projected Capital Plan***				
	*FTE	Operating	Total		2025	2026	2027	2028	2029	Future
Project Costs										
Public Libraries										
Systemic Projects - Library	0.0	0	668,495	148,495	60,000	60,000	50,000	50,000	50,000	250,000
Williamsport Library Replacement	2.5	112,000	15,578,060	7,060	0	634,000	1,756,000	9,717,000	3,464,000	0
Public Libraries Total	2.5	112,000	16,246,555	155,555	60,000	694,000	1,806,000	9,767,000	3,514,000	250,000
Education Total	2.5	-466,000	265,011,064	22,013,064	14,809,000	45,555,000	35,508,000	20,607,000	24,779,000	101,740,000
General Government										
Cost of Bond Issuance	0.0	0	988,000	88,000	90,000	90,000	90,000	90,000	90,000	450,000
Contingency - General Fund	0.0	0	6,581,741	2,467,741	0	0	0	0	0	4,114,000
Systemic Improvements - Building	0.0	0	14,146,307	1,646,307	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,500,000
Facilities Roof Repairs	0.0	0	1,699,716	499,716	200,000	200,000	100,000	100,000	100,000	500,000
Equipment and Vehicle Wash Facility	0.0	20,000	325,000	75,000	250,000	0	0	0	0	0
Stormwater Management and Watershed Services Office Building	0.0	15,000	1,720,000	200,000	300,000	1,220,000	0	0	0	0
Circuit Courthouse	1.0	190,000	2,000,000	0	2,000,000	0	0	0	0	0
Information Systems Replacement Program	0.0	0	2,755,993	155,993	600,000	250,000	250,000	250,000	250,000	1,000,000
Financial System Management & Upgrades	0.0	350,000	697,402	117,402	445,000	15,000	15,000	15,000	15,000	75,000
County Wireless Infrastructure	0.0	0	2,582,000	17,000	1,218,000	266,000	266,000	441,000	374,000	0
Accela Software Upgrade	0.0	54,000	400,000	0	400,000	0	0	0	0	0
General - Equipment and Vehicle Replacement Program	0.0	0	1,676,715	676,715	100,000	100,000	100,000	100,000	100,000	500,000
General Government Total	1.0	629,000	35,572,874	5,943,874	6,603,000	3,141,000	1,821,000	1,996,000	1,929,000	14,139,000
Parks & Recreation										
Black Rock Learning Center	0.0	0	275,000	0	275,000	0	0	0	0	0
Black Rock Capital Equipment Program	0.0	0	386,297	46,297	100,000	25,000	25,000	25,000	25,000	140,000
Agriculture Education Center Indoor Multipurpose Building	0.8	60,000	14,460,000	4,600,000	5,350,000	4,510,000	0	0	0	0

	Projected Costs			Prior Appr.	Budget Year	Projected Capital Plan***				
	*FTE	Operating	Total		2025	2026	2027	2028	2029	Future
Project Costs										
Hardcourt Playing Surfaces	0.0	0	704,963	204,963	50,000	50,000	50,000	50,000	50,000	250,000
Ag Center Land Development	0.0	0	2,198,000	198,000	1,000,000	1,000,000	0	0	0	0
Park Equipment/Surfacing Replacement, Various Locations	0.0	0	1,296,156	421,156	0	175,000	0	175,000	0	525,000
Parking Lot Repair/Overlay, Various Locations	0.0	0	618,289	68,289	0	50,000	200,000	0	100,000	200,000
Antietam Creek Water Trail	0.0	0	357,000	257,000	50,000	0	50,000	0	0	0
MLK Gymnasium Upgrade	0.0	-5,000	1,950,000	1,700,000	250,000	0	0	0	0	0
Marty Snook Park Pool Renovation and Accessible Entrance	0.0	0	1,000,000	0	125,000	375,000	500,000	0	0	0
Black Rock Bunker Rehabilitation	0.0	0	250,000	0	0	250,000	0	0	0	0
Clear Spring Park Walking Trail	0.0	5,000	375,000	0	0	0	0	0	0	375,000
Conococheague Creek Water Trail	0.0	0	310,000	0	0	0	10,000	180,000	120,000	0
Doubs Woods Disc Golf	0.0	0	50,000	0	0	0	0	0	0	50,000
Kemps Mill Park Trails	0.0	0	100,000	0	0	0	0	100,000	0	0
Marty Snook Park Multimodal Trail and Parking	0.0	0	700,000	0	0	0	100,000	300,000	300,000	0
Mt. Briar Wetland Preserve Trails and Conservation Area	0.0	0	100,000	0	0	0	100,000	0	0	0
North Central County Park	2.0	120,000	6,200,000	0	0	100,000	500,000	800,000	800,000	4,000,000
Park Entrances and Security Upgrades	0.0	0	200,000	0	0	100,000	100,000	0	0	0
Pen Mar-Fort Ritchie-Cascade Trail Connection	0.0	0	290,000	0	0	50,000	120,000	0	120,000	0
Regional Park Dog Park	0.0	0	80,000	0	0	80,000	0	0	0	0
Parks & Recreation Total	2.8	180,000	31,900,705	7,495,705	7,200,000	6,765,000	1,755,000	1,630,000	1,515,000	5,540,000
Public Safety										
Detention Center - Systemic Projects	0.0	0	6,305,487	1,135,487	450,000	1,100,000	1,200,000	500,000	500,000	1,420,000
Patrol Services Relocation Renovation	0.0	0	26,100,000	1,600,000	3,000,000	3,500,000	4,500,000	4,000,000	5,000,000	4,500,000
Communication Tower(s) Various	0.0	0	576,806	356,806	110,000	0	110,000	0	0	0
P25 UHF Public Safety Radio Communications System Upgrade	0.0	0	12,604,000	11,079,000	1,525,000	0	0	0	0	0

	Projected Costs			Prior Appr.	Budget Year	Projected Capital Plan***				
	*FTE	Operating	Total		2025	2026	2027	2028	2029	Future
Project Costs										
Portable Radio Replacement Program - Sheriff	0.0	0	1,254,944	162,944	116,000	118,000	120,000	120,000	122,000	496,000
Portable Radio Replacement Program - Emergency Services	0.0	0	4,835,000	2,635,000	600,000	200,000	200,000	200,000	200,000	800,000
PSTC Apparatus Operator / Defensive Driving Track	0.0	0	2,250,000	250,000	2,000,000	0	0	0	0	0
PSTC Tactical Village / Simulation Training Area	0.0	0	16,750,000	2,250,000	0	0	0	0	0	14,500,000
Law Enforcement - Vehicle & Equipment Replacement Program	0.0	0	17,030,547	2,240,547	1,100,000	1,130,000	1,160,000	1,200,000	1,240,000	8,960,000
Emergency Services Equipment & Vehicle Program	0.0	0	9,053,880	5,548,880	330,000	335,000	340,000	345,000	350,000	1,805,000
Canteen/Rehab Unit Replacement	0.0	0	646,000	138,000	48,000	48,000	48,000	48,000	48,000	268,000
Incident Safety Officer Vehicle Replacement Program	0.0	0	196,000	32,000	16,000	16,000	16,000	16,000	16,000	84,000
Police Indoor Firing Range	0.0	0	4,250,000	0	0	0	0	0	0	4,250,000
911 Center Building Expansion	0.0	13,000	1,800,000	0	0	0	0	0	0	1,800,000
Public Safety Total	0.0	13,000	103,652,664	27,428,664	9,295,000	6,447,000	7,694,000	6,429,000	7,476,000	38,883,000
<u>Railroad Crossings</u>										
Railroad Crossing Improvements	0.0	0	2,082,450	936,450	0	0	200,000	0	250,000	696,000
Railroad Crossings Total	0.0	0	2,082,450	936,450	0	0	200,000	0	250,000	696,000
<u>Road Improvement</u>										
Intersection & Signal Improvements	0.0	1,000	2,812,319	462,319	850,000	0	0	750,000	0	750,000
Transportation ADA	0.0	0	1,785,023	385,023	500,000	100,000	100,000	100,000	100,000	500,000
Pavement Maintenance and Rehab Program	0.0	0	80,085,817	9,425,817	5,000,000	5,660,000	6,000,000	6,000,000	6,000,000	42,000,000
Longmeadow Road	0.0	3,000	2,105,000	0	0	310,000	432,000	518,000	845,000	0
Eastern Boulevard Extended	0.0	4,000	10,603,000	0	0	300,000	1,000,000	1,200,000	1,324,000	6,779,000
Eastern Blvd Widening Phase I	0.0	3,000	10,667,100	10,467,100	200,000	0	0	0	0	0
Eastern Boulevard Widening Phase II	0.0	2,000	7,672,300	3,076,300	174,000	775,000	647,000	1,000,000	2,000,000	0
Eastern Blvd at Antietam Drive Improvements	0.0	2,000	5,506,000	4,006,000	500,000	1,000,000	0	0	0	0
Valley Mall Area Road Improvements Phase II	0.0	1,000	0	0	0	0	0	0	0	0

	Projected Costs			Prior Appr.	Budget Year	Projected Capital Plan***				
	*FTE	Operating	Total		2025	2026	2027	2028	2029	Future
Project Costs										
Halfway Boulevard Extended	0.0	2,000	11,423,000	9,473,000	1,950,000	0	0	0	0	0
Wright Road	0.0	1,000	4,768,000	2,798,000	0	500,000	799,000	671,000	0	0
Burnside Bridge Road Spot Improvements	0.0	400	544,000	0	0	0	0	544,000	0	0
Colonel Henry Douglas Drive Extended Phase II	0.0	7,000	0	0	0	0	0	0	0	0
E. Oak Ridge Drive/South Pointe Signal	0.0	1,000	461,000	0	0	0	0	461,000	0	0
Hopewell Road Extended	0.0	3,000	0	0	0	0	0	0	0	0
Marsh Pike from MD60 to Longmeadow	0.0	2,000	0	0	0	0	0	0	0	0
Maugans Avenue III	0.0	3,000	0	0	0	0	0	0	0	0
Mt Aetna Road Spot Improvements	0.0	3,000	2,422,000	0	0	0	0	0	0	2,422,000
Robinwood Drive Sidewalk Extension	0.0	0	750,000	0	0	0	250,000	500,000	0	0
Rockdale Road and Independence Road Spot Improvements	0.0	3,600	1,025,000	0	0	0	0	0	0	1,025,000
Sandstone Drive Spot Improvements	0.0	900	500,000	0	0	0	0	0	0	500,000
Western Maryland Parkway to Underpass Way	0.0	2,000	0	0	0	0	0	0	0	0
Highway - Vehicle & Equipment Replacement Program	0.0	0	18,648,323	2,255,323	1,201,000	1,350,000	1,424,000	1,502,000	1,585,000	9,331,000
Road Improvement Total	0.0	44,900	161,777,882	42,348,882	10,375,000	9,995,000	10,652,000	13,246,000	11,854,000	63,307,000
Solid Waste										
Contingency - Solid Waste	0.0	0	671,042	94,042	35,000	35,000	60,000	60,000	62,000	325,000
40 West Landfill - Cell 5 Construction	0.0	200,000	4,083,000	440,000	3,472,000	171,000	0	0	0	0
40 West Landfill Pretreatment Facility	0.0	152,000	10,600,000	0	500,000	5,100,000	5,000,000	0	0	0
SW Equipment & Vehicle Replacement	0.0	0	836,471	266,471	50,000	52,000	54,000	56,000	58,000	300,000
40 West Landfill - Cell 8 Construction	0.0	0	6,554,000	0	0	0	0	0	0	6,554,000
Solid Waste Total	0.0	352,000	22,744,513	800,513	4,057,000	5,358,000	5,114,000	116,000	120,000	7,179,000
Transit										
Facility Maintenance	0.0	0	117,000	0	117,000	0	0	0	0	0

	Projected Costs			Prior Appr.	Budget Year	Projected Capital Plan***				
	*FTE	Operating	Total		2025	2026	2027	2028	2029	Future
Project Costs										
Vehicle Preventive Maintenance	0.0	0	3,870,307	495,307	0	375,000	375,000	375,000	375,000	1,875,000
Transit Equipment Replacement	0.0	0	300,000	0	300,000	0	0	0	0	0
Transportation Development Plan	0.0	0	225,000	125,000	0	0	0	0	100,000	0
Fixed Route Bus Replacement Program	0.0	0	5,018,111	1,418,111	0	0	900,000	0	0	2,700,000
Maintenance Truck Replacement	0.0	0	62,000	0	62,000	0	0	0	0	0
ADA Bus Replacement	0.0	0	632,305	2,305	0	105,000	0	210,000	0	315,000
Transit Total	0.0	0	10,224,723	2,040,723	479,000	480,000	1,275,000	585,000	475,000	4,890,000
Water Quality										
Utility Administration										
Contingency - Utility Admin	0.0	0	191,400	29,400	0	0	0	0	0	162,000
General Building Improvements	0.0	0	564,000	70,000	494,000	0	0	0	0	0
Security Updates	0.0	0	90,000	0	35,000	35,000	20,000	0	0	0
Lab Equipment Replacement	0.0	0	406,197	160,197	23,000	24,000	24,000	25,000	25,000	125,000
WQ Equip/Vehicle Replacement Program	0.0	0	1,496,382	231,382	125,000	100,000	125,000	125,000	130,000	660,000
Utility Administration Total	0.0	0	2,747,979	490,979	677,000	159,000	169,000	150,000	155,000	947,000
Wastewater Utility										
Contingency - Sewer	0.0	0	411,939	11,939	0	0	50,000	50,000	50,000	250,000
Replace Grinder Pumps	0.0	0	1,187,519	152,519	125,000	125,000	125,000	90,000	95,000	475,000
Pump Station Upgrades - Various Stations	0.0	0	4,479,688	294,688	300,000	885,000	0	750,000	0	2,250,000
Collection System Rehabilitation Project	0.0	0	3,576,121	156,121	270,000	0	900,000	0	750,000	1,500,000
Sandy Hook Collection System Upgrades	0.0	0	127,535	102,535	25,000	0	0	0	0	0
Smithsburg WWTP ENR Upgrade	0.0	10,000	22,571,087	12,071,087	0	0	0	0	0	10,500,000
General WwTP Improvements	0.0	0	1,100,000	250,000	300,000	250,000	300,000	0	0	0
Heavy Sewer EQP and VEH Replacement	0.0	0	1,820,948	400,948	200,000	200,000	750,000	35,000	35,000	200,000
Potomac Edison Pump Station & Force Main	0.0	0	1,700,000	0	0	0	0	0	0	1,700,000
Wastewater Utility Total	0.0	10,000	36,974,837	13,439,837	1,220,000	1,460,000	2,125,000	925,000	930,000	16,875,000

	Projected Costs			Prior Appr.	Budget Year	Projected Capital Plan***				
	*FTE	Operating	Total		2025	2026	2027	2028	2029	Future
Project Costs										
Water Utility										
Water Meter Replacement	0.0	0	303,509	153,509	15,000	15,000	15,000	15,000	15,000	75,000
WQ Main Replacement	0.0	0	2,366,000	666,000	100,000	0	0	100,000	0	1,500,000
Sharpsburg Water Treatment Plant	0.0	0	645,336	55,336	0	590,000	0	0	0	0
General WTP Improvements	0.0	0	1,344,342	254,342	100,000	0	290,000	0	0	700,000
Highfield/Sharpsburg Water Storage Tank	0.0	0	336,000	0	0	0	0	0	0	336,000
Water Utility Total	0.0	0	4,995,187	1,129,187	215,000	605,000	305,000	115,000	15,000	2,611,000
Water Quality Total	0.0	10,000	44,718,003	15,060,003	2,112,000	2,224,000	2,599,000	1,190,000	1,100,000	20,433,000
TOTAL	6.3	960,480	775,233,354	150,374,354	65,785,000	86,637,000	89,626,000	50,023,000	53,278,000	279,510,000
County Operating Impact	3.8	1,426,480								
**Board of Education	0.0	-580,000								
**Community College	0.0	2,000								
**Library	2.5	112,000								
Total	6.3	960,480								

*FTE - Full Time Equivalent Employees

** Separate Entities

*** Projected Capital Plan projects and funding sources are subject to change in future budget cycles.

Funding Sources	Total	Prior Appr.	Budget Year	Projected Capital Plan*				
			2025	2026	2027	2028	2029	Future
General Fund	171,466,893	45,216,893	7,750,000	9,000,000	10,250,000	11,250,000	12,250,000	75,750,000
Highway Fund	5,500,000	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Cascade Fund	12,342	12,342	0	0	0	0	0	0
Solid Waste Fund	1,474,216	327,216	85,000	87,000	114,000	116,000	120,000	625,000
Utility Admin Fund	2,165,349	402,349	183,000	159,000	169,000	150,000	155,000	947,000
Water Fund	303,509	153,509	15,000	15,000	15,000	15,000	15,000	75,000
Sewer Fund	4,707,916	1,827,916	350,000	325,000	925,000	175,000	180,000	925,000
Airport Fund	5,473,055	1,299,055	1,222,000	513,000	845,000	320,000	192,000	1,082,000
Tax-Supported Bond	164,291,328	25,291,328	13,000,000	14,000,000	14,000,000	14,000,000	14,000,000	70,000,000
Self-Supported Bond	49,360,087	6,023,087	5,511,000	6,996,000	6,175,000	825,000	490,000	23,340,000
State Loan	3,972,170	3,972,170	0	0	0	0	0	0
Transfer Tax	28,348,319	7,348,319	3,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Excise Tax - Schools	2,877,031	567,031	0	385,000	385,000	385,000	385,000	770,000
Excise Tax - Roads	1,747,620	487,620	126,000	126,000	126,000	126,000	126,000	630,000
Excise Tax - Other	319,000	29,000	29,000	29,000	29,000	29,000	29,000	145,000
Excise Tax - Library	110,000	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Excise Tax - Non-Residential	928,285	428,285	50,000	50,000	50,000	50,000	50,000	250,000
APFO Fees - Roads	405,644	405,644	0	0	0	0	0	0
Capital Reserve - General	38,349,000	4,100,000	10,054,000	10,502,000	3,151,000	4,944,000	2,821,000	2,777,000
Capital Reserve - Transfer Tax	3,295,000	0	915,000	1,380,000	1,000,000	0	0	0
Capital Reserve - Excise Tax - Schools	1,770,000	0	0	770,000	1,000,000	0	0	0
Capital Reserve - Excise Tax - Roads	300,000	0	0	0	300,000	0	0	0
Capital Reserve - Excise Tax - Non-Residential	5,525,000	0	1,525,000	1,000,000	3,000,000	0	0	0
Capital Reserve - APFO Fees - Schools	1,000,000	0	0	0	1,000,000	0	0	0
Federal Grant	79,999,348	32,904,348	7,219,000	3,674,000	19,259,000	2,434,000	1,512,000	12,997,000
State Grant	194,418,027	18,787,027	13,966,000	33,003,000	24,125,000	12,694,000	18,443,000	73,400,000
Contributions	7,114,215	281,215	275,000	2,113,000	1,198,000	0	0	3,247,000
TOTAL	775,233,354	150,374,354	65,785,000	86,637,000	89,626,000	50,023,000	53,278,000	279,510,000

*Projected Capital Plan projects and funding sources are subject to change in future budget cycles.



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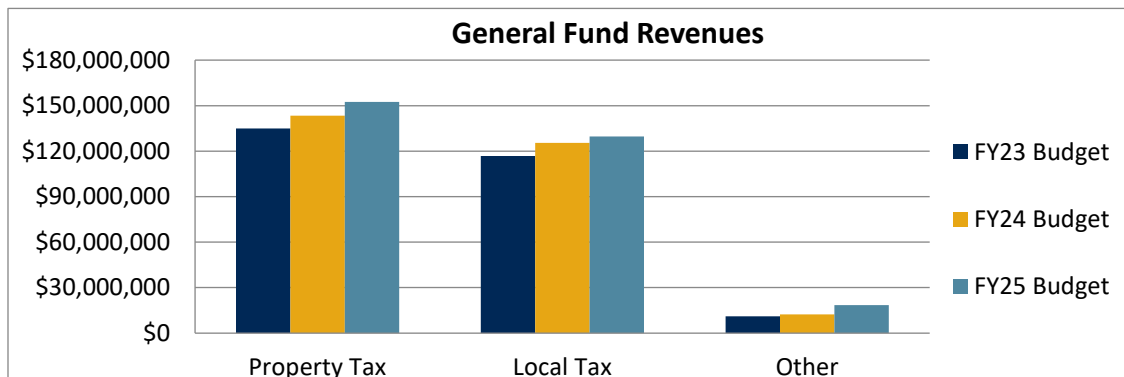
General Fund – Revenue Summary

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Property Tax	134,863,130	143,377,150	152,420,120	9,042,970	6.31%
Local Taxes	116,792,510	125,344,810	129,670,150	4,325,340	3.45%
Interest Earnings	600,000	1,900,000	4,757,000	2,857,000	150.37%
Charges for Services:					
Engineering & Permits & Inspections	1,186,100	1,157,450	1,113,350	(44,100)	(3.81%)
Planning and Zoning	97,100	102,200	162,200	60,000	58.71%
Parks and Recreation	432,000	452,400	452,400	0	0.00%
Public Safety	2,703,560	2,525,270	2,592,790	67,520	2.67%
Other	805,140	917,880	5,275,980	4,358,100	474.80%
Grants for Operations	5,334,590	5,283,190	4,204,740	(1,078,450)	(20.41%)
Total	262,814,130	281,060,350	300,648,730	19,588,380	6.97%

General Fund Revenue Structure

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

Major revenue categories are Property Tax, Local Taxes, Interest Earnings, Charges for Services, and Grants for Operations, which can be seen in the table above. Property Tax and Local Taxes represent the two major revenue sources in the General Fund, as they comprise 94% or \$282.1 million of total General Fund revenues.

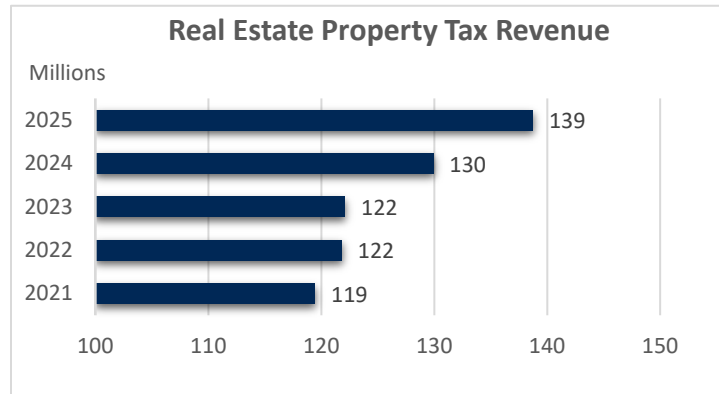


General Fund – Revenue Detail

Property Tax					
Category	2023 Budget	2024 Budget	2025 Budget	Change	
				\$	%
Real Estate Property Tax	122,128,770	129,946,870	138,750,570	8,803,700	6.77%
Corporate Personal Property Tax	14,603,570	15,477,230	16,154,320	677,090	4.37%
State Administrative Fees	(550,000)	(550,000)	(575,000)	(25,000)	4.55%
Interest - Current Year	395,000	345,000	345,000	0	0.00%
Interest - Prior Year	0	50,000	50,000	0	0.00%
Payment in Lieu of Taxes	285,000	285,000	285,000	0	0.00%
Enterprise Zone Tax Reimb.	697,440	902,650	593,970	(308,680)	(34.20%)
Property Tax Sales	60,000	60,000	75,000	15,000	25.00%
Enterprise Zone Tax Credit	(1,394,880)	(1,805,300)	(1,187,930)	617,370	(34.20%)
Agricultural Tax Credit	(450,000)	(450,000)	(460,000)	(10,000)	2.22%
County Homeowners Tax Credit	(180,000)	(165,000)	(155,000)	10,000	(6.06%)
Disabled Veteran's Credit	(320,000)	(360,000)	(450,000)	(90,000)	25.00%
Other Credits	(85,000)	(20,000)	(650,000)	(630,000)	3,150.00%
Discount Allowed - Property Tax	(350,000)	(365,000)	(385,000)	(20,000)	5.48%
Federal Payment in Lieu of Taxes	23,230	25,700	29,190	3,490	13.58%
Total	134,863,130	143,377,150	152,420,120	9,042,970	6.31%

Property taxes are the largest source of revenue available to the County and represent taxes assessed on real and personal property. Property taxes make up approximately 50.7% of General Fund revenues. Property assessments are performed on a triennial basis by the State of Maryland, Department of Assessments and Taxation to determine the property for taxing purposes. Tax billings and collections of the County share of property taxes are performed by the County. During the FY2023 budget process the Commissioners voted to decrease the real property tax from \$.948 to \$.928 and it will remain at this rate for FY2025. The real estate tax due is determined by multiplying the assessed value of the property by the tax rate of \$.928 for each \$100 of assessed value. Property tax is estimated at \$152.4 million for FY2025, which is an increase of \$8.8 million or 6.77%. The increase is a result an increase in the County's taxable base because of reassessments. Property taxes are estimated by several methods, including trend analysis, economic analysis, and real estate analysis. The primary means, however, are the assessments provided by the Maryland Department of Assessments and Taxation, and full detail is provided on their website at www.dat.state.md.us/sdatweb/stats.

Below is a graph showing the trend analysis of Real Estate Property Tax revenue from 2021 to 2025:



Local Taxes					
Category	2023 Budget	2024 Budget	2025 Budget	Change	
				\$	%
Income Tax	109,367,510	116,692,810	121,388,350	4,695,540	4.02%
Admissions and Amusement Tax	175,000	0	475,000	475,000	100.00%
Recordation Tax	7,000,000	8,452,000	7,606,800	(845,200)	(10.00%)
Trailer Tax	250,000	200,000	200,000	0	0.00%
Total	116,792,510	125,344,810	129,670,150	4,325,340	3.45%

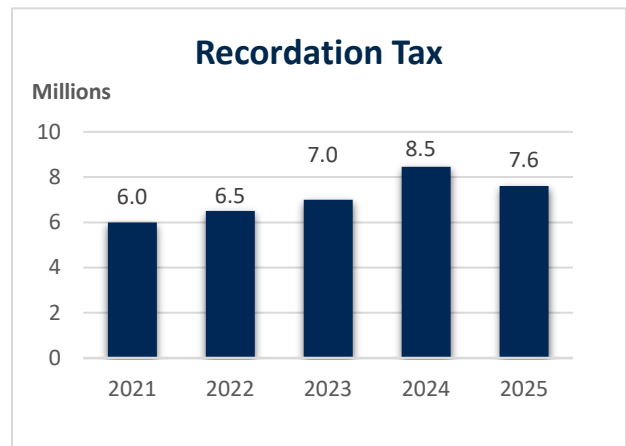
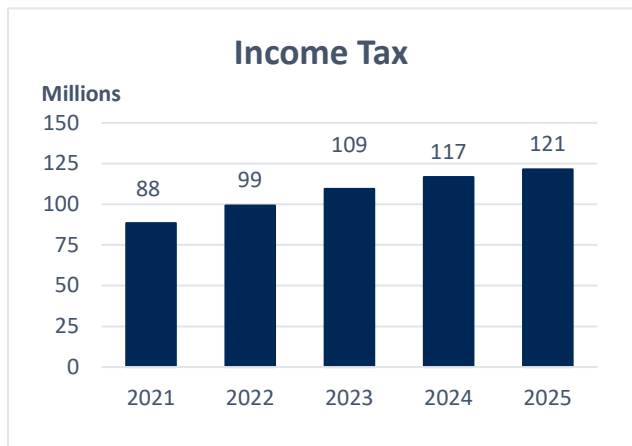
Local Taxes are projected to increase by \$4.3 million or 3.45% in FY2025. Income and Recordation Tax account for 99.47% of this category. Income Tax is the second largest revenue source for the County, representing 40.38% of General Fund revenues. It is the most economically sensitive revenue in the County and reflects downturns in the local economy much faster than property tax. The income tax rate in Washington County was increased from 2.8% to 3.2% in FY2020. For FY2022 the Commissioners voted to decrease the rate from 3.2% to 3.0%. The Commissioners voted to further reduce the tax rate to 2.95% for FY2023, were it remains. Revenue from income tax is derived from personal income from County residents such as salaries and social security payments as well as income from capital gains, interest, and some business income. This tax is collected by the State Comptroller of the Treasury and distributions are made to the counties throughout the year based upon collection deadlines. This is the most difficult revenue to project due to its volatility. The Income Tax budget was based on several factors including projected personal income trends, unemployment history, unemployment projections, job growth, state budgetary actions, and trend analysis.

Admission and Amusement tax is imposed at a rate of 3% for bingo and 5% for other entertainment related activities. During COVID this revenue stream decreased significantly. In FY24 legislation was proposed to eliminate the tax but it did not pass. The FY2025 budget is based on the current year’s revenues.

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 \$7.6 million and is based on current trends and projected economic outlooks, excluding one-time revenues.

Trailer Tax is calculated at 7.5% of gross monthly charges not to exceed \$20.00 per month per unit.

Below are graphs showing the trend analysis of Income and Recordation tax revenues from 2021 to 2025:



Interest Earnings					
Category	2023 Budget	2024 Budget	2025 Budget	Change	
				\$	%
Interest Income - Investments	500,000	1,500,000	4,000,000	2,500,000	166.67%
Interest - Municipal Investments	100,000	400,000	750,000	350,000	87.50%
Interest, Penalties & Fees	0	0	7,000	7,000	100.00%
Total	600,000	1,900,000	4,757,000	2,857,000	150.37%

Budgeted interest earnings are based on the current year’s investment amount with interest rates expected to slowly decrease during FY2025. The County will continue to work with investment bankers to realize as much interest as possible.

Charges for Services - Engineering and Permits & Inspections					
Category	2023 Budget	2024 Budget	2025 Budget	Change	
				\$	%
Engineering:					
Review Fees	100,000	100,000	125,000	25,000	25.00%
Drawings/Blue Line Prints	2,000	2,000	100	(1,900)	(95.00%)
Permits & Inspections					
Building Permits - Residential	148,500	135,000	135,000	0	0.00%
Building Permits - Comm	175,000	200,000	200,000	0	0.00%
Municipal Fees	12,000	10,000	20,000	10,000	100.00%
Electrical Licenses Fees	70,000	70,000	10,000	(60,000)	(85.71%)
Electrical Permit - Residential	180,000	160,000	160,000	0	0.00%
Electrical Permit - Comm	117,000	117,000	117,000	0	0.00%
HVAC Registration Fees	5,000	12,000	4,500	(7,500)	(62.50%)
HVAC Permit Residential	85,500	75,000	75,000	0	0.00%
HVAC Permit Commercial	42,300	42,300	35,000	(7,300)	(17.26%)
Other Permit Fees	37,500	30,000	30,000	0	0.00%
Temp Occupancy Fee Comm	900	1,250	1,250	0	0.00%
Plumbing Licenses Fees	6,500	20,000	6,500	(13,500)	(67.50%)
Plumbing Permits - Res	99,000	80,000	80,000	0	0.00%
Plumbing Permits - Comm	37,800	37,800	37,800	0	0.00%
Fines & Forfeitures	0	0	10,000	10,000	100.00%
Technology Fees	60,000	60,000	60,000	0	0.00%
Review Fees	7,000	5,000	6,000	1,000	20.00%
Drawings/Blue Line Prints	100	100	200	100	100.00%
Total	1,186,100	1,157,450	1,113,350	(44,100)	(3.81%)

Revenue from the Divisions of Engineering and Permits & Inspections is projected to decrease by \$44,100 for FY2025. This is a non-renewal year for electrical licenses which results in a decrease of \$60,000 for this revenue source.

Charges for Services - Planning and Zoning					
Category	2023 Budget	2024 Budget	2025 Budget	Change	
				\$	%
Miscellaneous Licenses	700	700	700	0	0.00%
Other Permit Fees	0	3,000	3,000	0	0.00%
Fines & Forfeitures	1,000	1,000	1,000	0	0.00%
Technology Fees	6,000	6,000	7,000	1,000	16.67%
Rezoning	7,000	7,000	7,000	0	0.00%
Review Fees	60,000	45,000	90,000	45,000	100.00%
Development Fees	0	20,000	30,000	10,000	50.00%
Other Planning Fees	400	400	400	0	0.00%
Reimburse Administrative	0	100	100	0	0.00%
Reimbursed Exp - Other	10,000	5,000	5,000	0	0.00%
Zoning Appeals	12,000	14,000	18,000	4,000	28.57%
Total	97,100	102,200	162,200	60,000	58.71%

Plan review fees are projected to total \$162,200. The major revenue source in this category is review fees which are budgeted to generate \$90,000.

Charges for Services - Parks and Recreation					
Category	2023 Budget	2024 Budget	2025 Budget	Change	
				\$	%
Parks and Recreation:					
Sale of Wood	8,000	900	900	0	0.00%
Rental Fees	35,000	40,000	40,000	0	0.00%
Ball Field Fees	8,000	8,000	8,000	0	0.00%
Ball Field Lighting Fees	1,000	1,000	1,000	0	0.00%
Concessions Fees	5,000	2,500	2,500	0	0.00%
Contributions	1,000	1,000	1,000	0	0.00%
Program Fees	300,000	350,000	350,000	0	0.00%
Buildings, Grounds & Facilities					
Fuel	2,000	2,000	2,000	0	0.00%
Martin L. Snook Pool:					
Pool Fees	57,000	35,000	35,000	0	0.00%
Concession Fees	15,000	12,000	12,000	0	0.00%
Total	432,000	452,400	452,400	0	0.00%

Parks and Recreation revenue are projected to produce \$452,400 for FY2025. Most of this revenue source comes from program fees, rental fees, and pool fees. Program fees are generated from recreation programs such as summer camps, which raise approximately \$350,000 and are based on the cost of the program. Rental fees are estimated at \$40,000 and are generated from pavilion usage. Pool fees are estimated at

\$35,000 and are generated from the County owned pool, which is operated during summer months. All revenue estimates are based on current revenue, normal weather patterns, and projected trends.

Charges for Services - Public Safety					
Category	2023 Budget	2024 Budget	2025 Budget	Change	
				\$	%
Sheriff - Judicial:					
Sheriff Fees	40,000	40,000	40,000	0	0.00%
Peace Order Service	3,000	3,000	5,000	2,000	66.67%
Sheriff - Process Servers:					
Peace Order Service	115,000	115,000	140,000	25,000	21.74%
Sheriff - Patrol:					
Parking Violations	4,000	3,500	2,500	(1,000)	(28.57%)
School Bus Camera Fines	15,000	12,000	0	(12,000)	(100.00%)
Sale of Publications	6,500	6,500	6,500	0	0.00%
Reimbursed Expenses	67,000	54,300	60,000	5,700	10.50%
Speed Cameras	1,281,300	1,097,780	1,064,960	(32,820)	(2.99%)
Sheriff - Central Booking:					
Lease Income	15,720	15,720	15,720	0	0.00%
Sheriff - Detention					
Housing Federal Prisoners	450	450	1,000	550	122.22%
Housing State Prisoners	175,000	175,000	175,000	0	0.00%
Home Detention Fees	3,000	1,500	500	(1,000)	(66.67%)
Alien Inmate Reimbursement	0	25,000	25,000	0	0.00%
Social Security Income Reimb.	10,000	10,000	10,000	0	0.00%
Reimbursed Expenses	500	500	500	0	0.00%
Sheriff - Day Reporting Center					
Day Reporting Fee	7,500	7,500	5,000	(2,500)	(33.33%)
Sheriff - Narcotics Task Force					
Reimbursed Expenses	412,520	408,450	215,000	(193,450)	(47.36%)
Sheriff - Police Academy					
Academy Fees	59,840	59,840	59,830	(10)	(0.02%)
Emergency Services:					
Alarm Termination Fee	20,000	20,000	20,000	0	0.00%
Miscellaneous Fees	0	0	476,880	476,880	100.00%
Reimbursed Expenses	405,630	405,630	203,000	(202,630)	(49.95%)
Wireless Communications:					
EMCS Salary Reimbursement	15,600	15,600	15,600	0	0.00%
Lease Income	46,000	48,000	50,800	2,800	5.83%
Total	2,703,560	2,525,270	2,592,790	67,520	2.67%

Public Safety is projected to generate fees of \$2.6 million for FY2025. In FY2025 the speed camera revenue budget is decreased due to citizen’s changing habits. The reimbursed expenses for NTF are decreasing due to changes in the program and the City’s lower cost sharing amount. The new miscellaneous revenue for EMS will come from the County’s portion of the billings for ambulance services. In FY2024, two volunteer EMS companies merged into County operations, and this is the estimated revenue the County will retain based on the Memorandums of Understanding. The reduction in reimbursed expenses for EMS is a result of an agreed upon phase out of the City of Hagerstown reimbursing the County for operation expenses of the 911 center.

Charges for Services - Other					
Category	2023 Budget	2024 Budget	2025 Budget	Change	
				\$	%
Circuit Court:					
Reimbursed Jurors	75,000	127,800	150,000	22,200	17.37%
Reimbursed Expense	8,280	8,280	8,280	0	0.00%
State's Attorney					
Reimbursed Exp -- State's Atty	50,000	60,000	64,400	4,400	7.33%
Weed Control:					
Weed Control Fees	317,510	317,550	353,000	35,450	11.16%
General:					
Election Filing Fees	100	0	0	0	0.00%
Rental - Building	70,000	0	0	0	0.00%
Lease Income	0	70,000	70,000	0	0.00%
Reimburse Administrative	6,500	6,500	1,000	(5,500)	(84.62%)
Miscellaneous	150,000	200,000	200,000	0	0.00%
Gain/Loss - Sale of Asset	50,000	50,000	50,000	0	0.00%
Bad Check Fee	750	750	1,000	250	33.33%
Registration Fees	3,000	3,000	3,000	0	0.00%
Sponsorships	24,000	24,000	5,000	(19,000)	(79.17%)
In-Kind Sponsorships	0	0	4,280,100	4,280,100	100.00%
Sheriff Auxiliary	50,000	50,000	90,200	40,200	80.40%
Total	805,140	917,880	5,275,980	4,358,100	474.80%

Charges for Services - Other 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 Reimbursed expenses for the courts, Weed Control, and Miscellaneous. Reimbursed expenses for the court system represent (1) reimbursement from the State of Maryland for jurors, based on the number of days; (2) reimbursement for the use of the facility; and (3) reimbursement for salaries of court personnel. Weed Control is a cooperative program with the Maryland Department of Agriculture, Plant Protection and Weed Management Section. Weed Control receives revenues from assisting farmers, landowners, businesses, and government agencies in the control of noxious and invasive weeds. In FY2025 in-kind revenues and expenses were budgeted for. These are non-cash amounts.

Grants for Operations

Category	2023 Budget	2024 Budget	2025 Budget	Change	
				\$	%
Operating Grants	290,000	350,000	300,000	(50,000)	(14.29%)
State Aid for Police	721,000	1,140,000	1,150,560	10,560	0.93%
911 Fees	1,257,000	1,350,000	2,250,000	900,000	66.67%
SAFER Grant	2,693,590	2,020,190	0	(2,020,190)	(100.00%)
Cannabis State Sales Tax	0	0	106,180	106,180	100.00%
Marriage Licenses	50,000	50,000	50,000	0	0.00%
Trader's Licenses	200,000	200,000	190,000	(10,000)	(5.00%)
Fines & Forfeitures	20,000	20,000	5,000	(15,000)	(75.00%)
Marriage Ceremony Fees	3,000	3,000	3,000	0	0.00%
State Park Fees	100,000	150,000	150,000	0	0.00%
Total	5,334,590	5,283,190	4,204,740	(1,078,450)	(20.41%)

State Aid for Police Protection and 911 Fees represent the other two major revenue sources in this category. State Aid for Police Protection is a grant received from the State of Maryland. Revenues are determined by formula and are 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.

On July 1, 2019, 911 fees were changed from \$1.25 per account to \$1.25 per line. In FY2025 the fee will be increased to \$1.75 per line. The purpose of the fee is to help defray County operating costs for operating the Emergency Call Center. The telephone companies collect the tax and remits it to the State. The State in turn distributes the income to the counties plus interest.

The County had been receiving the SAFER Grant to assist in funding new firefighters. In FY2024 the grant ended.

Grand Total	262,814,130	281,060,350	300,648,730	19,588,380	6.97%
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General Fund – Expenditure Summary

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Education	122,525,360	122,823,130	125,871,550	3,048,420	2.48%
Public Safety	67,332,940	75,366,870	83,572,020	8,205,150	10.89%
Transfers	32,678,530	36,238,400	38,696,320	2,457,920	6.78%
Court System	6,401,710	7,372,690	8,155,350	782,660	10.62%
State Functions	6,250,870	6,156,520	7,432,100	1,275,580	20.72%
Community Funding	774,000	1,000,000	1,200,000	200,000	20.00%
General Operations	13,383,140	17,177,190	19,198,520	2,021,330	11.77%
Other	1,125,960	1,235,150	1,787,780	552,630	44.74%
Public Works	2,551,840	2,731,310	2,987,550	256,240	9.38%
Engineering and Permits & Inspections	5,368,300	6,056,290	6,525,410	469,120	7.75%
Planning & Zoning	1,356,660	1,525,870	1,597,820	71,950	4.72%
Parks & Recreation	1,680,520	1,880,670	1,995,790	115,120	6.12%
Facilities	1,384,300	1,496,260	1,628,520	132,260	8.84%
Total	262,814,130	281,060,350	300,648,730	19,588,380	6.97%

General Fund expenditures are classified by function or program, such as, education, public safety, courts etc. This representation can be seen above, with the largest categories being education, public safety, transfers and general operations. Total appropriations increased by 6.97% or \$19.6 million over FY2024. Each category is shown in more detail following this page.

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

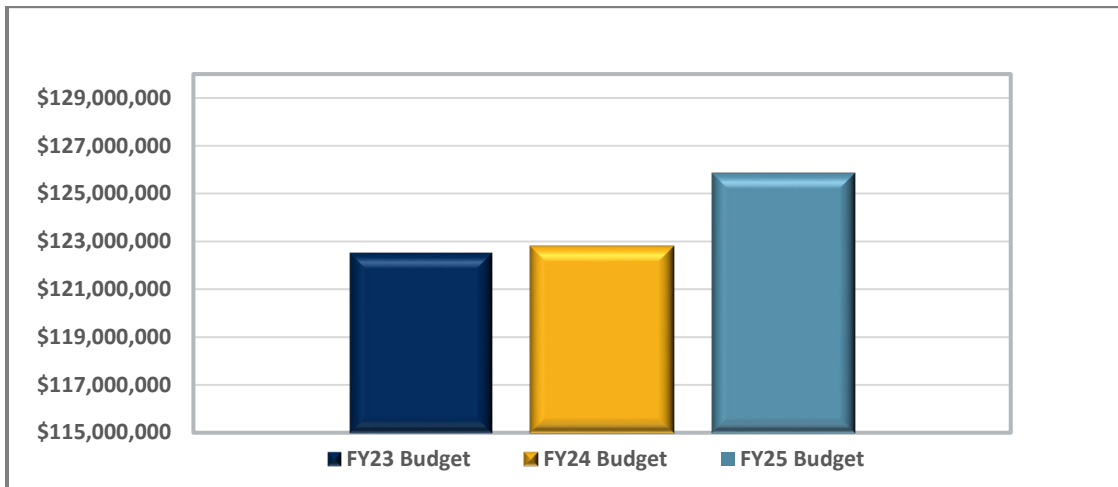
- ◆ Salaries and benefits are costs related to employees in connection with services performed.
- ◆ Operating costs are things such as maintenance, repairs, supplies, transfers, debt service, and utilities.
- ◆ Capital outlay includes land, improvements to land, easements, buildings, building improvements,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



General Fund – Education Summary

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Board of Education	109,070,360	109,070,360	110,172,840	1,102,480	1.01%
Hagerstown Community College	10,035,290	10,236,290	10,236,290	0	0.00%
Free Library	3,375,710	3,470,710	4,855,160	1,384,450	39.89%
Library Branch Maintenance	44,000	45,770	607,260	561,490	1226.76%
Total	122,525,360	122,823,130	125,871,550	3,048,420	2.48%

- ◆ Increase to the Board of Education is for Maintenance of Effort plus three percent.
- ◆ Hagerstown Community College is not requesting additional funding for FY2025.
- ◆ Increase to Libraries is mostly due to In-Kind Sponsorships now being budgeted. In-Kind expenses were first recorded in FY2023 per GASB and GAAP requirements. In-Kind expenses were not included in the Approved FY2024 budget but will be included in the Final Adjusted FY2024 budget. In-Kind transactions are non-cash.





Board of Education - Department 90000

Contact: Dr. David T. Sovine

Departmental Function

Washington County Public Schools (WCPS) is a countywide system serving approximately 22,550 students in grades pre-k through 12. Students are enrolled across 25 elementary schools, seven middle schools, seven comprehensive high schools, a Magnet high school for the arts, a career and technical education high school, and an outdoor education center. Numerous special programs are offered to address specific student needs and interest.

WCPS believes in building a foundation for learning early, with full-day, universal pre-k provided for every child. Educational tools are at the fingertips of each student, as each child receives a digital device throughout their academic career. WCPS also provides students with well-rounded learning experiences in and beyond the classroom, offering a wide range of extracurricular activities in high school. Parents are encouraged and welcomed to participate in their child's education and school achievements. School pride and inclusion of family runs deep across WCPS.

Goals for Fiscal Year 2025

- ◆ Sixty percent (60%) of students who enroll in kindergarten will demonstrate readiness as measured by the Kindergarten Readiness Assessment. *This includes all students regardless of whether they attended WCPS Pre-K.*
- ◆ Ensure at least 50% of students are college- and career-ready by the end of 10th grade. *Students who are college- and career-ready may access courses on the Hagerstown Community College campus.*
- ◆ Ninety-two percent (92%) of students will graduate from a WCPS high school (five-year cohort) with a Career and Technical Education Completer or a University of Maryland Completer. *This achievement will equip our students with the necessary skills and knowledge for their chosen career path.*
- ◆ Remain in the top five school systems in the state of Maryland for teacher starting salaries. *Our starting salary is high to attract high quality candidates during this teacher shortage.*
- ◆ Recruit 150 new teachers for the 2024-2025 school year. *This will ensure we meet the needs of our students.*

Accomplishments for Fiscal Year 2024 *

- ◆ Achieved the 4th highest rate in the state of Maryland for students demonstrating readiness for kindergarten with 55% of students being prepared for school. *Data shows students who participate in WCPS pre-k are better prepared for kindergarten (66%) in comparison to students who did not attend WCPS pre-k (34%).*
- ◆ Ranked 6th among all school districts in Maryland in the percentage of Multilingual Learners (MLs) who attained English Language Proficiency in the 2022-2023 school year. *These gains*

were achieved despite WCPS experiencing a 65% increase in the number of ML students from 2018-2023.

- ◆ Exceeded the state average graduation rate for four-year and five-year cohorts with 90.8% of students graduating within four years of high school and 91.8% of students graduating within five years. *The average state graduation rates were 85.8% and 88.2% respectively.*
- ◆ Exceeded the state’s overall proficiency rates on 13 of the 14 (93%) Maryland Comprehensive Assessment Program (MCAP) assessments administered during the 2022-2023 school year. *A substantial percentage of students were on the cusp of achieving proficiency in both English Language Arts and mathematics.*
- ◆ Embarked on a strategic planning process to provide guidance and direction for the school system to follow when making decision to prioritize initiatives, allocate resources effectively, and adapt to evolving educational needs and strategies. *The plan is heavily rooted in feedback from diverse audiences, with opportunities for stakeholders to provide input through various methods.*
- ◆ Leveraged partnerships in the medical and business communities to launch Landon’s Project, a program that will serve the unique needs and abilities of students in a combined medical and educational setting. *The initiative will also ensure schools have sensory and adaptive resources to meet a broad range of student needs.*

***Note: Academic year-end data is not available until the start of the following fiscal year.**

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Number of Public Schools	41	41	41
Number of Students	22,297	22,549	22,679
Students Receiving Free & Reduced Meals	12,310	12,914	12,988

Summary of Maintenance of Effort Appropriations

Fiscal Year	Maintenance of Effort (MOE) Requirement	Local Funding	Excess of MOE Requirement
2021	103,208,100	103,208,100	0
2022	105,788,412	105,841,710	53,298
2023	106,847,824	109,070,360	2,222,536
2024	108,062,182	109,070,360	1,008,178
2025	106,963,917	110,172,840	3,208,923

Composite Cost per Pupil

Fiscal Year	Budgeted Cost	Pre-K - 12 Enrollment	Cost per Pupil
2020	291,086,282	22,923	12,698
2021	297,014,128	21,939	13,538
2022	298,062,787	22,171	13,444
2023	317,113,597	22,297	14,222
2024	340,219,240	22,549	15,088

Funding Sources/Expenditures

Category Funding Sources

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	109,070,360	109,070,360	110,172,840	1,102,480	1.01%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	109,070,360	109,070,360	110,172,840	1,102,480	1.01%

Program Expenditures

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	109,070,360	109,070,360	110,172,840	1,102,480	1.01%
Capital Outlay	0	0	0	0	0.00%
Total	109,070,360	109,070,360	110,172,840	1,102,480	1.01%

Hagerstown Community College - Department 90040

Contact: Dr. James Klauber

Departmental Function

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

Goals for Fiscal Year 2025 *

- ◆ Complete the reaccreditation process with the Middle States Commission on Higher Education to accomplish another certification for an 8-year period. *(Standard V, S.P. – Commitment 1)*
- ◆ Join the National Alliance of Concurrent Enrollment Partnerships (NACEP) and continue to refine Blueprint implementation to meet NACEP standards for application for accreditation in FY26. *(Standard V, S.P. – Commitment 5e)*
- ◆ Begin a two-year process of having all online general education courses offered at HCC go through Master Course Certification followed by Quality Matters Certification. *(Standard IV, S.P. – Commitment 1a)*
- ◆ Meet year three goals in Title III grant award; FYE course, revise, orientation, QM goals, endowment matching goals. *(Standard III, S.P. – Commitment 3e)*
- ◆ Implement full scale background review, policies and procedures for all new hires and current faculty and staff. *(Standard II, S.P. – Commitment 6)*
- ◆ Implement cyber security training for campus community and conduct network security assessment in FY25. *(Standard VI, S.P. – Commitment 6)*
- ◆ Oversee the construction of the D.M. Bowman Family Workforce Training Center. *(Standard VI, S.P. – Commitments 1 and 5)*
- ◆ Plan, bid, and begin construction the Scholar and Yale Drive entrance expansion.re-location projects, implement new wayfinding signage, and install new information kiosks on campus. *(Standard VE, S.P. – Commitments 1, 3, 5 and 6)*
- ◆ *Design and bid the renovation of the Advanced Technology Center. (Standard VI, S.P. – Commitment 1)*
- ◆ Plan for providing required space to accommodate faith-based or religious practices in accordance with new change in Maryland law. *(Standard VI, S.P. – Commitment 1)*

*Note: Each goal is followed by the appropriate Standard of Accreditation from our Accrediting body, the Middle States Commission on Higher Education, and then is followed by the particular commitment within the HCC Strategic Plan.

Accomplishments for Fiscal Year 2024

- ◆ Completed the academic program review revisions and implement the review cycle. In 2020, the Board renewed a policy for review of academic programs. While delayed due to the pandemic, a review cycle was implemented, and the first round of program reviews were completed. These reviews were given to the Board in its June 2024 meeting and are available to the public. *(Standard V, S.P. – Commitment 2b)*
- ◆ In FY2024, recruited 223 new businesses in the Fletcher Incubator and culinary incubator. *(Standard VI, S.P. – Commitment 5)*
- ◆ Implemented a new campus emergency alert system for better communication. *(Standard VI, S.P. – Commitment 6)*
- ◆ Implemented the Ellucian Portal for use by students and employees to better provide access to academic and support information. *(Standard III, S.P. – Commitments 3c and 6f)*
- ◆ After a year of planning, bids were issued, and work began on the D.M. Bowman Family Workforce Training Center with anticipated completion in late October, 2024. *(Standard VI, S.P. – Commitments 1 and 5)*
- ◆ Persistent delays from the Maryland Department of Budget and Management (DBM) have prohibited us from working on the Advanced Technology Center renovation. However, in FY24 the College did hire an architect and began planning for this renovation. *(Standard VI, S.P. – Commitment 1)*
- ◆ Implemented a new Point of Sale system for Campus Food Service to ensure functionality at all times and to integrate new features to serve our customers in the best way possible and do a better job at inventory control. *(Standard VI, S.P. - Commitment 2)*
- ◆ Received funding from the Maryland Stadium Authority to conduct a comprehensive review of athletic facilities and make recommendations for improvements and future planning.
- ◆ Implemented the Blueprint for Maryland’s Future with growth in headcount of over 55% credit students and over 45% increase in FTE in one year.
- ◆ College Phi Theta Kappa (PTK) Chapter recognized as one of the top 100 chapters nationally.

Performance Indicators/Services Provided

Services Provided or Clients Served (Unduplicated)			
Programs	FY2023 Actual	FY2024 Estimated*	Projected FY2025
Credit	4,807	7,613	7,800
Non-Credit	6,590	6,393	68,000
Total**	10,994	13,614	14,100

* Unofficial - awaiting summer enrollment

** The total number of credit students plus the total non-credit students will not equal the total because some students are in both categories, but only included once in the total

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	10,035,290	10,236,290	10,236,290	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	10,035,290	10,236,290	10,236,290	0	0.00%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	10,035,290	10,236,290	10,236,290	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	10,035,290	10,236,290	10,236,290	0	0.00%

*Washington County Free Library - Department 93400**Contact: Jenny Bakos***Departmental 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 promotes community enrichment, economic vitality, and individual achievement through reading and lifelong learning. It helps people of all ages find information that meets their diverse personal, educational, and professional needs. The library system recognizes its responsibility to balance available resources to serve everyone in the community. It supplies the local government with state, national and worldwide connectivity along with providing leadership in cooperative and innovative library service.

Goals for Fiscal Year 2025

- ◆ Continue to serve the educational and informational needs of the citizens of Washington County with in-person and online reference services.
- ◆ Provide educational, information, and recreational content and programs for all citizens of Washington County.
- ◆ Provide computer services both in-person and with enhanced Wi-Fi at branch libraries.
- ◆ Continue to provide the community with enhanced E-content.

Accomplishments for Fiscal Year 2024

- ◆ Installed a Telehealth Booth in Hagerstown in conjunction with the State of Maryland and City of Hagerstown to assist vulnerable communities with medical needs.
- ◆ In conjunction with Washington County Government and the State of Maryland, distributed approximately 4,000 Chromebooks to community members.

Performance Indicators/Services Provided

Services Provided/Clients Served			
Programs	FY2023 Actual	FY2024 Estimated*	Projected FY2025
Circulation of Library Materials	658,919	653,341	728,000
Library Visits	335,039	357,938	386,700
New Registered Borrowers	4,779	5,161	5,760
Reference Questions Answered	41,857	54,113	46,600
Patron Computer and Wi-Fi Sessions	55,091	50,994	47,500
Programs & Classes Offered (Children, Teen, Adult)	2,303	2,083	2,057
Total Program Attendance (Children, Teen, Adult)	37,276	34,730	38,900
Community Meetings Hosted	443	514	600
Study Rooms Booked	2,479	2,563	3,200

*Statistics for May and June 2024 were estimated on current monthly patterns. Williamsport Memorial was closed from June 2023 to March 2024 which impacted circulation and visit totals.

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	3,375,710	3,470,710	4,855,160	1,384,450	39.89%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	3,375,710	3,470,710	4,855,160	1,384,450	39.89%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	3,375,710	3,470,710	4,855,160	1,384,450	39.89%
Capital Outlay	0	0	0	0	0.00%
Total	3,375,710	3,470,710	4,855,160	1,384,450	39.89%

*Library Maintenance – Departments 10990 - 10993**Contact: Andrew Eshleman***Departmental Function**

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

- ◆ Clear Spring Library
- ◆ Smithsburg Library
- ◆ Boonsboro Library
- ◆ Hancock Library

Goals for Fiscal Year 2025

- ◆ Continue to provide cost effective maintenance and contract services for the operation of the facilities.
- ◆ Finalize site selection and/or land acquisition for the Williamsport Library Project.

Accomplishments for Fiscal Year 2024

- ◆ Replaced and converted the Clear Spring Library heating system from oil to propane.

Performance Indicators/Services Provided

Services Provided/Clients Served			
Programs	FY2023 Actual	FY2024 Estimated	Projected FY2025
Circulation of Library Materials	658,919	653,341	728,200
Library Visits	335,039	357,938	386,700
Total New Registered Borrowers	4,779	5,161	5,670
Reference Questions Answered	41,857	54,113	46,600
Programs and Classes	2,303	2,083	2,057
Total Program Attendance	37,276	34,730	38,900
Total Community Rooms Booked	443	514	600
Study Rooms Booked	2,479	2,563	3,200

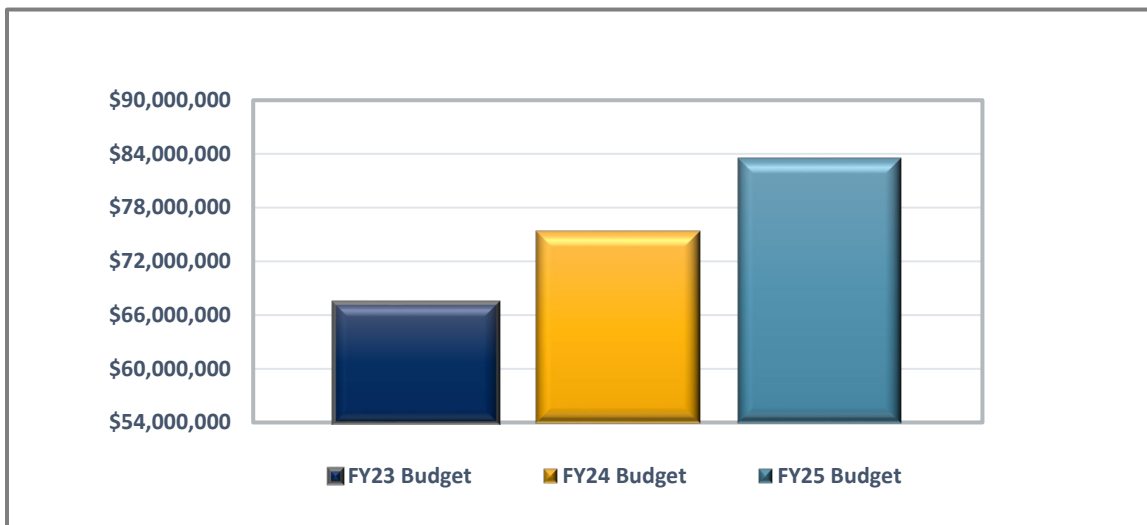
Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	44,000	45,770	607,260	561,490	1,226.76%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	44,000	45,770	607,260	561,490	1,226.76%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	44,000	45,770	607,260	561,490	1,226.76%
Capital Outlay	0	0	0	0	0.00%
Total	44,000	45,770	607,260	561,490	1,226.76%

General Fund – Public Safety Summary

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Sheriff - Judicial	3,496,820	4,012,560	4,196,520	183,960	4.58%
Sheriff - Process Servers	137,880	158,360	174,950	16,590	10.48%
Sheriff - Patrol	14,577,540	16,069,440	16,911,760	842,320	5.24%
Sheriff - Auxiliary	50,000	50,000	90,200	40,200	80.40%
Sheriff - Central Booking	1,342,890	1,494,720	1,471,600	(23,120)	(1.55%)
Sheriff - Detention Center	18,706,300	21,252,090	23,291,030	2,038,940	9.59%
Sheriff - Day Reporting Center	492,280	506,400	534,050	27,650	5.46%
Sheriff - Narcotics Task Force	1,051,310	1,040,280	645,570	(394,710)	(37.94%)
Washington County Police Academy	59,840	59,840	59,830	(10)	(0.02%)
Air Unit	32,350	73,970	95,890	21,920	29.63%
Special Operations	233,870	214,110	184,320	(29,790)	(13.91%)
911 Communication	6,275,630	6,685,950	7,055,540	369,590	5.53%
EMS Operations	2,723,800	3,768,970	6,179,890	2,410,920	63.97%
Fire Operations	5,292,030	6,570,290	6,988,080	417,790	6.36%
Emergency Management	229,650	276,540	270,630	(5,910)	(2.14%)
Public Safety Training Center	750,140	960,350	1,200,430	240,080	25.00%
Civil Air Patrol	4,000	4,000	4,000	0	0.00%
Fire and Rescue Volunteer Services	10,389,690	10,637,470	11,867,730	1,230,260	11.57%
Humane Society of Washington County	1,486,920	1,531,530	2,350,000	818,470	53.44%
Total	67,332,940	75,366,870	83,572,020	8,205,150	10.89%





*Judicial - Department 11300**Contact: Sheriff Brian Albert***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 processes issued by the District and Circuit courts, as well as private attorneys. The Judicial Division also receives process service for other Sheriff's offices throughout the State for service in Washington County.

Goals for Fiscal Year 2025

- ◆ Send courthouse deputies to court security training to improve knowledge of courthouse security.

Accomplishments for Fiscal Year 2024

- ◆ Installed new/updated surveillance camera system and monitoring devices.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Number of Courthouse Visitors	268,156	285,000	300,000
Prisoners Handled at the Courthouse	3,030	3,500	4,000

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	3,163,820	3,619,560	3,851,520	231,960	6.41%
Grants/Intergovernmental	290,000	350,000	300,000	(50,000)	(14.29%)
Fees/Charges	43,000	43,000	45,000	2,000	4.65%
Total	3,496,820	4,012,560	4,196,520	183,960	4.58%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	3,338,990	3,780,120	3,986,180	206,060	5.45%
Operating	157,830	167,770	183,500	15,730	9.38%
Capital Outlay	0	64,670	26,840	(37,830)	(58.50%)
Total	3,496,820	4,012,560	4,196,520	183,960	4.58%

Personnel

Summary of Full Time Positions	FY 2025	2024 Adjusted	FY 2024	FY 2023
Deputy Sheriff Captain	1	1	1	1
Deputy Sheriff Lieutenant	1	1	1	1
Deputy Sheriff Sergeant	1	1	1	1
Master Deputy	13	12	12	6
Deputy Sheriff First Class	5	6	6	5
Deputy First Class (Security)	1	0	2	4
Deputy Sheriff	1	2	0	5
Records Unit Supervisor	1	1	1	1
Administrative Assistant	1	1	1	1
Senior Office Associate	3	3	3	3
Total	28	28	28	28

Summary of Personnel Changes

- ◆ No changes in FY2025.

Process Server - Department 11305

Contact: Sheriff Brian Albert

Departmental Function

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

Goals for Fiscal Year 2025

- ◆ Improved non-Est rate (no service rate) by improving summons service.

Accomplishments for Fiscal Year 2024

- ◆ Judicial Division maintained compliance with the warrant entries and validations although there was an increase in the number of warrants to be served.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Number of Evictions Served	751	920	1,073
Number of Arrest Warrants Served	2,278	2,448	2,618

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	22,880	43,360	34,950	(8,410)	(19.40%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	115,000	115,000	140,000	25,000	21.74%
Total	137,880	158,360	174,950	16,590	10.48%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	133,580	152,080	169,110	17,030	0.00%
Operating	4,300	6,280	5,840	(440)	(7.01%)
Capital Outlay	0	0	0	0	0.00%
Total	137,880	158,360	174,950	16,590	10.48%

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Senior Office Associate	1	1	1	1
Total	1	1	1	1

Summary of Personnel Changes

- ◆ No changes in FY2025.

*Patrol - Department 11310**Contact: Sheriff Brian Albert*

Departmental Function

The Patrol Division is the chief law enforcement agency for Washington County. The division responds to citizen's complaints for violations of criminal or traffic law and arrests offenders, as necessary. They enforce County Ordinances and is the primary security division for the Airport.

Goals for Fiscal Year 2025

- ◆ To become compliant with the National Incident Based Reporting System.
- ◆ Complete Implicit Bias training for all personnel.
- ◆ Evaluate/implement all new legislative requirements.

Accomplishments for Fiscal Year 2024

- ◆ Implemented a drone program to provide aerial surveillance for strategic and safety purposes as well as search and rescue of wanted and missing persons.
- ◆ Established a smartphone app specifically designed for the Sheriff's Department which was designed to keep community members safe by providing the latest updates and information from the Washington County Sheriff's office. Some features of the app include a map, submit-a-tip and provides users with alerts and updates on emergencies or events that may impact their area.

Performance Indicators/Services Provided

Services Provided/ Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Arrests	3,466	3,121	3,076
Traffic Citations Issued	4,586	4,331	3,927
Traffic Warnings Issued	10,328	11,497	11,821
Full-Time Sworn Officers	107	101	107
Traffic Collisions	739	720	716
Total Crime Rate (crimes per 100,000 residents)	617	502	420

Funding Sources/Expenditures

Category Funding Breakdown					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	12,482,740	13,755,360	14,627,240	871,880	6.34%
Grants/Intergovernmental	721,000	1,140,000	1,150,560	10,560	0.93%
Fees/Charges	1,373,800	1,174,080	1,133,960	(40,120)	(3.42%)
Total	14,577,540	16,069,440	16,911,760	842,320	5.24%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	12,305,830	13,764,220	14,381,500	617,280	4.48%
Operating	2,238,110	2,243,830	2,390,510	146,680	6.54%
Capital Outlay	33,600	61,390	139,750	78,360	0.00%
Total	14,577,540	16,069,440	16,911,760	842,320	5.24%

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Sheriff	1	1	1	1
Colonel	1	1	1	1
Major	1	1	1	1
Captain	2	3	3	2
Lieutenant	6	6	6	6
Sergeant	14	15	15	17
Corporal	2	1	1	1
Master Deputy	36	37	37	0
Deputy First Class	7	8	8	34
Deputy	18	16	16	26
Public Safety Systems Manager	1	1	1	1
GIS/Crime Analyst	1	1	1	1
Public Safety IT Specialist	1	1	1	1
Drug/Re-entry Coordinator	1	1	1	1
Investigator/Property Clerk	1	1	1	1
Property/Planning/Fleet Mgmt/Grants Coordinator	1	1	1	1
Personnel and Training Coordinator	1	1	1	1
Auto Services Technician	1	1	1	1
Office Manager	1	1	1	1
Sex Offender Registrar	1	1	1	1
Police Information Specialist	1	1	0	0
Administrative Assistant	1	1	1	1
Senior Office Associate	3	3	3	3
Cadet	1	1	1	1
Total	104	105	104	104

Summary of Personnel Changes

- ◆ A Police Information Specialist position was created mid-way through FY2024 to assist the public, answer the Patrol division duty desk phone and provide reception at the Patrol Division office building.
- ◆ During FY2025 budget process, one full-time deputy position was eliminated to offset the cost of absorbing two deputy positions previously stationed at Meritus Medical Center.

Sheriff Auxiliary - Department 11311

Contact: Sheriff Brian Albert

Departmental Function

The Washington County Sheriff’s Office Auxiliary is used to help pay for unforeseen expenditures that are not budgeted for. These expenses occur frequently due to the unpredictable nature of the type of work done by the Sheriff’s Department.

Goals for Fiscal Year 2025

- ◆ To keep the agency operational despite issues and circumstances that arise where costs are involved.

Accomplishments for Fiscal Year 2024

- ◆ Created an additional community outreach program by hosting a safe environment for children and their families during the Halloween season.
- ◆ Continued community outreach with our National Night Out program and the Shop with the Sheriff program.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Number of Trunk or Treat Participants	N/A	1,000	1,200
National Night Out Participants	1,100	1,200	1,200
Number of Children - Shop with the Sheriff	18	20	20

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	50,000	50,000	90,200	40,200	0.00%
Total	50,000	50,000	90,200	40,200	80.40%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	50,000	50,000	90,200	40,200	80.40%
Capital Outlay	0	0	0	0	0.00%
Total	50,000	50,000	90,200	40,200	80.40%

*Central Booking - Department 11315**Contact: Sheriff Brian Albert*

Departmental Function

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

Goals for Fiscal Year 2025

- ◆ Replace LiveScan fingerprint machine.
- ◆ Complete the transition of cameras from analog to digital.
- ◆ Train additional staff on the use of the TEK84 intercept body scanner.

Accomplishments for Fiscal Year 2024

- ◆ Upgraded the TEK84 Intercept Body Scanner from 2.OuSv to 4.OuSv for higher resolution and better contraband detection.
- ◆ Selected and trained two additional deputies for the Central Booking Unit.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Arrestees Processed	3,491	3,342	3,400
Arrestees Committed	1,623	1,605	1,620
Arrestees Released	1,868	1,737	1,780

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	1,327,170	1,479,000	1,455,880	(23,120)	(1.56%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	15,720	15,720	15,720	0	0.00%
Total	1,342,890	1,494,720	1,471,600	-23,120	-1.55%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	1,312,870	1,463,990	1,419,650	(44,340)	(3.03%)
Operating	30,020	30,730	34,500	3,770	12.27%
Capital Outlay	0	0	17,450	17,450	100.00%
Total	1,342,890	1,494,720	1,471,600	(23,120)	(1.55%)

Personnel

Summary of Full Time Positions	FY2024			
	FY 2025	Adjusted	FY 2024	FY 2023
Lieutenant	1	1	1	1
Sergeant	1	1	1	1
Master Deputy	7	8	8	5
Detention Officer First Class	0	0	0	3
Detention Officer	1	0	0	0
Total	10	10	10	10

Summary of Personnel Changes

- ◆ No changes in FY2025.

*Detention Center - Department 11320**Contact: Sheriff Brian Albert***Departmental Function**

The Washington County Detention Center maintains custody and control of all inmates who have been arrested yet were unable to post bond to secure their release. These inmates are held until they either post bond or go to trial. The Detention Center also houses those inmates sentenced by a judge for up to eighteen months and those sentenced to the Division of Corrections until date of transfer. Inmates will be provided access to rehabilitative programs during periods of incarceration. Other services that must be provide to the inmate include food services, medical services, laundry services, and recreational activities.

Goals for Fiscal Year 2025

- ◆ Recruit, hire, and train 12 correctional deputies to fill the current vacancies and the anticipated vacancies in FY2025 due to retirements.
- ◆ Begin replacement process for the HVAC system in the main jail area.
- ◆ Complete the capital projects of a new generator and juvenile cells.

Accomplishments for Fiscal Year 2024

- ◆ Hired 16 full-time employees during the fiscal year.
- ◆ Hired three part-time certified correctional deputies.
- ◆ Replaced and upgraded the portable radio system throughout the facility.
- ◆ Replaced obsolete video visitation, table and phone system with a contracted vendor – ViaPath.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Average Daily Population	389	362	350-400
Maximum Capacity	495	495	495
Inmates Receiving Mental Health Svc.	6,480 sessions	5,898 sessions	5,900 sessions
Meals Served	416,057	386,492	380,000
Inmates seen for Sick Calls	3,100	3,075	3000

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	18,517,350	21,039,640	23,079,030	2,039,390	9.69%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	188,950	212,450	212,000	(450)	(0.21%)
Total	18,706,300	21,252,090	23,291,030	2,038,940	9.59%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	14,431,720	16,648,720	17,824,350	1,175,630	0.00%
Operating	4,274,580	4,590,430	5,464,210	873,780	19.03%
Capital Outlay	0	12,940	2,470	(10,470)	(80.91%)
Total	18,706,300	21,252,090	23,291,030	2,038,940	9.59%

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Detention Major	1	1	1	1
Detention Captain	2	2	2	2
Detention Lieutenant	6	6	6	5
Detention Sergeant	10	12	12	13
Detention Corporal	2	1	1	0
Master Deputy	48	53	53	0
Detention Officer First Class	8	9	9	52
Detention Officer	30	23	23	34
Attorney	1	1	1	1
Classification Counselor	0	0	4	4
Classification Counselor – Detention Deputy First Class	1	1	0	0
Classification Counselor - Detention Deputy	2	2	0	0
Public Safety IT Specialist	1	1	1	0
Senior Building Maintenance Mechanic	1	1	1	1
Addiction Counselor	1	1	1	1
Inmate Account Manager	1	1	1	1

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Building Maintenance Mechanic	3	3	3	3
Peer Recovery Specialist	1	1	1	1
Administrative Assistant	1	1	1	1
Senior Office Associate	4	4	5	5
Inmate Services Clerk	1	1	1	1
Total	125	125	127	126

Summary of Personnel Changes

- ◆ Mid-way through FY2024, the Classification Counselor position was moved from the Civilian salary scale to the Detention Salary scale and positions were reclassified. Additionally, one of the Classification Counselor positions was made inactive as the position was grant funded and the grant funding was not renewed.
- ◆ Mid-way through FY2024, a Senior Office Associate position was made inactive to allow for a two-step increase for civilian employees.

*Day Reporting Center - Department 11321**Contact: Sheriff Brian Albert***Departmental Function**

The Day Reporting Center (DRC) is an alternative to incarceration for offenders who have a substance abuse addiction and for purposes of implementing re-entry programs. It is an on-site, non-residential program that is designed to change and offender's adverse thinking patterns and attitudes, improve job skills and job retention.

Goals for Fiscal Year 2025

- ◆ Increase the number of court referrals for the program.
- ◆ Review and evaluate the current partners and seek additional community partnerships to provide additional services.
- ◆ Seek funding opportunities to ensure the program continuation.
- ◆ Complete renovation of the kitchen and training areas to teach life skills, facilitate parenting skill building and bonding and host "Continuing Care Café" beginning fall of 2024.

Accomplishments for Fiscal Year 2024

- ◆ Partnered with Conservit who has hired participants for full-time permanent employment.
- ◆ Graduated 28 participants from the program (14 attended the graduation event).
- ◆ Successfully discharged 13 participants and two are working toward Peer Recovery Specialist Certification.
- ◆ Secured grant funding - \$270,000 from the Day Reporting Center Grant (DRCE) and \$173,501 from the Performance Incentive Grant Fund (PIGF).

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Number of Participants	37	29	30
Number of Court Referrals	18	20	20
Number Admitted	15	15	15
% Employed within 45 Days	60%	65%	65%

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	484,780	498,900	529,050	30,150	6.04%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	7,500	7,500	5,000	(2,500)	(33.33%)
Total	492,280	506,400	534,050	27,650	5.46%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	246,200	264,520	286,460	21,940	8.29%
Operating	246,080	241,880	247,590	5,710	2.36%
Capital Outlay	0	0	0	0	0.00%
Total	492,280	506,400	534,050	27,650	5.46%

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Program Director	1	1	1	1
Deputy Sheriff First Class	1	1	1	0
Deputy Sheriff	0	0	0	1
Total	2	2	2	2

Summary of Personnel Changes

- ◆ No changes in FY2025.

Narcotics Task Force - Department 11330

Contact: Sheriff Brian Albert

Departmental Function

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

Goals for Fiscal Year 2025

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

Accomplishments for Fiscal Year 2024

- ◆ NTF almost doubled the number of firearms seized in 2024 from the previous year while meeting or exceeding expected outputs.

Performance Indicators/Services Provided

Services Provided/ Client Served			
	FY2023 Actual*	FY2024 Estimated	FY2025 Projected
DTO's Dismantled/Disrupted	2	2	2
Arrests	80	70	70
Firearms Seized	40	30	30
Drugs Seized:			
Heroin	.35 Kg	.2Kg	.2 Kg
Cocaine/Crack	2.65 Kg	2 Kg	2 Kg
Marijuana/Marijuana Plants	12.62 Kg	0	0
Meth	3.35 Kg	.5 Kg	.5 Kg
Fentanyl	.40 Kg (3,712 D.U.)	.2 Kg	.2 Kg
Hallucinogens	.31 Kg (20 D.U.)	.1 Kg	.1 Kg

**Data is pulled by calendar year, not fiscal year.*

D.T.O – Drug Trafficking Organization

D.U. – Dosage Unit

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	638,790	631,830	430,570	(201,260)	(31.85%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	412,520	408,450	215,000	(193,450)	(47.36%)
Total	1,051,310	1,040,280	645,570	(394,710)	(37.94%)

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	564,330	616,280	200,660	(415,620)	(67.44%)
Operating	459,300	403,000	422,130	19,130	4.75%
Capital Outlay	27,680	21,000	22,780	1,780	0.00%
Total	1,051,310	1,040,280	645,570	(394,710)	(37.94%)

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Assistant State's Attorney III	0	1	1	1
Assistant State's Attorney II	0	1	1	1
Criminal Gang Intelligence Analyst	1	1	1	1
Intelligence Analyst	0	0	1	1
Legal Secretary	0	1	1	1
Senior Office Associate	1	1	1	1
Total	2	5	6	6

Summary of Personnel Changes

- ◆ The Intelligence Analyst position was eliminated mid-way through FY2024 to create a new Police Information Specialist in Patrol.
- ◆ As part of the FY2025 budget process, the Assistant State’s Attorney II & III positions as well as the Legal Secretary position were moved to the State’s Attorney department.

Police Academy - Department 11335

Contact: Sheriff Brian Albert

Departmental Function

The Washington County Police Academy is an entry level police training academy designed to provide students with the knowledge, skills, and understanding necessary to function effectively in all areas of law-enforcement and to meet the standards set forth from Code of Maryland Regulations (COMAR) and Maryland Police and Correctional Training Commission (MPCTC).

Goals for Fiscal Year 2025

- ◆ Hold two academy classes.
- ◆ Recruit 25 students to participate and successfully graduate.
- ◆ Move operations (possibly mid-academy) from Hagerstown Community College to the Washington County Public Safety Training Center.
- ◆ Update inventory to meet the demands of the new location.

Accomplishments for Fiscal Year 2024

- ◆ Held two academy classes.
- ◆ Updated and purchased new Simunitions Glocks to meet the needs of the host agencies.
- ◆ Continued attempts to update the range to meet the academy needs.
- ◆ Continued to update classes to include fire and EMS into the training modules.

Performance Indicators/Services Provided

Services Provided/ Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Number of Academy Classes Held	2	2	2
Number of Cadets Started Class	14 (class 07) 18 (class 08)	20 (class 09)	20 (class 10)
Number of Cadets Graduated	11 (class 07)	13 (class 08)	16 (class 09)

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	59,840	59,840	59,830	(10)	(0.02%)
Total	59,840	59,840	59,830	(10)	(0.02%)

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	59,840	59,840	59,830	(10)	(0.02%)
Capital Outlay	0	0	0	0	0.00%
Total	59,840	59,840	59,830	(10)	(0.02%)

*Air Unit - Department 11420**Contact: R. David Hays*

Departmental Function

This department provides vital support to the County's fire and rescue system by providing purified compressed breathing quality air to support firefighting and rescue operations. The Air Unit is fully staffed by volunteer personnel.

Goals for Fiscal Year 2025

- ◆ Continue efforts to enhance volunteer staffing at the Emergency Support Services.
- ◆ Continue annual oversight of the Air Unit operations budget. Meet as needed with the Air Unit Command staff to keep the budget on schedule to avoid overruns.
- ◆ Evaluate equipment and vehicles to determine needs for continued service.

Accomplishments for Fiscal Year 2024

- ◆ Three new air fill stations were purchased, which will further enhance efficiencies and operations by expanding stationary air filling stations strategically throughout Washington County.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
SCBA Air Cylinders Filled	2,486	2,885	2,900
Cascade Air Cylinders Filled	266	300	300
Air Unit Responses	238	314	250

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	32,350	73,970	95,890	21,920	29.63%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	32,350	73,970	95,890	21,920	29.63%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	29,650	35,330	44,790	9,460	26.78%
Capital Outlay	2,700	38,640	51,100	12,460	32.25%
Total	32,350	73,970	95,890	21,920	29.63%

*Special Operations - Department 11430**Contact: R. David Hays***Departmental Function**

This department provides highly specialized emergency response services to the citizens and fire, EMS, and rescue companies in Washington County. In the delivery of its mission, the special Operations Department provides five primary emergency service functions including: structural collapse/rescue; trench collapse/rescue; confined space rescue; technical rescue (high-angle rope, rope all terrain and swift water); and response to hazardous materials (to include biological, chemical, and nuclear incidents).

Goals for Fiscal Year 2025

- ◆ Coordinate County-wide technical rescue programs to ensure coordination while maximizing all available resources. Volunteer personnel and assets are a major contributor in supporting these functions.
- ◆ Finalize the regionalization of the various Special Operations programs.

Accomplishments for Fiscal Year 2024

- ◆ Continued to expand Special Operations – Water Assets with the purchase of PPE and equipment for the Career/Volunteer personnel.
- ◆ Conducted multiple training drills that included support of volunteer personnel to bolster our rope/high angle rescue drills.
- ◆ Continue support to our community partners assisting with annual hazardous materials drill requirements while enhancing our personnel’s knowledge, skills and abilities.
- ◆ Purchase and placed into service four rescue boats with required equipment for Fire Stations 1 (Sharpsburg), 5 (Hancock), 10 (Funkstown), and 11 (Potomac Valley).

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Total Training Hours	1,105.20	896.53	915.35
Number of Incidents	117	109	+100

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	233,870	214,110	184,320	(29,790)	(13.91%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	233,870	214,110	184,320	(29,790)	(13.91%)

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	104,850	108,960	128,380	19,420	17.82%
Capital Outlay	129,020	105,150	55,940	(49,210)	(46.80%)
Total	233,870	214,110	184,320	(29,790)	(13.91%)

911 Communications - Department 11440

Contact: Alan Matheny

Departmental Function

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

Goals for Fiscal Year 2025

- ◆ Plan for a new Primary Safety Answering Point/Emergency Operations Center (PSAP/EOC) to be constructed at the Public Safety Training Center. This new center will provide much needed space for future growth.
- ◆ Continue to implement exercises to utilize the back-up PSAP. This will ensure that all staff are familiar with equipment as well as the facility.
- ◆ Continue monthly checks of all equipment at the back-up PSAP. This is needed to assure all updates are performed on all CAD driven computers.
- ◆ Monitor and maximize overtime usage by utilizing part-time staff.
- ◆ Complete renovations to primary PSAP to include carpet and paint.

Accomplishments for Fiscal Year 2024

- ◆ New HVAC was installed in the primary PSAP.
- ◆ Completed the ESInet (Emergency Services IP Network) System which allows a 911 caller to connect to our PSAP. After getting basic information about the emergency, including its nature, location and whether anyone is injured, the caller is able to use a smartphone to send the PSAP pictures and/or video of the incident. That information is then relayed to first responders so that they have as much information as possible while in route to the scene.
- ◆ Outside break area completed with construction of gazebo which includes picnic tables.
- ◆ Three bunk rooms completed, and washer/dryer installed to facilitate 24-hour shifts. This was necessary to allow staff to have proper resting areas to assure they get six hours of adequate rest time. The rooms are equipped with single beds as well as recliners.
- ◆ Remodel/completion of three new office spaces for the Administrative Assistant, Deputy Director and IT specialist.

Performance Indicators/Services Provided

Services Provided/ Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
911 Calls Answered	101,645	96,301	100,000
911 Text Messages Received	475	1,530	1,683
Fire Services Dispatched	6,284	5,567	5,901
Emergency Medical Services Dispatched	28,558	29,909	31,703
County Sheriff Dispatched	78,176	86,628	91,825
Hagerstown Police Dept. Dispatched	Not Available	84,364	88,582
Non-Emergency Calls Received	Not Available	148,598	160,485
Road Closure Events	212	243	250

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	4,593,000	4,910,320	4,582,540	(327,780)	(6.68%)
Grants/Intergovernmental	1,257,000	1,350,000	2,250,000	900,000	66.67%
Fees/Charges	425,630	425,630	223,000	(202,630)	(47.61%)
Total	6,275,630	6,685,950	7,055,540	369,590	5.53%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	5,483,930	5,973,560	6,445,530	471,970	0.00%
Operating	750,310	712,390	610,010	(102,380)	(14.37%)
Capital Outlay	41,390	0	0	0	0.00%
Total	6,275,630	6,685,950	7,055,540	369,590	5.53%

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Director Fire Rescue & Emergency Management	0	0	1	1
Deputy Director, Emergency Communications	1	1	1	1
Operations Manager	1	1	1	1
Emergency Comms QA Training Coordinator	1	1	1	1
Programs Administrator	0	0	1	1
Information Technology Administrator	1	1	1	1
ECS Supervisor	8	8	8	8
CAD/IT Specialist	1	1	1	1
Emergency Communications Specialist	40	40	40	40
Administrative Assistant	1	1	1	1
Total	54	54	56	56

Summary of Personnel Changes

- ◆ Mid-way through FY2024, the Division of Emergency Services and 911 Communications were restructured to separate these functions. The Director of Fire Rescue and Emergency Management as well as the Programs Administrator positions were moved to EMS Operations.
- ◆ Assistant Director, Emergency Communications was renamed to Deputy Director of Emergency Communications following the department’s restructure in FY2024.

*EMS Operations - Department 11520**Contact: R. David Hays***Departmental Function**

This department handles oversight of all emergency medical services (EMS) for the County. Currently its primary mission involves management of the jurisdictional Emergency Medical Services Operational Program (EMSOP) as defined in COMAR Title 30. In addition to its responsibilities, the department continues to provide EMS supervision within the County and assumed the responsibility for staffing two of the eight independent EMS companies with EMS clinicians. The Department will continue to increase its involvement in fire/rescue operations and the system continues to grow. This increased involvement is intended to help obtain compliance with federal, state, and local laws, codes and standards establishing a "Citizen First" service delivery model.

Goals for Fiscal Year 2025

- ◆ Continue to review, revise, and institute a service delivery model that has a sustainable funding model and meets existing standards for the provision of BLS and ALS level care.
- ◆ Enhance our Mass Casualty Incident response capabilities by working with the Hagerstown Regional Airport to finalize their Mass Casualty Support Unit.
- ◆ Continue to monitor the purchasing program which purchases patient care supplies for the EMS Operational program to ensure fiscal responsibility while providing the most up to date supplies and equipment to the EMS companies.
- ◆ Review and develop a deployment model for Advanced Life Support services in Washington County that optimizes and facilitates service delivery while maintaining a manageable provider base.
- ◆ Work with the Frederick County Division of Fire/Rescue Services to start a pre-hospital whole blood program within the Region.
- ◆ Work with the Washington County Health Department to finalize the peer support program that will provide qualified peer support services to patients suffering from addiction.

Accomplishments for Fiscal Year 2024

- ◆ PS Trax CDS tracking system.
- ◆ Handtevy Patient Care Management System.
- ◆ Provided financial and operational support to the independent EMS companies.
- ◆ Assumed responsibility for staffing medic units Smithsburg EMS and Williamsport Fire/EMS.
- ◆ Designed, ordered and received three ambulances which will be utilized to enhance the provision of emergency medical services throughout the County.
- ◆ Completed the rollout of a County-wide crisis intervention response by a team of qualified mental health clinicians who respond to mental health emergencies in real time and provide follow-up services to this patient population.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
EMS Unit 1811 (Clear Spring) Responses	707	1,000	1,200
EMS Unit 1812 (Sharpsburg) Responses	468	480	500
EMS Unit 1814 (Leitersburg) Responses	618	630	650

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	2,723,800	3,768,970	6,179,890	2,410,920	63.97%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	2,723,800	3,768,970	6,179,890	2,410,920	63.97%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	2,211,880	2,117,420	4,286,020	2,168,600	0.00%
Operating	442,350	1,617,900	1,813,890	195,990	12.11%
Capital Outlay	69,570	33,650	79,980	46,330	0.00%
Total	2,723,800	3,768,970	6,179,890	2,410,920	63.97%

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Director, Division of Emergency Services	1	1	0	0
Programs Administrator	1	1	0	0
EMS Captain - Quality Assurance	1	1	1	1
Captain - Field Operations	11	11	11	14
Captain - EMS Field Operations	1	1	0	0
Paramedic (Single Role)	7	7	0	0
Emergency Medical Technician (Single Role)	9	9	0	0
Total	31	31	12	15

Summary of Personnel Changes

- ◆ Midway through FY2024, the Director, Division of Emergency Services and Programs Administrator positions moved from 911 Emergency Communications to this department following a departmental restructuring. The Director, Division of Emergency Services was previously named Director, Fire Rescue and Emergency Management.
- ◆ Midway through FY2024, 17 new positions (Paramedic, Emergency Medical Technician and Captain – EMS Field Operations) were created as a result of the EMS transition plan.

*Fire Operations - Department 11525**Contact: R. David Hays***Departmental Function**

This department handles oversight of all fire and rescue services for the County. The department also provides full-time staffing to six fire stations and oversees the part-time staffing of the other stations within Washington County. In addition to staffing, the department's primary mission involves management of programs that are designed to assist volunteer services in the complement of their daily missions. These programs include a county-wide personalized protective equipment program, management of the reserve engine and ambulance fleet, apparatus, and equipment replacement program, etc. The department also oversees inspection and testing programs for hose, ladders, pumps and SCBA. In addition to its responsibilities in those programs, the department will increase its involvement in fire and rescue operations as the system continues to grow.

Goals for Fiscal Year 2025

- ◆ Develop and implement a hiring process to develop another applicant pool for future staffing needs.
- ◆ Develop an integrated chain-of-command for the Division of Emergency Services and the Washington County Volunteer Fire Rescue Association.
- ◆ Develop policies and procedures to ensure adequate staffing in the Fire and EMS stations within Washington County.
- ◆ Continue analysis of system delivery criteria to methods of enhancing the provision of emergency services.
- ◆ Recommend revised unit dispatching and CAD tracking mechanisms to deploy volunteer units more effectively.
- ◆ Develop and implement a system to evaluate unit response rates and staffing on emergency incidents to determine the need for new or additional staffing.
- ◆ Continue the consolidation of apparatus and equipment to maximize cost and purchasing efficiency.

Accomplishments for Fiscal Year 2024

- ◆ Purchased three reserve ambulances and three reserve engines. The anticipated delivery date for the ambulances is June 2024 and November 2024 for the engines.
- ◆ Completion of Recruit Class 5 – adding personnel to enhance service delivery.
- ◆ Secured funding for purchase of and receive new NFPA 1802 Certified Radios – a major upgrade to ensuring multi-jurisdictional communications and state of the art equipment for career/volunteer personnel.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Number of Calls Responded To	35,045	36,899	38,721
Number of Active Volunteer Firefighters	1,123	1,130	1,170
Response Time (time elapsed between first responder notification and when the unit is in route to the call)	4 minutes	3.25 minutes	3.65 minutes

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	2,598,440	4,550,100	6,988,080	2,437,980	53.58%
Grants/Intergovernmental	2,693,590	2,020,190	0	(2,020,190)	(100.00%)
Fees/Charges	0	0	0	0	0.00%
Total	5,292,030	6,570,290	6,988,080	417,790	6.36%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	4,805,640	5,754,850	6,282,160	527,310	0.00%
Operating	224,530	279,900	365,190	85,290	30.47%
Capital Outlay	261,860	535,540	340,730	(194,810)	(36.38%)
Total	5,292,030	6,570,290	6,988,080	417,790	6.36%

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Deputy Director Fire/EMS Services	1	1	1	1
Lieutenant	3	3	3	3
Operations Manager	1	1	1	1
Fire Captain - Fire	1	1	1	1
Firefighter	36	36	35	30
Firefighter II -Tech	2	2	4	5
Firefighter Paramedic	3	3	2	3
Total	47	47	47	44

Summary of Personnel Changes

- ◆ No changes in FY2025.

*Emergency Management - Department 11530**Contact: Alan Matheny***Departmental Function**

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

Goals for Fiscal Year 2025

- ◆ Update the County's Continuity of Government Plan; County Sheltering Plan; and the County's Emergency Operations Plans by the end of the fiscal year.
- ◆ Expand upon training for county staff and outside agencies to grow the Emergency Operations center roster and continue to expand knowledge to be ready for all types of incidents.
- ◆ Establish efficient communication channels with county staff and the public through the implementation of Everbridge. Launch the utilization of Everbridge for employee notifications and develop templates for emergency situations to ensure rapid and effective communication when necessary.
- ◆ Add automatic weather alerts to the County's Everbridge system to ensure citizens are prepared for impending weather and flooding that could occur.
- ◆ Collaborate with the Division of Emergency Services on training and obtaining additional resources to continue to grow each department and public safety personnel in Washington County.
- ◆ By the end of September 2024, collaborate with the Public Safety Training Center and Public Relations to bring back the Preparedness Expo.

Accomplishments for Fiscal Year 2024

- ◆ Alongside the Division of Emergency Services and other participating organizations, successfully participated in the first SAREX (Search and Rescue Exercise) drill in Washington County. This accomplishment sets up to be prepared for emergency situations that may occur in Washington County.
- ◆ In October 2023, conducted a drill alongside the Hagerstown Regional Airport and the Division of Emergency Services to fulfill FAA requirements.
- ◆ Updated the County's severe weather plan and helped the homeless coalition complete their plan.
- ◆ Completed the update to the County Hazard Mitigation Plan (updated every five years) and included mitigation projects from each of the county municipalities.
- ◆ Held the annual 9/11 Remembrance in the Park Ceremony in September 2023.

Performance Indicators/Services Provided

Services Provided/ Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Community Preparedness Events & Presentations	4	5	5
Mass Public Notifications	3	30	50
Exercises/Drills/Trainings	5	10	10
Mass Public Notification Subscribers	31,362	35,000	38000

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	229,650	276,540	270,630	(5,910)	(2.14%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	229,650	276,540	270,630	(5,910)	(2.14%)

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	203,110	249,100	244,020	(5,080)	0.00%
Operating	26,540	27,440	26,610	(830)	(3.02%)
Capital Outlay	0	0	0	0	0.00%
Total	229,650	276,540	270,630	(5,910)	(2.14%)

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Director of Emergency Management	1	1	1	1
Emergency Management Specialist	1	1	1	1
Emergency Management Planner	1	1	1	1
Total	3	3	3	3

Summary of Personnel Changes

- ◆ No changes in FY2025.

Public Safety Training Center - Department 11535

Contact: R. David Hays

Departmental Function

The Washington County Public Safety Training Center is a state-of-the-art training facility. The facility will be used by police, fire, and emergency services personnel, and will provide a space for different disciplines of public safety to work and train together.

Goals for Fiscal Year 2025

- ◆ Begin construction on a state-of-the-art combined law enforcement, fire and emergency medical services Tactical Village to include the following:
 - Multi-story Training Tower and Class B Burn Facility
 - Defensive driving Track and Drivers Training Facility
 - Construction of outdoor training sites/props
 - Site work for additional facilities
- ◆ Complete planning for additional Tactical Village Facilities.
- ◆ Complete additional fire/paramedic/law enforcement academy programs.
- ◆ Support other governmental/non-governmental training

Accomplishments for Fiscal Year 2024

- ◆ Graduated first paramedic class.
- ◆ Graduated law enforcement academy program.
- ◆ Graduated two fire academy programs.
- ◆ Supported numerous other external programs.
- ◆ Completed the build-out of a mobile firefighter self-contained breath apparatus (SCBA) trailer.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Training Classes- MD Fire and Rescue Inst.	40	37	38
Training Classes - Police Academy	2	2	2
Training Classes - Fire Academy	2	2	2
ASHI Basic Life Support/First Aid/BBP	32	20	24
Paramedic Programs	1	1	1
Outside Programs/Meetings/In-Service(s)	140	220	340

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	750,140	960,350	1,200,430	240,080	25.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	750,140	960,350	1,200,430	240,080	25.00%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	479,530	624,450	831,920	207,470	0.00%
Operating	270,610	331,570	355,510	23,940	7.22%
Capital Outlay	0	4,330	13,000	8,670	0.00%
Total	750,140	960,350	1,200,430	240,080	25.00%

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Dep. Director Administrative Services	1	1	1	1
Education Programs Administrator	1	1	1	1
Lead Instructor - Paramedic Services	1	1	1	1
Fire/Rescue Training Officer	1	1	1	0
Maintenance Lead Worker	1	1	1	1
Senior Office Associate	1	1	1	1
Office Associate	1	0	0	0
Total	7	6	6	5

Summary of Personnel Changes

- ◆ Office Associate position created during FY2025 budget process to facilitate front office operations within the training center.

Civil Air Patrol - Department 93110

Contact: Katie Gladhill

Agency Function

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

Goals for Fiscal Year 2025

- ◆ To continue to provide training on our core mission. Funding provided supports our ability to keep our CAP airplane locally at the ready to support training and missions if needed.

Accomplishments for Fiscal Year 2024

- ◆ Received the Quality Unit Award which means we exceed nationwide goals for our cadets and leaders.
- ◆ We promoted cadets to officers which is a milestone award.
- ◆ Our cyber patriot team won at the regional level.

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	4,000	4,000	4,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	4,000	4,000	4,000	0	0.00%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	4,000	4,000	4,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	4,000	4,000	4,000	0	0.00%

Fire & Rescue Volunteer Services - Department 93130 Contact: James Sprecher Jr.

Agency Function

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

Goals for Fiscal Year 2025

- ◆ Work with our member companies and County government to define and implement policies and plans for the member companies that will stabilize and normalize operations and resilience for the future.
- ◆ Assist the member companies and the County Government to effectively resolve issues with the implementation of the career staff.
- ◆ Work effectively with the County Government and Division of Emergency Services to continue implementing additional resources and support for the volunteer companies.
- ◆ Work cooperatively with the County to develop long-range plans for communications and replacement of radios for emergency services and the volunteer companies.
- ◆ Evaluate the current available incentives for volunteers to help retain existing volunteers and acquire new ones to reduce the pressure for additional County expenditures.
- ◆ Provide additional officer training to assist the companies with both administrative and operational management.
- ◆ Continue to assist our companies to ensure error free ESO Fire Incident report submission to the fire marshal to preserve 508 funds.
- ◆ Improve and enhance our high school cadet program in Cooperation with the Washington County Board of Education.
- ◆ Work with the County Commissioners and additions to the training center.

Accomplishments for Fiscal Year 2024

- ◆ Worked with our member companies and County government to define and implement policies and plans for the member companies that will stabilize and normalize operations during the EMS companies transition and ensure continued protection for the residents of Washington County.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
WCVFRA Fire/EMS Cadet Program Funding	\$30,251	\$35,000	\$35,000
Total Fire/EMS Calls Responded to by Volunteers	46,205	37,170	38,000

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	10,389,690	10,637,470	11,867,760	1,230,290	11.57%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	10,389,690	10,637,470	11,867,760	1,230,290	11.57%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	850,160	817,860	992,900	175,040	0.00%
Operating	9,379,980	9,774,610	10,831,530	1,056,920	10.81%
Capital Outlay	159,550	45,000	43,300	(1,700)	(3.78%)
Total	10,389,690	10,637,470	11,867,730	1,230,260	11.57%

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Coordinator - Volunteer Services	1	1	1	1
Total	1	1	1	1

Summary of Personnel Changes

- ◆ No changes in FY2025.

Humane Society - Department 93100

Contact: Colin Berry, Executive Director

Agency Function

The Humane Society of Washington County (HSWC) is contracted by Washington County Government to enforce the regulations set forth in the Washington County Animal Control Ordinance. This includes but is not be limited to: sheltering and care for homeless animals, injured and/or sick animals, and abandoned animals; oversight of lost and found animals within the county; investigation of alleged abuse, neglect, and vicious and dangerous dogs; failure to have current rabies and/or County dog licenses; granting and enforcement of kennel permits and inspections; public health as related to rabies exposures and quarantines; Trap-Neuter-Return program management; animal control fees; and several prohibited acts. HSWC is part of the Washington County Emergency Operation Plan that is in place in the event a disaster or local emergency occurs, and animals are at risk. HSWC also manages the County Spay/Neuter Program (SNAP).

Goals for Fiscal Year 2025

- ◆ Continue to increase live release rate (animal save rate).
- ◆ Reunite 400 lost animals with their owners.
- ◆ Offer eight owned pet Wellness Clinics (basic exams, distemper and rabies vaccinations, parasite treatment and microchip) at HSWC's Veterinary Center and two off-site Rabies/License/Micro-chip clinics with the goal of assisting 700 publicly owned animals acquire affordable preventative pet services.
- ◆ Perform 3,200 spay/neuter surgeries at HSWC's Veterinary Center, including TNR'ing 1,000 community cats.
- ◆ Maintain current percentage of donations (83%) that are put back into shelter programs.

Accomplishments for Fiscal Year 2024*

- ◆ Achieved highest Live Release Rate to date at 86%.
- ◆ Field Services Officers performed 916 investigations, 441 of which were alleged cases of abuse and neglect.
- ◆ HSWC's Veterinary Center provided service to 663 publicly owned animals through Wellness, Rabies, and Microchip clinics.
- ◆ Diverted 628 animals from entering the shelter through community assistance programs.
- ◆ Trap-Neuter-Returned (TNR) 1,001 community cats.
- ◆ Field Services Officers investigated 309 bites and bite follow-ups; responded to 156 First Responder requests for assistance; and impounded 230 animals.
- ◆ Distributed 73,739 pounds of pet food and litter to owned animals in need.
- ◆ Performed euthanasia for 239 public animals.

***Note: Accomplishments are tracked for the calendar year rather than the fiscal year, so accomplishments highlighted above are for calendar year 2023.**

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
SNAP Animals Altered	312	250	250
Animal Control - Total Field Calls for Service	2,289	2,100	2100
Total Animals Sheltered	4,721	4,682	4675
Community Cats TNR'ed	951	1,014	1015

*Note - numbers reported above are for the calendar year, not the fiscal year.

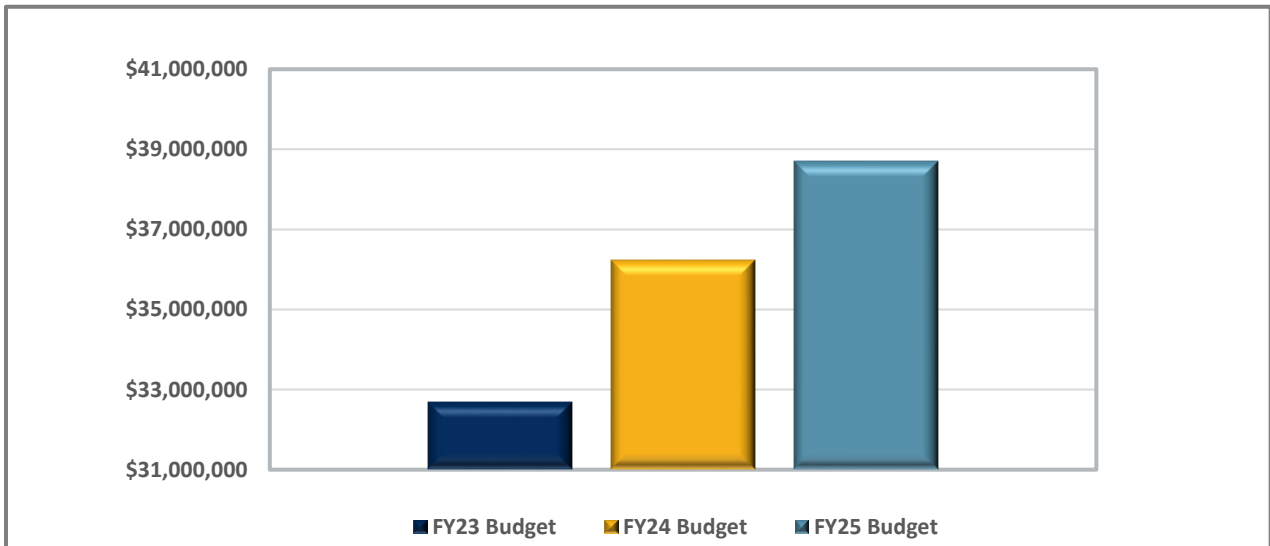
Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	1,486,920	1,531,530	2,350,000	818,470	53.44%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,486,920	1,531,530	2,350,000	818,470	53.44%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	1,486,920	1,531,530	2,350,000	818,470	53.44%
Capital Outlay	0	0	0	0	0.00%
Total	1,486,920	1,531,530	2,350,000	818,470	53.44%

General Fund – Transfers Summary

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Operating Transfers	12,470,540	14,209,160	13,735,010	(474,150)	(3.34%)
Capital Transfers	20,207,990	22,029,240	24,961,310	2,932,070	13.31%
Total	32,678,530	36,238,400	38,696,320	2,457,920	6.78%





*Operating Transfers - Departments 91020 - 92010**Contact: Kimberly Edlund***Departmental Summary**

- ◆ Highway was increased due to an increase in wages and expenses.
- ◆ Solid Waste was increased due to an increase in wages and expenses.
- ◆ Agricultural Education Center increased due to increases in wages as well as increases in building maintenance.
- ◆ Grant Management increased due to the increase in wages and benefits, the elimination of gaming revenue and support of a new homelessness program.
- ◆ Land Preservation decreased due to changes in available program funding.
- ◆ HEPMPO increased due to an increase in wages and benefits.
- ◆ Utility Administration increased due to an increase in wages and benefits and additional costs needed to follow Stormwater Management best management practices.
- ◆ Water was decreased due to a reduction in the CIP appropriation. This resulted in an overall decrease in needed support.
- ◆ Transit decreased due to a decrease in operating expenses.
- ◆ Golf Course increased due to an increase in rate increases for golfers.
- ◆ 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 order 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.

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Highway	9,285,350	10,096,340	10,405,590	309,250	3.06%
Solid Waste	450,000	450,000	487,170	37,170	8.26%
Agricultural Education Center	216,770	238,200	255,760	17,560	7.37%
Grant Management	313,390	387,640	522,510	134,870	34.79%
Land Preservation	41,380	53,530	23,100	(30,430)	(56.85%)
HEPMPO	5,700	5,130	6,770	1,640	31.97%
Utility Administration	517,110	702,970	804,840	101,870	14.49%
Water	230,040	750,570	176,480	(574,090)	(76.49%)
Transit	1,052,540	1,052,540	901,310	(151,230)	(14.37%)
Golf Course	319,710	433,690	112,930	(320,760)	(73.96%)
Municipality in Lieu of Bank Shares	38,550	38,550	38,550	0	0.00%
Total	12,470,540	14,209,160	13,735,010	(474,150)	(3.34%)

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	12,470,540	14,209,160	13,735,010	(474,150)	(3.34%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	12,470,540	14,209,160	13,735,010	(474,150)	(3.34%)

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	12,470,540	14,209,160	13,735,010	(474,150)	(3.34%)
Capital Outlay	0	0	0	0	0.00%
Total	12,470,540	14,209,160	13,735,010	(474,150)	(3.34%)

Capital Transfers - Departments 12700 & 91230

Contact: Zane Garrett

Departmental Summary

- ◆ Debt Service Department – All principal and interest payments for the County’s general obligation bonds, loans and other debt instruments are paid through this department. A Debt Affordability Analysis is prepared each year along with the Capital Improvement and Operating Budgets to determine appropriate debt levels and assure that the debt service stays within the County’s established guidelines.
- ◆ Capital Improvement Projects – This department is used to record all General Fund appropriations to the Capital Improvement Budget for current year projects. Use of General Fund revenue for capital projects is considered pay-go funding.

Category Funding Breakdown					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Capital Improvement Projects	4,928,000	6,250,000	8,751,230	2,501,230	40.02%
Debt Service	15,279,990	15,779,240	16,210,080	430,840	2.73%
Total	20,207,990	22,029,240	24,961,310	2,932,070	13.31%

Funding Sources/Expenditures

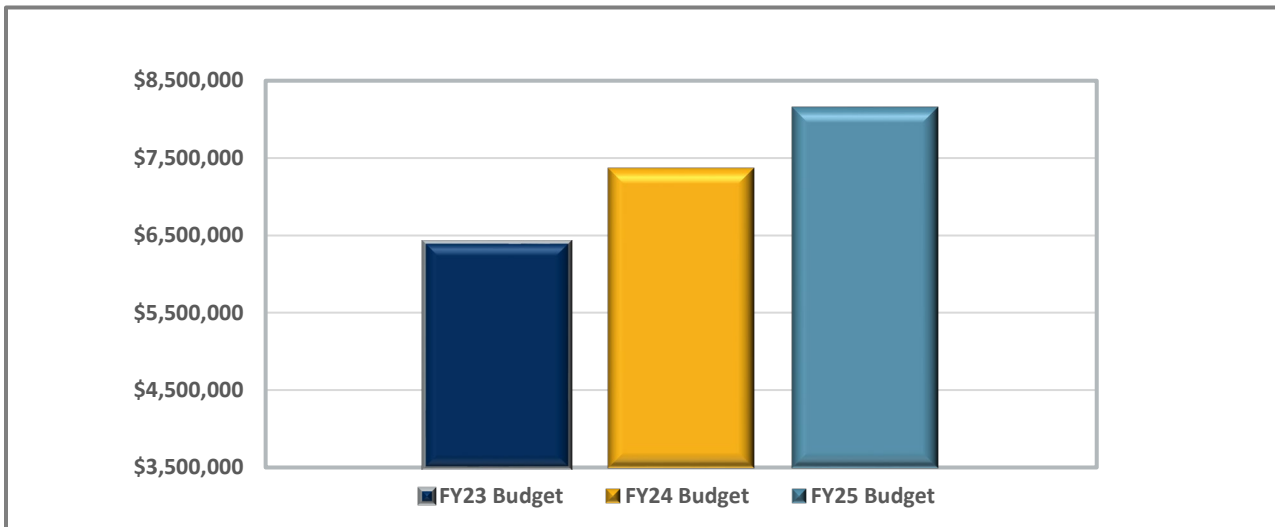
Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	20,207,990	22,029,240	24,961,310	2,932,070	13.31%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	20,207,990	22,029,240	24,961,310	2,932,070	13.31%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	20,207,990	22,029,240	24,961,310	2,932,070	13.31%
Capital Outlay	0	0	0	0	0.00%
Total	20,207,990	22,029,240	24,961,310	2,932,070	13.31%



General Fund – Court System Summary

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Circuit Court	2,140,650	2,386,840	2,722,960	336,120	14.08%
Orphans Court	36,530	36,150	34,250	(1,900)	(5.26%)
State's Attorney	4,224,530	4,949,700	5,398,140	448,440	9.06%
Total	6,401,710	7,372,690	8,155,350	782,660	10.62%





*Circuit Court – Department 10200**Contact: Kristin Grossnickle***Departmental Function**

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 with the County, except when jurisdiction has been conferred upon another tribunal by law and in those situations the Circuit Court serves as an appellate court.

Goals for Fiscal Year 2025

- ◆ To dispose of cases timely pursuant to the Case Time Standards adopted by the Maryland Judiciary.
- ◆ To continue discussions with Washington County Government for long and short-term capital planning needs for the Circuit Court due to outgrowing the current space; continued security concerns; and multiple building issues.
- ◆ In conjunction with Judiciary Administrative Office of the Courts (AOC) security, develop an All-Hazards plan to enhance security and safety measures for court personnel.
- ◆ To update the Differentiated Case Management Plan to better reflect changes in the case management system, rule and law changes, to better fit the needs of our citizens and meet the mission and vision of the court.
- ◆ To continue to enhance court technology to better meet the needs of court staff, attorneys and litigants in and out of the court room.

Accomplishments for Fiscal Year 2024

- ◆ Continued focus on improving docket management and case processing.
- ◆ With funds appropriated in our FY2025 budget, provided parking once again for jurors. This service had been eliminated with the sale of a city parking lot and was not provided for more than a year which required jurors to pay for their own parking while serving their civic duty.
- ◆ We continue to work with the Judiciary Access to Justice department to grow and expand knowledge and resources for our Help Center to better serve our self-represented litigants.
- ◆ With the horrific loss of one of our judges in the fall of 2023, our court leadership has continued to work in collaboration with Judiciary AOC security and the Judicial Sheriff's department captain to assess security needs and measures to keep judges and staff safe.
- ◆ Conversion of phones to Teams phone system.
- ◆ Construction of two additional office spaces in law library and split the County Administrator office into two separate office spaces for the addition of a Judicial Assistant position. Movement of staff to better utilize limited office space.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
New Cases Filed	4,997	5,830	6,500
Average Number of Residents Summoned for Jury Duty	11,828	13,436	15,180
Individuals Receiving Assistance from Family Law Clinic	1,152	1,286	1,414
Individuals Assisted in Court Help Center or Law Library	851	1,383	1,600

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	2,057,370	2,250,760	2,564,680	313,920	13.95%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	83,280	136,080	158,280	22,200	16.31%
Total	2,140,650	2,386,840	2,722,960	336,120	14.08%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	1,875,630	2,079,650	2,344,790	265,140	0.00%
Operating	229,820	285,020	316,960	31,940	11.21%
Capital Outlay	35,200	22,170	61,210	39,040	0.00%
Total	2,140,650	2,386,840	2,722,960	336,120	14.08%

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Family Services Coordinator	1	1	1	1
Drug Court Coordinator	1	1	1	1
Drug Court Case Manager	1	1	1	1
Assignment Commissioner	1	1	1	1
Executive Judicial Assistant	1	1	1	1
Permanency Planning Liaison	1	1	1	1
Judicial Assistant	6	6	6	5
Judicial Assistant - Court Operations	1	1	0	0
Law Librarian/Court Reporter	1	1	1	1
Court Reporter	7	7	7	8
Assignment Clerk/Jury Coordinator	0	0	0	1
Assignment Clerk I	4	4	4	3
Total	25	25	24	24

Summary of Personnel Changes

- ◆ The Judicial Assistant – Court Operations position was added mid-way through FY2024 to provide additional support to the Court.

*Orphans Court – Department 10210**Contact: Lacy Flook***Departmental Function**

The Orphans Court is responsible for the supervision of estates, conducting formal hearings involving estate or guardianship disputes and ruling on Petitions and Administration Accounts involved with estate and/or guardianship proceedings. However, if there are no disputes requiring a hearing before the Orphans' Court, the Personal Representative, and beneficiaries (or heirs) may have no direct contact with the Orphans' Court. The Orphans' Court has the same legal and equitable powers to effectuate its jurisdiction, punish contempt, and carry out its orders, judgments, and decrees as a court of record.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Total New Proceedings Established	1,104	1,139	1,170
Personal Representative/Interested Person/Contacts	5,589	5,535	5,560
Safekeeping Wills/Codicils Received	1,658	1,802	1,900
Safekeeping Wills/Codicils Removed	1,047	1,116	1,200
Docket Entries Recorded	18,672	19,224	21,000
Claims Recorded	366	333	320
Number of Receipts Issued	4,332	4,196	4,000
Number of Billing Invoices Issued	29	33	37
Number of Disbursements (Checks written)	21	26	30
Number of Hearings Established	58	51	50
Number of Hearings Held	47	55	60
Number of Accounts	697	742	787

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	36,530	36,150	34,250	(1,900)	(5.26%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	36,530	36,150	34,250	(1,900)	(5.26%)

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	35,030	34,650	32,750	(1,900)	0.00%
Operating	1,500	1,500	1,500	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	36,530	36,150	34,250	(1,900)	(5.26%)

State's Attorney – Department 10220

Contact: Gina Cirincion

Departmental Function

The Constitution of Maryland created the Office of the State's Attorney. The office is responsible for prosecuting those people who have been charged with the commission of criminal offenses in Washington County. These prosecutions take place in the District Court of Washington County where jurisdiction is limited to traffic offenses and mostly misdemeanor criminal offenses. The Circuit Court of Washington County is where more serious criminal matters and jury trials are heard. The State's Attorney is legal advisor to the Washington County Grand Jury and representatives of the State's Attorney office frequently advise police officers during criminal investigations.

Goals for Fiscal Year 2025

- ◆ Implement new case management software to better serve victims and witness and to streamline office operations. Upgrade computers to improve review and submission of digital evidence.
- ◆ Increase enrollment in the Washington County District Court Veteran's Court.
- ◆ Increase use of community service through the Diversion Program (operated by the Alternative Sanctions Office within the Washington County State's Attorney's Office) and as a probation condition for non-violent offenders to provide a more publicly beneficial sanction for engaging in criminal conduct than traditional probation conditions.
- ◆ Increase felony experience for less experience prosecutors by having inexperienced prosecutors assist felony prosecutors with more cases for their professional development.

Accomplishments for Fiscal Year 2024

- ◆ Eliminated case backlog which occurred due to extensive court closures and suspension of jury trials during the COVID-19 State of Emergency. Cases are now being set and reaching disposition at pre-COVID-19 rates.
- ◆ Obtained convictions in at least ten homicide cases (guilty plea or conviction after trial).
- ◆ Established a Veteran's Court in Washington County District Court to better serve and address issues related to veterans that became involved in the criminal justice system.
- ◆ Provided experience to at least three interns in order to foster interest in public service and the criminal justice system.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual*	FY2024 Estimated**	FY2025 Projected
Number of Criminal Cases Tried in Circuit Court	402	244	270
Number of Juvenile Cases Tried	42	63	158
Number of Criminal Cases Tried in District Court	6,852	6,548	14,733

*Data is based on the Calendar Year, not the fiscal year.

** Data is as of 5/20/24

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	4,174,530	4,889,700	5,333,740	444,040	9.08%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	50,000	60,000	64,400	4,400	0.00%
Total	4,224,530	4,949,700	5,398,140	448,440	9.06%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	4,066,690	4,544,880	5,233,250	688,370	0.00%
Operating	157,840	161,820	164,890	3,070	1.90%
Capital Outlay	0	243,000	0	(243,000)	0.00%
Total	4,224,530	4,949,700	5,398,140	448,440	9.06%

Personnel

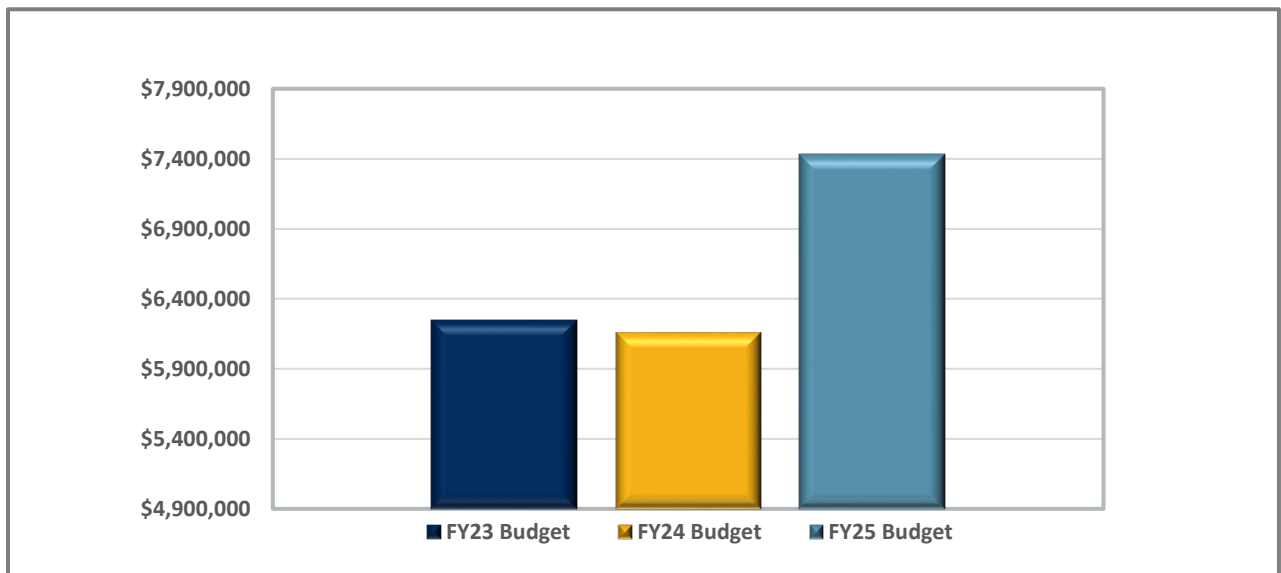
Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
State's Attorney	1	1	1	1
Deputy State's Attorney	2	2	2	2
Assistant State's Attorney III	4	3	3	2
Assistant State's Attorney II	9	8	8	10
Senior Investigator	1	1	1	1
Victim/Witness Unit Director	1	1	1	1
Diversion Alternative Director	1	1	1	1
Victim/Witness Coordinator	3	3	3	3
Office Manager	1	1	1	1
Legal Assistant	2	2	2	1
Investigator	2	2	2	2
Caseworker	2	2	2	2
Legal Secretary	2	1	1	1
Team Leader - State Attorney	2	2	2	2
Senior Office Associate	8	8	8	8
Labor Unit Coordinator	1	1	1	1
Total	42	39	39	39

Summary of Personnel Changes

- ◆ Mid-way through FY2024 the Work Crew Supervisor was renamed to Labor Unit Coordinator.
- ◆ During the FY2025 budget process, an Assistant State’s Attorney II, Assistant State’s Attorney III, and a Legal Secretary were moved from NTF department to the State’s Attorney department.

General Fund – State Functions Summary

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Election Board	2,384,260	2,266,090	2,640,990	374,900	16.54%
Soil Conservation	355,090	364,010	369,510	5,500	1.51%
Weed Control	317,510	317,550	357,300	39,750	12.52%
Environmental Pest Management	45,500	45,500	45,500	0	0.00%
Health Department	2,339,270	2,339,270	3,183,620	844,350	36.09%
Social Services	506,330	506,330	506,330	0	0.00%
University of Maryland/County Coop. Ext.	302,910	317,770	328,850	11,080	3.49%
Total	6,250,870	6,156,520	7,432,100	1,275,580	20.72%



*Election Board – Department 10400**Contact: Barry Jackson***Departmental Function**

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

Goals for Fiscal Year 2025

- ◆ The State Board of Elections is actively seeking procurement of new election pollbooks and voting equipment for the 2026 election cycle, and to update the Maryland Voter records system by 2028.
- ◆ Replace the office staff computers to remain compliant with the State of Maryland Department of Information Technology (DoIT) requirements to replace computers every five years.
- ◆ To continue to request three additional staff members to support the increasing demands from the State of Maryland of on-going new processes, procedures and reports to complete. We are supporting over 100,000 Washington County active voters and the increased workload could cause errors in the election process.
- ◆ Promote professional development through Election Center and CERA Certification.

Accomplishments for Fiscal Year 2024

- ◆ In response to an increase in mail-in ballots, declining increase in voter turnout on election day, and challenges in recruiting election judges, we have consolidated 49 polling places into 40. This strategic move aims to streamline operations, enhance efficiency and ensure that voters can still cast their ballots conveniently.
- ◆ In response to the surging demand for mail-in ballots, we have expanded the number of mail-in ballot drop boxes from six to eight. This proactive measure ensures that voters have convenient and secure options for returning their ballots.
- ◆ The Director and Deputy Director have successfully completed six out of ten classes in the International Association of Government Officials (IGO) program, advancing toward their Certified Public Official (CPO) and Certificate in Public Leadership (CPL) certifications. Their commitment to continuous learning and professional development ensures that the voters of Washington County receive superior service from their election officials.
- ◆ The election warehouse has undergone significant upgrades, enhanced its functionality and streamlined process related to election equipment. This enhancement ensures efficient management and readiness for upcoming elections.

- ◆ Washington County has successfully implemented the third early voting site, in accordance with the State of Maryland regulations regarding the number of voters in our County.
- ◆ An additional staff member was hired to support the growing number of voters and has helped us to ensure compliance with the State of Maryland mandates and new processes.
- ◆ Successfully conducted the 2024 Presidential Primary election supporting over 100,000 active voters with only seven full-time employees which is significantly lower than other local boards of elections with comparable registration numbers.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Number of Registered Voters as of June 30	99,740	101,250	103,275
Number of Election Judges	532	567	670
Number of Absentee/Mail-In Ballots	10,052	8,725	15000
Election Turnout (total votes counted)	49,485	24,510	68000
Registrations and Address/Name Changes Processed	15,733	17,024	17365

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	2,384,160	2,266,090	2,640,990	374,900	16.54%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	100	0	0	0	0.00%
Total	2,384,260	2,266,090	2,640,990	374,900	16.54%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	299,730	437,020	523,470	86,450	19.78%
Operating	2,065,550	1,829,070	2,100,460	271,390	14.84%
Capital Outlay	18,980	0	17,060	17,060	0.00%
Total	2,384,260	2,266,090	2,640,990	374,900	16.54%

*Soil Conservation – Department 12300**Contact: Dee Price***Agency Function**

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

Goals for Fiscal Year 2025

- ◆ Complete 50 Soil Conservation and Water Quality plans for 6,000 acres.
- ◆ Complete 60 Agricultural Best Management Practices for Agricultural Watershed Implementation Plan (Phase III).
- ◆ Install cover crops on 14,000 acres/\$300,000.00.
- ◆ Deliver two million in Federal cost share funds to producers.
- ◆ Complete two Forest Conservation Act projects in cooperation with Washington County.
- ◆ Complete construction for one grant-funded stream restoration project – Keedysville.
- ◆ Complete design and permitting for one grant-funded stream restoration project – Hamilton Run.
- ◆ Continue to provide Plan Review services and Field services for the Urban community.

Accomplishments for Fiscal Year 2024

*Note – these are based on current staffing levels. The department is currently down by two staff members.

- ◆ Completed 47 Soil Conservation and Water Quality plans for 5,882.5 acres.
- ◆ Completed 48 Agricultural Best Management Practices for Agricultural Watershed Implementation Plan (Phase III).
- ◆ Installed cover crops on 13,201.7 acres/\$294,752.50.
- ◆ Delivered \$1,085,002.25 in Federal cost-share funds to producers.
- ◆ Delivered \$691,556.25 in State cost-share funds to producers.
- ◆ Completed Forest Conservation Act Program revamp in cooperation with the District's Attorney and the Washington County Attorney's office.
- ◆ Completed Stream Restoration Program revamp in cooperation with the District's Attorney.
- ◆ Completed construction for one grant-funded stream restoration project – Boonsboro WWTP.
- ◆ Provided Plan Review Services (266 approvals/798 reviews) and 88 Field Services (Pre-Construction meetings, Interim Water Quality Inspections, & Final Site Closeout Review – 95% overall vegetation) for the Urban community.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Soil Conservation and Water Quality Plans (in acres)	6,508	5,883	6,000
Best Management Practices	72	48	60
Cost Share (in dollars)	1,661,519	1,776,559	2,200,000
Forest Conservation Act Projects	1	0	2
Urban Plan Reviews	306*	266*	300*
Cover Crop Acres	8,496	13,202	14,000
Information/Education Projects	9	12	15

* Approvals – each plan takes an average of three reviews prior to reaching the point of approval.

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	355,090	364,010	369,510	5,500	1.51%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	355,090	364,010	369,510	5,500	1.51%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	355,090	364,010	369,510	5,500	1.51%
Capital Outlay	0	0	0	0	0.00%
Total	355,090	364,010	369,510	5,500	1.51%

*Weed Control – Department 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 the agencies to comply with the Maryland Noxious Weed Law.

Goals for Fiscal Year 2025

- ◆ To increase the Weed Control Program presence in Washington County by increasing contact and inspection by 10% and to continue the progress made by the program in controlling noxious and invasive weeds.
- ◆ To provide the highest quality technical, advisory and control services to the residents of Washington County by training and accrediting all new personnel and developing continuing education guidelines for all employees.
- ◆ To provide additional spray services to constituents with new types of application equipment.
- ◆ To coordinate with other government agencies to enhance control for the agencies and the public.
- ◆ To scout for and control the newly listed Noxious Weeds Palmer Amaranth and Common Waterhemp to prevent establishment in Washington County.

Accomplishments for Fiscal Year 2024

- ◆ Sent pre-season advisory letters to landowners and land managers on the Weed Control Program Database.
- ◆ Assisted the Maryland Department of Natural Resources with weed control services on tree plantings associated with Maryland's 5 Million Trees initiative.
- ◆ Purchased two specialized Wick Bar Applicators to assist landowners and farmers with control of noxious weeds in hay fields.
- ◆ Increased services to match increased demand for noxious and invasive weed control.

Performance Indicators/Services Provided

Services Provided/ Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Noxious Weed Control Advisory Notices Sent	296	325	350
Properties Assisted with a Weed Management Plan	415	450	450
Hours Dedicated to Noxious & Invasive Weed Control	8,976	10,000	10,000

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	317,510	317,550	357,300	39,750	12.52%
Total	317,510	317,550	357,300	39,750	12.52%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	249,240	262,030	290,080	28,050	10.70%
Operating	68,270	55,520	67,220	11,700	21.07%
Capital Outlay	0		0	0	0.00%
Total	317,510	317,550	357,300	39,750	12.52%

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Weed Control Management Specialist	1	1	1	1
Total	1	1	1	1

Summary of Personnel Changes

- ◆ No changes in FY2025.

Environmental Pest Management – Department 12410 Contact: Andrew Eshleman

Departmental Function

The Maryland Department of Agriculture (MDA) coordinates the Gypsy Moth and Black Fly 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 and suppressing Black Fly populations on the Potomac River.

Goals for Fiscal Year 2025

- ◆ Continue to support the program and partnership with the MDA so suppression efforts continue.

Accomplishments for Fiscal Year 2024

- ◆ Completion of the spongy moth survey.
- ◆ Black Fly treatment state funds will return in FY2025.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Number of Times Sprayed for Black Flies	4	2	2

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	45,500	45,500	45,500	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	45,500	45,500	45,500	0	0.00%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	45,500	45,500	45,500	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	45,500	45,500	45,500	0	0.00%

*Health Department – Department 94000**Contact: Earl Stoner***Agency Function**

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

Goals for Fiscal Year 2025

- ◆ By June 30, 2025, reduce drug intoxication deaths by 10%.
- ◆ By June 30, 2025, establish an agency performance improvement program.
- ◆ By October 1, 2024, assist with ensuring that students in public and private schools are compliant with Maryland school immunization regulations.
- ◆ By June 30, 2025, establish a county-wide health equity plan.
- ◆ By June 30, 2025, collaborate with community partners to revise the Community Health Needs Assessment for Washington County.

Accomplishments for Fiscal Year 2024

- ◆ Updated the agency’s Strategic Plan.
- ◆ Established the Office of Health Equity
- ◆ Published the first Annual Report.
- ◆ Overdose fatalities declined by 22%.

Performance Indicators/Services Provided

Services Provided/Clients Served						
	FY2023 Actual		FY2024 Estimated		FY2025 Projected	
	Clients	Contacts	Clients	Contacts	Clients	Contacts
Behavioral Health:						
Jail Substance Abuse (JSAP)	67	924	106	1,386	125	--
Trauma/Addiction/Mental Health/Recovery (TAMAR)	40	373	68	590	65	650
Community Services/Outreach	0	75,000	0	90,000	0	100,000
Family Investment Screenings	1,385	--	1,300	--	1,300	--
Community First Choice:						
Adult (Geriatric) Evaluation/Assessment	292	292	337	337	350	350
Nurse Monitoring	224	731	260	698	275	712
Community Health:						
HIV Case Management	128	128	143	143	145	145
Communicable Disease Control						
Reportable Disease Investigations	223	--	665	665	1,000	1,000
Communicable Disease Outbreaks	2	***	***	114*	--	--
School Influenza Vaccine	350	350	326	326	350	350
HIV Testing & Counseling	238	238	355	355	370	370
Pre & Post Exposure Rabies Prophylaxies	25	***	143	143	--	--
Adult Immunizations	231	***	338	338	--	--
Child Immunizations	586	***	310	896**	--	--
Family Planning/Reproductive Health	395	545	573	895	600	900
PrEP	20	20	25	62	30	65
Tuberculosis Control	30	2	36	186	30	180
Environmental Health:						
Complaints	279	977	280	980	30	1,050
Permits:						
Septic Permits	104	365	140	490	150	495
New Permits	55	193	70	245	75	250
Repair Permits	49	172	70	245	80	250
Well Permits	80	280	90	340	100	340

Services Provided/Clients Served						
	FY2023 Actual		FY2024 Estimated		FY2025 Projected	
	Clients	Contacts	Clients	Contacts	Clients	Contacts
Building Permits	327	818	450	1,125	455	1,140
Campground Permits	11	11	11	11	11	11
Mobile Home Permits	17	17	17	17	17	17
Spa Permits	8	8	8	8	8	8
Bathing Beach Permits	1	1	1	1	1	1
Pool Permits	51	77	53	79	52	78
Exotic Pet Permits	3	3	3	3	3	3
Food Permits	871	1,321	890	1,335	915	1,370
Environmental Inspections	140	140	330	330	425	425
Monitoring Inspections	59	59	127	127	225	225
Opening Inspections	44	90	55	112	60	125
Pre-Opening Inspections	12	18	25	38	50	75
Re-Inspections	24	24	20	20	19	19
Temporary Food Permits	545	545	500	500	525	525
Remodeled Food Facility Plan Review	28	41	22	30	25	35
Tests:						
Daycares	56	45	55	47	56	45
COP's Issues	61	--	65	--	65	--
Health Department Tested	0	0	0	0	0	0
Private Lab	61	0	65	0	65	0
Animal Bites:						
Number of Positives	10	20	12	22	14	24
Number of Quarantines	272	408	280	420	290	435

-- Not applicable

* Total Outbreaks

** Total Immunizations Given

***Unable to pull data

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	2,339,270	2,339,270	3,183,620	844,350	36.09%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	2,339,270	2,339,270	3,183,620	844,350	36.09%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits				0	0.00%
Operating	2,339,270	2,339,270	3,183,620	844,350	36.09%
Capital Outlay	0		0	0	0.00%
Total	2,339,270	2,339,270	3,183,620	844,350	36.09%

Note: In-Kind were first recorded in FY23 per GASB and GAAP requirements. In-Kind were not included in the Original FY24 Approved budget but will be included in the Final Adjusted FY24 budget. In-Kind transactions are non-cash.

*Social Services – Department 94010**Contact: Tiffany Rexrode***Agency Function**

The Washington County Department of Social Services is an agency of the State Department of Human Services. 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 continuum of human service programs to all in need. These programs are funded primarily by the Federal and State governments. The County allocates funds for programs to meet specific local needs not met by other governmental sources.

Goals for Fiscal Year 2025

- ◆ During FY2025, 95% of the aged or disable adults receiving Adult Foster Care/community-based services will be maintained in the least restrictive environment and prevent unnecessary long-term care placement.
- ◆ The Family School Partnership Program (FSP) will bridge the gap in student support services by serving at least 85 families of elementary school-aged children who exhibit complex needs to resolve challenges related to school attendance, classroom behavior, and academic performance. FSP aims to provide overall support for these families by linking them to local community resources and building relations between school staff and caregivers.
- ◆ 80 parents and children will be supported by programs offered at the Family Center during FY2025.
- ◆ DADS connection will service 75 fathers with a goal of 12 maintaining gainful employment for 90 days. Employed fathers average wage will exceed \$17/hour. Program participants will attend weekly support groups for life and living skills and quarterly parent-child activities with a group educational component.

Accomplishments for Fiscal Year 2024

- ◆ The Adult Services unit was able to support the transition of two residents from an assisted living facility that was closing to another assisted living placement. The Adult Foster Care local funds were and will continue to be a necessary support to maintain them in the least restrictive setting. We were able to provide respite services for Project Home providers when they had to manage their own grief after the loss of a family member.
- ◆ Starting in June 2024 we will be growing our partnership with the Birth-K program. They will be using two rooms at the Family Center. The Family Center will provide parent education, assisting with programming, and completing the Ages and Stages screening with each family. Some of the families may overlap with our high school credit and adult education program. We know that assisting the Birth-K program in preparing children for school is vitally important. It's a time when children learn critical social and emotional skills

and a partnership is formed between the child, their parents and the teacher. When this is done successfully, it lays the groundwork for it to continue through the child’s education. Though we are fully engaged in this commitment, their presence in the building will mean a greater need for building supplies and other janitorial services.

- ◆ FSP partners with the schools to take a proactive approach to early truancy as a member of school attendance support teams with the hope of decreasing chronic truancy numbers and the need for court intervention in Washington County. FSP conducts supportive home visits and provides individualized interventions, as well as broader community outreaches to communities where barriers to school success exist. FSP workers have supported many Washington County families through connections to housing, food, clothing, childcare, medical/insurance, job assistance, GED, ESL, legal and transportation resources.
- ◆ The DAD’s Connection has served 69 fathers through 4/30/24, with ten being gainfully employed for 90 days. One father will receive an HVAC certification by 7/1/24 and another will complete a program at Award Beauty School in the fall. Five fathers received forklift operator certifications. Overall, the program has experienced a 65% increase from 2023 to 2024.

Performance Indicators/Services Provided

Services Provided/Clients Served			
Programs	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Adult Foster Care	20	25	25
School Family Liaison (Family School Partnership):			
Families	62	78	85
Children	168	185	200
Family Support Center:			
Adults	67	80*	80*
Children	68	75*	75*
DAD's	45	70	75

*Twenty-six of these adults and children are part of the new partnership we have with the Birth-K program to support school readiness.

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	506,330	506,330	506,330	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	506,330	506,330	506,330	0	0.00%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	506,330	506,330	506,330	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	506,330	506,330	506,330	0	0.00%

*University of MD Extension – Departments 94020 & 94030**Contact: Dr. Jennifer Bentlejewski***Agency Function**

University of Maryland (UME) – Washington County Office is committed to contributing to the well-being of County residents by providing them with reliable, research-based education. Programs cover a range of topics, including agricultural production, agricultural nutrient management, home horticulture, environment and natural resources, food safety, nutrition and healthy lifestyles, financial management, 4-H youth development and volunteer development. Our programs provide current, practical information through workshops, seminars, clinics, camps, on-farm visits, one-on-one consultations, and social media. UME strives to positively impact the lives of the residents of Washington County through our vital community outreach. UME is a joint partnership with Washington County Government, the College of Agriculture and Natural Resources at the University of Maryland -College Park, and the U.S. Department of Agriculture.

Goals for Fiscal Year 2025

- ◆ Provide timely educational opportunities for at least 14,000 Washington County youths and adults resulting in positive impacts to their everyday lives.
- ◆ Assist at least 5,000 residents with agriculture and gardening issues resulting in safer pesticide practices, effective food production, viable livestock management, etc.
- ◆ Work with local agricultural producers to establish more sustainable and profitable practices resulting in safe, affordable and accessible food supply. This includes the completion of at least 20,000 acres in nutrient management planning.
- ◆ Provide opportunities for approximately 4,000 youth to build beneficial cognitive and life skills through participation in 4-H club programs, in-school enrichments, and camping programs.
- ◆ Empower at least 700 individuals to enhance their health and financial literacy through Family and Consumer Sciences Programs.
- ◆ Target 1,800 low-income youth and families with nutrition and health education through SNAP-Ed program.
- ◆ Build human capacity by recruiting and/or maintain at least 200 UME volunteers to achieve community outcomes throughout Washington County.

Accomplishments for Fiscal Year 2024

- ◆ Reached 12,676 Washington County youth and adults with timely, research-based skills in agricultural production, home horticulture, food safety, nutrition and health, digital literacy, financial management, entrepreneurship, and volunteer development.
- ◆ Provided timely, research-based solutions for 5,032 residents related to agriculture and gardening issues. Secured over \$200,000 in grant funding to conduct research to assist agricultural producers both in Washington County and across the state to improve profitability.
- ◆ Completed nutrient management plans for 29,011 acres in Washington County which contributed to more sustainable and profitable practices for agricultural producers.
- ◆ Provided life skills development for 3,617 youth through participation in 4-H club programs, in-school and after-schools programs, libraries, and community events.
- ◆ Improved health and financial literacy knowledge skills for 695 Washington County resident through Family and Consumer Sciences Programs. In additions, with the assistance of grant funding, Digital Literacy Workshops were held, and 6,000 free Chromebooks were secured and distributed to those in need through local partnerships.
- ◆ While encouraging a nutritious and active lifestyle through food access, drinking more water and promoting physical activity, our SNAP-ed program reached over 1,648 low-income youth and families at Washington County elementary schools and Head Start centers with countless documented success stories.
- ◆ Enhanced UME's reach into Washington County through the work of our 183 highly trained UME volunteer experts, educating both adults and youth through our communities.

Performance Indicators/Services Provided

Services Provided/Clients Served			
Programs	FY23 Actual	FY24 Actual	FY25 Projected
Agriculture & Natural Resources			
Total clients reached	1,260	1,699	1,500
Total workshops, webinars, farm visits & consultations	117	133	120
Number of agricultural producers' solutions provided	586	507	500
Nutrient Management Plans			
Total number of plans written and/or updated	430	465	200
Total acres plans written for	29,277	29,011	15,000
Home Horticulture			
Number of master gardener Volunteers	100	96	110
Total volunteer hours worked by master gardeners	4,400	5,352	5,500
Total clients reached by master gardeners	8,200	3,884	5,000
Consultations provided to solve horticulture problems	700	641	650
Family & Consumer Sciences - Health & Financial Literacy			
Total Clients Reached	694	695	700
Number of health and finance workshops/seminars	49	48	45
SNAP-Ed Program			
Total clients reached with nutrition education	2,547	1,648	1,800
4-H Youth Development Programs			
Total clients reached through short-term experiences	3,847	3,414	3,900
Total youth enrolled in County 4-H programs	203	203	230
Number of volunteers for 4-H programs	83	87	95
Total volunteer hours work for 4-H programs	9,500	5,307	5,795

Funding Sources/Expenditures

94020 – University of Maryland Extension

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	264,180	279,040	290,120	11,080	3.97%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	264,180	279,040	290,120	11,080	3.97%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	264,180	279,040	290,120	11,080	3.97%
Capital Outlay	0	0	0	0	0.00%
Total	264,180	279,040	290,120	11,080	3.97%

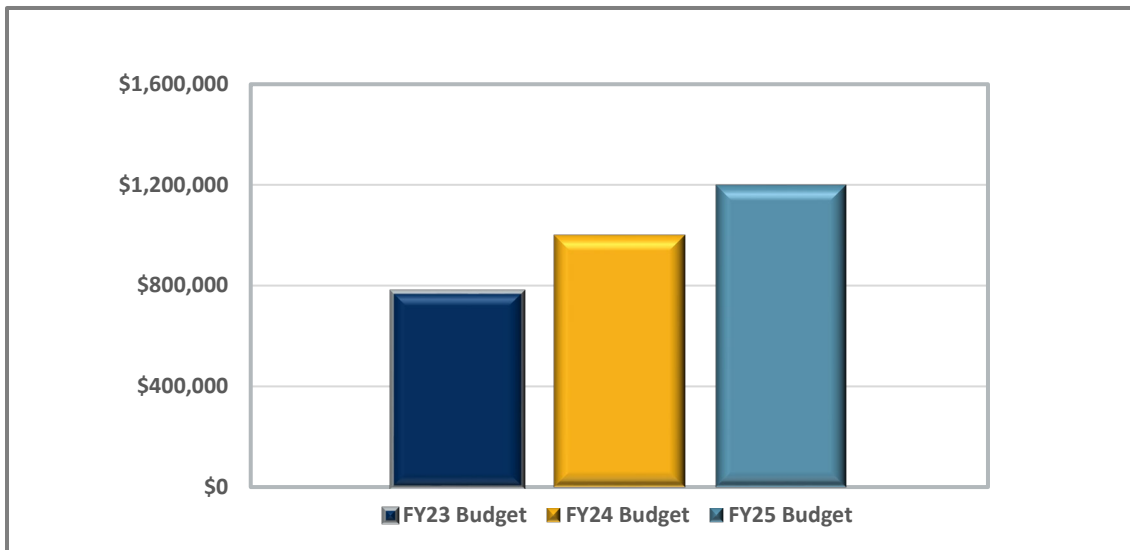
94030 – County Cooperative Extension

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	38,730	38,730	38,730	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	38,730	38,730	38,730	0	0.00%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	38,730	38,730	38,730	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	38,730	38,730	38,730	0	0.00%

**General Fund – Community Funding
Summary**

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Community Funding	774,000	1,000,000	1,200,000	200,000	20.00%
Total	774,000	1,000,000	1,200,000	200,000	20.00%



*Community Funding – Department 93000**Contact: Rachel Souders***Department Function**

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

Goals for Fiscal Year 2025

- ◆ Host a Community Organization Funding (COF) workshop to assist applicants.

Accomplishments for Fiscal Year 2024

- ◆ An additional \$200,000 was allocated in FY2024 versus FY2023, thus providing 20% more funding to organizations throughout Washington County.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Number of Applications for Community Funding	42	41	43
Amount of Funding Allocated for COF	\$1M	\$1.2M	\$1.2M

Funding Sources/Expenditures

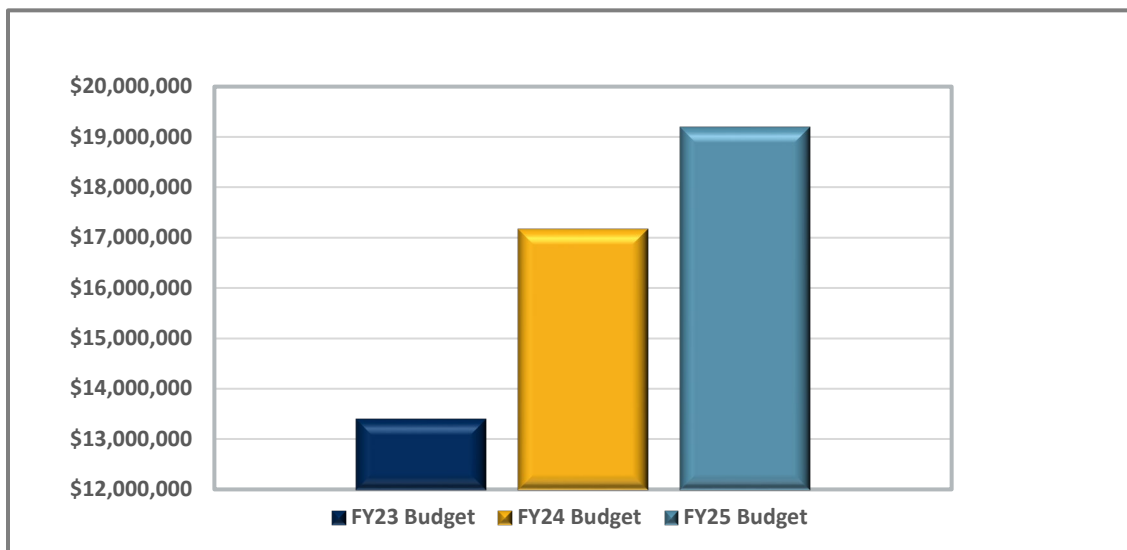
Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	774,000	1,000,000	1,200,000	200,000	20.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	774,000	1,000,000	1,200,000	200,000	20.00%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	774,000	1,000,000	1,200,000	200,000	20.00%
Capital Outlay	0	0	0	0	0.00%
Total	774,000	1,000,000	1,200,000	200,000	20.00%



General Fund – General Operations Summary

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
County Commissioners	376,920	356,140	352,880	(3,260)	(0.92%)
County Clerk	147,960	166,260	169,910	3,650	2.20%
County Administrator	388,020	426,970	461,660	34,690	8.12%
Public Relations and Marketing	504,590	550,070	653,250	103,180	18.76%
Budget and Finance	1,755,880	1,974,160	2,567,160	593,000	30.04%
Independent Accounting & Auditing	70,000	80,000	75,000	(5,000)	(6.25%)
Purchasing	561,520	648,330	708,630	60,300	9.30%
Treasurer	560,900	526,120	541,160	15,040	2.86%
County Attorney	804,210	916,570	1,261,780	345,210	37.66%
Human Resources	1,170,100	1,377,590	1,565,880	188,290	13.67%
Information Technology	3,410,170	4,094,630	4,404,480	309,850	7.57%
General Operations	1,417,090	3,602,840	3,694,920	92,080	2.56%
Business Development	749,760	837,560	1,043,280	205,720	24.56%
Wireless Communications	1,466,020	1,619,950	1,698,530	78,580	4.85%
Total	13,383,140	17,177,190	19,198,520	2,021,330	11.77%



County Commissioners – Department 10100

Contact: John F. Barr

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 Laws.

Goals for Fiscal Year 2025

- ◆ Continue to provide high-quality local government services to County residents and businesses in an efficient and professional manner.
- ◆ Continue to support public safety services and new public safety initiatives relating to law enforcement, fire and emergency services.
- ◆ Continue support for education including the Washington County Board of Education and Hagerstown Community College.
- ◆ Support ongoing economic development initiatives and identify new opportunities for tax base growth.
- ◆ Continue to support the transition of local EMS Volunteer Fire Companies to the Washington County Division of Emergency Services.

Accomplishments for Fiscal Year 2024

- ◆ Effectively transitioned local EMS Volunteer Companies of Williamsport and Smithsburg to the Washington County Division of Emergency Services.
- ◆ Effectively worked with the Western Maryland Delegation and collaborated with State Legislators in Annapolis regarding bills and hearings for the 2024 Legislative Sessions.
- ◆ The Commissioners served as ex-officio members (voting and non-voting) on 35+ Boards and Commissions as well as State Committees and Organizations.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual*	FY2024 Estimated	FY2025 Projected
Number of BOCC Meetings Held	Unavailable	49	49
Number of Proclamations/Certificates Issued	Unavailable	159	175
Number of Public Hearings Held	Unavailable	24	24

* Current County Clerk was appointed in May of 2023 so metrics for FY2023 are not available.

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	376,920	356,140	352,880	(3,260)	(0.92%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	376,920	356,140	352,880	(3,260)	(0.92%)

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	319,080	295,990	292,730	(3,260)	(1.10%)
Operating	57,840	60,150	60,150	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	376,920	356,140	352,880	(3,260)	(0.92%)

Personnel

Summary of Full Time Positions	FY2024			
	FY 2025	Adjusted	FY 2024	FY 2023
Commissioner - President	1	1	1	1
Commissioner	4	4	4	4
Total	4	4	4	4

Summary of Personnel Changes

- ◆ No changes in FY2025.

County Clerk – Department 10110

Contact: Dawn L. Marcus

Departmental Function

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

Goals for Fiscal Year 2025

- ◆ To obtain and implement software specific to Boards and Commissions.
- ◆ To establish data under each of the County Boards and Commissions, to include posting of membership rosters, term expirations, by-laws, meeting minutes, and meeting times.
- ◆ Manage an updated volunteer tracking database.
- ◆ To take professional development courses to obtain certifications through the International Institute of Municipal Clerks.

Accomplishments for Fiscal Year 2024

- ◆ Organized and attended visits from the MD State Secretary of the Environment and MD State Secretary of Housing and Community Development.
- ◆ Updated and worked with the 35 individual County Boards and Commissions to bring files and membership current.
- ◆ Attended the Board of County Commissioner meetings - regular, evening and special meetings.

Performance Indicators/Services Provided

Services Provided/ Clients Served			
	FY2023 Actual*	FY2024 Estimated	FY2025 Projected
Meeting Minutes Completed and Approved	Unavailable	49	49
County Functions Attended	Unavailable	20	50
Volunteer Service Events Attended	Unavailable	3	5

* Current County Clerk was appointed in May of 2023 so metrics for FY2023 are not available.

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	147,960	166,260	169,910	3,650	2.20%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	147,960	166,260	169,910	3,650	2.20%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	125,200	139,530	138,480	(1,050)	(0.75%)
Operating	22,760	26,730	31,430	4,700	17.58%
Capital Outlay	0	0	0	0	0.00%
Total	147,960	166,260	169,910	3,650	2.20%

Personnel

Summary of Full Time Positions	FY2024			
	FY 2025	Adjusted	FY 2024	FY 2023
County Clerk	1	1	1	1
Total	1	1	1	1

Summary of Personnel Changes

- ◆ No changes in FY2025.

County Administrator – Department 10300

Contact: Michelle Gordon

Departmental Function

The County Administrator is the Chief Administrative Officer of Washington County as outlined in the code of Public Local Laws of Washington County and is under the supervision of the Board of County Commissioners. The County Administrator is responsible for the day-to-day operations of County Government. A major function of the County Administrator is to interpret and execute the policies of the Board of County Commissioners as they pertain to County matters. The current County Administrator was appointed by the Board of County Commissioners in September 2023.

Goals for Fiscal Year 2025

- ◆ To provide recommendations to the Board of County Commissioners that will enable them to make informed decisions related to legislative requests, the community and county government operations.
- ◆ Continue the development of strategies to support the delivery of fire and EMS services in the County by transitioning services, where needed, from a volunteer model to a county model.
- ◆ Continue to work collaboratively with community partners to expand economic development and enhance the quality of life in the County.
- ◆ Manage the functions of County government to support the safety of Commissioners, staff and the general public and provide support to staff in accordance with directive and goals set forth by the Board of County Commissioners.
- ◆ Completion and approval of the Washington County, MD Comprehensive Plan 2040.

Accomplishments for Fiscal Year 2024

- ◆ Implemented phase I of the transition of Emergency Medical Services from volunteer run stations to the County's Division of Emergency Services from two companies bringing on 26 emergency medical services personnel and two administrative personnel.
- ◆ Implemented policy and ordinance changes that included text amendments to the Zoning Ordinance better defining convenience stores and truck stops and the adoption of the 2021 Maryland Building Performance Standards, the 2021 Building Code and local amendments to those building standards and codes.
- ◆ Implementation of phase II of the civilian employee grade scale realignment to make salaries for County positions more competitive and improve employee retention.
- ◆ Presentation and approval of the FY2025 Operating and Capital budgets for all funds totaling \$434.1 million that incorporates community involvement, demonstrates fiscal responsibility and strategic community and infrastructure investments.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Number of Board Meetings Attended	41	49	49
Number of Staff Meetings Attended	0	12	12
Number of Meetings with State Officials	1	4	4
Number of BOCC Agenda Items Prepared	545	587	587

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	388,020	426,970	461,660	34,690	8.12%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	388,020	426,970	461,660	34,690	8.12%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	357,730	390,650	422,810	32,160	8.23%
Operating	30,290	36,320	38,850	2,530	6.97%
Capital Outlay	0	0	0	0	0.00%
Total	388,020	426,970	461,660	34,690	8.12%

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
County Administrator	1	1	1	1
Executive Office Assistant	1	1	1	1
Total	2	2	2	2

Summary of Personnel Changes

- ◆ No changes in FY2025.

*Public Relations & Marketing – Department 10310**Contact: Danielle N. Weaver***Departmental Function**

The Department of Public Relations and Marketing operates under the purview of the County Administrator, providing a comprehensive array of information dissemination, communication, and marketing services for County Government. As the primary conduit between government, media, and the public, the department ensures transparent and effective communication channels are maintained. Key responsibilities include:

1. **Information Dissemination:** The department is tasked with disseminating all pertinent information regarding County Government to both the media and the public. This includes press releases, official statements, and updated on government initiatives and policies.
2. **Marketing Services:** Employing innovation marketing strategies, the department promotes the County in various capacities, including economic development initiatives. By highlighting the County's strengths, attractions, and business opportunities, it aims to attract investment and foster economic growth.
3. **Support for County Divisions and Departments:** Collaborating closely with all County Divisions and Departments, as well as entities such as Black Rock Golf Course and Hagerstown Regional Airport, the department provides assistance with public relations and marketing initiatives. This involves developing tailored communications plans, organizing promotional events, and crafting compelling marketing materials.
4. **Community Engagement:** Facilitating meaningful engagement with the community is a core function of the department. It strives to foster open dialogue, gather feedback, and address public concerns, thereby promoting trust and accountability in County Government.
5. **Brand Management:** Upholding the County's brand identity and reputation is a paramount concern. The department ensures consistency in messaging and visual representation across all communication channels, reinforcing the County's values and priorities.

Goals for Fiscal Year 2025

- ◆ Increase social media reach by 10% across all County Government platforms (Facebook, YouTube, Instagram) by the end of the fiscal year.
- ◆ Conduct monthly analytics reviews to track website traffic, email open rates, and social media engagement metrics. Aim for a 10% overall engagement by June 30, 2025.
- ◆ Develop and implement a comprehensive marketing strategy for Washington County divisions and departments, Black Rock Golf Course and Hagerstown Regional Airport. Aim to increase sales by 10% through targeted advertising campaigns, community outreach initiatives and promotional events.
- ◆ Collaborate with County divisions and departments to create and distribute informative content on key initiatives, ensuring alignment with the County's strategic objectives and priorities.
- ◆ Expand our public information video series. Release at least one new video per month in FY2025.

- ◆ By the end of the fiscal year, establish communication channels with County staff and the public through the implementation of Everbridge – a mass notification system. Launch the utilization of Everbridge for employee notifications and develop templates for emergency situations to ensure rapid and effective communication when necessary.
- ◆ Maintain consistent branding on all Washington County Government materials (digital, print, video, website, social media, etc.).
- ◆ Finalize event plans for 250th Anniversary events by the end of the fiscal year.
- ◆ By the end of September 2024, increase Ice Cream Trail participants by 50% over last year.

Accomplishments for Fiscal Year 2024

- ◆ Launched a new public information video series. This series currently includes 11 videos featuring topics from county government operations, public safety, and land preservation.
- ◆ Launched Meet the Staff campaign for the Division of Emergency Services.
- ◆ Designed a new logo, branding, and slogan for the Hagerstown Regional Airport.
- ◆ Successfully completed the third annual Washington County Ice Cream Trail. We teamed up with 25 local businesses for sponsorships and had 144 citizens participate in this year's trail.
- ◆ Launched the 250th Anniversary committee. Established four subcommittees, a logo, and began work on the website design. The new committee is comprised of Washington County government staff, a County Commissioner, representatives from all towns and municipalities, and local organizations from around the County.
- ◆ To reach more citizens in Washington County we began broadcasting Board of County Commissioner meetings on Antietam Broadband.
- ◆ Designed the Comprehensive Plan document for the County.
- ◆ Streamlined the job application submission process by creating a website portal for Human Resources.
- ◆ Created the State of the County presentation video.
- ◆ Alongside the Office of Emergency Management, Division of Emergency Services and several other participating organizations, we successfully participated in the first ever SAREX drill in Washington County.
- ◆ Created on-boarding videos, open enrollment videos and marketing materials for employment to help streamline and assist the Human Resources Department for Washington County.
- ◆ Created and employment hiring campaign that included videos and graphics for the Washington County Sheriff's office.
- ◆ Held several press conferences and acted as the Public Information Officer for emergency situations that occurred within Washington County that involved the Sheriff's office, State Police, Circuit Court and Emergency Services personnel all while organizing the media press and information the public, the County Commissioners and County Administrator.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Total Website Views	1,256,820	586,000	644,600
Social Media Reach	432,789	610,000	671,000
Ice Cream Trail Participants	305	144	300
Press Releases Distributed	N/A	282	310
Email Subscribers	968 added	1,114 added	Add 1,225

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	504,590	550,070	653,250	103,180	18.76%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	504,590	550,070	653,250	103,180	18.76%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	404,260	450,120	552,250	102,130	0.00%
Operating	100,330	99,950	101,000	1,050	1.05%
Capital Outlay	0	0	0	0	0.00%
Total	504,590	550,070	653,250	103,180	18.76%

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Director of Public Relations & Marketing	1	1	1	1
Public Relations Coordinator	1	1	1	1
Digital Marketing Specialist	1	1	1	1
Multimedia Specialist	1	1	1	1
Office Associate	1	0	0	0
Total	5	4	4	4

Summary of Personnel Changes

- ◆ During FY2025 budget process, an Office Associate position was added to streamline project related tasks and to alleviate workload of other team members.

*Budget and Finance – Department 10500**Contact: Kelcee Mace, CFO***Departmental Function**

The Office of Budget and Finance provide financial management and administration to the Board of County Commissioners. This includes formulation, executions, 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 management of cash funds and investments, administration of debt, interpretation and analysis of financial information, and the development and implementation of countywide financial policies and procedures, including financial and accounting control systems. The Office of Budget and Finance has oversight responsibilities for the Washington County Purchasing Office and Grant Management.

Goals for Fiscal Year 2025

- ◆ To provide technical accounting oversight and guidance to County agencies and external customers to ensure that Generally Accepted Accounting Procedures, legal requirements, county policies and procedures are consistently applied in order to maintain the integrity of the County's accounting records, and fully meet all reporting requirements.
- ◆ Protect the financial resources of the County through prudent fiscal management.
- ◆ Maintain the County's current bond rating from all three major rating agencies.
- ◆ Meet all statutory, regulatory, and external mandates for timely, accurate, and comprehensive reporting.
- ◆ Work toward earning the Government Finance Officers Association Budget Award by implementing a process to create and maintain goals, accomplishments and performance metrics within each department.
- ◆ Update all procedural manuals and continue cross training to ensure continuity of operations.

Accomplishments for Fiscal Year 2024

- ◆ Successfully transitioned two volunteer EMS companies from volunteer to County managed. This required setting up a new fund, new departments and accounts, and new accounting procedures for billing.
- ◆ Procured an EMS vendor for billing.
- ◆ Successfully migrated to the MUNIS cloud for billing and accounts receivable in November 2023.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Total Number of Vouchers Paid	27,423	25,325	28,000
Total Accounts Payable Checks Issued & Electronic Fund Transfers	11,850	10,798	12,000
Total Payroll Checks Issued & Electronic Fund Transfers	32,636	31,093	34,000
Number of Billings	42,034	39,731	45,000
Number of Department Budgets Managed	170	210	210
Number of Budget Adjustments Processed	143	200	175
Bond Ratings:			
Fitch Ratings	AA+	AA+	AA+
Moody's Investor Services	Aa1	Aa1	Aa1
S&P Global Ratings	AA+	AA+	AA+

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	1,755,580	1,974,160	2,567,160	593,000	30.04%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,755,580	1,974,160	2,567,160	593,000	30.04%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	1,694,120	1,886,850	2,470,100	583,250	30.91%
Operating	57,710	87,310	97,060	9,750	11.17%
Capital Outlay	3,750	0	0	0	0.00%
Total	1,755,580	1,974,160	2,567,160	593,000	30.04%

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Chief Financial Officer	1	1	1	1
Director of Budget and Finance	1	1	1	1
Deputy Director of Budget and Finance	1	1	1	1
Deputy Director - Software	1	1	0	0
Accounting Supervisor	1	1	1	1
Software Support Analyst	1	1	0	0
Senior Accountant	1	1	1	1
Accountant	2	1	1	1
Senior Budget Analyst	1	1	1	1
Fiscal Analyst	1	1	1	1
Payroll Analyst	1	1	1	1
Accounts Payable Supervisor	1	1	1	1
Accounts Receivable Supervisor	1	1	1	1
Payroll Manager	1	1	1	1
Accounts Receivable Specialist	2	2	2	2
Accounts Payable Technician	2	2	2	2
Total	19	18	16	16

Summary of Personnel Changes

- ◆ The Deputy Director – Software and Software Support Analyst positions were moved to Budget and Finance from Information Technology department mid-way through FY24.
- ◆ During FY2025 budget process, an additional Accountant position was added due to increased workload related to new GASB rules, taking on EMS billing services and the need for additional support for payroll.
- ◆ During FY2025 budget process, the Budget Analyst position was upgraded to Senior Budget Analyst due to growth in County operations, the addition of two new funds and additional oversight for budget related functions that extend beyond the Budget and Finance department.
- ◆ During the FY2025 budget process, the Assistant Payroll Manager/Fiscal Analyst position was upgraded to Payroll Analyst due to the increased complexities surrounding employee compensation.

*Independent Accounting & Audit – Department 10510**Contact: Kim Edlund*

Departmental Function

The Washington County Code of Public 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/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	70,000	80,000	75,000	(5,000)	(6.25%)
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	70,000	80,000	75,000	(5,000)	(6.25%)

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	70,000	80,000	75,000	(5,000)	(6.25%)
Capital Outlay	0	0	0	0	0.00%
Total	70,000	80,000	75,000	(5,000)	(6.25%)

Purchasing – Department 10520

Contact: Rick Curry

Departmental Function

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

Goals for Fiscal Year 2025

- ◆ Implement the electronic bidding system.
- ◆ Implement a Certificate of Insurance option within the electronic bidding system.
- ◆ Cross train staff for specific functions within the department to aid in times of need (bid posting process, posting on eMaryland Marketplace, etc.).
- ◆ Offer refresher sessions for specific functions (GovDeal, etc.).

Accomplishments for Fiscal Year 2024

- ◆ Increased the spending threshold (due to inflation).
- ◆ Procurement Specialist attended procurement related training classes.
- ◆ Buyer earned bachelor’s degree and obtained Certified Public Procurement Officer Certification.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Number of Purchase Orders Processed	1,637	1,400	1,350
Total Dollar Value of Purchase Orders/Grant Contracts	\$47,977,194	\$99,000,000	\$75,000,000
Number of Change Orders Processed	227	175	150

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	561,520	648,330	708,630	60,300	9.30%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	561,520	648,330	708,630	60,300	9.30%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	512,610	599,450	656,580	57,130	9.53%
Operating	48,910	48,880	52,050	3,170	6.49%
Capital Outlay	0	0	0	0	0.00%
Total	561,520	648,330	708,630	60,300	9.30%

Personnel

Summary of Full Time Positions	FY2024			
	FY 2025	Adjusted	FY 2024	FY 2023
Purchasing Director	1	1	1	1
Buyer	1	1	1	1
Procurement Specialist I	1	1	1	1
Procurement Specialist II	1	1	1	1
Procurement Technician	2	2	2	2
Total	6	6	6	6

Summary of Personnel Changes

- ◆ No changes in FY2025.

Treasurer – Department 10530

Contact: R. Matthew Breeding

Departmental Function

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

Goals for Fiscal Year 2025

- ◆ Provide alternative payment methods for customers to pay bills.
- ◆ Improve efficiencies related to online bank payments.
- ◆ Eliminate the semi-annual service fee on real estate property tax billing.

Accomplishments for Fiscal Year 2024

- ◆ Streamlined process for processing Veterans Disability claims.
- ◆ Outsources annual real estate billing which resulted in a \$5,000 annual savings to the Tax Office’s budget.
- ◆ Implementation of processing return letters and abatement forms through Laserfiche software.
- ◆ Implementation of tax sale bidder applications through Laserfiche software.
- ◆ Implementation of an auto-attendant system to direct customers to self-service options.
- ◆ ACH payments now accepted.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Tax Bills Processed	62,973	62,921	63,500
Number of Properties Sold at Tax Sale	171	190	225
Number of Tax Sale Properties Redeemed	141	163	190
Number of Tax Sale Properties Foreclosed on	16	9	25

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	560,900	526,120	541,160	15,040	2.86%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	560,900	526,120	541,160	15,040	2.86%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	514,200	477,130	489,700	12,570	0.00%
Operating	46,700	48,990	51,460	2,470	5.04%
Capital Outlay	0	0	0	0	0.00%
Total	560,900	526,120	541,160	15,040	2.86%

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Treasurer	1	1	1	1
Chief Deputy Treasurer	1	1	1	1
Deputy Treasurer	2	2	2	2
Accounts Receivable Technician	1	1	1	1
Total	5	5	5	5

Summary of Personnel Changes

- ◆ No changes in FY2025.

County Attorney – Department 10600

Contact: Zachary Kieffer

Departmental Function

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

Goals for Fiscal Year 2025

- ◆ Implement 2024 legislative changes and present legislative initiatives for the 2025 General Assembly session.
- ◆ Prepare ordinances and revisions to ordinances as may be required in the best interest of the County.
- ◆ Represent the County in litigation as required.

Accomplishments for Fiscal Year 2024

- ◆ Implemented NextRequest portal to streamline Public Information Act requests.
- ◆ Served as legal counsel to the newly established Police Accountability Board and the Administrative Charging Committee.
- ◆ Assisted in the document preparation that resulted in the preservation of 350.508 acres of land in Washington County.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Number of Public Information Requests Answered	80	80-100	As Requested
Commissioner/Board/Commission Meetings Attended	37	37	37

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	804,210	916,570	1,261,780	345,210	37.66%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	804,210	916,570	1,261,780	345,210	37.66%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	688,260	754,260	934,250	179,990	23.86%
Operating	115,950	162,310	327,530	165,220	101.79%
Capital Outlay	0	0	0	0	0.00%
Total	804,210	916,570	1,261,780	345,210	37.66%

Personnel

Summary of Full Time Positions	FY2024			
	FY 2025	Adjusted	FY 2024	FY 2023
County Attorney	1	1	1	1
Deputy County Attorney	1	1	1	1
Assistant County Attorney	2	2	1	1
Legal Assistant	1	1	1	1
Legal Secretary	1	1	1	1
Total	6	6	5	5

Summary of Personnel Changes

- ◆ Assistant County Attorney position added midway through FY2024.

*Human Resources – Department 10700**Contact: Chip Rose***Departmental Function**

The Human Resources Department ethically manages several priorities on behalf of County government in accordance with all applicable regulations. The first priority focuses on Human Resources operations and how serve our employees. This includes the employee’s “life cycle” and their overall employment experience which includes recruiting, hiring, onboarding, training, coaching, employee engagement, leadership development, labor relations, performance management, progressive discipline, total rewards, and retirement. We coordinate on Timekeeping, Payroll, and HR Data Management with our partners in Budget and Finance.

Next, the department prioritizes Human Resources policies, programs and administration that help provide structure to guide employee expectations from the County. We oversee the development of job descriptions, job classifications, and overall salary structure. We write and maintain our employee manual which includes forms, policies, and procedures. We manage employee benefits, wellness programs, and charitable donations. We manage our safety and training program, workers compensation, and our comprehensive liability insurance portfolio (covers exposure to risks including cyber threats, natural disasters, property/casualty damage etc.).

Finally, the department is responsible for programs with a focus on our communities including employee milestones and anniversaries, community engagement/charities, labor relations, and we serve as the ADA Title Coordinator for Washington County. The department also manages the property/casualty insurance and Length of Service Awards Program (LOSAP) on behalf of the Washington County Volunteer and Fire Rescue Association.

Goals for Fiscal Year 2025

- ◆ Implement a Human Resources Information System (HRIS) solution that focuses on Human Capital Management (HCM) and Applicant Tracking System (ATS) automation to streamline Human Resources processes and increase both efficiency and effectiveness.
- ◆ To improve the County reporting capabilities regarding recruitment efforts. Currently, the County relies on manual efforts for recording, calculating, and reporting all statistical data.
- ◆ Review and update the Employee Handbook and related governing policies.
- ◆ Review and update job descriptions.
- ◆ Develop new partnerships with department leadership to provide active Human Resources engagement in both strategic and routine decisions/planning. Focus will include strengthening plans for employee engagement, leadership development training, succession plans and long-term hiring.
- ◆ To provide educational outreach for employees that is focused on benefits, safety, after-action procedures, and the importance of situational awareness and preventative health measures.

Accomplishments for Fiscal Year 2024

- ◆ The department returned to being fully staffed. Vacancies within the department (most notably in the Director position) lasted for an extended period of time. Having new leadership provides executive leadership and oversight that’s missing from the department and the County.
- ◆ Re-established a rhythm for performance reviews being conducted.
- ◆ In collaboration with other departments, internal and external documentation has been automated to allow for increased efficiency and security in HR operations.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Applications Received/Reviewed	600**	1,500	600
Employment Announcements Issued	600**	1,500	600
Number of Employees Hired	181	575*	195
Number of Retirements/Separations	222	250	750*
Percentage of Employee Turnover	18.50%	16.70%	50%
Number of Worker's Compensation Claims	117	120	122
Number of Employee Training Events Held	17	20	22
Number of Auto Claims	60	78	70

** Estimated due to lack of HRIS reporting capabilities.

* In May 2024, roughly 300 election workers were onboarded to assist with the National Election. Recruitment/advertising was conducted by the election board and resulted in a spike in hiring in 2024 and will result in a large decrease in separations/employee turnover in 2025 when these workers are offboarded.

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	1,170,100	1,377,590	1,565,880	188,290	13.67%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,170,100	1,377,590	1,565,880	188,290	13.67%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	901,030	1,093,960	1,237,080	143,120	13.08%
Operating	269,070	279,930	328,800	48,870	17.46%
Capital Outlay	0	3,700	0	(3,700)	(100.00%)
Total	1,170,100	1,377,590	1,565,880	188,290	13.67%

Personnel

Summary of Full Time Positions	FY2024			
	FY 2025	Adjusted	FY 2024	FY 2023
Director of Human Resources	1	1	1	1
Deputy Director of Human Resources	1	1	1	1
Risk Management Coordinator	1	1	1	1
Safety Compliance/Training Coordinator	1	1	1	1
Retirement Coordinator	1	1	1	0
Benefits Coordinator	1	1	1	1
Human Resources Recruiter	1	1	1	1
HR Coordinator	1	1	1	1
HR Technician	2	2	1	1
Total	10	10	9	8

Summary of Personnel Changes

- ◆ An additional Human Resources technician was added midway during FY2024 as part of the EMS transition plan.

Information Technology – Department 11000

Contact: Joshua O’ Neal

Departmental Function

Information Technology provides automation, technology, and telecommunication services to Washington County government. IT advises the County Commissioners and Administrator on the effective application of technology across the enterprise which includes micro-processor-based systems, software applications, network infrastructure, databases, geographic information systems, voice, and video. IT constructs and maintains an integrated infrastructure supporting both data and voice, provides data management and security services, maintains, and supports the County’s enterprise and departmental management and geographical information systems. IT manages the County’s Internet presence, promotes e-government initiatives, and is responsible for the purchase and administration of technology and related services.

Goals for Fiscal Year 2025

- ◆ To migrate the County’s permit system to the new cloud platform.
- ◆ To transition backup processes to a multi-site, cloud backed platform.
- ◆ To implement more comprehensive security training for all County staff.
- ◆ To upgrade key County network infrastructure to improve performance for all County departments.

Accomplishments for Fiscal Year 2024

- ◆ Not available.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
GIS - Public Data Orders Filled	125	130	135
GIS - Parcel & Zoning Map Views (Daily)	95	104	110
GIS - Parcel & Zoning Map Views (Yearly)	31,619	35,221	40,000
GIS - ARCPRO Use (Hours)	14,938	31,442	45,000
GIS - Map Layers (Content)	240	349	400
GIS - Apps (Content)	52	154	200
GIS - Apps (created or modified)	19	75	100
GIS - Survey (Hours)	9,813	16,691	20,000

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	3,410,170	4,094,630	4,404,480	309,850	7.57%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	3,410,170	4,094,630	4,404,480	309,850	7.57%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	1,735,860	1,854,920	1,621,730	(233,190)	(12.57%)
Operating	1,674,310	2,239,710	2,760,550	520,840	23.25%
Capital Outlay	0	0	22,200	22,200	100.00%
Total	3,410,170	4,094,630	4,404,480	309,850	7.57%

Personnel

Summary of Full Time Positions	FY2024			
	FY 2025	Adjusted	FY 2024	FY 2023
Chief Technical Officer	1	1	0	0
Director of Information Systems	1	1	1	1
Deputy Director of Infrastructure/Operations	0	0	1	1
Deputy Director of Software	0	0	1	1
GIS Manager	1	1	1	1
Network Engineer III	0	0	1	1
Systems Engineer	1	1	0	0
Software Support Analyst	0	0	1	1
Technical Support Analyst III	1	1	1	1
GIS Database Administrator	1	1	1	1
Senior IT Services Specialist	1	1	1	1
Technical Support Analyst II	2	2	2	1
GIS Analyst	1	1	1	1
Information Technologies Training Specialist	1	1	1	1
Help Desk Support Analyst II	1	1	1	1
Web Application Specialist I	1	1	1	1
Technical Support Analyst I	0	0	0	1
Total	13	13	15	15

Summary of Personnel Changes

- ◆ Midway through FY2024, the Deputy Director of IS-Software Support & Training and Software Support Analyst positions moved to Budget and Finance department.
- ◆ Midway through FY2024 the Director of Information Systems position was upgraded to Chief Technical Officer.
- ◆ Midway through FY2024, the Deputy Director of Infrastructure/Operations position was upgraded to Director of Information Systems.
- ◆ Midway through FY2024 the Network Engineer III position was changed to Systems Engineer.

*General Operations – Department 11200**Contact: Kimberly Edlund***Departmental Function**

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

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	1,417,090	3,602,840	3,694,920	92,080	2.56%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,417,090	3,602,840	3,694,920	92,080	2.56%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	870,370	3,011,070	1,870,020	(1,141,050)	(37.90%)
Operating	546,720	591,770	1,824,900	1,233,130	208.38%
Capital Outlay	0	0	0	0	0.00%
Total	1,417,090	3,602,840	3,694,920	92,080	2.56%

Business & Economic Development – Department 12500 Contact: Jonathan Horowitz

Departmental Function

The Department of Business and Economic Development (DBED) is a county agency that provides assistance to new and expanding businesses through Hagerstown and Washington County, Maryland. DBED interacts with a vast network of public, private, and non-profit organizations to address the business needs of the community, as well as attracts new companies to the County.

Goals for Fiscal Year 2025

- ◆ Maintain a broad community consensus regarding the direction of economic development efforts.
- ◆ Encourage access to economic incentives for quality job creation and/or tax base enhancement.
- ◆ Encourage existing neighborhood employers to grow “in-place” keeping jobs close to where people live.
- ◆ Cooperate with local educational institutions to coordinate training/skill requirements to meet the needs of local employers.
- ◆ Cooperate with other agencies and institutions to identify programs and services to assist in the creation of new small businesses.
- ◆ Expand marketing campaigns to include various digital marketing platforms including social media, search engines, email marketing, blogs, podcasts etc.
- ◆ Continue a collaborative recruitment strategy among businesses, stakeholders, non-profit organizations and government.
- ◆ Design, develop and deliver a variety of informational workshops/seminars/webinars for business.
- ◆ Assist local firms in finding appropriate sites for expansion.
- ◆ Strengthen programs which provide business development, information, and technical assistance.

Accomplishments for Fiscal Year 2024

- ◆ Ground Hog Day Celebration Event
- ◆ Maryland Association of Counties (MACO) Taste of Maryland
- ◆ Washington County Career Expo with Hagerstown Community College (HCC)
- ◆ Legislative day in Annapolis
- ◆ Hagerstown startup week with HCC
- ◆ Received IEDC Awards of Excellence in Economic Development:
 - Awarded Gold for our “Grown Local” magazine
 - Awarded Bronze for our “Faces of Farming” video campaign

- ◆ Farm of the Year awarded
- ◆ Partnered with Public Relations Department to complete the third annual Washington County Ice Cream Trail. We teamed up with 25 local businesses for sponsorships and had 144 citizens participate in this year’s trail.
- ◆ Attended more than 80 business events; grand openings; ribbon cuttings; and milestone celebrations.
- ◆ Business Appreciation Week – online scavenger hunt/trivia
- ◆ Created the Washington County Profile Book
- ◆ Assisted 36 prospective businesses that moved into Washington County and created jobs.
- ◆ Conducted 228 farm/agriculture site health visits.
- ◆ Assisted 126 small business clients.
- ◆ Developed and administered several small business stabilization grant programs:
 - \$5 million to small businesses through the IMPACT Grant Program (ARPA)
 - \$100,000 Agriculture business grant (HRT)
- ◆ Provided \$13,487,871 in financial assistance through economic development incentives and grants.
- ◆ Restructured the Foreign Trade Zone (FTZ) program for Washington County’s FTZ #255 from Traditional Site Framework (TSF) to Alternative Site Framework (ASF) which removed barriers to use.
- ◆ Hired a new Business Leader
- ◆ Presented an economic development update wo the community during the Chamber of Commerce’s Eggs and Issues event.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Business Financial Assistance	\$13,487,871	\$8,611,051	\$9,902,709
Prospective Businesses Assisted	36	44	48
Farm/Agriculture Visits	228	219	240
Office Calls/Walk-In Clients Assisted	460	481	501
Number of Business Events	80	88	90
Small Business Clients Advised	126	200	210

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	722,760	810,560	1,035,280	224,720	27.72%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	27,000	27,000	8,000	(19,000)	0.00%
Total	749,760	837,560	1,043,280	205,720	24.56%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	577,610	657,520	847,000	189,480	0.00%
Operating	172,150	180,040	176,280	(3,760)	(2.09%)
Capital Outlay	0	0	20,000	20,000	0.00%
Total	749,760	837,560	1,043,280	205,720	24.56%

Personnel

Summary of Full Time Positions	FY2024			
	FY 2025	Adjusted	FY 2024	FY 2023
Director of Business Development	1	1	1	1
Business Specialist - Financial Programs	1	0	0	0
Business Leader	1	1	1	1
Business Specialist	1	1	1	1
Agriculture Business Specialist	1	1	1	1
Business Support Specialist	1	1	1	1
Office Manager	1	1	1	1
Total	7	6	6	6

Summary of Personnel Changes

- ◆ During the FY2025 budget process a Business Specialist – Financial Programs position was added due to increased responsibilities brought on by activating and maintaining the Foreign Trade Zone.

Wireless Communications – Department 11540

Contact: Thomas Weber

Departmental Function

The Washington County Wireless Communications department designs, procures, installs, and maintains all non-cellular communications systems and related equipment in Washington County Government. The department is also the contractor for the City of Hagerstown Fire and Police Departments, the Maryland Institute for Emergency Medical Services, Washington County Health Department, and all municipalities located within Washington County. Wireless operates and maintains the P25 Public Safety radio system for all Law Enforcement and Fire/EMS. Wireless operates and maintains the Public Safety Paging system and the Fire Station Alerting system for all Fire Departments in Washington County. Wireless also maintains the 911 radio dispatch positions at the main and backup ECC's in the County.

Goals for Fiscal Year 2025

- ◆ Distribute 1005 new Motorola APX NXT radios for Law Enforcement and Fire/EMS. These radios will replace Motorola XTS2500 radios that were deployed in about 2009.
- ◆ Add Geo Prime redundancy for Astro P25 radio system at 33 W. Washington St to add extra layer of protection from radio system outages.
- ◆ Upgrade Public Safety Paging and Fire Station Alerting Systems as part of the Motorola system project upgrade PUR-1541.
- ◆ Replace all antennas associated with Astro P25 and Paging systems. Old antennas have been in service since 2009.
- ◆ Replace wall mounted HVAC units at 10 Washington County Communications Shelters, the old units installed in 2006-2009 are failing and parts not available for repair.

Accomplishments for Fiscal Year 2024

- ◆ Upgraded the Astro P25 radio system to latest Hardware and Software available from Motorola at the Primary and Backup ECC and all 10 transmission sites.
- ◆ Replaced all dispatch radio PC's in the Primary and Backup ECC.
- ◆ Completed battery replacements for all UPS units at all Washington County Communication sites.
- ◆ Completed the installation and test of a new 3 channel UHF radio repeater radio system and 55 new portable radios at Washington County Detention Center.
- ◆ Completed portable and mobile radio programming updates for all Fire Departments in Washington County and City of Hagerstown.
- ◆ Replaced defective paging antenna at Miller Ave transmission tower site.
- ◆ Completed the conversion of T1 copper to Ethernet MPLS backbone at all 10 radio transmission sites.
- ◆ Updated 3 microwave radios to new model at 3 transmission sites.

Performance Indicators/Services Provided

Services Provided			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Wireless Comm. P25 Radio Devices Maintained	2,503	2,600	2,600
Wireless P25 Radio Transmission Sites Maintained	10	10	10
Wireless Comm. Generators Maintained	9	9	9
FCC Licenses held by Washington County	49	40	35

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	1,404,420	1,556,350	1,632,130	75,780	4.87%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	61,600	63,600	66,400	2,800	0.00%
Total	1,466,020	1,619,950	1,698,530	78,580	4.85%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	499,560	590,330	557,350	(32,980)	(5.59%)
Operating	965,440	1,029,620	1,141,180	111,560	10.84%
Capital Outlay	1,020	0	0	0	0.00%
Total	1,466,020	1,619,950	1,698,530	78,580	4.85%

Personnel

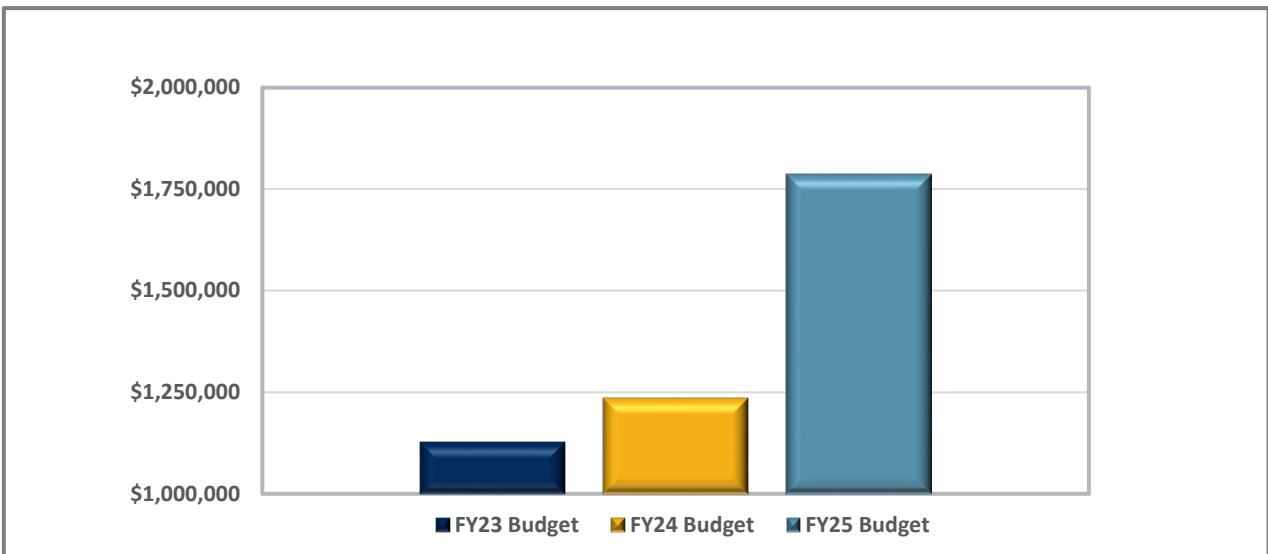
Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Deputy Director - Wireless Communications	1	1	1	1
Wireless Communications Specialist	3	3	3	3
Communications Technician I	0	1	1	1
Total	4	5	5	5

Summary of Personnel Changes

- ◆ During the FY2025 budget process, a Communications Technician I position was eliminated due to budgetary constraints. Position had not been filled since its creation during the FY2023 budget process.

General Fund – Other Summary

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Women's Commission	2,000	2,000	2,000	0	0.00%
Diversity and Inclusion Committee	2,000	2,000	2,000	0	0.00%
Veteran's Advisory Committee	0	0	2,000	2,000	100.00%
Animal Control Board	0	0	7,200	7,200	100.00%
Forensic Investigator	30,000	30,000	30,000	0	0.00%
Commission on Aging	967,760	1,064,530	1,604,580	540,050	50.73%
Museum of Fine Arts	124,200	136,620	140,000	3,380	2.47%
Total	1,125,960	1,235,150	1,787,780	552,630	44.74%



*Women's Commission – Department 11100**Contact: Dawn Marcus***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 by supporting the advancement of women and girls in Washington County.

Goals for Fiscal Year 2025

- ◆ To serve as a source of information and referral for women.
- ◆ To identify, research, and help find solutions to the problems of women and girls in our community.
- ◆ To promote the full and equal participation of women in work, government, and society.
- ◆ To strengthen home life by directing attention to critical problems confronting women as wives, mothers, homemakers, workers, and individuals.
- ◆ To recommend methods of overcoming discrimination of women in public and private employment and encourage women to become candidates for public office.
- ◆ To secure appropriate recognition of women's accomplishments and contributions to Washington County.

Accomplishments for Fiscal Year 2024

- ◆ The Commission for Women partnered with TEDxHagerstown Women which brought a global state to Western Maryland highlighting local and regional speakers.
- ◆ The Commission for Women partnered with the Western Maryland consortium, Brooke's House, Middletown Valley Bank, and the Washington County Board of County Commissioners and hosted financial literacy classes and goal setting classes for women in residential recover from substance abuse and addiction.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual*	FY2024 Estimated	FY2025 Projected
Number of Events/Community Outreach Programs	Unavailable	35	45

* Current County Clerk was appointed in May of 2023 so metrics for FY23 are not available.

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	2,000	2,000	2,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	2,000	2,000	2,000	0	0.00%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	#DIV/0!
Operating	2,000	2,000	2,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	2,000	2,000	2,000	0	0.00%

Veteran’s Advisory Committee – Department 11120

Contact: Dawn Marcus

Departmental Function

The Veteran’s Advisory Committee shall assist the Board of County Commissioners of Washington County in identifying the needs of its veteran community and provide recommendations for increased services and resources.

Goals for Fiscal Year 2025

- ◆ To educate the homeless veterans and disabled veterans on services they have earned but may never have taken advantage of and give direction on how to access those services.
- ◆ Assist the Board of County Commissioners by advising how government can assist with providing resources to the veteran community.

Accomplishments for Fiscal Year 2024

- ◆ The Veteran’s Advisory Committee was not provided a budget in FY2024, however, the County prepared 1,000 brochures for the Committee to distribute.
- ◆ The Veteran’s Advisory Committee held monthly meetings at various locations to include veteran’s organizations.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual*	FY2024 Estimated	FY2025 Projected
Brochures Distributed	Unavailable	1,000	1,500

*The Veteran’s Advisory Committee was established after FY2023, so no data is available.

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	0	0	2,000	2,000	100.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	0	0	2,000	2,000	100.00%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	0	0	2,000	2,000	100.00%
Capital Outlay	0	0	0	0	0.00%
Total	0	0	2,000	2,000	100.00%

*Diversity and Inclusion Committee – Department 11140**Contact: Dawn Marcus***Departmental Function**

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

Goals for Fiscal Year 2025

- ◆ Restructure and reorganize to meet membership requirements.
- ◆ Hold monthly meetings with adequate membership attendance.
- ◆ Foster a climate of mutual respect among different ethnic groups.
- ◆ Improve communication between diverse groups in Washington County.
- ◆ Bridge cultural diversity of all ethnic groups.
- ◆ Assist the Board of County Commissioners by advising how government can be more inclusive of the diverse community.

Accomplishments for Fiscal Year 2024

- ◆ This Committee did not have adequate membership in FY2024 and was unable to meet the by-law guidelines for meeting attendance and voting requirements. The Commissioners voted to restructure and reorganize the Committee in December of 2023. The Committee has voted in new membership and is still in the process of restructuring. The new Committee is currently working on a brochure and scheduling outreach programs.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual*	FY2024 Estimated	FY2025 Projected
Number of Events/Community Outreach Programs	Unavailable	4	12

* Current County Clerk was appointed in May of 2023 so metrics for FY23 are not available.

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	2,000	2,000	2,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	2,000	2,000	2,000	0	0.00%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	#DIV/0!
Operating	2,000	2,000	2,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	2,000	2,000	2,000	0	0.00%

Animal Control Board – Department 11150

Contact: Rebekah Gander

Departmental Function

The Permits and Inspections department provides administrative support to the Animal Control Board and its members. This support includes processing complaints and appeals to the Board; attending hearings and taking minutes for each case; and requesting Board appointments before the Board of County Commissioners. The new Animal Control Board department provides budgetary support for legal services provided by the Animal Control Board attorney to write legal opinions after a hearing is held.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Legal Services (total dollars spent)	N/A	\$3,600	\$7,200

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	0	0	7,200	7,200	100.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	0	0	7,200	7,200	100.00%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	0	0	7,200	7,200	100.00%
Capital Outlay	0	0	0	0	0.00%
Total	0	0	7,200	7,200	100.00%

Forensic Investigator – Department 11550

Contact: Dawn Marcus

Departmental Function

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

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual*	FY2024 Estimated	FY2025 Projected
Autopsies - Actual	Unavailable	500	550
Autopsies - Declined	Unavailable	155	175

* Current County Clerk was appointed in May of 2023 so metrics for FY23 are not available.

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	30,000	30,000	30,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	30,000	30,000	30,000	0	0.00%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	30,000	30,000	30,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	30,000	30,000	30,000	0	0.00%

*Commission on Aging – Department 93230**Contact: Amy Olack***Departmental Function**

The Commission on Aging (COA) assists Washington County residents aged 60 and older to maintain an independent living status in their own homes for as long as appropriate, as well as provide programs and services to seniors, caregivers, and those with disabilities. The COA also provides service at seven congregate sites and one senior center.

Goals for Fiscal Year 2025

- ◆ The COA will serve 8,200 unduplicated persons through the 50+ programs offered in FY2025.
- ◆ The COA will educate over 850 unduplicated persons through their educational offerings provided throughout the County in FY2025.
- ◆ The COA will provide over 30,500 meals to older adults through their home delivered meal and congregate site programs in FY2025.
- ◆ Implementation of the new State Legislation to create a Dementia Navigation Program.

Accomplishments for Fiscal Year 2024

- ◆ Medicare Part D found over \$500,000 in prescription drug savings for older adults.
- ◆ Over \$1 million dollars in eligible benefits found for clients.
- ◆ Implementation of staff training to prepare for the new State mandate (effective 7/1/24) – Dementia Navigation Program.
- ◆ Along with community partners, established the Community Care Network to provide routine after hour services to a broad demographic at a singular location.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Number of Unduplicated Persons Served	11,000	8,700	8,200
Number of Meals Served - Meals on Wheels	56,781	35,000	30,500

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	967,760	1,064,530	1,604,580	540,050	50.73%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	967,760	1,064,530	1,604,580	540,050	50.73%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	967,760	1,064,530	1,604,580	540,050	50.73%
Capital Outlay	0	0	0	0	0.00%
Total	967,760	1,064,530	1,604,580	540,050	50.73%

*Museum of Fine Arts – Department 93300**Contact: Sarah Hall***Departmental Function**

The Washington County Museum of Fine Arts (WCMFA) is a non-profit organization serving the public good. The mission of the WCMFA is to provide a vibrant place for the presentation and exploration of art of lasting quality for the benefit of a diverse public through intentional art collecting, lively interpretations, diligent preservation and care, active educational programs, and opportunities for social interaction.

Goals for Fiscal Year 2025

- ◆ Continue building a strong, compelling exhibition schedule to drive regional tourism and achieve the goal of becoming a Mid-Atlantic destination,
 - Key Activities:
 - Programming that highlights and connects to the exhibition schedule
 - Full-week summer camp
 - Lectures/talks
 - Related concerts
- ◆ Plans for Expansion
 - Key Activities:
 - Continue capital campaign
 - Complete schematic design
 - Research expanded revenue opportunities
- ◆ Elevate the Visitor Experience
 - Key Activities:
 - New website
 - Improve the museum store
 - Further develop benefactor program
 - Keep volunteers meaningfully engaged
 - Improve event planning and execution
 - Develop more options for public tours
- ◆ Create Programming to Attract Young Adults and Families
 - Key Activities:
 - Evening/holiday hours and programs in December
 - Free community days for each exhibition
 - Implementation of full schedule of summer garden nights
 - Young adult programs in October/December/February/April/June
- ◆ Continue emphasis on Diversity, Equity, Access & Inclusion
 - Key Activities:
 - Continue training in welcoming and customer service for staff
 - Collaborate with other non-profits to develop community audience
 - Prioritize staff professional development

- ◆ Conserve and Protect the Collection
 - Key Activities
 - Re-boot the adopt-a-painting program
 - Complete inventory of painting and sculpture vault
 - Work on accession backlog
 - Refile object files
 - Dispose of deaccessioned objects
 - Update cored documents related to collection for reaccreditation

Accomplishments for Fiscal Year 2024

- ◆ Implemented a dynamic, compelling exhibition scheduled to aid in the recovery of in-person attendance. This was done by investing in FY2024 by presenting the following:
 - *Claire McCardell: Pioneer of American Fashion*
 - *Landscapes & Legends of Norway: William Henry Singer & his Contemporaries*
 - *Treasures of the State: Maryland's Art Collection* (a collaboration with the State Artistic Property Commission) – accompanied by a catalogue
 - *Picasso on Paper: The Artist as a Printmaker 1923-1972*
 - *Childhood Favorites: 100 Years of Children's Book Illustration*
 - *Cumberland Valley Photographers*
 - *Cumberland Valley Artists* (opened June 15, 2024)
 - *Art, Fashion, Symbol, Statement: Tattooing in America 1960's – today* (opened June 22, 2024)
- ◆ Attendance is projected to reach 42,848 in FY2024, a seven percent increase from last fiscal year which continues to put us closer to our pre-pandemic normal of about 46,000 visitors per year (attendance in FY2019 was 45,734).
- ◆ As we seek to be recognized as a Mid-Atlantic destination, bringing in larger, “banner” exhibitions are a goal to help drive regional tourism. This year, our fall/winter slate of *Picasso on Paper* and *Children's Book Illustrations* were a test for this goal. In the four months those exhibitions were jointly on display the museum saw:
 - 71% increase in attendance from last year
 - Increase in the number of visitors per day (VPD) from 94 to 156
 - 82% increase in the average amount of money dropped by visitors in the donation boxes
 - The total amount of drop-in donations increased 212% - from \$4,692 last year to \$14,668 this year
 - 77% increase in membership renewals
 - 17% increase in benefactor level memberships (\$500 and above)
 - 23% increase in retail sales
- ◆ Other accomplishments include:
 - Capital campaign quiet phase launched securing gifts from 100% of trustees
 - Business plan for post-expansion completed
 - Launched full-year program of benefactor events

- Collaborate on impactful community events including Fall Fest and the Annual Tree Lighting
- Hosted our first “December Fridays” with the museum open late, festive holiday decorations and special programming. 311 visitors attended over three Fridays
- At this writing (May 2024), we are 96% of our FY24 fundraising goal, with funds raised through:
 - Object sponsorships
 - Event sponsorships
 - Treasure Sale
 - Amazing Tablescapes
 - Art in Bloom
 - Annual Fund
- The museum was nominated for non-profit of the year at the Chamber of Commerce Business Awards
- Staff completed a series of workshops updating the museum’s mission, vision, and values to be launched in FY25.

For additional details on museum activities, please refer to our presentation to the County Commissioners on February 6, 2024.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Number of Educational Programs Held	77	89	85
Number of New Exhibits	8	7	6
Number of Visitors to the Museum	39,978	45,635	50,200

Funding Sources/Expenditures

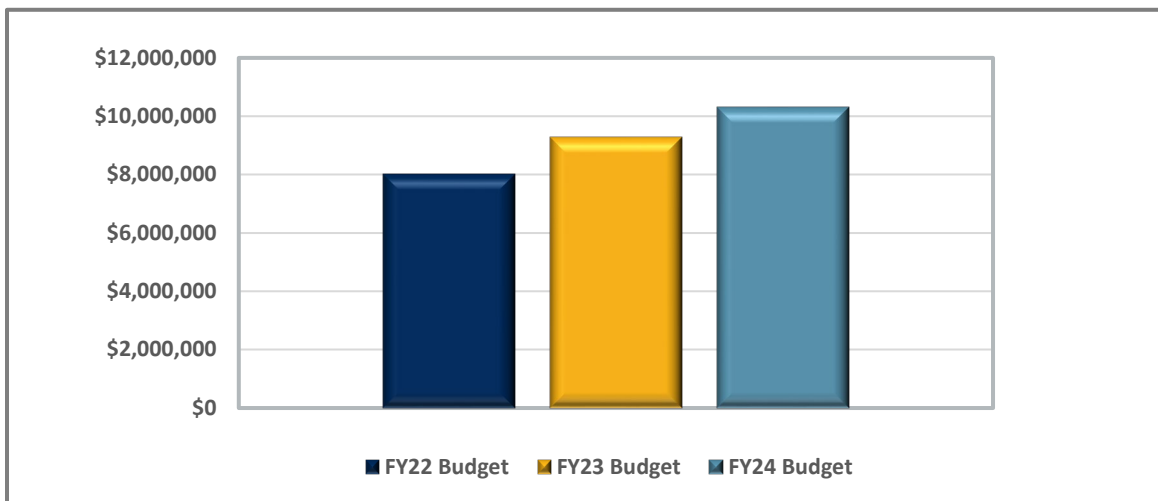
Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	124,200	136,620	140,000	3,380	2.47%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	124,200	136,620	140,000	3,380	2.47%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	124,200	136,620	140,000	3,380	2.47%
Capital Outlay	0	0	0	0	0.00%
Total	124,200	136,620	140,000	3,380	2.47%



**General Fund – Public Works; Engineering;
Permits & Inspections; Planning & Zoning
Summary**

Category	2022 Budget	2023 Budget	2024 Budget	\$ Change	% Change
Public Works	256,950	263,990	339,360	75,370	28.55%
Buildings Grounds & Facilities	2,344,710	2,287,850	2,391,950	104,100	4.55%
Engineering	2,307,280	2,656,260	2,972,620	316,360	11.91%
Permits & Inspections	2,218,570	2,712,040	3,083,670	371,630	13.70%
Planning & Zoning	830,080	1,300,920	1,466,580	165,660	12.73%
Zoning Appeals	55,740	55,740	59,290	3,550	6.37%
Total	8,013,330	9,276,800	10,313,470	1,036,670	11.17%



Public Works – Department 11600

Contact: Andrew Eshleman

Departmental Function

To provide administration, coordination, support, and leadership for public works services and ensure high-quality maintenance of the County’s public works infrastructure in an economic and environmentally responsible manner. Provide operational guidance to the Public Works departments of County Highways, Transit, Airport, Parks & Recreation and Buildings, Grounds & Facilities.

Goals for Fiscal Year 2025

- ◆ Evaluate the efficiency of operation of division of departments to ensure cost effective services are provided.
- ◆ Support the Transit Department through leadership change and the update to the Transit Development Plan that considers changes in the community, travel patterns and service delivery options.
- ◆ Ensure that major capital improvement projects are designed and implemented on a timely basis.
- ◆ Plan for the implementation of the State’s Building Energy Performance Standards.

Accomplishments for Fiscal Year 2024

- ◆ Completion of the Airport Strategic Plan; expanded commercial service operations.
- ◆ Successful Maryland Rural 50 Grant Application for the Airport to improved pad-ready sites and a digital on-premises sign.
- ◆ Property acquisition for the future Antietam Water Trail Park at Antietam Drive.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Administer Program Open Space	\$1,746,741	\$1,916,701	\$688,847

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	263,990	339,360	357,530	18,170	5.35%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	263,990	339,360	357,530	18,170	5.35%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	249,020	323,490	341,760	18,270	5.65%
Operating	14,970	15,870	15,770	(100)	(0.63%)
Capital Outlay	0	0	0	0	0.00%
Total	263,990	339,360	357,530	18,170	5.35%

Personnel

Summary of Full Time Positions	FY2024			
	FY 2025	Adjusted	FY 2024	FY 2023
Director of Public Works	1	1	1	1
Office Manager	1	1	1	1
Total	2	2	2	2

Summary of Personnel Changes

- ◆ No changes in FY2025.

Buildings, Grounds & Facilities – Department 11910

Contact: Andrew Eshleman

Departmental Function

This department is responsible for the operation and maintenance of the County’s buildings, facilities, and grounds including 520 acres of land within Washington County’s 18 park sites.

Goals for Fiscal Year 2025

- ◆ Complete the Court House Chiller Replacement Project.
- ◆ Complete plans for the MLK gymnasium renovations.
- ◆ Support County Government facility improvement and renovations requests.
- ◆ Construct a small pavilion at Marty Snook Park Mythical Woods.

Accomplishments for Fiscal Year 2024

- ◆ Completed Park modernization projects for pavilions and restrooms using LPPI funds.
- ◆ Completed renovation and office projects at Elliott Parkway for the 911 Center, Court House law library, 1st Floor Administration Building, Administration Annex vestibule and entrance, and the Black Rock Golf Course.

Performance Indicators/Services Provided

Services Provided			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Total Acres of County Land Maintained	520	520	520
Total Number of County Buildings Maintained	64	64	64
Total Number of County Parks Maintained	18	18	18

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	2,285,850	2,389,950	2,628,020	238,070	9.96%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	2,000	2,000	2,000	0	0.00%
Total	2,287,850	2,391,950	2,630,020	238,070	9.95%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	1,813,110	2,001,960	2,217,650	215,690	10.77%
Operating	364,740	383,990	412,370	28,380	7.39%
Capital Outlay	110,000	6,000	0	(6,000)	0.00%
Total	2,287,850	2,391,950	2,630,020	238,070	9.95%

Personnel

Summary of Full Time Positions	FY2024			
	FY 2025	Adjusted	FY 2024	FY 2023
Dep. Dir. of Public Works - Bldgs. Grounds & Facilities	1	1	1	1
Supervisor of Grounds & Facilities	1	1	1	1
Building Maintenance Supervisor	1	1	1	1
Maintenance Trades Worker	2	2	2	2
Equipment Operator Mechanic	2	2	2	2
Park/Playground Inspector & Equipment Operator	1	1	1	1
Maintenance Lead Worker - Parks	2	2	2	2
Senior Office Associate	1	1	1	1
Maintenance Lead Worker - Facilities	1	1	1	1
Maintenance Lead Worker - Buildings	1	1	1	1
Maintenance Worker - Facilities	1	1	1	1
Maintenance Worker -Parks	4	4	4	4
Total	18	18	18	18

Summary of Personnel Changes

- ◆ No changes in FY2025.

*Engineering – Department 11620**Contact: Scott Hobbs***Departmental Function**

This department is responsible for the planning, surveying, real property administration, design, and management of infrastructure projects from the Washington County Capital Improvement Plan (CIP); supporting the Department of Planning & Zoning by reviewing subdivision and site plan submissions for grading, storm water management, and impacts from traffic and utilities; supporting the Division of Permits & Inspections by providing plan review for grading, entrance and utility permits; and administering the County Floodplain Management Program.

Goals for Fiscal Year 2025

- ◆ Start construction on Eastern Boulevard Phase 1; Halfway Boulevard Extended; Professional Boulevard Phase 3/4 ; Crystal Falls Drive Bridge; and Spur Road Culvert.
- ◆ Complete the planning and design for the Watershed Services Office Building; Public Safety Training Center Tactical Village/Burn Building; Wright Road; Halfway Boulevard Bridges; Keedysville Road Bridges; Lanes Road Culvert; and Kretsinger Road Culvert.
- ◆ Complete Minor Bridge Inspections.
- ◆ Update Land Development and Roadway Improvements standards.
- ◆ Update training manual for the electronic review process.
- ◆ Plan, design, and manage stormwater management projects to meet MS4 requirements.
- ◆ Plan the most effective means for maintenance and repair of roads, bridges and culverts.

Accomplishments for Fiscal Year 2024

- ◆ Completed Professional Boulevard Phase 2 and opened the bridge.
- ◆ Completed signal and sidewalk improvements at Stotler Road at Halfway Boulevard.
- ◆ Resurfaced ten miles of road with asphalt overlay and 30 miles of chip seal applications.
- ◆ Completed the Mousetown Road culvert replacement.
- ◆ Completed the Dogstreet Road culvert replacement.
- ◆ Completed the Northern Avenue/Highway Department entrance culvert replacement.
- ◆ Completed the Keefer Road superstructure replacement.
- ◆ Completed the Beaver Creek Road Deck replacement.
- ◆ Completed the Greenspring Furnace Road culvert rehabilitation.
- ◆ Completed design for Eastern Boulevard Phase 1; Halfway Boulevard Extended; Professional Boulevard Phase 3/4 ; Crystal Falls Drive Bridge; and Spur Road Culvert.
- ◆ Updated the Utility Policy.
- ◆ Completed the ADA Self-Evaluation and Transition Plan for County buildings and outdoor facilities.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Miles of Road Asphalt Overlay	10	10	15
Miles of Chip & Seal	25	30	25
Bridges Inspected (Major) - inspected every 2 years	N/A	93	N/A
Bridges Inspected (Minor) - inspected every 4 years	N/A	201	N/A
Plan Reviews - Grading, SWM, Traffic	1,091	1,000	1,000

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	2,547,030	2,870,620	3,050,610	179,990	6.27%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	102,000	102,000	125,100	23,100	0.00%
Total	2,649,030	2,972,620	3,175,710	203,090	6.83%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	2,585,540	2,898,150	3,042,230	144,080	4.97%
Operating	63,490	74,470	76,480	2,010	2.70%
Capital Outlay	0	0	57,000	57,000	0.00%
Total	2,649,030	2,972,620	3,175,710	203,090	6.83%

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Director of Engineering	1	1	1	1
Chief of Plan Review	1	1	1	1
Chief of Design	1	1	1	1
Chief Project Manager	1	1	1	1
Senior Architectural Project Manager	1	1	1	1
Civil Engineer	2	2	2	2
Structural Engineer	1	1	1	1
Transportation Engineer	1	1	1	1
Sr. Plan Review, Flood Plain Manager	1	1	1	1
Real Property Administrator	1	1	1	1
Plan Reviewer	1	1	1	1
Chief of Surveys	1	1	1	1
Project Manager	3	3	3	3
Survey Party Chief	1	1	1	1
GIS Analyst	1	1	1	1
Engineering Technician III	3	3	3	3
Technology Coordinator	0	1	1	1
Survey Technician	1	1	1	1
Administrative Assistant	1	1	1	1
Total	23	24	24	24

Summary of Personnel Changes

- ◆ During the FY2025 budget process, the Technology Coordinator position was eliminated to streamline department processes.

*Permits & Inspections – Department 11630**Contact: Gregory Cartrette***Departmental Function**

Processes building and trade permits and performs plan review and inspections of residential and commercial building construction, renovation, and improvements for properties located in Washington County and for properties located within the town limits of Sharpsburg, Keedysville, Williamsport, Funkstown, Boonsboro, Clear Spring and Hancock. Processes and maintains trade licenses for plumbing, mechanical and electrical. Inspects construction of infrastructure improvements in the Washington County Capital Improvement Plan (CIP). Inspects public and privately-owned storm water management (SWM) structures. Inspects private land development in the County.

Goals for Fiscal Year 2025

- ◆ Maintain 24 hours or less response time to all inspection requests.
- ◆ Continue to evaluate divisional policies/procedures for efficiency.
- ◆ Continue customer satisfaction with all facets of the division.
- ◆ Continue excellence in coordination with the Engineering, Planning and Zoning staff.
- ◆ Continue to provide inspection services in support of Engineering Division/Capital projects.
- ◆ Maintain in-house training program
- ◆ Continue expanded use of the existing building code.
- ◆ Provide field training for each Permit Technician.
- ◆ Provide outreach meetings with contractors.
- ◆ Continue to assist all County divisions/departments as needed.
- ◆ Participate in the Washington County Home Show.
- ◆ Conduct fire/life safety plan review and inspections.

Accomplishments for Fiscal Year 2024

- ◆ Increased permit processing times.
- ◆ Renovated front lobby for security reasons.
- ◆ Created two new permit technician offices in permit technician area to increase overall efficiencies.

Performance Indicators/Services Provided

Services Provided			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Total Permits Issued	5,480	5,000	5,200
Total Inspections Conducted	31,975	25,698	30,000
Inspections per Inspector per Day	30-35	30-35	30-35

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	1,652,940	2,028,220	2,361,450	333,230	16.43%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	1,059,100	1,055,450	988,250	(67,200)	0.00%
Total	2,712,040	3,083,670	3,349,700	266,030	8.63%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	2,569,390	2,945,980	3,193,680	247,700	8.41%
Operating	133,650	128,090	129,370	1,280	1.00%
Capital Outlay	9,000	9,600	26,650	17,050	0.00%
Total	2,712,040	3,083,670	3,349,700	266,030	8.63%

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Director of Permits and Inspections	1	1	1	1
Deputy Code Official	1	1	1	1
Chief of Permitting	1	1	1	1
Chief Building Inspector	1	1	1	1
Combination Inspector	1	1	1	1
Chief Site Inspector	1	1	1	1
Electrical Inspector I	2	2	2	2
Electrical Inspector II	1	1	1	1
Plumbing Inspector I	1	1	1	1
Plumbing Inspector II	1	1	1	1
Building Inspector I	2	2	3	3
Permits Systems Specialist	1	1	0	0
Plans Examiner II	2	2	2	2
Construction Inspector	5	5	5	5
Senior Office Associate	1	1	1	1
Permit Coordinator	1	1	1	1
Permits Technician I	4	4	4	4
Administrative Assistant	1	1	1	1
Total	28	28	28	28

Summary of Personnel Changes

- ◆ Midway through FY2024, a Building Inspector I position was reclassified as a Permit System Specialist position.

*Planning and Zoning – Department 10800**Contact: Jill Baker***Departmental Function**

The Department of Planning and Zoning is responsible for establishing and implementing short- and long-term land use planning goals that help maintain a balanced and diversified land base for our community. Short term planning activities include review of subdivision and development plans for compliance with County, State and Federal regulatory ordinances. Long term planning activities carried out by the department are continual analysis and maintenance of land development planning documents such as the Comprehensive Plan, Zoning Ordinance, Subdivision Ordinance, and Forest Conservation Ordinance as well as functional plans such as the Water and Sewerage Plan, Land Preservation, Parks and Recreation Plan and the Solid Waste Management and Recycling Plan. In addition to planning for future land development the Department administers the County land preservation program and conducts historic resources preservation initiatives. Zoning activities within the Department include review of building permits, development plans, and administration of the Board of Zoning Appeals. In support of all planning and zoning activities the Department has a robust Geographic Information System (GIS) staff, creating, and maintaining mapping data and layers for map production to be used in planning documents and on an as needed project basis.

Goals for Fiscal Year 2025

- ◆ Adoption of the Comprehensive Plan update.
- ◆ Continue a public awareness campaign about addressing corrections needed to implement the new emergency protocols of Next Generation 911.
- ◆ Develop an historic restoration grant program.
- ◆ Begin the process to update the County Water and Sewerage Plan.
- ◆ Begin the process to implement the Comprehensive Plan through comprehensive rezoning.

Accomplishments for Fiscal Year 2024

- ◆ A draft Comprehensive Plan document was prepared and released to the public for initial comment. Public outreach meetings were also held to collect input.
- ◆ Permanently preserved 934.8 acres in Washington County through various land preservation programs.
- ◆ Approved subdivision applications in the department creating 51 new lots of record.
- ◆ Approved 28 commercial site plans advancing economic development efforts.
- ◆ Repealed and adopted a new tax credit ordinance for historic resources increasing the reimbursement rate from 10% to 25% on qualifying restoration projects.

Performance Indicators/Services Provided

Services Provided			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Number of Subdivision Applications Reviewed	69	50	60
Number of Site Plans Reviewed	50	40	45
Number of Board of Zoning Appeals Applications	53	50	50
Number of Rezoning Applications	7	4	5
Planning Commission Public Meetings/Workshops	18	14	12
Historic District Commission Public Meetings	8	10	10
Agricultural Land Pres. Advisory Board Meetings	4	4	4
Right to Farm Board Meetings	1	1	1

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	1,215,820	1,378,380	1,386,380	8,000	0.58%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	85,100	88,200	144,200	56,000	0.00%
Total	1,300,920	1,466,580	1,530,580	64,000	4.36%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	1,247,470	1,419,850	1,485,230	65,380	4.60%
Operating	42,170	46,730	45,350	(1,380)	(2.95%)
Capital Outlay	11,280	0	0	0	0.00%
Total	1,300,920	1,466,580	1,530,580	64,000	4.36%

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Planning and Zoning Director	1	1	1	1
Deputy Director Planning and Zoning	1	1	1	1
GIS Coordinator	1	1	1	1
Senior Office Associate	1	1	1	1
GIS Analyst	1	1	1	1
Comprehensive Planner	1	1	1	1
Administrative Assistant	1	1	1	1
GIS Technician	1	1	1	1
Zoning Inspector	1	1	1	1
Senior Planner	1	1	1	1
Planner	2	2	2	2
Zoning Coordinator	1	1	1	1
Total	13	13	13	13

Summary of Personnel Changes

- ◆ No changes in FY2025.

*Zoning Appeals – Department 10810**Contact: Jill Baker***Departmental Function**

The Board of Zoning Appeals is supported by the Department of Planning and Zoning. An administrative clerk is assigned to serve as an intermediary between the Board and the public. Zoning applications are accepted for variances, special exceptions, and non-conforming uses. In addition, the Board accepts applications charging administrative error of decisions made by the Zoning Administrator, appeals on decisions made by the Planning Commission, and appeals related to administration of the Floodplain Ordinance.

Goals for Fiscal Year 2025

- ◆ Continue to process applications for variances, special exceptions, and administrative appeals.
- ◆ Provide assistance to citizens in understanding zoning issues.

Accomplishments for Fiscal Year 2024

- ◆ Assisted the public in applying for variances, special exceptions, and administrative appeals.

Performance Indicators/Services Provided

Services Provided			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Number of Board of Zoning Appeals Applications	53	50	50
Number of Public Meetings/Workshops	24	24	24

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	43,740	45,290	49,240	3,950	8.72%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	12,000	14,000	18,000	4,000	0.00%
Total	55,740	59,290	67,240	7,950	13.41%

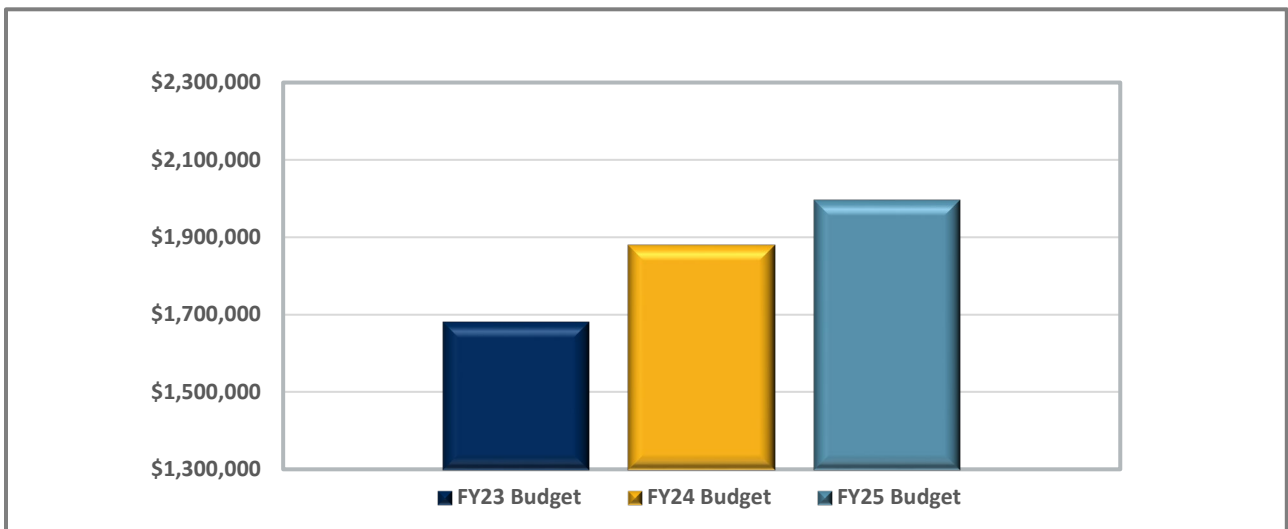
Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	26,640	26,640	26,640	0	0.00%
Operating	29,100	32,650	40,600	7,950	24.35%
Capital Outlay	0	0	0	0	0.00%
Total	55,740	59,290	67,240	7,950	13.41%



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**General Fund – Parks & Recreation
Summary**

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Martin L. Snook Pool	159,310	168,600	179,010	10,410	6.17%
Parks and Recreation	1,521,210	1,712,070	1,816,780	104,710	6.12%
Total	1,680,520	1,880,670	1,995,790	115,120	6.12%



Martin L. Snook Pool - Department 12000

Contact: Erin Overdorff

Departmental Function

The function of Martin L. Snook Pool is to offer swimming opportunities in a safe environment to citizens.

Goals for Fiscal Year 2025

- ◆ Successfully and safely operate the pool facility with adequate staffing to maximize swimming opportunities for the public.
- ◆ Prepare an invitation to bid and successfully recoat the existing pool surface with contracted services.
- ◆ Plan for future pool building and facility renovations.

Accomplishments for Fiscal Year 2024

- ◆ Successfully staffed the pool to remain open for the public.
- ◆ Completed a mid-season white coating repair on a deteriorating portion of the pool surface over the 4th of July holiday to allow the pool to remain open the remainder of the season.

Performance Indicators/Services Provided

Services Provided			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Pool Visits (Paid Attendance - non-camp)	8,849	9,500	10,500
Number of Days in Full Operation	86	101	104
Number of Private Rentals	29	30	30
Number of Season Passes Sold	12	15	15

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	87,310	121,600	132,010	10,410	8.56%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	72,000	47,000	47,000	0	0.00%
Total	159,310	168,600	179,010	10,410	6.17%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	123,670	127,980	137,590	9,610	7.51%
Operating	35,640	40,620	41,420	800	1.97%
Capital Outlay	0	0	0	0	0.00%
Total	159,310	168,600	179,010	10,410	6.17%

*Parks and Recreation - Department 12200**Contact: Jaime Dick***Departmental Function**

The Department of Parks and Recreation administrates and coordinates a wide range of 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 operating the parks and providing recreational services and programs for the County. The department also works with special events, marketing, and scheduling of the Agricultural Center and Board of Education facilities for public and private community organizations.

Goals for Fiscal Year 2025

- ◆ Complete the design and start construction on the Regional Park Trail Network.
- ◆ Complete the design and start construction on the new Antietam Water Trail Park at Antietam Drive.
- ◆ Complete sidewalk and pathway improvements at Woodland Way Park.
- ◆ Update the Washington County Public Schools joint use agreement to expand service offerings and sites to the community.

Accomplishments for Fiscal Year 2024

- ◆ Completed park modernization projects including playground equipment, pavilion roof replacement and bathroom renovations at Devil's Backbone, Marty Snook Park, Doubs Woods, Regional Park, and Pleasant Valley.
- ◆ Created and secured a new referee contract for the Recreation Basketball league.
- ◆ Created an ADA accessible walking path at Clear Spring Park from the parking lot to the soccer and baseball field.

Performance Indicators/Services Provided

Services Provided			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Recreation Registrations Received	3,560	3,150	3,250
Number of Pavilion Reservations	686	700	715
Number of Summer Camp Participants	1,183	1,300	1,500
Number of Recreation Programs	242	215	225

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	1,163,210	1,308,670	1,413,380	104,710	8.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	358,000	403,400	403,400	0	0.00%
Total	1,521,210	1,712,070	1,816,780	104,710	6.12%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	1,379,570	1,531,770	1,644,960	113,190	7.39%
Operating	141,640	180,300	171,820	(8,480)	(4.70%)
Capital Outlay	0	0	0	0	0.00%
Total	1,521,210	1,712,070	1,816,780	104,710	6.12%

Personnel

Summary of Full Time Positions	FY2024			
	FY 2025	Adjusted	FY 2024	FY 2023
Deputy Director Public Works - Parks & Recreation	1	1	1	1
Recreation & Fitness Supervisor	1	1	1	1
Recreation Program Coordinator	2	2	2	2
Senior Office Associate	2	2	2	2
Parks Supervisor	1	1	1	1
Parks Manager	1	1	1	1
Total	8	8	8	8

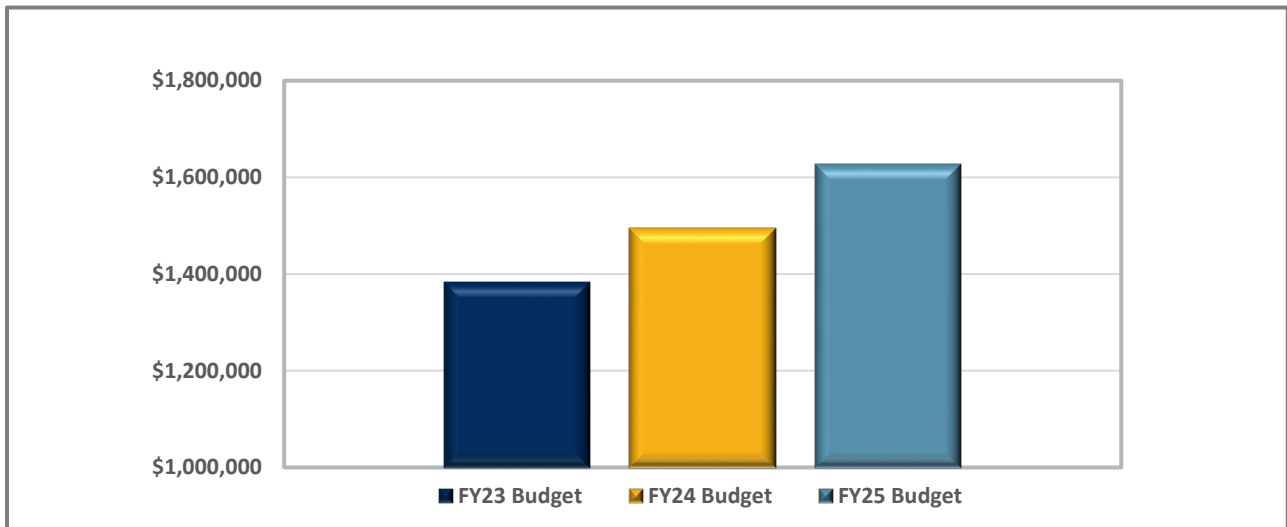
Summary of Personnel Changes

◆ No changes in FY2025.



General Fund – Facilities Summary

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Martin Luther King Building	103,280	124,880	126,480	1,600	1.28%
Administration Building	319,080	330,410	343,880	13,470	4.08%
Court House	291,450	302,240	343,880	41,640	13.78%
County Office Building	230,510	236,330	257,800	21,470	9.08%
Administrative Annex	75,500	124,630	150,600	25,970	20.84%
Dwyer Center	32,280	32,310	34,390	2,080	6.44%
Election Board Facility	98,580	106,350	118,040	11,690	10.99%
Central Services	131,220	131,230	135,400	4,170	3.18%
Rental Properties	6,020	6,020	1,730	(4,290)	-71.26%
Senior Center Building	11,000	12,050	12,210	160	100.00%
Public Facilities Annex	85,380	89,810	104,110	14,300	15.92%
Total	1,384,300	1,496,260	1,628,520	132,260	8.84%



Facilities - Departments 10900 - 11325

Contact: Andrew Eshleman

Departmental Function

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

- ◆ Martin Luther King Building
- ◆ Administration Building
- ◆ Court House
- ◆ County Office Building
- ◆ Administration Annex
- ◆ Dwyer Center
- ◆ Election Board Facility
- ◆ Central Services
- ◆ Rental Properties
- ◆ Senior Center Building
- ◆ Public Facilities Annex

Goals for Fiscal Year 2025

- ◆ Continue with Court House planning efforts to select a preferred option.
- ◆ Complete the Court House Chiller Replacement Project.
- ◆ Initiate design for the County Office Building HVAC Replacement.
- ◆ Start and complete 2nd floor renovations for the County Administration Building.

Accomplishments for Fiscal Year 2024

- ◆ Completed MLK heating oil to natural gas water boiler conversion.
- ◆ Completed 1st floor County Administration Building renovations for new Grant Management Offices.
- ◆ Secured and managed a new cleaning service vendor.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Total Service Calls/Work Orders	Not Available	1,200	1,300

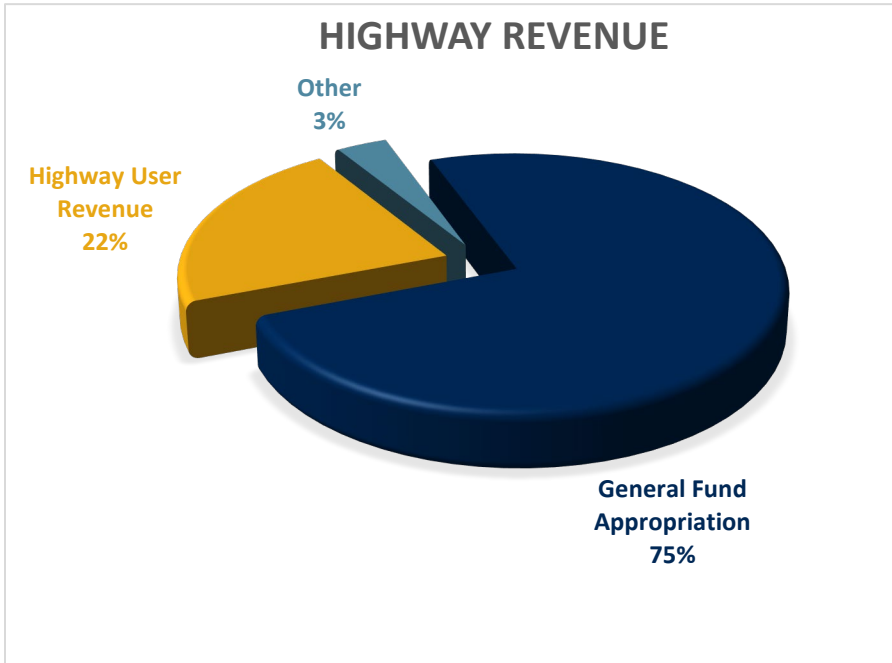
Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	1,384,300	1,496,260	1,628,520	132,260	8.84%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	0	0	0.00%
Total	1,384,300	1,496,260	1,628,520	132,260	8.84%

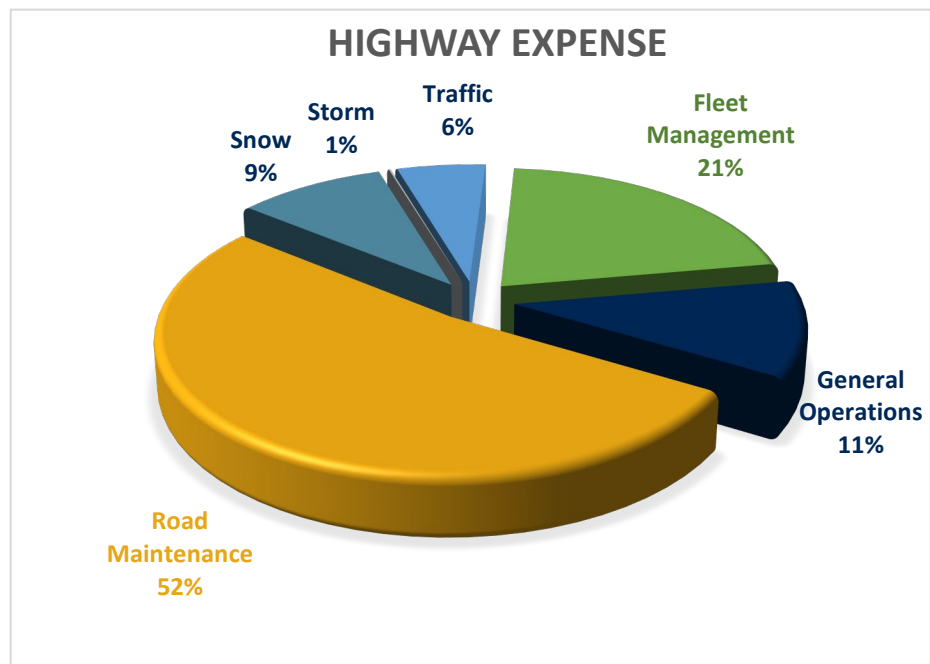
Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	1,384,300	1,496,260	1,628,520	132,260	8.84%
Capital Outlay	0	0	0	0	0.00%
Total	1,384,300	1,496,260	1,628,520	132,260	8.84%



Highway Fund Summary



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



Highway Fund Revenues

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
420100 - Recycling Revenues	4,000	4,000	4,000	0	0.00%
490000 - Miscellaneous	30,000	30,000	10,000	(20,000)	(66.67%)
490010 - Gain or Loss on Sale of Asset	76,500	33,000	38,000	5,000	15.15%
490045 - Oper Transfer - General Fund	9,285,350	10,096,340	10,405,590	309,250	3.06%
496200 - Highway User Revenues	2,006,120	2,527,810	3,030,040	502,230	19.87%
499400 - Projects	30,000	30,000	30,000	0	0.00%
499410 - Street Lighting	37,000	37,000	37,000	0	0.00%
499420 - Fuel	262,000	249,000	324,480	75,480	30.31%
499430 - Guardrails	5,000	5,000	5,000	0	0.00%
499470 - Auto Repair	33,500	30,000	30,000	0	0.00%
Total Highway Revenue	11,769,470	13,042,150	13,914,110	871,960	6.69%

Highway Fund Expenditures

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
20010 - General Operations	1,287,020	1,280,180	1,563,500	283,320	22.13%
20020 - Road Maintenance	5,866,470	6,769,550	7,281,320	511,770	7.56%
20030 - Snow removal	1,329,420	1,299,230	1,316,170	16,940	1.30%
20040 - Storm Damage	15,100	13,430	15,080	1,650	12.29%
20050 - Traffic Control	662,740	727,100	784,080	56,980	7.84%
20060 - Fleet Management	2,608,720	2,952,660	2,953,960	1,300	0.04%
Total	11,769,470	13,042,150	13,914,110	871,960	6.69%

*Fund 20 - Departments 20010 - 20060**Contact: Zane Rowe***Departmental Function**

The Highway Department is responsible for the maintenance of the County's Road system. This includes patching, resurfacing, stabilization of roads, keeping ditch lines clear of debris, roadside tree care and trimming, snow and ice removal, line striping, signal maintenance, and signing of County Roads. Our Fleet Department also provides maintenance for County owned vehicles.

Goals for Fiscal Year 2025

- ◆ Complete design on the Western Section Building Expansion and fuel system.
- ◆ Continue efforts to replace cable traffic barrier.
- ◆ Replace the Spur Road bridge.

Accomplishments for Fiscal Year 2024

- ◆ Replaced the Keefer Road Bridge superstructure.
- ◆ Replaced the Central Section Entrance culvert.
- ◆ Removed debris at multiple stone arch bridges.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Salt Usage (Tons)	5,710	8,365	10,000
County Vehicles Maintained by Highway Department	320	320	320
Highway Sign Work Orders Processed	325	340	375
Miles of Roadside Mowing	855	859	861
Number of Work Requests Received	700	750	800

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	9,285,350	10,096,340	10,405,590	309,250	3.06%
Operating and Capital Grants	0	0	0	0	0.00%
Highway User Revenue	2,006,120	2,527,810	3,030,040	502,230	19.87%
Fees/Charges	478,000	418,000	478,480	60,480	14.47%
Total	11,769,470	13,042,150	13,914,110	871,960	6.69%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	7,744,270	8,664,670	9,529,990	865,320	9.99%
Operating	4,025,200	4,308,180	4,367,120	58,940	1.37%
Capital Outlay	0	69,300	17,000	(52,300)	(75.47%)
Total	11,769,470	13,042,150	13,914,110	871,960	6.69%

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Deputy Director of Public Works - Highways	1	1	1	1
Supervisor of Operations	1	1	1	1
Fleet Manager	1	1	1	1
Assistant Fleet Manager	1	1	1	1
Section Supervisor	4	4	4	4
Supervisor Central Section	1	1	1	1
Traffic Control and Safety Supervisor	1	1	1	1
Fleet Services Coordinator	1	1	1	1
Assistant Section Supervisor	3	3	3	3
Welder	1	1	1	1
Office Manager	1	1	1	1
Equipment Operator III	12	12	12	12
Automotive Service Technician	5	5	5	5
Automotive Body/Paint Technician	1	1	1	1
Sign Mechanic	3	3	3	3
Lead Construction Specialist	1	1	1	1
Senior Office Associate	1	1	1	1
Crew Coordinator/Equip Operator II	1	1	1	1
Equipment Operator II	43	43	43	42
Equipment Operator I	3	3	3	4
Auto Services Assistant	1	1	1	1
Office Associate	1	1	1	1
Total	88	88	88	88

Summary of Personnel Changes

- ◆ No changes in FY2025.



Other Governmental Funds Summary

Other Governmental Funds Revenues

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Cascade Town Centre	157,650	132,450	108,000	(24,450)	(18.46%)
Agricultural Education Fund	248,270	290,100	322,660	32,560	11.22%
Grant Management	451,420	525,670	660,730	135,060	25.69%
Inmate Welfare	547,320	564,090	630,310	66,220	11.74%
Gaming	2,491,000	2,295,370	2,136,000	(159,370)	(6.94%)
Hotel Rental Tax	2,000,000	2,000,000	2,000,000	0	0.00%
Land Preservation	2,458,250	2,519,700	3,869,530	1,349,830	53.57%
HEPMPO	584,570	573,110	811,750	238,640	41.64%
Emergency Services Billing	0	0	816,890	816,890	100.00%
Contraband	5,070	0	0	0	0.00%
Foreign Trade Zone	0	0	40,000	40,000	100.00%
Total Other Govt. Fund Revenue	8,943,550	8,900,490	11,395,870	2,495,380	28.04%

Other Governmental Funds Expenditures

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Cascade Town Centre	157,650	132,450	108,000	(24,450)	(18.46%)
Agricultural Education Fund	248,270	290,100	322,660	32,560	11.22%
Grant Management	451,420	525,670	660,730	135,060	25.69%
Inmate Welfare	547,320	564,090	630,310	66,220	11.74%
Gaming	2,491,000	2,295,370	2,136,000	(159,370)	(6.94%)
Hotel Rental Tax	2,000,000	2,000,000	2,000,000	0	0.00%
Land Preservation	2,458,250	2,519,700	3,869,530	1,349,830	53.57%
HEPMPO	584,570	573,110	811,750	238,640	41.64%
Emergency Services Billing	0	0	816,890	816,890	100.00%
Contraband	5,070	0	0	0	0.00%
Foreign Trade Zone	0	0	40,000	40,000	100.00%
Total Other Govt. Fund Expenses	8,943,550	8,900,490	11,395,870	2,495,380	28.04%

Cascade Town Centre Fund

Fund 22 – Department 22020

Contact: Andrew Eshleman

Departmental Function

Cascade Town Centre fund was created to foster redevelopment at the Fort Ritchie Site. The County continues to support certain operational expenditures utilizing proceeds from the sale.

Goals for Fiscal Year 2025

- ◆ Complete the Lake Royer Dam#70 sluice gate and spillway repairs.
- ◆ Continue to support the building and facility maintenance of the Fort Ritchie Community Center.

Accomplishments for Fiscal Year 2024

- ◆ Completed HVAC unit replacement at the Fort Ritchie Community Center.
- ◆ Removed vegetation and trees on the dam embankment slopes.

Funding Sources/Expenditures

Category Funding Breakdown					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental	0	111,150	95,500	(15,650)	(14.08%)
Fees/Charges/Fund Balance	157,650	12,500	12,500	0	0.00%
Total	157,650	123,650	108,000	(15,650)	(12.66%)

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	157,650	123,650	108,000	(15,650)	(12.66%)
Capital Outlay	0	0	0	0	0.00%
Total	157,650	123,650	108,000	(15,650)	(12.66%)

Agricultural Education Fund

Fund 23 – Departments 23010 – 23050

Contact: Andrew Eshleman

Departmental Function

The Agricultural Education Center’s function is to promote agricultural and recreational programs and activities which involve youth, the agriculture industry and the general public as well as educating the community on the Rural Heritage of the County. The site includes a multi-purpose building, four pole barns, horse show arena, tractor pull track, milking parlor, kennel club building, two pavilions, playground equipment, Washington County Services Extension offices, the Rural Heritage Museum, and a Heritage Village.

Goals for Fiscal Year 2025

- ◆ Continue to support the development and construction of a large indoor multi-purpose indoor facility to expand year-round event opportunities.
- ◆ Upgrade existing bleachers at the Show Arena.
- ◆ Install a concrete floor at the Show Arena.
- ◆ Update the rental contract agreement and reservation process.

Accomplishments for Fiscal Year 2024

- ◆ Record number of events hosted at the facility and estimated attendance.
- ◆ Completed site percolation test for future septic needs at the facility.

Performance Indicators/Services Provided

Services Provided/Clients Served			
Programs	FY2023 Actual	FY2024 Estimated	Projected FY2025
Number of Events Hosted	53	56	57
Number of Facility Visitors	98,300	110,400	112,000
Number of Museum Visitors	2,300	2,500	2,600

Funding Sources/Expenditures

Category Funding Breakdown					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	216,770	238,200	255,760	17,560	7.37%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges/Fund Balance	31,500	51,900	66,900	15,000	28.90%
Total	248,270	290,100	322,660	32,560	11.22%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	91,230	101,330	94,610	(6,720)	(6.63%)
Operating	157,040	188,770	228,050	39,280	20.81%
Capital Outlay	0	0	0	0	0.00%
Total	248,270	290,100	322,660	32,560	11.22%

Personnel

Summary of Full Time Positions	FY2024			
	FY2025	Adjusted	FY2024	FY2023
Facility Administrator	1	1	1	1
Total	1	1	1	1

Summary of Personnel Changes

- ◆ No changes in FY2025.

Grant Management Fund

Fund 24 – Departments 24010 - 24040

Contact: Rachel Souders

Departmental Function

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

Goals for Fiscal Year 2025

- ◆ Secure grant funding from the Children’s Cabinet Interagency Fund to continue programs that impact Governor Moore’s strategic goals for serving children and families.
- ◆ Continue to effectively manage County grant funds with a goal of 100% compliance.
- ◆ Grant Managers will complete at least one course in the Grant Management Certificate Program.

Accomplishments for Fiscal Year 2024

- ◆ Successfully implemented spending benchmarks for LMB programs.
- ◆ Collaborated with the Department of Housing and Community Development and San Mar Family and Community Services to obtain funding for transitional housing.
- ◆ Partnered with Washington County Free Library to distribute free Chromebooks to thousands of eligible families across the County.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	Projected FY2025
Grant Applications Processed	375	220	229

Funding Sources/Expenditures

Category Funding Breakdown					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	313,390	387,640	522,510	134,870	34.79%
Grants/Intergovernmental	138,030	138,030	138,020	(10)	(0.01%)
Fees/Charges/Fund Balance	0	0	200	200	0.00%
Total	451,420	525,670	660,730	135,060	25.69%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	319,370	392,800	503,790	110,990	0.00%
Operating	132,050	132,870	156,940	24,070	18.12%
Capital Outlay	0	0	0	0	0.00%
Total	451,420	525,670	660,730	135,060	25.69%

Personnel

Summary of Full Time Positions	FY2024			
	FY 2025	Adjusted	FY 2024	FY 2023
Director - Office of Grant Management	1	1	1	1
Senior Grant Manager	1	1	1	1
Grant Manager	1	1	1	1
Grant Analyst	1	1	1	1
Total	4	4	4	4

Summary of Personnel Changes

- ◆ No changes in FY2025.

Inmate Welfare Fund

Fund 25 – Department 25010

Contact: Major Craig Rowe

Departmental Function

The Washington County Inmate Welfare Fund was created by Correctional Services Article, Title 11, Subtitle 9. 11-902: Each local correctional facility may establish an inmate welfare fund that is beneficial to housed inmates. This fund may be used only for goods or 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. Each fund consists of profits derived from the sale of goods through commissary operations, telephone, and vending commissions. See Correctional Services Article, 11-901 through 11-904 for more details.

Goals for Fiscal Year 2025

- ◆ Implement a mail-processing program that eliminates contraband coming in via USPS using a third-party vendor.
- ◆ Review and evaluate the commissary products for safety and affordability due to continuing price increases from manufacturers.

Accomplishments for Fiscal Year 2024

- ◆ Replaced obsolete video visitation, table and phone system with contracted vendor ViaPath. Each individual has a tablet for phone and visitation instead of ten shared.
- ◆ Annual accounting audit by outside agency yielded no deficiencies.

Performance Indicators/Services Provided

Services Provided/Clients Served			
Programs	FY2023 Actual	FY2024 Estimated	Projected FY2025
Commissary Orders Filled	14,763	14,500	14,500
Average Commissary Order	\$36.95	\$37.00	\$38.00
Commissary Sales	\$545,441	\$536,500	\$551,000
Video Visits Conducted	5,436	28,932	30,000

Funding Sources/Expenditures

Category Funding Breakdown					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges/Fund Balance	547,320	564,090	630,310	66,220	0.00%
Total	547,320	564,090	630,310	66,220	11.74%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	26,170	26,170	26,170	0	0.00%
Operating	506,360	522,550	604,140	81,590	15.61%
Capital Outlay	14,790	15,370	0	(15,370)	(100.00%)
Total	547,320	564,090	630,310	66,220	11.74%

Gaming Fund

Fund 26 – Departments 26010 – 26020

Contact: Rachel Souders

Departmental Function

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

Goals for Fiscal Year 2025

- ◆ Maintain 100% gaming regulation compliance through regular inspections and operator education.

Accomplishments for Fiscal Year 2024

- ◆ Successful resolution of all reported issues of noncompliance.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	Projected FY2025
Gaming Licenses Issued	180	181	176
Gaming Fund Disbursement	\$2,543,030	\$2,352,883	\$2,305,826

Funding Sources/Expenditures

Category Funding Breakdown					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges/Fund Balance	2,491,000	2,295,370	2,136,000	(159,370)	(6.94%)
Total	2,491,000	2,295,370	2,136,000	(159,370)	(6.94%)

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	175,880	183,270	124,540	(58,730)	(32.05%)
Operating	2,315,120	2,112,100	2,011,460	(100,640)	(4.76%)
Capital Outlay	0	0	0	0	0.00%
Total	2,491,000	2,295,370	2,136,000	(159,370)	(6.94%)

Personnel

Summary of Full Time Positions	FY2024			
	FY 2025	Adjusted	FY 2024	FY 2023
Charitable Gaming Manager	1	1	1	1
Senior Office Associate	1	1	1	1
Total	2	2	2	2

Summary of Personnel Changes

- ◆ No changes in FY2025.

Hotel Rental Tax Fund

Fund 27 – Departments 27010 - 27030

Contact: Zane Garrett

Departmental Function

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

Goals for Fiscal Year 2025

- ◆ Continue publishing annual expenditure reports on the County website providing transparency for expenditures and any remaining unspent hotel rental funds previously allocated to Municipalities, the City of Hagerstown, and the County.
-

Accomplishments for Fiscal Year 2024

- ◆ Through April of 2024, significant payments have been made for the Sharpsburg Boyer House (tourism) and Farming Ag Grants (economic development) among several other smaller distributions to 20 other organizations in support of Board of County Commissioner requests.

Funding Sources/Expenditures

Category Funding Breakdown					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	2,000,000	2,000,000	2,000,000	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges/Fund Balance	0	0	0	0	0.00%
Total	2,000,000	2,000,000	2,000,000	0	0.00%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	2,000,000	2,000,000	2,000,000	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	2,000,000	2,000,000	2,000,000	0	0.00%

Land Preservation Fund

Fund 28 – Departments 28010 - 28070

Contact: Chris Boggs

Departmental Function

The Land Preservation Fund is used to account for programs related to agricultural land preservation easement programs. \$400,000 of the revenues from the County Real Estate Transfer Tax is used to purchase permanent easements: half for the County Installment Payment Program (IPP) easements; half for the 60/40 match mechanism for the acquisition of Maryland Agricultural Land Preservation Program (MALPP) easements. The Agricultural Transfer Tax collected when properties convert from agricultural to non-agricultural use are split into two funds: the State Ag Transfer Tax portion, which must be used for MALPP easements, and the County Ag Transfer Tax portion, which may be used for any land preservation purpose. These programs enhance the viability of agriculture in the County. Administrative and Compliance funds from easement settlements are deposited into the Fund 28 account and have been used to pay for easement-related services when they are due prior to settlement, compensation for land preservation employees, and monitoring of conservation easements procured by the County. The Fund is used by several programs, including the Maryland Agricultural Land Preservation Program (MALPP), Rural Legacy Program (RLP), Conservation Reserve Enhancement Program (CREP), and Installment Payment Program (IPP).

Goals for Fiscal Year 2025

- ◆ Continue to work towards achieving 50,000 permanently preserved areas.
- ◆ Complete our Next Generation Farmland Acquisition Program property transfer to another permanent easement program.
- ◆ Settle our Annual Next Generation Farmland Acquisition Project.
- ◆ Continue to pursue easement donations.
- ◆ Settle two Project Open Space easements.
- ◆ Settle eight Maryland Agricultural Land Preservation Foundation easements.
- ◆ Complete expenditure of FY2024 Rural Legacy Program Grant and process RLA grant agreement for FY2025.
- ◆ Seek additional applicants for Conservation Reserve Enhancement Program funding.

Accomplishments for Fiscal Year 2024

- ◆ Surpasses the 40,000-acre milestone for permanently preserved land in the County.
- ◆ Received a record \$3.127 million grant for Rural Legacy.
- ◆ Preserved four Maryland Agricultural Land Preservation Program easements.
- ◆ Committed \$2.9 million of County funds toward permanent conservation easements in the County.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	Projected FY2025
Permanently Preserved Acres (Annual)	1,583	1,585	2,197
Permanently Preserved Acres (Total)	39,360	40,945	43,142
Percentage of County Permanently Preserved	13.20%	13.69%	14.43%

Funding Sources/Expenditures

Category Funding Breakdown					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	41,380	53,530	23,100	(30,430)	(56.85%)
Grants/Intergovernmental	1,971,870	2,021,170	3,401,430	1,380,260	68.29%
Fees/Charges/Fund Balance	445,000	445,000	445,000	0	0.00%
Total	2,458,250	2,519,700	3,869,530	1,349,830	53.57%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	126,500	139,960	149,190	9,230	6.59%
Operating	2,331,750	2,379,740	3,720,340	1,340,600	56.33%
Capital Outlay	0	0	0	0	0.00%
Total	2,458,250	2,519,700	3,869,530	1,349,830	53.57%

Personnel

Summary of Full Time Positions	FY 2024			
	FY 2025	Adjusted	FY 2024	FY 2023
Rural Preservation Administrator	1	1	1	1
Total	1	1	1	1

Summary of Personnel Changes

- ◆ No changes in FY2025.

HEPMPO Fund

Fund 29 – Department 29010

Contact: Jill Baker

Departmental Function

The Hagerstown/Eastern Panhandle Metropolitan Planning Organization (HEPMPO) is the Federal and State designated regional transportation planning body for the urbanized areas in Berkeley and Jefferson counties in West Virginia; Washington County, Maryland; portions of Franklin County Pennsylvania; and a small portion of Frederick County, Virginia. The HEPMPPO coordinates the federally mandated transportation planning process in the Hagerstown-Martinsburg Urbanized Area, a designation resulting from decennial census' since 1990. An important part of this planning process is the public's participation in developing short and long-term goals for the regional transportation system.

Goals for Fiscal Year 2025

- ◆ Continue to support local governmental bodies in the application and implementation of grant applications such as Transportation Alternatives Program (TAP), Recreational Trails Program (RTP), Safe Routes to Schools (SRTS), and Congestion Mitigation and Air Quality (CMAQ).
- ◆ Adopt and implement a new FY2025-2028 Transportation Improvement Program that conforms with federal enabling legislation.
- ◆ Continue to implement recommendations made in the adopted Long Range Transportation Plan.
- ◆ Assist the Eastern Panhandle Transit Authority in drafting a new 2025-2030 Transit Development Plan.
- ◆ Complete three Corridor Safety Studies in the region including US-11/Virginia Avenue in Hagerstown, WV-9/Edwin Miller Boulevard in Martinsburg, and WV-51/Washington Street in Charlestown.
- ◆ Complete the development of a Facilities Expansion Plan for Washington County Transit
- ◆ Complete an update to the Title IX plan for the MPO.

Accomplishments for Fiscal Year 2024

- ◆ Completed a Regional Safety Action Plan for the three-County region.
- ◆ Completed a Congestion Management Plan for the three-County region.
- ◆ Assisted the City of Hagerstown to begin development of a Safe Streets for All Action Plan.
- ◆ Created and/or updated GTFS data feed for use in Google Transit Maps for Eastern Panhandle Transit Authority and Washington County Transit.

Performance Indicators/Services Provided

Services Provided/Clients Served			
Programs	FY2023 Actual	FY2024 Estimated	Projected FY2025
Number of Committee/Council Meetings	10	10	10
Special Studies Conducted	2	2	6
Number of Grants Supported	5	5	5
Number of Public Meetings Hosted	6	4	4

Funding Sources/Expenditures

Category Funding Breakdown					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	5,700	5,130	6,770	1,640	31.97%
Grants/Intergovernmental	578,870	567,980	804,980	237,000	41.73%
Fees/Charges/Fund Balance	0	0	0	0	0.00%
Total	584,570	573,110	811,750	238,640	41.64%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	59,850	71,040	77,310	6,270	8.83%
Operating	524,720	502,070	734,440	232,370	46.28%
Capital Outlay	0	0	0	0	0.00%
Total	584,570	573,110	811,750	238,640	41.64%

Emergency Services Billing Fund

Fund 50 – Departments 50010 - 50040

Contact: Darryl Brown

Departmental Function

In FY2024 Washington County entered into an agreement with Smithsburg EMS and Williamsport EMS. This agreement included transferring all current employees to the County. The County would assume control of all billing from these two companies. The function of the Emergency Services Billing fund is to track and bill for all services provided by these two companies.

Goals for Fiscal Year 2025

- ◆ To implement a third-party billing company.
- ◆ To document the new procedures on emergency services billing using the new billing company.

Accomplishments for Fiscal Year 2024

- ◆ Awarded the contract for the new third-party billing company.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	Projected FY2025
Billing Revenue	N/A	\$272,300	\$816,890
Number of calls	N/A	1,183	3550

*The EMS Billing fund was created in FY2024 so not data is available for FY2023.

Funding Sources/Expenditures

Category Funding Breakdown					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	816,890	816,890	100.00%
Total	0	0	816,890	816,890	100.00%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	83,210	83,210	0.00%
Operating	0	0	733,680	733,680	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	0	0	816,890	816,890	100.00%

Personnel

Summary of Full Time Positions	FY2024			
	FY 2025	Adjusted	FY 2024	FY 2023
EMS Billing Specialist	1	1	0	0
Total	1	1	0	0

Summary of Personnel Changes

- ◆ Midway through FY2024, the EMS Billing Specialist position was created as part of the EMS transition plan.

Contraband Fund

Fund 51 – Department 51010

Contact: Sheriff Brian Albert

Departmental Function

The Contraband Fund receives funds from seized proceeds from controlled dangerous substance activities. These funds are utilized to enhance operations of the Washington County Sheriff’s Office, Washington County State’s Attorney Office, and the Hagerstown Police Department.

Funding Sources/Expenditures

Category Funding Breakdown					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	0	0	0	0	0.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	5,700	0	0	0	0.00%
Total	5,700	0	0	0	0.00%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	5,700	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Total	5,700	0	0	0	0.00%

Foreign Trade Zone Fund

Fund 52 – Department 52010

Contact: Jonathan Horowitz

Departmental Function

The Department of Business & Economic Development (DBED) is a county agency that provides assistance to new and expanding businesses through Hagerstown and Washington County, Maryland. DBED interacts with a vast network of public, private, and non-profit organizations to address the business needs of the community, as well as attracts new companies to the County. The Foreign Trade Zone (FTZ) fund is set up as a revenue/expense account to run independently of DBED’s departmental budget and is for use for this specific incentive program used to attract new businesses to Washington County, MD.

Goals for Fiscal Year 2025

- ◆ Attract new businesses to Washington County, MD that work across international borders who can utilize this Federal Incentive Program.
- ◆ Continue the professional development of our Foreign Trade Zone Administrator.

Accomplishments for Fiscal Year 2024

- ◆ Converted the Washington County Foreign Trade Zone from the Traditional Site Framework (TSF) to the Alternative Site Framework (ASF) in order to remove barriers to use for FTZ operators.

Performance Indicators/Services Provided

Services Provided/Clients Served			
Programs	FY2023 Actual	FY2024 Estimated	Projected FY2025
Number of new FTZ businesses activated	N/A *	2	4

*FTZ program was not in use in FY2023.

Funding Sources/Expenditures

Category Funding Breakdown					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	0	0	0	0	100.00%
Grants/Intergovernmental	0	0	0	0	0.00%
Fees/Charges	0	0	40,000	40,000	0.00%
Total	0	0	40,000	40,000	100.00%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	0	0	0	0	0.00%
Operating	0	0	40,000	40,000	100.00%
Capital Outlay	0	0	0	0	0.00%
Total	0	0	40,000	40,000	100.00%



Enterprise Funds Summary

Enterprise Funds Revenues

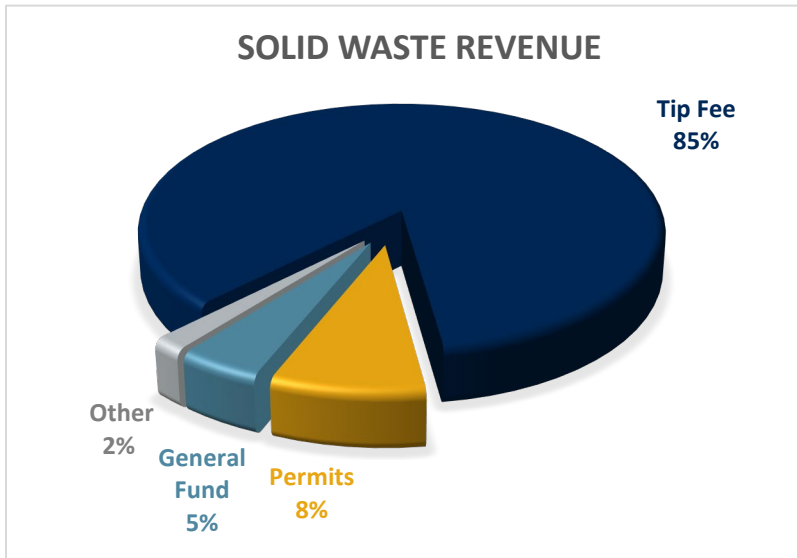
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Solid Waste	9,056,160	9,874,630	10,692,500	817,870	8.28%
Departments of Water Quality	18,903,910	21,902,710	22,856,220	953,510	4.35%
Transit	2,885,310	3,133,780	3,589,210	455,430	14.53%
Airport	2,180,910	3,095,120	3,715,420	620,300	20.04%
Golf Course	1,186,120	1,356,720	1,500,380	143,660	100.00%
Total Enterprise Fund Revenue	34,212,410	39,362,960	42,353,730	2,990,770	7.60%

Enterprise Funds Expenditures

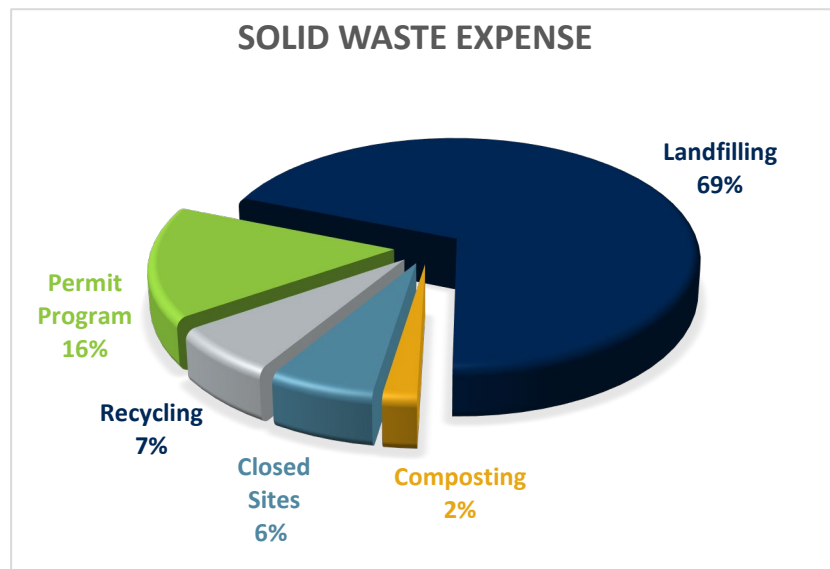
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Solid Waste	9,056,160	9,874,630	10,692,500	817,870	8.28%
Departments of Water Quality	18,903,910	21,902,710	22,856,220	953,510	4.35%
Transit	2,885,310	3,133,780	3,589,210	455,430	14.53%
Airport	2,180,910	3,095,120	3,715,420	620,300	20.04%
Golf Course	1,186,120	1,356,720	1,500,380	143,660	100.00%
Total Enterprise Fund Revenue	34,212,410	39,362,960	42,353,730	2,990,770	7.60%



Solid Waste Fund Summary



The Solid Waste operation generates 85% of total revenue of \$9,120,180 from tipping fees and 8% or \$897,250 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 to closure and post-closure costs on these sites in which insufficient revenues and/or reserves exist to support the future costs of these sites. The current landfilling and composting programs and activities are self-supporting from fees. The program/activity costs on these are determined based on a full cost accounting analysis. The analysis determines the total cost of service for each activity or program from which rates can then be set.



Solid Waste Fund Revenues

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
404420 - Interest, Penalties & Fees	2,000	2,000	2,000	0	0.00%
421000 - Permit Fees	879,340	884,090	897,250	13,160	1.49%
421010 - Licensing Fee - Comm Haulers	1,100	1,100	1,100	0	0.00%
421035 - Tipping Fees - 40 West	7,549,120	8,357,140	9,120,180	763,040	9.13%
421040 - Mulch/Compost Taxable	24,000	30,000	34,500	4,500	15.00%
421050 - Mulch/Compost Non-Taxable	600	300	300	0	0.00%
490000 - Miscellaneous	100,000	100,000	100,000	0	0.00%
490045 - Oper Transfer - General Fund	450,000	450,000	487,170	37,170	8.26%
490100 - Recycling Fees	50,000	50,000	50,000	0	0.00%
Total Solid Waste Revenue	9,056,160	9,874,630	10,692,500	817,870	8.28%

Solid Waste Fund Expenditures

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
21010 - General Operations	2,620,240	2,164,780	2,116,030	(48,750)	(2.25%)
21020 - Forty West Landfill	4,361,270	5,424,660	6,291,810	867,150	15.99%
21025 - Composting	202,430	215,790	217,710	1,920	0.89%
21030 - Resh Landfill	162,530	206,540	204,240	(2,300)	(1.11%)
21040 - Rubble Landfill	113,560	176,850	174,850	(2,000)	(1.13%)
21050 - Old City/County Landfill	349,700	401,850	286,050	(115,800)	(28.82%)
21060 - Hancock	5,550	9,900	9,900	0	0.00%
21100 - Transfer Station	886,230	623,800	679,600	55,800	8.95%
21200 - Recycling Operations	354,650	650,460	712,310	61,850	9.51%
Total Solid Waste Fund Expenditures	9,056,160	9,874,630	10,692,500	817,870	8.28%

Fund 21 - Departments 21010 - 21200

Contact: David Mason

Departmental Function

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

Goals for Fiscal Year 2025

- ◆ Explore options to increase recycling to meet the proposed Maryland Department of Environment goals.
- ◆ Start construction on the 40 West Cell 5 Project.
- ◆ Begin Landfill gas collection.
- ◆ Explore options to expand the compost program to include new state regulations.

Accomplishments for Fiscal Year 2024

- ◆ Completed Rubble Capping Project.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Waste Added to Landfill (Tons)	167,736	170,000	175,000
Recycled Tons	355	350	370
Transfer Tons	9,132	9,000	9,000
Compost/Mulch Tons	624	600	600

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	450,000	450,000	487,170	37,170	8.26%
Operating and Capital Grants	0	0	0	0	0.00%
Fees/Charges/Fund Balance	8,606,160	9,424,630	10,205,330	780,700	8.28%
Total	9,056,160	9,874,630	10,692,500	817,870	8.28%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	2,642,060	2,846,560	3,229,630	383,070	13.46%
Operating	6,380,020	7,028,070	7,430,870	402,800	5.73%
Capital Outlay	34,080	0	32,000	32,000	100.00%
Total	9,056,160	9,874,630	10,692,500	817,870	8.28%

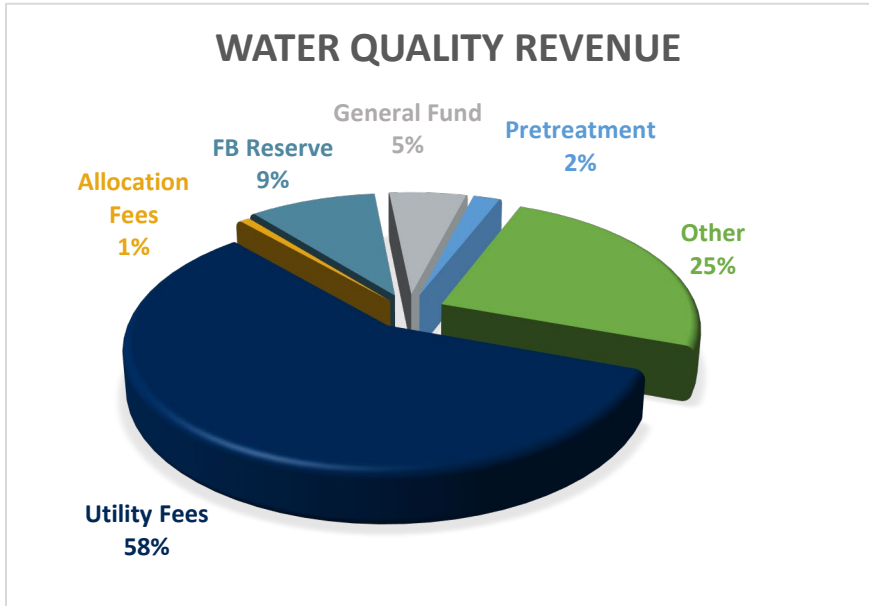
Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Deputy Director Solid Waste & Watershed	1	1	1	1
Superintendent of Landfill Operations	1	1	1	1
Recycling/Operations Coordinator	1	1	1	1
Solid Waste Equipment Operator	7	7	7	7
Auto Service Specialist	2	2	2	2
Administrative Assistant	1	1	1	1
Weigh Clerk	4	3	3	3
Senior Office Associate	1	1	1	1
Solid Waste Maintenance Worker	1	1	1	1
Landfill Attendant	4	4	4	4
Total	23	22	22	22

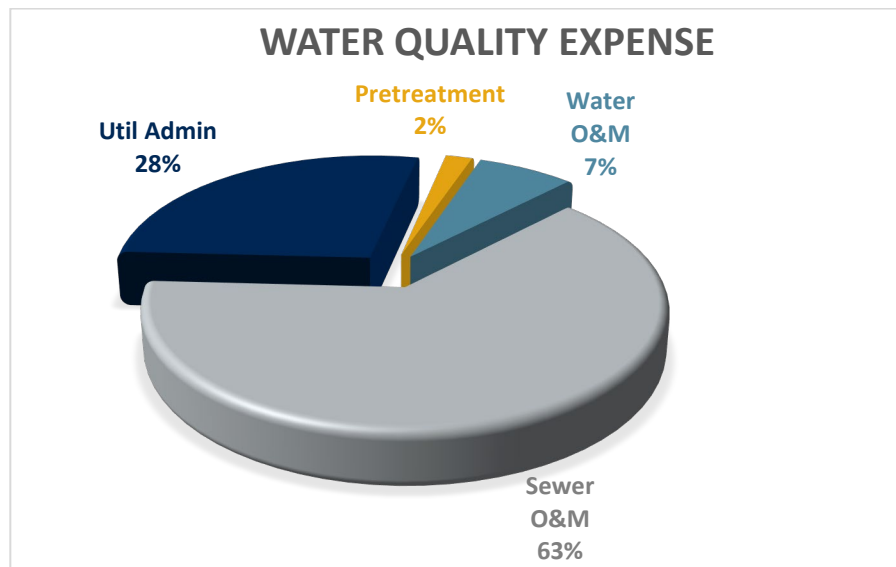
Summary of Personnel Changes

- ◆ During the FY2025 budget process a new weigh clerk position was added to provide additional assistance as customer tonnage continue to increase at the landfill.

Water Quality Fund Summary



The Water Quality Fund bills utility customers quarterly and \$13,237,600 has been budgeted for FY2025 or 58% of its annual budget. Utility rates are set each year and are determined using a cost based financial model. The revenue projections are calculated using history of customer base and any known factors of growth. Allocation fees are budgeted at \$166,000 or 1% of budget. The allocation fees are projected based on average growth factors in addition to any new service areas.



Funds 40 - 43

Contact: Mark Bradshaw

Departmental Function

The Water Quality Department performs various functions:

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

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

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

Goals for Fiscal Year 2025

- ◆ To continue to explore alternative water source for Sharpsburg.
- ◆ Upgrade waterlines in the Mount Aetna area.

Accomplishments for Fiscal Year 2024

- ◆ Completed upgrades to the Oak Ridge Pump Station.
- ◆ Started construction on the Capacity Management project. When this is completed, it will add approximately 1,500 new sewer customers.
- ◆ Started construction on the Smithsburg WwTP upgrade.
- ◆ Upgraded the control program for the Conococheague WwTP.

Performance Indicators/Services Provided

Services Provided/ Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Tons of Trash Collected by the Street Sweeper	618	1,000	1,600
Customers Receiving County Water Service	1,356	1,364	1,377
Customers Receiving County Sewer Service	11,714	11,736	11,765

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	972,040	1,724,650	1,277,960	(446,690)	(25.90%)
Operating and Capital Grants	150,000	150,000	150,000	0	0.00%
Fund Balance Reserve	714,065	0	2,109,070	2,109,070	100.00%
Fees/Charges	17,067,805	20,028,060	19,319,190	(708,870)	(3.54%)
Total	18,903,910	21,902,710	22,856,220	953,510	4.35%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	7,395,240	8,042,890	8,752,070	709,180	8.82%
Operating	11,448,920	13,763,670	13,925,370	161,700	1.17%
Capital Outlay	59,750	96,150	178,780	82,630	85.94%
Total	18,903,910	21,902,710	22,856,220	953,510	4.35%

Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Director of Environmental Management	1	1	1	1
Deputy Director of Water Quality Operations	1	1	1	1
Deputy Director of Engineering Services	1	1	1	1
Operations Superintendent	1	1	1	1
Collection Superintendent	1	1	1	1
Environmental Engineer	1	1	1	1
Chief of Lab Testing	1	1	1	1
Stormwater Management NPDES/MS4 Manager	1	1	1	1
Maintenance Superintendent	1	1	1	1
Water Quality Operations Project Manager	1	1	1	1
Watershed Specialist	1	1	1	1
Treatment Plant Superintendent	6	6	6	6
Assistant Collection Superintendent	1	1	1	1
Pretreatment Manager	1	1	1	1
Distribution Systems Manager	1	1	1	1
Project Manager	1	1	1	1
Assistant Maintenance Superintendent	1	1	1	1
Chemist	1	1	1	1
Capacity Management/Engineer Technician II	1	1	1	1
Systems Mechanic III	1	1	1	1
Lab Technician III	1	1	1	1
Stormwater Technician	2	2	2	2
Senior Electrician	1	1	1	1
Senior Plant Operator	8	8	8	11
Electrician	2	2	2	2
Stormwater Management Inspector	1	1	1	1
Utilities Construction Inspector	1	1	1	1
Electronics Technician	1	1	1	1
Senior Collection Operator	8	8	8	8
Systems Mechanic II	2	2	2	1
Equipment Operator III	1	1	1	1
Automotive Services Technician	1	1	1	1
Lab Technician II	2	2	2	1
Plant Operator	2	2	2	1

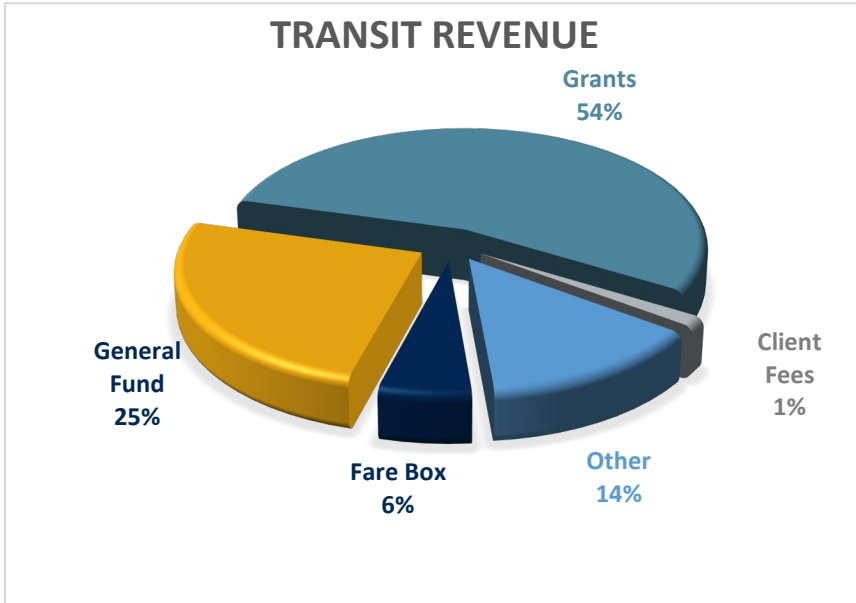
Summary of Full Time Positions	FY2024			
	FY 2025	Adjusted	FY 2024	FY 2023
Skilled Trades worker	2	2	2	2
Systems Mechanic I	1	1	1	1
Allocations/Permit Specialist	1	1	1	1
Administrative Assistant	0	0	0	1
Clean County Technician	2	2	2	2
Collection Operator Trainee	4	4	4	4
Inventory Clerk/Equipment Operator	1	1	1	1
Senior Office Associate	1	1	1	1
Lab Technician I	0	0	0	1
Utility Worker II - CDL	1	1	1	0
Plant Operator Trainee	6	6	6	4
Distribution Systems Operator Trainee	1	1	1	1
Utility Worker II - No CDL	1	1	1	2
Utility Worker I	1	1	1	1
Total	80	80	80	80

Summary of Personnel Changes

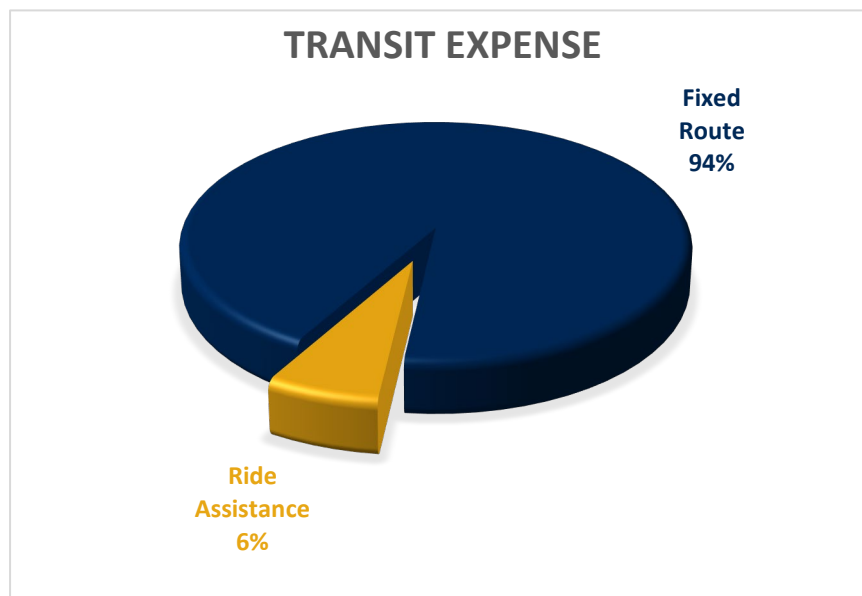
- ◆ No changes in FY2025.



Transit Fund Summary



The Transit Fund’s main support is from Federal, State, and Local grants, which account for 54% or \$1,950,560 of the total budget. Client Fees are collections from the participants of the ADA, STAP, and DSS programs. These fees supplement the grants that support these programs. Fare Box revenue from the Fixed Route service represents 6% of the budget or \$200,000. The Transit Fund by nature is heavily dependent on grants and will continue to require that support to maintain the same level of service.



Transit Fund Revenues

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
44020 - Fixed Route Services					
444030 - Fare Box Collections	200,000	200,000	200,000	0	0.00%
444040 - Advertising	10,000	10,000	10,000	0	0.00%
444110 - ADA Client Fees	20,000	20,000	20,000	0	0.00%
444300 - DSS Program	109,000	109,000	109,000	0	0.00%
486120 - Reimbursed Expenses - STAP	30,750	30,750	30,750	0	100.00%
490045 - Oper Transfer - General Fund	1,003,570	1,003,570	853,550	(150,020)	(14.95%)
490090 - Fund Balance Reserve	0	0	446,590	446,590	100.00%
495100 - Operating - Federal Grants	1,034,240	1,282,710	1,442,780	160,070	12.48%
495110 - Operating - State Grants	251,860	251,860	251,860	0	0.00%
44030 - Ride Assistance Program					
444200 - STAP Program	146,920	146,920	146,920	0	0.00%
444210 - STAP Client Fees	30,000	30,000	30,000	0	0.00%
490045 - Oper Transfer - General Fund	48,970	48,970	47,760	(1,210)	100.00%
Total Transit Revenue	2,885,310	3,133,780	3,589,210	455,430	14.53%

Transit Fund Expenditures

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
44020 - Fixed Route Service	2,659,420	2,907,890	3,356,810	448,920	15.44%
44030 - Ride Assistance Program	225,890	225,890	232,400	6,510	2.88%
Total Transit Expenses	2,885,310	3,133,780	3,589,210	455,430	14.53%

*Fund 44 - Departments 44020 - 44030**Contact: Anthony Napoli***Departmental Function**

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

Goals for Fiscal Year 2025

- ◆ Transition the department to new leadership after the retirement of a long-term Director.
- ◆ Update the Transit Development Plan to recognize changes that have occurred in the community and travel patterns in the last five years.
- ◆ Transition to a new Transit trip and bus routing software and fare box system that considers user convenience.

Accomplishments for Fiscal Year 2024

- ◆ Placed five new Eldorado EZ-Trans transit coaches in service replacing 15-year-old Champion busses.
- ◆ Conducted numerous outreach events exposing transit services to current and future users of the transit system.
- ◆ Experienced success in hiring drivers (post-pandemic) this allowing cancelled routes to be reinstated resulting in positive ridership numbers.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Ridership	357,790	401,000	433,200
Service Miles	530,400	530,400	530,400
Service Hours	39,200	39,200	39,200

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	1,052,540	1,052,540	901,310	(151,230)	(14.37%)
Operating and Capital Grants	1,286,100	1,534,570	1,694,640	160,070	10.43%
Fees/Charges	546,670	546,670	546,670	0	0.00%
Fund Balance	0	0	446,590	446,590	100.00%
Total	2,885,310	3,133,780	3,589,210	455,430	14.53%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	2,195,450	2,369,000	2,753,890	384,890	16.25%
Operating	689,860	764,780	835,320	70,540	9.22%
Capital Outlay	0	0	0	0	0.00%
Total	2,885,310	3,133,780	3,589,210	455,430	14.53%

Personnel

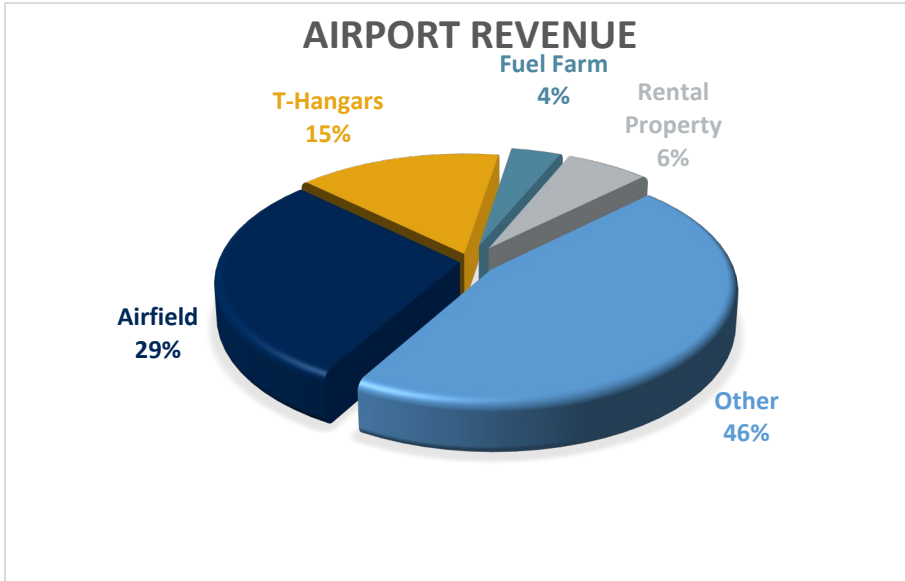
Summary of Full Time Positions	FY2024			
	FY 2025	Adjusted	FY 2024	FY 2023
Director of Transit	1	1	1	1
Deputy Director - Transit	0	0	0	1
Transit Operations Supervisor	1	1	1	0
Transit Fleet & Facility Manager	1	1	1	1
Transit Communications and Outreach Manager	1	1	1	0
Driver Supervisor	0	0	0	1
Transit Fleet Technician	2	2	2	2
Transit - Fiscal Technician	1	1	1	1
Transit Communications Specialist	2	2	2	0
Office Associate	0	0	0	2
Bus Operator	8	8	8	8
Transit Maintenance Worker - No CDL	1	1	1	1
Total	18	18	18	18

Summary of Personnel Changes

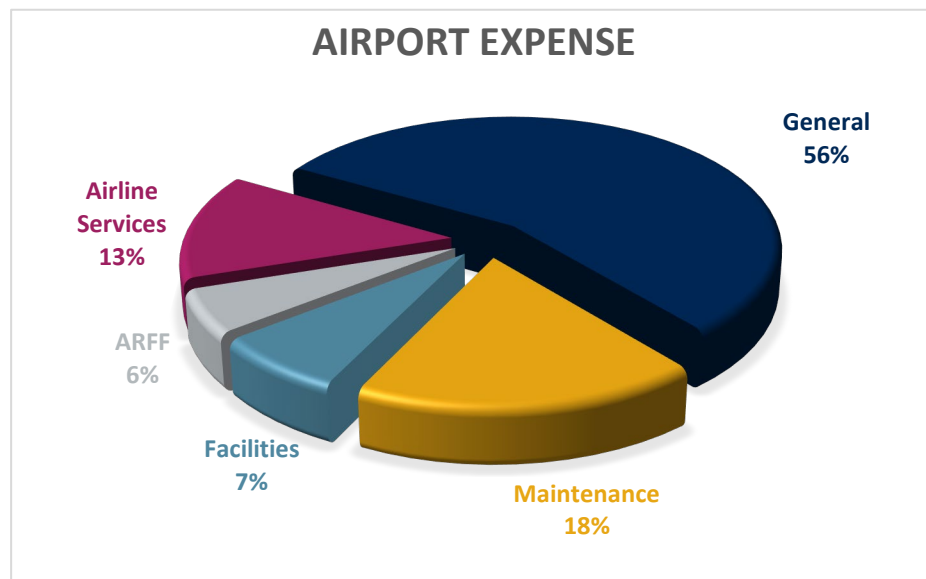
- ◆ No changes in FY2025.



Airport Fund Summary



T-Hangar revenue accounts for 15% or \$570,180 of Airport revenue. It is generated from individual and corporate accounts and supports many of the operations costs of the Airport. Fuel Farm revenue is 4% or \$140,340 of total revenue, consisting of fees for the use of fuel and maintenance of the Fuel Farm. Revenue from the Airfield is 30% or \$1,131,170 of total revenue, which is mainly from rental of Corporate Hangars. The Other revenue is comprised of grants, terminal rent, reserves, and concession fees. The Other Operations expense includes the Fuel Farm, Firefighting, and Rental departments.



Airport Fund Revenues

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
404520 - Rental - Other	191,280	191,280	236,690	45,410	23.74%
445020 - Landing Fees	22,310	43,080	56,900	13,820	32.08%
445040 - Aircraft Parking Fees	0	2,500	2,500	0	0.00%
445050 - Rent - Corporate Hangars	933,330	981,200	1,071,770	90,570	9.23%
445120 - Concession Fees	93,500	148,200	155,000	6,800	4.59%
445130 - Snack Sales	24,500	32,930	50,000	17,070	51.84%
445150 - Rent- Terminals	33,300	33,690	43,940	10,250	30.42%
4445210 - Rent - T-Hangars	532,630	547,100	570,180	23,080	4.22%
445240 - Fuel Flow Fees - Fuel Farm	68,470	69,040	75,090	6,050	8.76%
445250 - Maintenance Fees - Fuel Farm	59,910	65,250	65,250	0	0%
486045 - Reimbursed Exp - Other	65,000	15,000	15,000	0	0
4900000 - Miscellaneous	0	50,000	74,100	24,100	48.20%
490090 - Fund Balance Reserve	67,580	826,750	1,180,700	353,950	42.81%
491732 - Oper Transfer - Hotel Rental	50,000	50,000	50,000	0	0.00%
495000 - Operating Grants	6,900	6,900	6,900	0	0.00%
495100 - Operating - Federal Grants	15,600	15,600	16,300	700	4.49%
499420 - Fuel	100	100	100	0	0.00%
499500 - Contract Operations	16,500	16,500	45,000	28,500	172.73%
Total Airport Revenue	2,180,910	3,095,120	3,715,420	620,300	20.04%

Airport Fund Expenditures

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
45010 - General Operations	598,650	1,587,310	2,065,350	478,040	30.12%
45020 - Airfield Operations	509,240	464,710	683,090	218,380	46.99%
45030 - Business Parks	187,910	135,810	0	(135,810)	(100.00%)
45040 - Terminals	210,940	213,310	267,830	54,520	25.56%
45050 - T-Hangar	80,730	57,190	0	(57,190)	(100.00%)
45060 - Fuel Farm Operations	11,780	12,010	0	(12,010)	(100.00%)
45070 - Rental Properties - FAA	43,090	28,500	0	(28,500)	(100.00%)
45080 - Airport Firefighters Service	150,810	184,810	203,720	18,910	10.23%
45090 - Airline Services	387,760	411,470	495,430	83,960	20.40%
Total Airport Expenses	2,180,910	3,095,120	3,715,420	620,300	20.04%

*Fund 45 - Departments 45010 - 45090**Contact: Neil Doran***Departmental Function**

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

Goals for Fiscal Year 2025

- ◆ Complete construction on multiple capital improvement projects including TWY F rehabilitation, Runway 9-27 LED lighting and signage, Taxiway C Object Free Area (OFA), NW Quadrants Utility Expansion, Terminal Roof repairs, expanded terminal ground vehicle parking, and Runway Visibility Zone (RVZ)/Runway Object Free Area (ROFA) enhancements.
- ◆ Implement revenue collection strategies to increase the financial self-sufficiency of HGR's commercial airline operations.
- ◆ Engage with Airline Service Consultant to promote HGR to the airlines, seeking growth in frequencies and destinations by our existing point-to-point carrier and potential future expansion service in partnership with a network carrier.

Accomplishments for Fiscal Year 2024

- ◆ HGR served an all-time peak of Allegiant passenger enplanements/deplanements while maintaining excellent customer service levels.
- ◆ Successfully completed FAA's Part 139 annual certification inspection.
- ◆ Acquired an additional Mass Casualty/Airport Fire Rescue vehicle. Completed the Triennial Emergency Response drill.
- ◆ Negotiated increases in the rates and fees paid by Allegiant Airlines while also achieving expanded service frequencies.

Performance Indicators/Services Provided

Services Provided/ Clients Services			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Take offs and Landings	38,000	40,000	41,000
Passenger Enplanements and Deplanements	63,000	66,000	90,000
Airport Fire Department Calls Run (Reponses)	33	65	85
Airport Inspections Completed	730	730	730

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	0	0	0	0	0.00%
Operating and Capital Grants	22,500	22,500	23,200	700	3.11%
Fees/Charges	2,090,830	2,245,870	2,511,520	265,650	0.00%
Fund Balance	67,580	826,750	1,180,700	353,950	42.81%
Total	2,180,910	3,095,120	3,715,420	620,300	20.04%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	1,065,750	1,207,830	1,529,700	321,870	26.65%
Operating	1,115,160	1,887,290	2,185,720	298,430	15.81%
Capital Outlay	0	0	0	0	100.00%
Total	2,180,910	3,095,120	3,715,420	620,300	20.04%

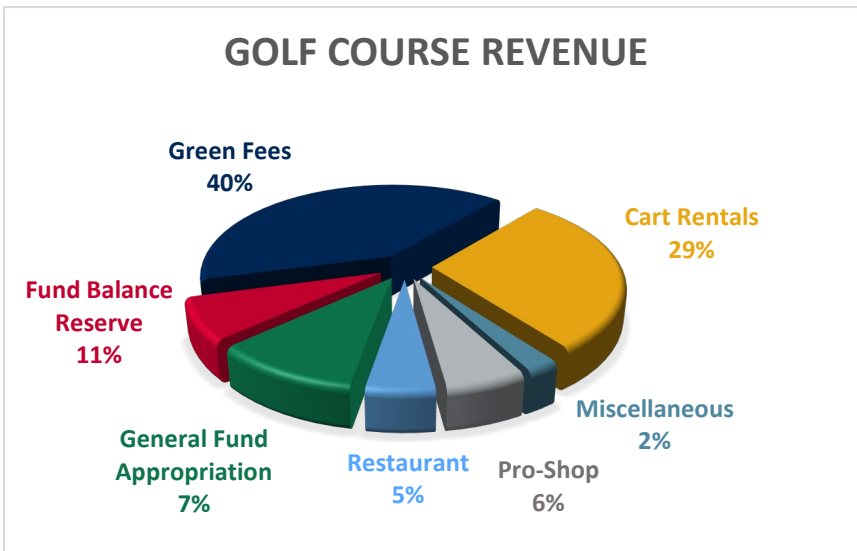
Personnel

Summary of Full Time Positions	FY 2025	FY2024 Adjusted	FY 2024	FY 2023
Airport Director	1	1	1	1
Operations Manager	1	1	1	1
Airport Rescue & Firefighting Manager	1	1	0	0
Maintenance Supervisor	1	1	1	1
Facilities Manager/Firefighter	1	1	1	0
Equipment Operator/Firefighter	2	2	2	1
Facilities Manager	0	0	0	1
Office Manager	1	0	0	0
Administrative Assistant	1	1	1	1
Equipment Operator	0	0	0	1
Maintenance and Equipment Operator	1	1	1	1
Airline Station Leader	1	1	1	1
Office Associate	0	1	1	1
Total	11	11	10	10

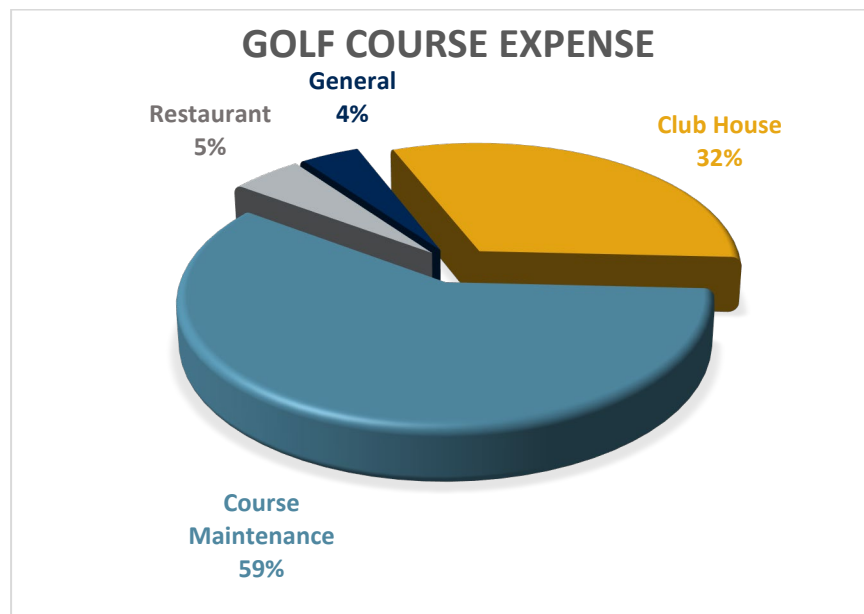
Summary of Personnel Changes

- ◆ During the FY2025 budget process, the Office Associate position was upgraded to the Administrative Assistant position.
- ◆ During the FY2025 budget process, the Administrative Assistant position was upgraded to the Office Manager position.
- ◆ Mid-way through FY2024, the BOCC added the position of Airport Rescue and Firefighting Manager.
- ◆ Mid-way through FY2024, the BOCC upgraded the Facilities Manager position to Facilities Manager/Firefighter.

Golf Course Fund Summary



Most of the Golf Course operations funds are derived from Greens Fees, generating \$604,180 or 40% of revenues. Green fees for 18 holes weekday and weekend average \$38 per round. Additionally, a cart rental costs \$19 for 18 holes or \$10 for 9 holes. Reduced rates and deals are available for frequent players, seniors, youth, and military service members. Cart rentals account for \$429,930 or 29%. Together, green fees and cart rental account for \$1,034,110 or 69% of revenue. The largest expense for the operational side of the golf course is maintenance of the golf course which accounts for \$899,590 or 59% of the budget and includes salaries, chemicals, irrigations, and capital outlay costs.



Golf Course Fund Revenues

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
404200 - Pavilion Fee	0	750	750	0	100.00%
404500 - Rental - Land	4,620	4,620	4,620	0	0.00%
404510 - Rental - Building	10,800	10,800	46,800	36,000	333.33%
446000 - Green Fees - 18 Holes	285,130	274,490	362,670	88,180	32.13%
446010 - Green Fees - 9 Holes	31,020	29,350	14,420	(14,930)	(50.87%)
446020 - Green Holes - Twilight	39,300	37,200	53,300	16,100	43.28%
446030 - Cart Rentals -18 Holes	288,000	322,200	377,550	55,350	17.18%
446040 - Cart Rentals - 9 Holes	31,000	38,000	40,680	2,680	7.05%
446050 - Cart Rentals - Twilight	13,500	10,800	11,700	900	8.33%
446060 - Cart - Golf Card	30,200	44,560	173,790	129,230	290.01%
446070 - Driving Range	10,000	10,000	10,000	0	0.00%
446080 - Golf Simulator	3,140	3,140	6,650	3,510	0.00%
446100 - Pro-Shop Sales	55,000	65,000	86,000	21,000	32.31%
446200 - Food Sales	7,000	0	0	0	0.00%
446210 - Soft Drink Sales	8,000	14,000	9,000	(5,000)	(35.71%)
446220 - Beer & Wine Sales	45,000	45,000	25,000	(20,000)	0.00%
446230 - Misc. Restaurant Sales	2,500	5,000	3,500	(1,500)	(30.00%)
446300 - Advertising - Hole Markers	500	500	500	0	0.00%
490045 - Oper Transfer - General Fund	319,710	433,690	112,930	(320,760)	(73.96%)
490090 - Fund Balance Reserve	0	5,920	158,820	152,900	100.00%
499420 - Fuel	1,700	1,700	1,700	0	0.00%
Total Golf Course Revenue	1,186,120	1,356,720	1,500,380	143,660	10.59%

Golf Course Fund Expenditures

Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
46010 - General Operations	46,650	27,670	61,010	33,340	120.49%
46020 - Club House Operations	304,210	382,680	475,560	92,880	24.27%
46030 - Course Maintenance	763,480	870,560	889,590	19,030	2.19%
46040 - Restaurant Operations	71,780	75,810	74,220	(1,590)	(2.10%)
Total Golf Course Expenses	1,186,120	1,356,720	1,500,380	143,660	10.59%

*Fund 46 - Departments 46010 - 46040**Contact: Ryan Crabtree***Departmental Function**

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

Goals for Fiscal Year 2025

- ◆ Support a successful partnership with the new food service vendor for mutual benefit.
- ◆ Complete design on the new learning center area and driving range improvements.
- ◆ Support the Golf Board fundraising efforts and youth programs.

Accomplishments for Fiscal Year 2024

- ◆ Completed the Clubhouse renovations and modifications for a food service vendor.
- ◆ Secured a food service and catering partner to bring dining options back to the Course.
- ◆ Transitioned and hired a new Golf Course Superintendent and Assistant Superintendent and improved course conditions.

Performance Indicators/Services Provided

Services Provided/Clients Served			
	FY2023 Actual	FY2024 Estimated	FY2025 Projected
Rounds of Golf Played	28,299 *	29,500	30,000
Number of Golf Cart Rentals	Not Available	27,500	28,000
Number of Golf Tournaments Held	36	35	35
Pro-Shop Sales (In \$)	97,000	85,000	85,000

*Actual rounds of golf played excludes non-revenue generating rounds (Employee comp., donated rounds, and youth rounds with a paying adult).

Funding Sources/Expenditures

Category Funding Sources					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
General Fund Support	319,710	433,690	112,930	(320,760)	(73.96%)
Operating and Capital Grants	0	0	0	0	0.00%
Fees/Charges	866,410	917,110	1,228,630	311,520	33.97%
Fund Balance	0	5,920	158,820	152,900	2582.77%
Total	1,186,120	1,356,720	1,500,380	143,660	10.59%

Program Expenditures					
Category	2023 Budget	2024 Budget	2025 Budget	\$ Change	% Change
Wages and Benefits	762,980	871,670	937,580	65,910	7.56%
Operating	423,140	485,050	552,800	67,750	13.97%
Capital Outlay	0	0	10,000	10,000	0.00%
Total	1,186,120	1,356,720	1,500,380	143,660	10.59%

Personnel

Summary of Full Time Positions	FY2024			
	FY 2025	Adjusted	FY 2024	FY 2023
Golf Course Superintendent	1	1	1	1
Golf Course Manager	1	1	1	1
Assistant Golf Course Superintendent	1	1	1	1
Golf Course Mechanic	1	1	1	1
Golf Maintenance Worker	2	2	2	2
Total	6	6	6	6

Summary of Personnel Changes

- ◆ No changes in FY2025.

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?

A:

Major Tax Rates					
Type	Rate	Basis	Date of Last Tax Rate Change	If rates were increased by:	It would generate additional revenue of:
Real Estate	\$0.928	\$100 assessed value	2023	\$0.01	\$1,556,210
Income Tax	2.95%	Taxable Income	2023	0.01%	\$361,125
Recordation Tax	\$3.80	\$500 value	N/A	N/A	N/A

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

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

Q: How much tax dollars are spent on education?

A: General Fund monies of \$131.6 million are used to support various activities related to educational funding. These include operating funds and debt service costs. In addition to operational funding, the County also provides funding for the Capital Improvement Plan of those various organizations. In fiscal year 2025 the Capital Improvement budget reflects \$4.5 million in additional local County funds for educational related projects. Total educational funding is \$136.1 million.

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

A: The Constant Yield Tax Rate is the rate the County could set if it wanted to collect the same amount in property tax revenue as it had the previous year, after changes in property values are considered. State law requires the County to calculate and publicize the Constant Yield Rate if it is less than the actual current rate, to make clear the amount of a budget increase that is attributable to rising property values. In years when the assessed values of properties go up, the Constant Yield Rate is lower than the rate the Commissioners set. The current property tax rate is \$.928, and the Constant Yield Rate is \$0.8893. That rate is \$0.0387 higher than the current rate.

Q: Why does the County issue debt?

A: Paying for needed infrastructure on a “cash” basis avoids interest costs associated with financing over several 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.

Contact Information

For additional information, please contact:

County Administrator	
John A. Barr	240-313-2205
Jeffrey A. Cline	240-313-2208
Wayne K. Keefer	240-313-2209
Randall E. Wagner	240-313-2207
Derek Harvey	240-313-2206
County Administrator	
Michelle Gordon	240-313-2300
Chief Financial Officer	
Kelcee Mace	240-313-2305

Additional documentation can be located:

Budget Documents	
2025 Budget Document	Available online @ https://www.washco-md.net/budget-finance/financial-documents/
10 Year Capital Improvement Program	Available online @ https://www.washco-md.net/budget-finance/financial-documents/
Audited Financial Statements	Available online @ https://www.washco-md.net/budget-finance/financial-documents/
Official Statement for Bond Issue	Available online @ https://www.washco-md.net/budget-finance/financial-documents/

All the above documents are available in hard copy upon request by calling 240-313-2300 or by mail:
 County Commissioners of Washington County
 Department of Budget and Finance
 100 West Washington Street Room 3100
 Hagerstown, MD 21740

Glossary of Terms

Accrual Basis of Accounting:

Method of accounting that recognizes the financial effect of transactions when they occur regardless of the timing of related cash flows.

Appropriation:

An authorization granted by the County Commissioners to make expenditures and to incur obligations for purposes specified in the appropriation resolution.

Assessable Base:

The total value of real and personal property in the County for the purposes of taxation. The State Department of Assessments and Taxation determines assessable base.

Assessed Value:

The valuation established for individual real estate or other property by the State for purposes of taxation. The assessment for real property is currently established at 100% of market value.

Assessment:

The process of making the official valuation of property for purposes of taxation.

Assigned Fund Balance:

A classification of fund balance in governmental-type funds to indicate net resources of the fund that the government intends for a specific purpose. Assigned resources differ from committed in that constraints imposed on assigned resources are more easily modified or removed. For governmental funds other than the General Fund, this is the category for all (positive) residual fund balances.

Audit:

An annual examination of all County financial documents, records, and reports along with a review of all accounting practices and procedures by an independent auditing firm.

Balanced Budget:

A budget in which all expenditures are equaled by all revenues. By State Law, the County's budget must be balanced.

Bond:

A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date or dates in the future (called the maturity date), together with periodic interest at a specific rate.

<u>Bond Rating:</u>	An evaluation by investor advisory services indicating the probability of timely repayment of principal and interest on bonded indebtedness. These ratings significantly influence the interest rate that a borrowing government must pay on its bond issues. Washington County bonds are rated by three major advisory services: Moody's Investors Service, Standard and Poor's Corporation, and Fitch Investor Service.
<u>Budget:</u>	A complete plan of financial operations for a given period embodying an estimate of proposed expenditures and the proposed means of financing them. It is a means of allocating scarce resources.
<u>Capital Budget:</u>	The current fiscal year proposed budget for capital expenditures and the means of financing them.
<u>Capital Improvement Plan (CIP):</u>	A 10-year plan for the provision of the County's long-term facility and infrastructure needs (buildings, roads, parks, and other elements). The plan, which is updated annually, schedules by fiscal year the proposed capital construction phases and related expenditure and financing needs expected to occur during the 10-year period. It is integral to the County's financial plan and is the basis for bond issuance. The funding of projects in the five years beyond the Capital Budget Year is not appropriated and therefore is subject to change with each new budget year.
<u>Capital Improvement Program:</u>	A comprehensive program that provides a means for coordinating all departmental and agency project requests into one document. The program is used to forecast the future needs and priorities of the community and plans for the appropriate funding required. Multiple departments are involved in the program to assure all areas of interest and concern are reviewed.
<u>Capital Outlay:</u>	An appropriation and expenditure category for government assets with a value of \$10,000 or more and a useful life of five or more years.
<u>Capital Project:</u>	Governmental effort involving expenditures and funding for the creation, expansion, renovation, or replacement of permanent facilities and other public assets having relatively long life. Expenditures within capital projects may include costs of planning, design, and construction management; land; site improvements; utilities; construction; and initial furnishings and equipment required to make a facility operational.

<u>Cash Basis of Accounting:</u>	A basis of accounting in which transactions are recognized only when cash is increased or decreased.
<u>Constant Yield Tax Rate:</u>	A rate which, when applied to the coming year's assessable base, exclusive of the estimated assessed value of property appearing on the tax rolls for the first time (new construction), will produce tax revenue equal to that produced in the current tax year. State law prohibits local taxing authorities from levying a tax rate in excess of the Constant Yield Tax Rate unless they advertise and hold public hearings on their intent to levy a higher rate.
<u>Contingency Reserve:</u>	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.
<u>Debt Service:</u>	The annual requirement to finance the County's outstanding indebtedness. It includes both the periodic payment of interest and the redemption of principal.
<u>Depreciation:</u>	The expiration of the useful life of a fixed asset over a determined period of time attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence. Also, the portion of the cost of a fixed asset charged as an expense during a particular period.
<u>Division:</u>	The major organizational unit in Washington County. Departments, offices, and other names organizational units report up to a division.
<u>Encumbrances:</u>	Obligations in the form of purchase orders, contracts, or other commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise extinguished.
<u>Enterprise Fund:</u>	A fund used to record the fiscal transactions of government activities financed and operated in a manner similar to private enterprise, with the intent that the costs of providing goods and services, including financing, are wholly recovered through charges to consumers or users.
<u>Expenditure:</u>	A decrease in the net financial resources of the County generally due to the purchase of goods and services, the payment of salaries and benefits, and the payment of debt service.

<u>Fiduciary Fund:</u>	A special fund, administered by the County as a trustee, consisting of resources to be expended or invested under the terms and conditions of the established purpose.
<u>Fiscal Policy:</u>	The County Government's policies with respect to taxes, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides for an agreed-upon set of principles for the planning and programming of government budgets and their funding.
<u>Fiscal Year:</u>	The 12-month period to which the annual operating and capital budgets and their appropriations apply. The Washington County fiscal year starts on July 1 and ends on June 30.
<u>Fixed Assets:</u>	Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.
<u>Fringe Benefits:</u>	Personnel cost (Social Security Taxes, life/disability insurance premiums, medical/dental insurance premiums, workers compensation, etc.) supplemental to employees' salary and wages which are paid wholly or in part by the County.
<u>Fund:</u>	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
<u>Fund Balance:</u>	The difference between assets and liabilities reported in a governmental fund. The balance in this account is the cumulative result of actual revenues exceeding expenditures over time.
<u>Full-Time Equivalent:</u>	A method to measure or estimate the number of full-time employees. Employees working less than 2,080 hours a year are counted as .5.
<u>GAAP:</u>	Generally Accepted Accounting Principle. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.
<u>General Fund:</u>	The principal operating fund for the County Government. It is used to account for all financial resources except those required to be accounted for in another fund.

<u>General Obligation Bonds:</u>	Bonds that are secured by the full faith and credit of the issuing body and generally are considered to be payable from taxes and other general revenues.
<u>Governmental Funds:</u>	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, debt service fund, capital projects fund, and permanent funds.
<u>Grant:</u>	A payment from one level of government to another or from a private organization to a government. Grants are made for specified purposes and must be spent only for that purpose.
<u>Homestead Tax Credit:</u>	A State property tax credit program that limits the increase in residential taxable assessments each year to a fixed percentage. Each County is required to limit taxable assessment increases to 10% or less.
<u>Infrastructure:</u>	Road, bridges, curbs and gutters, buildings, streets, sidewalks, drainage systems, and lighting systems installed for the common good.
<u>Interfund Transfer:</u>	A transfer of resources from one fund to another as required by law or appropriation.
<u>Investments:</u>	Securities and real estate held for income in the form of interest, dividends, rentals, or lease payments.
<u>Maintenance of Effort:</u>	This is a state law that sets a funding floor for public schools from County governments. It requires them to spend at least the same amount per student as the previous fiscal year.
<u>Major Fund:</u>	Governmental fund or enterprise fund reported as a separated column in the basic fund financial statements and subject to a separate opinion in the independent auditor's report.
<u>Mandated Program:</u>	A program required by State or Federal statutes.
<u>Modified Accrual:</u>	The basis of accounting under which revenues are recognized when they become susceptible to accrual, that is, when they become both measurable and available to finance expenditures of the fiscal period. Expenditures are generally recorded at the time liabilities are incurred.

<u>Operating Budget:</u>	The annual budget that supports day-to-day operations of the County agencies for a single fiscal year. It includes all services and programs planned, their expenditure requirements and revenue estimates to support the stated level of activity.
<u>Operating Expense:</u>	Those costs, other than expenditures for wages and benefits and capital outlay, that are necessary to support the operation of the department, such as charges for contractual services, telephones, printing, and office supplies.
<u>Pay-As-You-Go Basis:</u>	A term used to describe a financial policy by which capital projects are financed from current revenue in the operating budget rather than through borrowing.
<u>Performance Indicator:</u>	A type of performance measurement that evaluates the success of an organization or a particular activity.
<u>Positions:</u>	Identified jobs into which persons may be hired either on a full-time or part-time basis.
<u>Property Tax:</u>	A tax on the value of real or personal property levied by a government, which is paid by the owner of the property.
<u>Public Hearings:</u>	Opportunities for citizens and constituent groups to voice opinions and concerns to public officials. Public hearings are advertised in the local papers. Speakers register to testify. If it is not possible to testify in person at the hearings, written testimony is acceptable and encouraged.
<u>Recordation Tax:</u>	A tax calculated on the value of recorded mortgages, deeds and other documents which transfer title or create liens on real or personal property.
<u>Reserve:</u>	An account used either to set aside budgeted resources that are not required for expenditure in the current budget year or to earmark resources for a specific future purpose.
<u>Resources:</u>	Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.
<u>Revenue:</u>	All funds the County receives, including tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

Special Revenue Funds:

These funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt service or capital projects. These funds must receive most of their revenues from dedicated sources such as user fees, rather than transfers from other governmental funds.

Tax Rate:

The amount of tax levied for each one hundred dollars of assessed value.

Tipping Fee:

A fee charged for each ton of solid waste disposed of, or “tipped” at the Solid Waste Transfer Station or Landfill. Each year the County Administrator recommends, and the County Commissioners approves, a tipping fee based on the full cost accounting analysis and market conditions.

Acronyms

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

ACFR Annual Comprehensive Financial Report

ALS Advance Life Safety

APFO Adequate Public Facilities Ordinance

ARC Appalachian Regional Commission

BLS Basic Life Safety

BOCC Board of County Commissioners

BOE Board of Education

CFO Chief Financial Officer

CIP Capital Improvement Program

COMAR Code of Maryland Annotated Regulations

EMS Emergency Medical Services

ENR Enhanced Nutrient Removal

FAQ Frequently Asked Questions

FEMA Federal Emergency Management Agency

FMV Fair Market Value

FTE Full-Time Equivalent

FTZ	Foreign Trade Zone
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GO	General Obligation (Bonds)
HCC	Hagerstown Community College
HR	Human Resources
HUR	Highway User Revenue
HVAC	Heating, Ventilation, and Air Conditioning Systems
IT	Information Technology
LOSAP	Length of Service Awards Program
MaCo	Maryland Association of Counties
MCE	Maryland Cooperative Extension
MDA	Maryland Department of Agriculture
MDAT	Maryland Department of Assessments and Taxation
MDE	Maryland Department of the Environment

MOE	Maintenance of Effort
MOU	Memorandum of Understanding
NIMS	National Incident Management System
OPEB	Other Post Employment Benefits
PAYGO	“Pay As You Go” Financing
PILOT	Payment in Lieu of Taxes
PSTC	Public Safety Training Center
SDAT	State Department of Assessments and Taxation
STEM	Science, Technology, Engineering and Math
SWM	Storm Water Management
W&S	Water and Sewer
WCHD	Washington County Health Department
WCPS	Washington County Public Schools
WTP	Water Treatment Plant