



100 West Washington Street, Suite 1101 | Hagerstown, MD 21740-4735 | P: 240.313.2200 | F: 240.313.2201  
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**BOARD OF COUNTY COMMISSIONERS**  
**April 16, 2019**  
**OPEN SESSION AGENDA**

10:00 A.M. MOMENT OF SILENCE AND PLEDGE OF ALLEGIANCE  
CALL TO ORDER, *President Jeffrey A. Cline*  
APPROVAL OF MINUTES – March 26, 2019 & April 2, 2019

10:05 A.M. CLOSED SESSION

*(To discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; or any other personnel matter that affects one or more specific individuals; to consult with counsel to obtain legal advice on a legal matter.)*

11:30 A.M. RECONVENE IN OPEN SESSION

11:35 A.M. RECESS

*The Board of County Commissioners have been invited to attend a meeting hosted by the National Park Service (NPS) and State Highway Administration to discuss the NPS Headquarters, Williamsport, Maryland*

03:00 P.M. RECONVENE IN OPEN SESSION

03:05 P.M. COMMISSIONERS' REPORTS AND COMMENTS

03:15 P.M. REPORTS FROM COUNTY STAFF

03:25 P.M. CITIZENS PARTICIPATION

03:35 P.M. ESTABLISHMENT OF ANDREW MICHAEL FOREST MITIGATION BANK – *Travis Allen, Comprehensive Planner, Planning and Zoning*

03:45 P.M. SOIL EROSION AND SEDIMENT CONTROL PLAN REVIEW FEE INCREASE – *Elmer Weibley, District Manager, and Denise Price, Urban Program Director, Washington County Soil Conservation District*

03:55 P.M. INCREASE FOREST CONSERVATION EASEMENT PER ACRE PAYMENT TO PARTICIPATING PROPERTY OWNERS – *Elmer Weibley, District Manager, Washington County Soil Conservation District and Stephen Goodrich, Director, Planning & Zoning*

- 04:05 P.M. BUDGET LINE ITEM FUNDING CONSIDERATION – WASHINGTON COUNTY MUSEUM OF FINE ARTS (WCMFA) – *Rebecca Massie Lane, Director; Lee Stine, President, Board of Trustees; and James Holzapfel, Treasurer, Board of Trustees; Washington County Museum of Fine Arts*
- 04:15 P.M. ADOPTED BUDGET LINE ITEM, COMMISSION ON AGING BUDGET REVIEW –*Amy Olack, Chief Executive Officer, Commission on Aging*
- 04:25 P.M. POLICY PR-22 – BOARDS AND COMMISSIONS – *Deb Peyton, Director, Division of Health & Human Services and Krista Hart, County Clerk*
- 04:35 P.M. RETIREMENT POLICY CHANGES – *Deb Peyton Director, Division of Health & Human Services and Sara Greaves, Chief Financial Officer*
- 04:45 P.M. COPAY CHANGES AND PREMIUM DISCUSSION - *Deb Peyton Director, Division of Health & Human Services and Sara Greaves, Chief Financial Officer*
- 04:55 P.M. SOLID WASTE SUPERVISOR CONSOLIDATION PLAN – *Daniel DiVito, Director, Environmental Management, and David A. Mason, P.E., Deputy Director, Solid Waste*
- 05:05 P.M. CHANGES TO SEWER FUND – *Dan DiVito, Director, Environmental Management, and Sara Greaves, Chief Financial Officer*
- 05:20 P.M. AMOUNT FORGIVEN TO THE TOWN OF WILLIAMSPORT – *Sara Greaves, Chief Financial Officer*
- 05:30 P.M. FY2020 BUDGET – ALL FUNDS – *Sara Greaves, Chief Financial Officer and Rob Slocum, County Administrator*
- 05:40 P.M. RECESS
- 06:00 P.M. **PUBLIC HEARING:**
- MODIFICATION OF CHARGES, RENTALS, AND FEES AT THE HAGERSTOWN REGIONAL AIRPORT – *Garrison Plessinger, Airport Director, and Sara Greaves, Chief Financial Officer*
  - PROPOSED ESTABLISHMENT AND MODIFICATION TO CERTAIN LANDFILL USER FEES FOR FY2020 – *David A. Mason, P.E., Deputy Director, Solid Waste, and Sara Greaves, Chief Financial Officer*
  - PROPOSED MODIFICATION OF WATER AND SEWER RATES FOR FY2020 – *Dan DiVito, Director, Environmental Management, and Sara Greaves, Chief Financial Officer*
- 07:00 P.M. ADJOURNMENT

Individuals requiring special accommodations are requested to contact the Office of the County Commissioners, 240.313.2200 Voice/TDD, to make arrangements no later than ten (10) working days prior to the meeting.



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Open Session Item

**SUBJECT:** Establishment of Andrew Michael Forest Mitigation Bank

**PRESENTATION DATE:** April 9, 2019

**PRESENTATION BY:** Travis Allen, Comprehensive Planner, Department of Planning and Zoning

**RECOMMENDED MOTION:** Move to approve Andrew Michael forest mitigation bank and recordation of the Deed of Conservation Easement.

**REPORT-IN-BRIEF:** Application has been made to establish the County's second forest mitigation bank near Cearfoss. Forest mitigation banks are established to provide off-site mitigation for development projects that must offset regulated forest clearing under the terms of Article 20 of Washington County Forest Conservation Ordinance (FCO). The site contains important environmental resources such as a wetland on the National Wetlands Inventory, an intermittent stream, steep slopes and high-quality mature forest, according to the Forest Stand Delineation. A Forest Mitigation Bank Easement, an access easement and a Declaration of Maintenance and Inspection Covenants will be recorded.

**DISCUSSION:** Forest mitigation banks may be established on either newly planted forest or on existing forest. The applicant proposes to establish the latter type at the site, totaling 9.62 acres of existing forest. To utilize acreage contained within the forest bank, a prospective future development project must first demonstrate that they cannot reasonably accomplish other, more preferred techniques listed in Article 10 of the FCO such as onsite planting or forest retention. If demonstrated, credits can then be purchased from the owner of the forest bank to meet forest mitigation requirements for the proposed project. The purchase of mitigation credits is a private transaction between the developer and the forest bank owner.

This item was presented to the Washington County Planning Commission at their regular meeting on March 4, 2019. The members unanimously recommended for the bank's approval at the meeting.

**FISCAL IMPACT:** None

**CONCURRENCES:** Washington County Planning Commission

**ALTERNATIVES:** N/A

**ATTACHMENTS:** Forest Mitigation Bank Easement Plat and Application

**AUDIO/VISUAL NEEDS:** None



WASHINGTON COUNTY DEPARTMENT OF PLANNING & ZONING

FOREST BANK APPLICATION

Forest Bank #: \_\_\_\_\_ Date Submitted: February 15, 2019  
Forest Bank Name: Andrew Michael Et. Al. Date approved to begin debiting: \_\_\_\_\_

PROPERTY OWNER INFORMATION

Property Owner(s):	<u>Michael</u>	<u>Andrew</u>	<u>J.</u>
(List all)	Last	First	Middle
	<u>Frederick</u>	<u>Frederic</u>	<u>M.</u>
	Last	First	Middle
	<u>Frederick</u>	<u>Susan</u>	<u>L.</u>
	Last	First	Middle

CONTACT PERSON / AGENT

Contact Person Name: Frederic M. Frederick or Andrew J. Michael  
Business Name: Frederick, Seibert & Associates, Inc.  
Address: 128 South Potomac Street Phone: (301) - 791 - 3650  
City: Hagerstown State: MD Zip: 21740

FOREST BANK INFORMATION

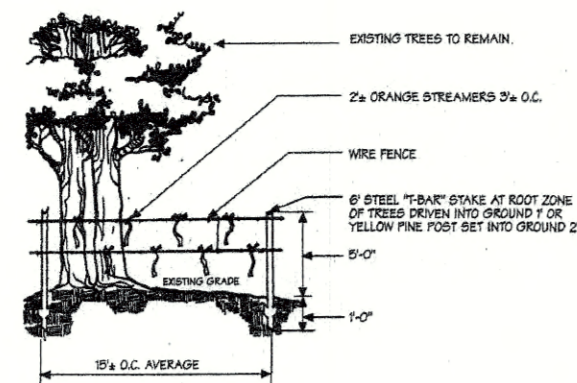
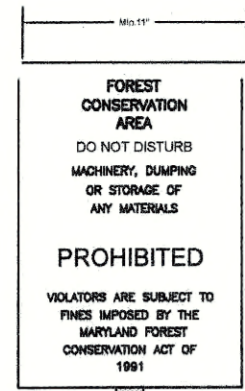
Location Tax Map: 23 Grid: 5 Parcel: 25 Lot: NA Election District: 13  
Property ID Number: 13 020124 Liber: 5258 Folio: 293 Plat: 8364  
Sub Watershed: Conococheague Creek  
Total Acres Committed: 9.62 Total Acres Retained Forest: 55 Ac. Afforested: 0  
Physical Characteristics:  Stream Buffer  Steep Slopes  Other: Wetlands/Pond

FOREST BANK INSPECTION INFORMATION

Date Application Submitted: \_\_\_\_\_ Site Inspection Date: \_\_\_\_\_ Approved \_\_\_\_\_ Denied \_\_\_\_\_  
Date Establishment Plan Submitted: \_\_\_\_\_ Approved \_\_\_\_\_ Denied \_\_\_\_\_  
Date of Bond Certification: \_\_\_\_\_ FB- \_\_\_\_\_ Carrier: \_\_\_\_\_  
Site Inspection Dates – Initial \_\_\_\_\_ 12 Month \_\_\_\_\_ 24 Months \_\_\_\_\_

**Certification:** By signing below, I agree, under penalties of perjury that all parties with ownership interests in the subject property have been notified of and agreed to the assignment of this easement for the reasons stated in the Forest Bank / Off-Site Reserve Agreement.

Andrew Michael IV \_\_\_\_\_ 2-13-19 \_\_\_\_\_  
Property Owner's Signature Date



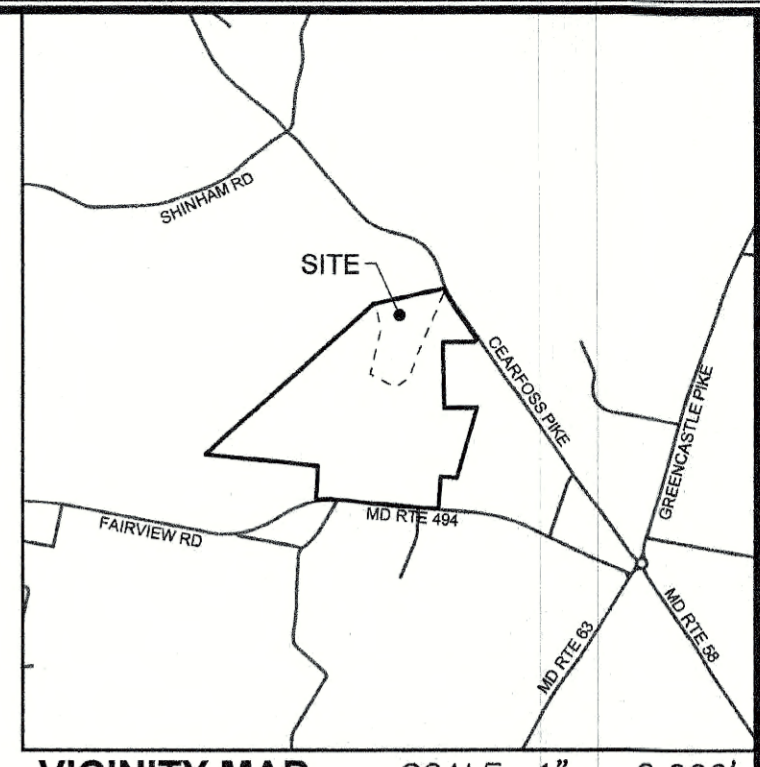
- Notes:
1. Wire fence for forest protection device only.
  2. Boundaries of Retention Area will be established as part of the forest conservation plan review process.
  3. Boundaries of Retention Area should be staked and flagged prior to installing device.
  4. Avoid root damage when placing anchor posts.
  5. Wire should be securely attached to posts.
  6. Device should be properly maintained throughout construction.
  7. Protection signs are also required, see Figure C-4.
  8. Locate fence outside the Critical Root Zone.

Construction Signs and Permanent Signs Figure C-4

Wire Tree Protection Fence Figure C-6

- General Notes:
1. The Forest Stand Delineation for the property shown hereon was approved by the Washington County Planning Commission on Jan. 3, 2019.
  2. The purpose of this Forest Retention Easement Plat is to provide a bank of forest easement to have available for future use.
  3. The bearings and distances are based on Maryland Grid NAD83.

MISC PLAT NO \_\_\_\_\_  
DATE \_\_\_\_\_  
WASHINGTON COUNTY



VICINITY MAP SCALE: 1" = 2,000'

Certificate of Approval  
**FINAL APPROVAL GRANTED**  
DATE: \_\_\_\_\_  
By: \_\_\_\_\_  
Washington County Planning Commission  
Final Approval good for one hundred eighty (180) days from above date

**General Notes:**

Forest areas shown hereon [shaded] have been reviewed and approved by the Washington County Planning Commission and are in compliance with the requirements of the Washington County Forest Conservation Ordinance. Clearing of forested areas have not been approved. Those areas noted as "Forest Retention Areas" are not to be disturbed by a regulated activity as defined in the Forest Conservation Ordinance until that regulated activity and its associated forest disturbance is reviewed and approved by the Washington County Planning Commission according to the requirements and standards of the Forest Conservation Ordinance in effect at the time.

Property owners are advised that there are penalties and fines associated with violation of these restrictions. Activities of a recreational or passive nature, as long as there is no forest disturbance, removal of the existing forest, or inhibition of its natural growth processes are permitted in these forest areas.

This note or reference to its existence on this plat shall be included in each and every deed of conveyance for any lot shown on this plat.

The Retention Area shown [cross-hatched] on this plat is to be retained by the respective property owners in a natural forested condition, pursuant to the Washington County Forest Conservation Ordinance of 1993. Furthermore, the use of the Retention and Planting Area shall be limited to forest conservation practices activities which are consistent with the preservation of the Retention Area as natural forest land, as stipulated by the same Ordinance.

**SURVEYOR'S CERTIFICATE**

I hereby certify that the plan shown hereon is correct; that it is a subdivision of part of the lands conveyed by Andrew J. Michael, IV, Mark Aaron Michael, Matthew Corwell Michael, and Justin Carew Michael to Andrew J. Michael, IV by deed dated June 21, 2016 and recorded in the Land Records of Washington County, Maryland in Liber No. 5258, folio 293.

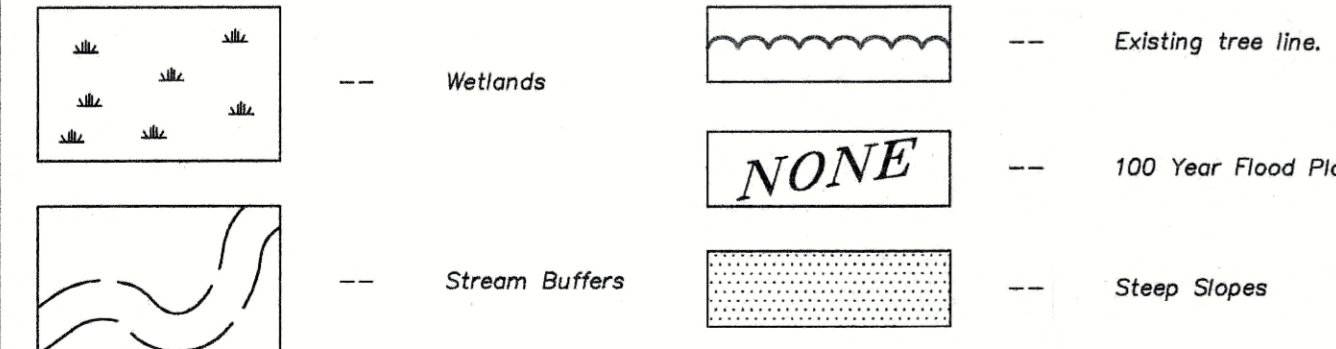
I hereby certify that these documents were prepared by me or under my responsible charge, and that I am a duly licensed Professional Land Surveyor under the Laws of the State of Maryland, License No. LS-10731, Expiration Date 1/16/2020.

*[Signature]*  
Professional Land Surveyor  
Date: January 10, 2019

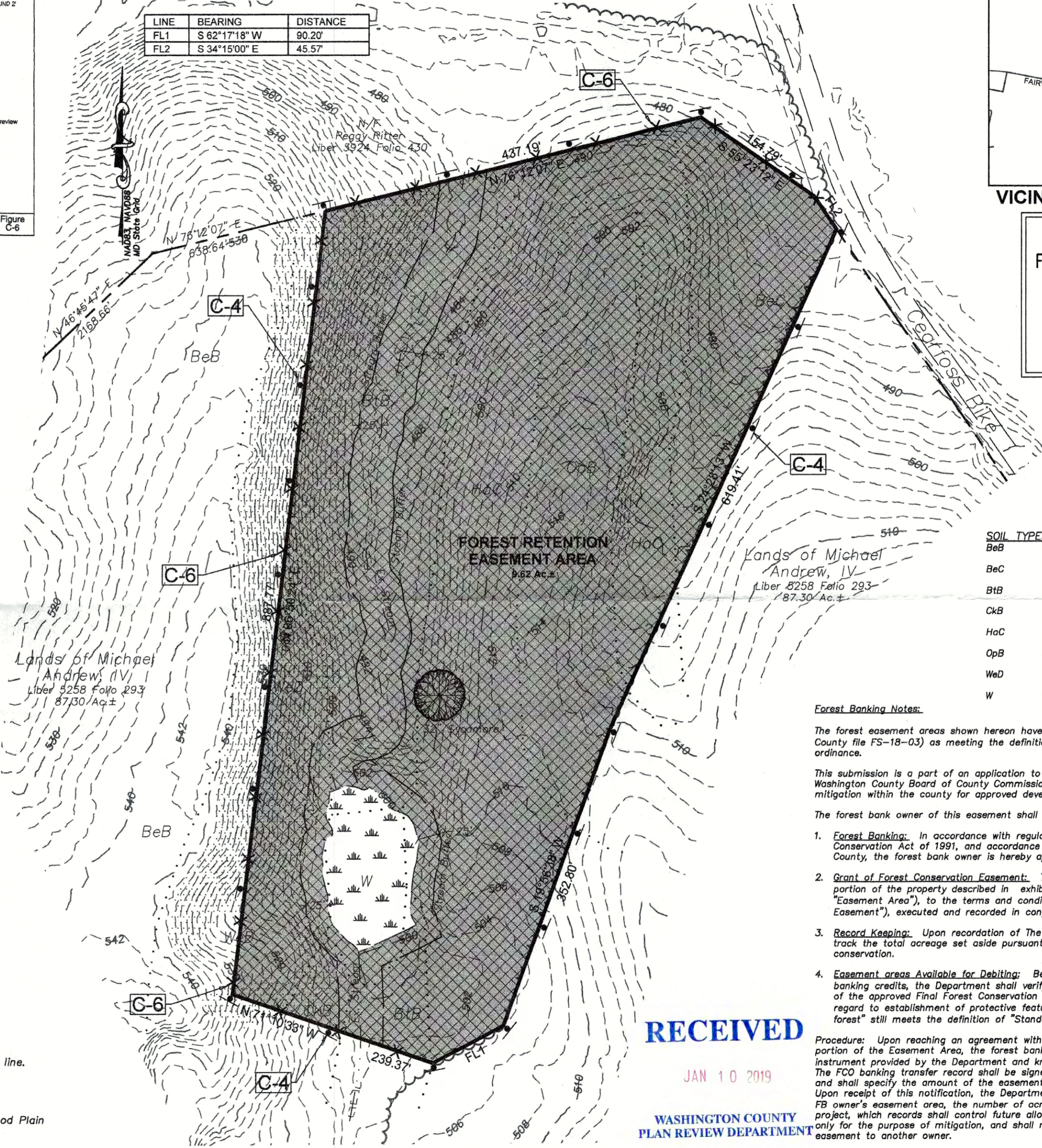
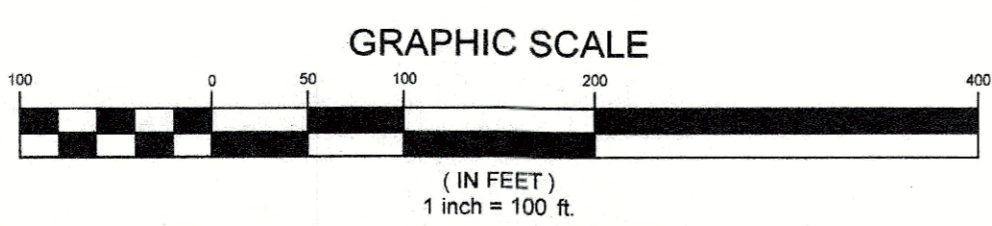


I certify that I am a qualified professional per requirements of COMAR 08.19.06.01 for qualified professional status and, therefore, am qualified to prepare the attached Forest Conservation Plan. I further certify that this plan was prepared by me or under my supervision using the methods provided by the Washington County Forest Conservation Ordinance and Forest Conservation Manual. I certify that this Forest Conservation Easement Plat is accurate and complete.

*[Signature]*  
Shannon Stotler  
Date: 1-9-19



Owner:  
Andrew Michael, IV  
11018 Big Pool Rd.  
Big Pool, MD 21711



LINE	BEARING	DISTANCE
FL1	S 62°17'18" W	90.20'
FL2	S 34°15'00" E	45.57'

**SOIL TYPES**

BeB	Berks channery silt loam, 3 to 8 percent slopes
BeC	Berks channery silt loam, 8 to 15 percent slopes
BtB	Brinkerton silt loam, 0 to 8 percent slopes
CkB	Clearbrook channery silt loam, 0 to 8 percent slopes
HaC	Hagerstown silt loam, 8 to 15 percent slopes
OpB	Opequan silty clay loam, 3 to 8 percent slopes
WeD	Welkert very channery silt loam, 15 to 25 percent slopes
W	Water

**Forest Banking Notes:**

The forest easement areas shown hereon have been identified by a qualified forester (Washington County file FS-18-03) as meeting the definition of a forest as written in the forest conservation ordinance.

This submission is a part of an application to establish an approved forest mitigation bank with the Washington County Board of County Commissioners which, when approved, will allow credits for forest mitigation within the county for approved development as follows:

The forest bank owner of this easement shall comply with department procedures for:

1. **Forest Banking:** In accordance with regulations promulgated under the Maryland State Forest Conservation Act of 1991, and accordance with the Forest Conservation Ordinance of Washington County, the forest bank owner is hereby approved to participate in the forest banking program.
2. **Grant of Forest Conservation Easement:** The forest bank owner hereby agrees to subject a portion of the property described in exhibit a totaling (10.06) acres, more or less (the "Easement Area"), to the terms and conditions of the Forest Conservation Easement ("The Easement"), executed and recorded in conjunction with this agreement.
3. **Record Keeping:** Upon recordation of The Easement, the Department shall establish a record to track the total acreage set aside pursuant to The Easement and each debit for forest conservation.
4. **Easement areas Available for Debiting:** Before the Department approves a debit or use of forest banking credits, the Department shall verify from its inspector's site review that the conditions of the approved Final Forest Conservation Plan for the easement area have been met with regard to establishment of protective features and planting specification; and, that any "existing forest" still meets the definition of "Standard Forest Density", as contained in the ordinance.

Procedure: Upon reaching an agreement with parties needing forest mitigation credits to utilize a portion of the Easement Area, the forest bank owner shall notify the Department by written instrument provided by the Department and know as a "FCP Banking Transfer Credit Transfer Record". The FCP banking transfer record shall be signed by the forest bank owner and the credit recipient, and shall specify the amount of the easement area allocated by owner to the other property owner. Upon receipt of this notification, the Department shall record each allocation and deduct it from the FB owner's easement area, the number of acres (or part thereof) allocated from the forest banking project, which records shall control future allocations. The FCP banking transfer form shall be used only for the purpose of mitigation, and shall not be used to transfer the forest banking rights in the easement to another owner.

**RECEIVED**  
JAN 10 2019  
WASHINGTON COUNTY  
PLAN REVIEW DEPARTMENT

TAX MAP 23-5-25 DISTRICT 13	
DRAWING NUMBER 1 OF 1	
DRAWN BY: DWH	DATE: 1/9/2019
CHECKED BY:	DATE:
SCALE: 1" = 100'	

**FREDERICK SEIBERT & ASSOCIATES, INC.** ©2019  
CIVIL ENGINEERS SURVEYORS LANDSCAPE ARCHITECTS LAND PLANNERS  
128 SOUTH POTOMAC STREET, HAGERSTOWN, MARYLAND 21740  
20 WEST BALTIMORE STREET, GREENCASTLE, PENNSYLVANIA 17225  
505 SOUTH HANOVER STREET, CARLISLE, PENNSYLVANIA 17013  
(301) 791-3650 (717) 597-1007 (717) 701-8111 FAX (301) 739-4956

JOB NUMBER: 2286.MS

Preliminary / Final Forest Retention Easement Plat for Forest Banking for the lands of **Andrew Michael, Et Al**  
situate along the southern side of Cearfoss Pike west of Cearfoss Circle and Greencastle Pike MD Route 63 WASHINGTON COUNTY, MARYLAND

FP-19-001



Open Session Item

**SUBJECT:** Soil Erosion and Sediment Control Plan Review Fee Increase

**PRESENTATION DATE:** April 16, 2019

**PRESENTATION BY:** Elmer Weibley, CPESC, District Manager, Washington County Soil Conservation District and Denise Price, CESSWI, Urban Program Director, Washington County Soil Conservation District

**RECOMMENDED MOTION:** Approve fee increase as presented with an effective date of July 1, 2019.

**REPORT-IN-BRIEF:** The Washington County Soil Conservation District (WCSCD) is seeking approval for a fee increase for Soil Erosion and Sediment Control Plan review services, Pond As-Built approvals, and Field Inspection Services. These fees were last increased October 1, 2017, with the support of the Board of County Commissioners and the Home Builders Association of Washington County.

WCSCD is no longer able to maintain our service level into the future and are seeking fee increases to maintain and improve our service to the community. Additional funds from fees will be utilized to make the current Part-Time Plan Reviewer position funded by Washington County, a Full-Time position. Current plan reviews have been exceeding 30 days per review in certain cases. In order to support economic development, WCSCD has set a goal of plan review time, never to exceed, ten working days. Current staff are tasked with multiple State and Federal mandates to meet WIP III goals and can no longer focus additional resources to plan review services to meet WIP III goals.

**DISCUSSION:** N/A

**FISCAL IMPACT:** None if adopted

**CONCURRENCES:** None

**ALTERNATIVES:** Washington County could provide funding to maintain the current level of staff and provide an additional \$70,000 to increase staff availability and support operating expenses.

**ATTACHMENTS:** Memorandum to BOCC, summary of services delivered, comparison of current fees to proposed fees, fee comparison for a selection of recent projects, and excerpts from Maryland Code with regard to fees charged by Soil Conservation Districts.

**AUDIO/VISUAL NEEDS:** None



# WASHINGTON COUNTY SOIL CONSERVATION DISTRICT

1260 Maryland Avenue, Suite 101 • Hagerstown, MD 21740  
(301)797-6821, Ext. 3  
facebook.com/wcscd  
www.conservationplace.com

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**TO:** Board of County Commissioners  
Rob Slocum, County Administrator  
Sara L. Greaves, Chief Financial Officer

**FROM:** Elmer Weibley, CPESC *EW*  
District Manager  
Denise Price, CESSWI  
Urban Program Director

**DATE:** April 5, 2019

**SUBJECT:** Proposed Fee Increases

The Washington County Soil Conservation District (WCSCD) is seeking approval for a fee increase for Soil Erosion and Sediment Control Plan review services, Pond As-Built approvals, and Field Inspection Services.

We presented our proposal to the Home Builders Association of Washington County, Land Use Council on April 4, 2019 with favorable results and expect their full support.

We have identified two new positions critical to delivering quality plan reviews and field inspection services to meet the needs of developers, consultants, homeowners, and other important economic development efforts. We presented those needs and the finances required to fill the positions to County staff as part of the current budget process. After carefully evaluating the current finances available from County government, it was clear our needs could not be met through County funding.

The proposed fee increase will enable us to change the part-time plan reviewer position, currently funded by the County, to a full-time engineering technician position. This cost-sharing of our current staff between County and SCD funding sources is how we currently cooperate to deliver both our Urban Program and our Agricultural Conservation Program locally.

With current staff for our Urban Program delivery, we are unable to meet our goal of a maximum 10 working day turnaround for all plan review services. Currently plan review turnaround has exceeded 30 days in some cases, which we see as unacceptable.

## District Board of Supervisors

Harry E. Strite  
*Chair*

J.D. Rinehart  
*Vice Chair*

J. Scott Shank, III  
*Treasurer*

Janet Stiles Fulton  
*Supervisor*

Jere F. DeBaugh  
*Supervisor*

Boyd Michael  
*Associate*

James Weddle  
*Associate*

Edward C. Wurmb, D.V.M.  
*Associate*

The second position we have identified is an Engineer. We currently utilize the services of an Engineer on an as needed basis. Operating in this manner does not provide the consistency of service required. We may eventually need to fill this position to meet the State mandate to approve certain stormwater management ponds for dam safety.

We are currently reviewing several options for providing the required service in another manner.

It is important to realize, we operate a very lean staff to accomplish the work we are mandated to complete and do not believe we can continue to operate at current staff levels and still provide the basic services needed by the developers, consultants, homeowners, County government and municipalities.

We have attached the following for your consideration, summary of services delivered, comparison of current fees to proposed fees, fee comparison for a selection of recent projects, and excerpts from Maryland Code with regard to fees charged by Soil Conservation Districts.

We welcome the opportunity to present our request and answer any questions you may have. We are requesting approval of our fee increase with a proposed July 1, 2019 effective date.

Please feel free to contact us with any questions you may have at 301-797-6821, Ext. 3.

Attachments



**URBAN PROGRAM SERVICES DELIVERED**

<b>FISCAL YEAR</b>	<b>POND AS-BUILT</b>	<b>FOREST HARVEST</b>	<b>PLATS</b>	<b>RE-ZONING</b>	<b>SITE PLANS</b>	<b>SWM CONCEPT</b>	<b>SENSITIVE AREA</b>	<b>STANDARD PLAN</b>	<b>TOTALS</b>	<b>PRE-CON &amp; INSPECTIONS</b>
2010	7	34	76	3	107	0	77	52	356	207
2011	10	12	71	3	62	28	91	30	307	242
2012	8	11	86	7	80	33	68	46	339	205
2013	11	14	79	4	62	28	71	72	341	207
2014	10	16	106	4	81	35	88	62	402	140
2015	4	23	93	3	78	33	82	60	376	156
2016	7	23	85	7	82	27	76	64	371	190
2017	6	17	96	7	62	21	108	72	389	160
2018	6	21	87	9	67	16	95	104	405	167
<b>TOTALS</b>	<b>69</b>	<b>171</b>	<b>779</b>	<b>47</b>	<b>681</b>	<b>221</b>	<b>756</b>	<b>562</b>	<b>3286</b>	<b>1674</b>
<b>AVERAGE PER YEAR</b>	<b>7.67</b>	<b>19.00</b>	<b>86.56</b>	<b>5.22</b>	<b>75.67</b>	<b>24.56</b>	<b>84.00</b>	<b>62.44</b>	<b>365.11</b>	<b>186.00</b>
<b>AVERAGE PLANS RECEIVED PER YEAR 365.11</b>										
<i>SITE PLANS REQUIRE AVERAGE 3 REVIEWS PER SITE AVERAGE REVIEWS PER YEAR FOR SITE PLANS</i>			<i>SENSITIVE AREA REVIEWS (SAR) REQUIRE 1.5 REVIEWS PER PLAN. AVERAGE REVIEWS PER YEAR FOR SAR</i>							
227.00			126.00							
<b>AVERAGE REVIEWS PER YEAR ALL PLAN TYPES 558.44</b>			<b>AVERAGE PRE-CONS &amp; INSPECTIONS PER YEAR FINAL INSPECTIONS REQUIRE 2 VISITS PER SITE 186.00</b>							

**FY2020 PROPOSED FEES**  
**SOIL EROSION AND SEDIMENT CONTROL PLAN REVIEW AND FIELD INSPECTION SERVICES**

	Current Fee	Proposed Fee
Standard Plans for Forest Harvest Operations	\$125.00	\$150.00
Standard Grading and Soil Erosion & Sediment Control Plan for Single Lot Single Family Residential Construction and Minor Earth Disturbances (For earth disturbances $\geq$ 5,000 square feet of area and/or 100 cubic yards of cut/fill and $\leq$ 30,000 square feet of area and 1,000 cubic yards of cut/fill).	\$150.00	\$250.00
Site Plans, Engineered Soil Erosion and Sediment Control Plans (For earth disturbances > 30,000 square feet of area and/or 1,000 cubic yards of cut/fill).		
Application Fee	\$250.00	\$500.00
Per acre of soil disturbance (0.0 – 50.0 Acres)	\$150.00	\$200.00
	Minimum Fee - \$600	Minimum Fee - \$1,100
Per acre of soil disturbance (50.1 Acres & larger)	\$15	\$15
Site Plans, Engineered Soil Erosion and Sediment Control Plans 2-Year Updates (Plan approvals are in effect for 24 months and must be reapproved after that time)	\$250.00	\$450.00
Site Plans, Engineered Soil Erosion and Sediment Control Plans 5-Year Updates (Mining-Quarry)	<b>Fee based on disturbed acres.</b>	Fee based on adopted fee schedule and disturbed acres, not to exceed fee for 50 acres
Pond As-Built Plan Review and Approval	\$310.00	\$500.00
Environmental Site Design Concept Plan	\$250.00	\$400.00
Field Services-Pre, Interim, & Post Construction Inspections (For earth disturbances > 15,000 square feet of area and/or 500 cubic yards of cut/fill).	\$450.00	\$625.00

## Urban Program Fee Comparison (FY2020)

### Commercial Projects

Site Name	Disturbed Area (acres)	WCSCD Current Fee	WCSCD Proposed Fee	Increase in Fee
Vista Business park	76	\$8,140	\$10,500	\$2,360
Project Snowman	9.8	\$1,720	\$2,460	\$740
GTR Auto Transport	3	\$700	\$1,100	\$400

### Residential Projects

Site Name	Disturbed Area (acres)	WCSCD Current Fee	WCSCD Proposed Fee	Increase in Fee	#Lots/units	Fee Increase per lot/unit
Harper Park	21.5	\$3,475	\$4,800	\$1,325	73	\$18.15
Collegiate Acres - Apartments	7.88	\$1,435	\$2,060	\$625	124	\$5.04

### Quarry Operations

Site Name	Disturbed Area (acres)	WCSCD Current Fee	WCSCD Proposed Fee	Decrease in Fee
Beaver Creek	286.7	\$11,300.00	\$10,500	\$800
Martin Marietta	349.1	\$12,236.00	\$10,500	\$1,736

# **Washington County Soil Conservation District**

## **Proposed Fiscal Year (FY2020) Fee Increase**

**Below are the pertinent excerpts from MD Codes relating to fees charged by SCD's for plan review services and inspection services.**

**The Washington County Soil Conservation District (WCSCD) currently has a contractual agreement with the Maryland Department of the Environment to conduct; Pre-Construction Meetings, Interim Inspections during construction for conversion of SWM facilities, and final stabilization inspections. The agreement has been in place since December 17, 2007 with fees beginning January 1, 2008.**

**Code excerpts are as follows:**

**2016 Maryland Code  
Agriculture  
Title 8 - Soil Conservation  
Subtitle 3 - State Soil Conservation Districts  
§ 8-306. Powers of supervisors**

(17) Approve or disapprove plans for clearing, grading, transporting, or otherwise distributing soil pursuant to § 4-105(a) of the Environment Article and to adopt general criteria and specific written recommendations concerning the control of erosion and siltation of pollution associated with these activities;

(18) Recommend a fee system to cover the cost of reviewing the grading and sediment control plans. Subject to § 8-311 of this subtitle, any recommended fee shall take effect upon enactment by the local governing body. Any fees collected pursuant to this fee system shall be supplementary to county and State funds and may not (i) be used to reduce county or State funds, and (ii) exceed the cost of reviewing the plans;

(19) Establish and implement a fee system to cover the cost of inspecting sites with approved sediment control plans pursuant to a contractual agreement with the Department of the Environment under § 4-103(f) of the Environment Article;

**2013 Maryland Code  
ENVIRONMENT**

**§ 4-103 - Grading and building permits; adoption of grading and building ordinances; fees for reviewing grading and sediment control plans; copies of plan; compliance with subtitle enforced by Department; delegation of enforcement authority; inspection of sites**

(c) Each soil conservation district may recommend a fee system to cover the cost of reviewing the grading and sediment control plans. Subject to § 8-311 of the Agriculture Article, any recommended fee shall take effect upon enactment by the local governing body. Any fees collected pursuant to this fee system shall be supplementary to county and State funds and may not (1) be used to reduce county or State funds, and (2) exceed the cost of reviewing the plans.

2. The Secretary may delegate a specific portion of the enforcement authority under this subtitle to a county or municipality.

3. Delegate a specific portion of the enforcement authority under this subtitle.

(f) (1) Subject to paragraph (2) of this subsection, the Secretary, by contractual agreement, may authorize a soil conservation district to inspect sites for compliance with approved sediment control plans.

(2) The Secretary may not authorize a soil conservation district to inspect sites over which a county or municipality has been delegated enforcement authority under subsection (e) of this section.

(3) (i) A district authorized to perform inspections under this subsection may establish a fee system providing for the assessment and collection of inspection fees on all sites in the district with approved plans.

(ii) The fees shall be based on the reasonably anticipated cost of inspections to be performed under the contractual agreement.

## **Maryland Agriculture Section 8-311**

### **Article - Agriculture**

#### **§ 8-311.**

(a) In order to develop a fee system to be implemented under § 8-306(a)(18) of this subtitle and § 4-103(c) of the Environment Article, a soil conservation district shall each year determine the reasonable costs of review of grading and sediment control plans for the succeeding year.

(b) The soil conservation district shall develop the fee system based on the costs determined under subsection (a) of this section, and shall submit the fee system to the local governing body.

(c) Within 90 days after the soil conservation district submits the final fee system, the local governing body may:

(1) Enact the fee system of the soil conservation district, to take effect within 90 days after the soil conservation district submits the final fee system to the local governing body; or

(2) Enact a different fee system or otherwise provide funding.

(d) If the local governing body fails to accept or modify the fee system submitted by the soil conservation district, the final fee system submitted by the soil conservation district shall take effect on the 91st day after the district submits the fee system to the local governing body, without requiring enactment by the local governing body.



Open Session Item

**SUBJECT:** Increase Forest Conservation Easement per acre payment to participating property owners

**PRESENTATION DATE:** April 16, 2019

**PRESENTATION BY:** Elmer Weibley, CPESC, District Manager, Washington County Soil Conservation District and Stephen Goodrich, Director, Department of Planning & Zoning

**RECOMMENDED MOTION:** Move to approve an increase of the per acre forest conservation easement payment to participating private property owners:

Easements on Existing Forest

- Current Payment - \$500
- Proposed Payment - \$1500

Easements on new planting *within* 300 feet of an Intermittent or Perennial Stream

- Current Payment - \$800
- Proposed Payment - \$2000

Easements on new planting *beyond* 300 feet of an Intermittent or Perennial Stream

- Current Payment - \$500
- Proposed Payment - \$1800

**REPORT-IN-BRIEF:** The Soil Conservation District administers a program for Washington County that utilizes “Fee in lieu of forestation” payments from developers to plant new forest or protect existing forest. Willing private property owners are paid a per acre fee to accept a restrictive easement on existing or newly planted forest on their land. “Fees in lieu of forestation” that are collected from developers were increased by State law in 2009 from 10 cents per square foot to 30 cents or 36 cents per square foot. The amount of the per acre easement payments to property owners that participate in this program has not increased since the program began in 1997. SCD costs to administer the program have increased over the 15 years that our agreement has been in place. The fee to SCD for administering the program was increased from \$700 to \$900 in March 2019. An increase in the payment to property owners is warranted. The program has created and protected more than 850 acres of forest and used more than \$1.5 million of “Fee in lieu of forestation” payments from developers.

**DISCUSSION:** Washington County has had an adopted Forest Conservation Ordinance since 1993. It is required by State law. The County ordinance is implemented through the new development review process. New development must analyze its effect on forest cover on the development site and, in certain cases, mitigate the loss of forest cover or establish new forest cover. When this is not feasible on the development site, payment of a “fee in lieu of forestation” is an **option**. The County is required by law to use these fees to protect existing forest or plant new forest elsewhere in the County. The Soil Conservation District administers the program for the County by using its existing contacts with conservation minded landowners to identify potential sites and manage all steps necessary to get new forest planted or easements on existing forest. The SCD also takes on a maintenance and

inspection responsibility. Additional analysis to support increasing the per acre easement payment is attached

**FISCAL IMPACT:** No cost to Washington County's general fund

**CONCURRENCES:** Soil Conservation District, County Attorney

**ALTERNATIVES:** Decline to raise the payment

**ATTACHMENTS:** Forest Conservation Ordinance, Easement Payment Proposal **and Proposed Resolution**

**AUDIO/VISUAL NEEDS:** N/A



## FOREST CONSERVATION ORDINANCE

### EASEMENT PAYMENT PROPOSAL

Current easement payments were established in 1997, when the cooperative program with Washington County Soil Conservation District (WCSCD) was established. Easement rates were established considering the below:

1. Amount of funds collected on a per acre basis
2. Programmatic costs (Administrative costs, legal fees, survey costs)
3. Tree planting and maintenance costs

Based on the above considerations, ***current easement payments to landowners are***

- a. Existing forests - \$500/acre
- b. Afforestation within 300 feet of a perennial or intermittent stream - \$800/acre
- c. Afforestation greater than 300 feet from of a perennial or intermittent stream - \$500/acre

When originally established, higher easement rates were approved for afforestation vs. protection of existing forests, and a premium was offered for afforestation adjacent to water resources.

When the program was established, the County charged \$.10 per square foot or \$4,356/acre for "Payment in Lieu of" fees. The program exceeded the expectation that funds be utilized to establish or protect an acreage amount of forest equal to the funding collected. Since 1997, 888.55 acres of forest have been protected or established, well over the 456 acres expected to be planted or conserved.

The County currently collects \$.30 - \$.36 per square foot in "Payment in Lieu of" funds due to mandates from State regulations. This equates to \$13,068 - \$15,681/acre. Considering the same factors as we did for the original program and current easement payments for similar easement programs, we are proposing increased easement payments be made available to Washington County landowners. These new rates will enable us to attract the most favorable sites for forest conservation, as well as, ensure we conserve forest acres equal to or greater than the program requires.

The attached estimates show a total of \$10,505 - \$10,705/acre for forest establishment/maintenance and \$2,685/acre to conserve existing forest. These estimates indicate there will be sufficient funding at current rates of "Payment in Lieu of" to support an increase in easement payments. While the increase will bring easement payments more in line with similar programs, there will also be sufficient funds to enable the program to exceed expectations, meet all State requirements, and allow for contingencies.

Based on the above considerations, ***proposed easement payments to landowners are:***

- a. Existing forests \$1,500/acre
- b. Afforestation within 300 feet of a perennial or intermittent stream \$2,000/acre
- c. Afforestation greater than 300 feet from of a perennial or intermittent stream \$1,800/acre

## PROGRAM COST ESTIMATES

The information below outlines comparable easement rates, costs to conserve existing forests, estimated costs associated with afforestation, estimated maintenance costs, , and summarizes findings.

1. **Comparable, current easement payments for land preservation. Provided by Eric Seifarth, Washington County Rural Preservation Administrator, August 2018:**
  - a. MALPF - \$3,681/acre average
  - b. CREP - \$2,973/acre average
  - c. Rural Legacy - \$3,099/acre average
  - d. ACEP - \$3,000/acre average (ACEP = Agricultural Conservation Easement Program, USDA, NRCS)
  - e. **Average of all programs - \$3,188/acre**
  
2. **Average costs to conserve an acre of existing forest:**
  - a. Site Survey \$250/acre
  - b. Legal Costs \$35/acre
  - c. WCSCD Fee \$900/acre
  - d. Easement Payment \$1,500/acre
  - e. **Total cost per/acre \$2,685/acre**
  
3. **Average costs for establishment of one acre of forest:**
  - a. Site Survey \$250/acre
  - b. Legal Costs \$35/acre
  - c. WCSCD Fee \$900/acre
  - d. Site Preparation \$450/acre
  - e. Planting Contract \$3,000/acre
  - f. Easement Payment \$1,800 - \$2,000/acre
  - g. **Total cost per/acre \$6,435 - \$6,635**
  
4. **Average maintenance costs/acre 8-10 years:**
  - a. Mowing - 8 @\$165/acre \$1,320/acre
  - b. Herbicide - 5@\$150/acre \$750/acre
  - c. Tree Shelter Removal \$800/acre
  - d. Replanting - 25% \$1,200/acre
  - e. **Total cost per acre \$4,070/acre**

**Average total to establish/maintain one acre of forest \$10,505 - \$10,705**

RESOLUTION NO. RS-2019-\_\_\_\_\_

*(Establishing the per acre dollar amounts for the purchase of easements under a tree planting program adopted by the Board of County Commissioners of Washington County, Maryland on or about March 11, 1997, utilizing funds collected pursuant to the Washington County, Maryland Forest Conservation Ordinance)*

RECITALS

The State of Maryland's Forest Conservation Act (hereinafter the "Act"), which is set forth at Md. Code, Natural Resources Article, §§ 5-1601, *et. seq.*, became effective on July 1, 1991. Counties and municipalities in the State are required by the Act to adopt similar legislation.

Pursuant to C.O.M.A.R. 08.19.01, *et. seq.*, the State has promulgated regulations relating to the implementation of a local forest conservation program (the "Regulations").

The Board of County Commissioners of Washington County, Maryland (the "County") has complied with the Act and the Regulations by adopting the Washington County, Maryland Forest Conservation Ordinance (the "Ordinance"), effective February 1, 1993, which Ordinance has been amended from time to time.

Pursuant to Article 11, Section 11.1.1. of the Ordinance, a Washington County Forest Conservation Fund (the "Fund") was established to receive payments of a fee in lieu of retention or planting to meet the obligation to retain existing or create new afforestation and reforestation, including but not limited to site identification, acquisition and preparation, the acquisition of planting stock, compensation to persons engaged in the planting activity, and maintenance of forest previously planted or protected with payment in lieu funds.

The County has determined that the most efficient and effective method to use forest conservation funds for afforestation and reforestation is to purchase easements from willing private property owners to plant new forest cover and protect existing forest cover.

On or about March 11, 1997, the County approved a pilot tree planting program (the "Program") to utilize the Fund for the purchase of the easements based on per acre dollar amounts established at the time the Program was approved.

The per acre dollar amounts which have been paid for easements under the Program approved in 1997 are \$500.00 for existing forests, \$800.00 for afforestation within 300 feet of a perennial or intermittent stream, and \$500.00 for afforestation greater than 300 feet from a perennial or intermittent stream.

Under a Memorandum of Understanding between the County and Washington County Soil Conservation District Board of Supervisors (“SCD”) dated December 12, 2003, and amended on March 13, 2019, the County and SCD have determined that portions of the program can be administered most effectively by SCD.

The Washington County Planning and Zoning Department and SCD are recommending that the County approve an increase in the per acre dollar amounts for the purchase of forest conservation easements under the Program.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF WASHINGTON COUNTY, MARYLAND, that the per acre dollar amounts to be paid to property owners for the purchase of forest conservation easements under the Program are established as follows:

Existing forests	\$1,500.00/acre
Afforestation within 300 feet of a perennial or intermittent stream	\$2,000.00/acre
Afforestation greater than 300 feet of a perennial or intermittent stream	\$1,800.00/acre

Adopted this 16th day of April, 2019.  
Effective the 1st day of July, 2019.

ATTEST:

BOARD OF COUNTY COMMISSIONERS  
OF WASHINGTON COUNTY, MARYLAND

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Krista L. Hart, Clerk

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Jeffrey A. Cline, President

Approved as to form and  
legal sufficiency:

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Kirk C. Downey  
County Attorney

Mail to:  
Office of the County Attorney  
100 W. Washington Street, Suite 1101  
Hagerstown, MD 21740



Open Session Item

**SUBJECT:** Budget Line Item Funding Consideration – Washington County Museum of Fine Arts

**PRESENTATION DATE:** April 16, 2019

**PRESENTATION BY:** Lee Stine, Board of Trustees, James Holzapfel, Board of Trustees, and Rebecca Massie Lane, Director -Washington County Museum of Fine Arts (WCMFA)

**RECOMMENDED MOTION:** Move to approve the request to add the Washington County Museum of Fine Arts as an annual budget line item within the County’s budget and provide funding of \$120,000.00.

**REPORT-IN-BRIEF:** The Board of Trustees request that the Commissioners return the Washington County Museum of Fine Arts (WCMFA) to line-item status with funding for FY 2020 at \$120,000. This will stabilize the WCMFA’s status as a State-Chartered “public museum” founded as part of the Public Local Laws of Washington County, Title 12. Article 22 of the Maryland Code of the Local Laws of Washington County consists of 12 Titles or chapters that enumerate the power, duties, responsibilities and authority of all aspects of the Washington County government. An entire chapter of the code, Title 12, is devoted to the Washington County Museum of Fine Arts, and The Washington County Museum of Fine Arts is the **only** nonprofit that is named in the Code. Title 12 spells out the Museum’s special nature and specifically states that it is a Public Museum.

Since being placed in the Community Organization Funding grants, the WCMFA has consistently been ranked as a top priority for funding, yet funding has been cut by over \$28,000.00. The uncertainty and loss of funding has destabilized the MFA’s growth as developed in its Trustee-approved 2016-2020 Institutional Plan. In particular, the cut of \$20,000 in FY2019 led to the MFA cutting hours of service and the cut in funding prevented the MFA from hiring a full-time Museum Educator, which is one of its paramount goals. The Museum Educator is needed to help serve the ever-increasing public demand for art educational programming at the MFA. For example, the free Saturday classes, funded through a grant from the Mary Bowman Trust, experienced twice the demand than the available spaces.

**DISCUSSION:** WCMFA is a public-private partnership museum, legally a 501(c)3 Non-Profit, but with the following that distinguishes the WCMFA from other non-profits:

- Mr. and Mrs. William H., Jr., and Anna Brugh Singer gave the museum and their art collection, contingent on the “promise and faith of aid” from the City and County.
- The founding of the “Public Museum” was accomplished by a “body corporate” of the Board of Trustees, the City Council, and County Commission.
- The “body corporate” was charged with the care and maintenance of the Public Museum in perpetuity.
- The Public Museum and “body corporate” are ratified in a Maryland State Charter that is part of the Public Local Laws of Washington County,” in Title 12.

- Title 12 states that museum trustees take the Maryland Constitutional Oath of Office to serve as a public official: “on taking office, each elected trustee shall take the oath required by Article I, Section 9 of the Maryland Constitution.” (page 105, Code of the Public Local Laws of Washington County, 2007 Edition, July 1, 2007, Article 22 of the Code of Public Local Laws of Maryland.
- The Code also states in Section 12-103 "Powers of Board" what the Museum Board of Trustees has the authority to do. It lists 8 powers, the 7th specifically states "Contract with the County Commissioners and the Mayor and Council of Hagerstown to receive revenues for the museum and to perform other acts necessary to maintain a public museum for use of the inhabitants of Washington County.
- The WCMFA sits on public land on a long-term, open-ended lease with the City of Hagerstown for \$1/year in perpetuity.
- The WCMFA’s art collection is held in trust for the citizens of the County.
- WCMFA is a cultural anchor in the 4-State region and is an asset in economic development, tourism, and quality of life; its economic impact is calculated at \$4-6 million.

In conclusion, as described in the Maryland Code of the Local Laws of Washington County, Article 22, Title 12, the Washington County Museum of Fine Arts is specifically listed in a dedicated chapter of the County code (Title 12). This Code shows that the WCMFA is an intrinsic part of the County. It is the only charitable organization that is specifically included in the Code of Local Laws of Washington County. It also specifies that the Museum should contract directly with the City Council and the County Commissioners rather than through an intermediary citizen board.

**FISCAL IMPACT:** None

**CONCURRENCES:** N/A

**ALTERNATIVES:** Deny the request for budget line item consideration and/or funding increase.

**ATTACHMENTS:** Code of the Public Local Laws of Washington County, 2007 Edition, pages i-vi, 104-106, Washington County Museum of Fine Arts Institutional Plan, 2016-2020

**AUDIO/VISUAL NEEDS:** N/A

Code  
of the  
Public Local Laws  
of  
Washington County  
2007 Edition

July 1, 2007

(Article 22 of the Code of Public Local Laws of Maryland)

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Comprising all the local laws of the State of Maryland in force in Washington County to and inclusive of the  
Acts of the General Assembly of 2007

JOHN M. MARTIRANO, County Attorney

County Administration Building  
100 West Washington Street, Room 202  
Hagerstown, MD 21740  
Telephone: 240-313-2230

[http://www.washco-md.net/county\\_attorney/county\\_att.shtm](http://www.washco-md.net/county_attorney/county_att.shtm)



**A Legalizing Act for the 2007 Edition  
of the  
Code of the Public Local Laws  
of Washington County**

Sections 1, 2 and 3 of Chapter 253 of the Acts of the General Assembly of Maryland of  
2007 read as follows:

"SECTION 1. BE IT ENACTED BY THE GENERAL ASSEMBLY OF MARYLAND, That:

(a) The 2007 edition of the Code of Public Local Laws of Washington County, being Article 22 of the Code of Public Local Laws of Maryland, published under the direction of the Board of County Commissioners of Washington County, is legalized.

(b) Any pocket or loose-leaf supplements to the 2007 edition of the Code of Public Local Laws of Washington County that may be published under the direction of the Board of County Commissioners of Washington County are legalized.

(c) The 2007 edition of the Code of Public Local Laws of Washington County shall contain all public local laws relating to Washington County through the 2007 regular session of the General Assembly of Maryland.

(d) The 2007 edition of the Code of Public Local Laws of Washington County and any supplements shall be deemed and taken in all courts of the State and by all public officials of the State and of the political subdivisions of the State to be evidence of the public local laws of Washington County.

SECTION 2. AND BE IT FURTHER ENACTED, That the Board of County Commissioners of Washington County shall make an appropriation to provide for the publication of this Code and the Board may provide for its sale and distribution.

SECTION 3. AND BE IT FURTHER ENACTED, That this Act shall take effect July 1, 2007."

WASHINGTON COUNTY CODE

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## **Title 12. Washington County Museum of Fine Arts**

### **Subtitle 1. Washington County Museum of Fine Arts**

12-101. Definitions.

12-102. Board; membership; terms; oath.

12-103. Powers of Board.

### **Subtitle 1. Washington County Museum of Fine Arts**

#### **12-101. Definitions.**

(a) **Definitions.** In this subtitle, the following words have the meanings indicated.

(b) **Board.** "Board" means the Board of Trustees of the Washington County Museum of Fine Arts.

(c) **Museum.** "Museum" means the Washington County Museum of Fine Arts. (1970 ed. sec. 41-1; 1983, ch. 133; 1984, ch. 289; 1984 ed. sec. 12-101; 1991, ch. 211)

#### **12-102. Board; membership; terms; oath.**

(a) **Board of Trustees.** There is a Board of Trustees of the Washington County Museum of Fine Arts.

(b) **Membership.** The Board consists of the following members:

(1) Not more than 21 trustees elected by the Board;

(2) As an ex officio trustee, the President of the Board of County Commissioners or a County Commissioner designated by the President;

(3) As an ex officio trustee, the Superintendent of Schools of Washington County or the superintendent's designee;

(4) As an ex officio trustee, the Mayor of the City of Hagerstown or a City Council member designated by the Mayor;

(5) As honorary trustees, one or more people recognized for exceptional service to the Museum, appointed by the Board;

(6) As trustees emeriti, one or more former trustees whose advice and counsel is considered critical to the operation of the Museum and in recognition of the trustee's service as an officer of the Museum, appointed by the Board; and



(7) As organizational trustees, one or more officers of auxiliary organizations of the Museum, appointed by the Board.

(c) **Term.**

(1) (i) Except as provided in subparagraphs (ii) and (iii) of this paragraph, each elected trustee:

1. Serves for a term of 3 years;
2. May serve two consecutive terms; and
3. May not serve on the Board for 1 year after the last day of the trustee's second consecutive term.

(ii) Honorary trustees and trustee emeriti shall serve at the pleasure of the Board.

(iii) Organizational trustees shall serve as long as they are duly elected officers of the organization.

(iv) An ex officio trustee shall serve as long as the trustee holds the elected office that qualified the trustee for service on the Board under subsection (b) of this section.

(2) The terms of the elected trustees are staggered as required by the terms of the elected trustees serving on July 1, 1988.

(3) (i) An elected trustee serves only for the remainder of a term if the trustee is elected to fill a vacancy in an unexpired term.

(ii) An elected trustee serving in accordance with subparagraph (i) of this paragraph is eligible to serve one consecutive term after the expiration of the term the trustee filled due to vacancy.

(iii) An elected trustee who is appointed to a consecutive term in accordance with subparagraph (ii) of this paragraph may not serve for 1 year after the last day of the trustee's term.

(4) An elected trustee serves until the successor of the trustee is elected and qualifies.

(d) **Oath.** On taking office, each elected trustee shall take the oath required by Article I, § 9 of the Maryland Constitution. (1983, ch. 133; 1970 ed. sec. 41-2; 1984, ch. 289; 1984 ed. sec. 12-102; 1991, ch. 211; 1998, ch. 237; 2000, ch. 171; 2002, ch. 562)

**12-103. Powers of Board.**

In order to create and maintain a public museum known as the Washington County Museum of Fine Arts in the City of Hagerstown for the use of the inhabitants of Washington County, the Board may:

- (1) Purchase, acquire, lease, or hold in any manner real property that is necessary for the purposes of the museum;
- (2) Receive any money or property that is donated to the museum;
- (3) Use museum funds for property for:
  - (i) Maintenance and support of the museum;
  - (ii) Acquisition or purchase of art objects and other exhibits, and necessary equipment;
  - (iii) Educational purposes; and
  - (iv) Purposes expressed at the direction of donors if accepted by the Board;
- (4) Sell, invest, or exchange any museum property to serve the interests and welfare of the museum;
- (5) Adopt and enforce regulations for the museum;
- (6) Contract for the employment of a museum director and other necessary personnel;
- (7) Contract with the County Commissioners and the Mayor and Council of Hagerstown to receive revenue for the museum; and
- (8) Perform other acts necessary to maintain a public museum for the use of the inhabitants of Washington County. (1970 ed. sec. 41-3; 1983, ch. 133; 1984, ch. 289; 1984 ed. sec. 12-103; 1991, ch. 211)

Maryland Constitutional Oath

Article I, Section 9

Required of the Board of Trustees, Washington County Museum of Fine arts

“I, Name , do swear, (or affirm, as the case may be,) that I will support the Constitution of the United States; and that I will be faithful and bear true allegiance to the State of Maryland, and support the Constitution and Laws thereof; and that I will, to the best of my skill and judgment, diligently and faithfully, without partiality or prejudice, execute the office of Trustee, Washington County Museum of Fine Arts, according to the Constitution and Laws of this State.

**WASHINGTON COUNTY MUSEUM OF FINE ARTS INSTITUTIONAL PLAN  
2016-2020**

Washington County Museum of Fine Arts  
Hagerstown, Maryland

Institutional Plan, 2016-2020

Adopted August 24, 2016  
Timetable and Budget Adopted September 28, 2016

**WASHINGTON COUNTY MUSEUM OF FINE ARTS INSTITUTIONAL PLAN  
2016-2020**

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# WASHINGTON COUNTY MUSEUM OF FINE ARTS INSTITUTIONAL PLAN 2016-2020

## SECTION I: OVERVIEW

### A. MISSION

A non-profit organization serving the public good, the mission of the Washington County Museum of Fine Arts (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 interpretation, diligent preservation and care, active educational programs, and opportunities for social interaction.

This is implemented through

- Intentional art collecting in the focus areas of American Art and World Cultures
- Barrier free public access and free admission to art collections of national importance
- Vigilant preservation and stewardship of art
- Appealing exhibitions and programs developed to reach diverse audiences including aspiring and practicing artists; students, educators and scholars; art collectors and patrons; as well as non-artists and people with varied interests
- Lively and interactive interpretation of collections and loaned works of art, including both on-site and off-site/online educational means and materials/tools/platforms, public events, lectures, concerts, art instruction and other programs designed to connect people to art
- Opportunities to participate in artistic interest groups through the museum
- Opportunities for individuals and groups with special needs to participate and enjoy the museum's resources

### B. VISION

The vision of the Washington County Museum of Fine Arts (WCMFA) is to awaken, inspire, and uplift the people of Hagerstown, Washington County, Maryland, and the surrounding four-state and Mid-Atlantic regions, through the transformative power of art. The Museum of Fine Arts aims to stimulate creativity, inspire ideas, and enable people to explore and grow through access to the history of art, active art-making, and social connectedness. The WCMFA is a strong community anchor, enhancing cultural opportunities, civic engagement, quality of life, art education, tourism and economic vitality.

### C. CORE VALUES

Deeply embedded in the founding, organizational history, and culture of the WCMFA are the following core values:

#### *Artistic Quality*

WCMFA provides barrier-free access to a nationally recognized art collection of lasting quality and to national and regional exhibitions through its policy of free admission to the public.

## WASHINGTON COUNTY MUSEUM OF FINE ARTS INSTITUTIONAL PLAN 2016-2020

### *Creative Access*

WCMFA provides positive, enjoyable, and productive artistic outlets for youth and adults alike through varied educational programs and events, many of which are free.

### *Personal Growth*

WCMFA provides opportunities for personal growth through the stimulating experience of encountering works of art, participating in artistic activities, learning from others, and fostering one's own creativity.

### *Community-Centered*

Situated in beautiful City Park, the WCMFA is an integral part of the community fabric and is known and enjoyed by people of different age groups, origins, backgrounds and experiences. WCMFA provides opportunities for the public to participate, through volunteering, joining, and meeting others with shared interests.

### *Safe Place*

The WCMFA provides a safe and secure public place where visitors may find engaging, stimulating, and peaceful artistic surroundings, and welcoming and helpful staff and volunteers. The WCMFA provides a trained staff of security personnel whose mission is to protect the valuable art collections while providing visitor-friendly access.

### *Public Access*

The WCMFA prohibits discrimination in employment and volunteer service, artistic and educational programs, and other activities on the basis of race, national origin, color, creed, religion, sex, age, disability, veteran status, sexual orientation, gender identity, or associational preference. WCMFA affirms its commitment to providing equal opportunities and equal access to its facilities.

## **D. ORGANIZATIONAL HISTORY**

Founded in 1929 and opened in 1931, the WCMFA has a long time horizon, has maintained accreditation with the American Alliance of Museums (AAM) since 1976, and is a recognized community anchor. It meets the community's need for a high quality, full service art museum. The eighty-five year public-private partnership between the WCMFA and the City of Hagerstown and Washington County, Maryland, has underpinned the continued growth and respect which WCMFA enjoys locally, state-wide and nationally, for the significant cultural opportunities and services which are offered to its residents, and for making Hagerstown and Washington County an attractive place to do business. The WCMFA plays a vital role in tourism and the economic development efforts of the county and region. It is a major cultural attraction and is touted by economic and governmental leadership when seeking to attract new business and industry to the area.

## **WASHINGTON COUNTY MUSEUM OF FINE ARTS INSTITUTIONAL PLAN 2016-2020**

### **E. GOVERNANCE**

The Board of Trustees (Board) is a legally responsible governing body, with fiduciary responsibility for the WCMFA. The Board establishes yearly and long term goals, creates policy and broad direction for the museum's operations. The Board approves accessions and deaccessions to the permanent collection. Board members provide support through giving, and garnering support for WCMFA. The Executive Committee is comprised of the President, 1st and 2nd Vice President, Treasurer, Assistant Treasurer, and Secretary, and fulfills the duties of the Board when the Board cannot be called into session. The Board is comprised of 19 sitting members, the President of the Singer Society (the WCMFA's organized volunteer group), and the President of the Board of Advisors. Ex-officio members are the Mayor of Hagerstown, the President of Washington County Commission, and the Superintendent of the Washington County Public Schools. The WCMFA Director is a voting member of the Board. Committees are Collections and Exhibitions; Programs and Education; Finance, Investments and Audit; Facility (encompassing security and emergency/disaster planning); Development; Marketing, Nominating; and Ethics. The Nominating Committee nominates persons to the Board and officers of the Corporation (executive committee). Members serve 3 year terms; after 6 years, a member must rotate off for at least 1 year. The Director and the President of the Board sit on all committees and meet often to monitor and plan for the WCMFA.



# WASHINGTON COUNTY MUSEUM OF FINE ARTS INSTITUTIONAL PLAN 2016-2020

## SECTION II: INSTITUTIONAL PLANNING

### A. PROCESS AND RESPONSIBILITY

Institutional planning is developed in a formal process with the full engagement of the Board of Trustees, Director, Board of Advisors, staff and volunteer leadership. The trustee executive committee is charged with the overarching responsibility for institutional planning. Using visitor and public surveys, assessment reports, staff and committee review, and the results of a planning retreat led by an external facilitator, the Director coordinated and wrote the plan. The WCMFA 2016-2020 Institutional Plan was approved by the Board of Trustees on August 24, 2016. The plan is used as a guide for annual goal-setting and is implemented through the trustee committee structure with the active engagement of trustees, staff and volunteers. Progress toward goals is reviewed annually by committees and the plan is adjusted as needed. The Director's annual performance review is tied to the institutional plan, as are staff performance reviews. Planning models emphasize attainable goals in combination with goals centered on research of far-reaching ideas for the future.

### B. FOCUS AREAS

The development and presentation of the WCMFA's collections, exhibitions, educational programs and enrichment activities directly fulfill the WCMFA's mission. Sustainable funding, a safe, clean, sufficient, and attractive facility, and effective public communications and media, provide the important infrastructure to support the mission and provide for needs of museum audiences.

#### 1. INSTITUTIONAL CULTURE

The arts are about experiencing, learning, enlightenment, and inclusion. Imbedded in the WCMFA is a culture of innovation, creativity, problem solving, exploration, and commitment to excellence. The WCMFA embodies hospitality, and strives to practice equity and cultural sensitivity, welcome diversity, and provide access and inclusion. In a rapidly changing society, WCMFA seeks ways and means to remain relevant to 21<sup>st</sup> century audiences.

#### 2. COLLECTIONS AND EXHIBITIONS

The museum's valuable art collections are held in trust for the benefit of the public and are paramount to the museum's mission. The Legacy Endowment Campaign was approved in 2013 as a priority to support the research, development, conservation and preservation, interpretation, and staffing in the curatorial and collections management area of the museum in order to better present collections and exhibitions and thus to more fully engage the public. Priorities include employing a full-time Curator.

#### 3. PROGRAMS AND EDUCATION

Programs and Education priorities include employing a full-time Museum Educator, strengthen relationships with other educational and arts organizations in the region and develop an arts education

## WASHINGTON COUNTY MUSEUM OF FINE ARTS INSTITUTIONAL PLAN 2016-2020

program that combines art appreciation, art history and studio instruction in support of multi-generational lifelong learning. The museum seeks creative and innovative ways and means to reach today's audiences and engages art historians, visual, performing and literary artists, art educators, art collectors, and scholars to assist with interpretation.

### 4. FACILITY

Caring for the historic and modern facility, providing an enjoyable, safe and secure environment for the public, and complying with art museum interior climate and air quality standards, are critical to the museum's work. Facilities priorities include implementation of the Capital Improvements Plan, with special emphasis on development and installation of updated HVAC systems, refurbishment of the historic 1930 skylights, and refurbishment and reinterpretation of the Smith, Bowman, and Fulton Galleries. Security priorities include scheduling regular emergency training and staff drills.

### 5. MARKETING

Marketing will focus on the continuing implementation and updating of the comprehensive marketing plan to reach a broad regional audience through diverse media and activities. Presentation of the museum's brand and positioning the WCMFA as a unique destination are priorities.

### 6. DEVELOPMENT AND FINANCE

Development and Finance share the goal to strengthen financial planning and fund development for long-term sustainability of the WCMFA through operational, capital, and legacy giving. All areas of WCMFA will exercise good stewardship in the management of resources held in the public trust.

## C. GOALS 2016-2020

### 1. INSTITUTION-WIDE GOALS

**Responsibility: Director, President, Board of Trustees, Executive Committee**

- In 2013, the WCMFA set the goal to become a **Destination** in the Mid-Atlantic region. In 2014, progress was made toward the fulfillment of this goal through marketing efforts, the result of hiring part-time marketing staff, development and approval of a written Marketing Plan (2014), and implementation of an upgraded website and logo/brand development. Paid advertising targeted at five market areas resulted in increased web traffic and onsite attendance from those geographic areas. Efforts to partner in advertising with the Hagerstown—Washington County Convention and Visitors' Bureau (CVB) resulted in further reach into these markets. Social media reach through Facebook expanded exponentially in response to regular postings and paid boosts. The WCMFA will continue to enhance these efforts and will target destination-bound tour operators.
- Define and deploy the full utilization of the museum, especially the **Atrium** as a venue for community events.

## WASHINGTON COUNTY MUSEUM OF FINE ARTS INSTITUTIONAL PLAN 2016-2020

- Focus on development of impactful **Public Events** to reach broader audiences and to integrate with activities of other arts and cultural groups in the region.
- Develop **Partnerships** with other arts organizations in the Four-State Region
- Increase access and opportunities for **Diverse Audiences**
- Enhance the use of **Technology** as a primary tool for reaching audiences
- Research **Far-Reaching Ideas**
  - Acquisition of a second facility to support expanded experiential art activities and social events, café or restaurant (Surrey School, warehouse across from Jonathan Hager House)
  - With other area organizations/businesses/institutions, create regional, linked-in event(s), inter-connected event(s) + venues
  - Explore creation of a coffee shop with a distinctive “roast” and brand
  - Explore partnering with a brewery to create a museum-branded beer
  - Explore the expansion and creation of kid-friendly interactive experiences at WCMFA
  - Explore feasibility of revenue generation through ideas such as: provision of stock photos, museum Bed and Breakfast (B & B), museum restaurant, food truck, licensing and use of museum art collections images for retail, and lending-leasing art.

### 2. COLLECTIONS AND EXHIBITIONS

**Responsibility: Director, Curator, Collections and Exhibitions Manager, Collections and Exhibitions Committee**

#### Background

The WCMFA’s valuable art collections are held in trust for the benefit of the public and are paramount to the museum’s mission. The Legacy Endowment Campaign was approved in 2013 as a priority to support the research, development, conservation and preservation, interpretation, and staffing in the curatorial and collections management area of the museum in order to better present collections and exhibitions to more fully engage the public. Priorities include employing a full-time Curator. In June 2016, a gift of \$100,000 and in July 2016, a promised gift of \$1.4 million was received from the Agnita M. Stine Schreiber Foundation to endow the post of WCMFA Curator.

Development, interpretation, and care of the art collections is a central activity of the WCMFA. During the last two institutional planning cycles, WCMFA undertook important assessments and strategic initiatives including AAM’s Institutional Museum Assessment Program (MAP-2009), Collections Assessment (CMAP-2010) and Community Engagement Program (CEMAP-2012), Heritage Preservation’s Conservation Assessment Program for collections and historic building (CAP-2013), Complete Collections Inventory (IMLS-2011-2014) and a Collections Storage Assessment funded through a grant from the National Endowment for the Humanities (NEH-2015). A Works on Paper Conservation Survey and Rehousing Assessment was funded in fulfillment of a primary CAP recommendation (IMLS-2016). WCMFA’s artistic merit, organizational effectiveness, and service to community was recognized by a Maryland Heritage Area Authority exhibitions and programs grant (MHAA-2012) and two Institute of Museum and Library Services (IMLS, 2011, 2016) grants. The three-

## WASHINGTON COUNTY MUSEUM OF FINE ARTS INSTITUTIONAL PLAN 2016-2020

year competitive merit-based grant from the IMLS, which concluded in September 2014, funded a complete collections inventory, digitization, and database that is now making the museum's collections more accessible to a broader public, most recently through the opening of the long-term "Ashcan to Abstraction" exhibition.

### Accessions

- Align with the Collection Plan's focus for collecting American Art and the art of World Cultures, update the "American Art Gaps Analysis", develop a "Wish List", and create a plan for intentional collecting in the area of World Cultures
- Develop a Request for Interest (RFI) for the creation of a suspended three-dimensional "sky sculpture" art installation in the museum's Atrium
- Develop relationships with art collectors, art dealers, foundations, and others, whose collecting interests correspond with those of the WCMFA
- Working with the development department, identify funding sources to support new accessions that fill the noted gaps in the collections
- Working with marketing department, publicize new accessions, including gifts and purchases

### Deaccessions

- Evaluate non-accessioned "Temporary Accessions" (TA) Collections
- Evaluate storage/disposal for non-accessioned art
- Evaluate catalogued furniture collections, following the Furniture Conservation Survey by Schuettinger Conservation Services as a guide, along with other scholarly resources
- Evaluate accessioned objects that are reproductions

### Collections Care and Management

- Develop an Art Conservation Plan, including such resources as "Adopt a Painting"
- Develop a Collections Housekeeping Plan
- Maintain updated duplicates of all collections documents in offsite storage location
- Evaluate Art Storage Study, by Walt Crimm (2015), and develop implementation plan with attention to current and future needs
- Develop an implementation plan in response to the report from the Works on Paper Conservation Survey and Housing Assessment
- Streamline donor, exhibit, and curatorial files to eliminate duplicate records

### Exhibitions Development, Planning and Implementation

- Develop a comprehensive Exhibitions Plan
- Develop exhibition concepts, content, and annual calendars, with sensitivity to retaining and attracting audiences
- Develop exhibitions originating from the WCMFA collections to better share works not often on view with the public
- Work with the marketing department to establish promotions and advertising for exhibitions and to reach destination travelers
- Working with the development department, identify funding sources to support exhibitions

## **WASHINGTON COUNTY MUSEUM OF FINE ARTS INSTITUTIONAL PLAN 2016-2020**

- Devise exhibitions and incoming loans that appeal to diverse audiences and support the artistic and education mission of the WCMFA
- Continue exploring potential for merging the two Cumberland Valley exhibitions (Artists and Photography) and continue defining exhibition opportunities for regional and contemporary, emerging and practicing artists
- Develop exhibition partnerships with other institutions including museums, institutions of higher learning, libraries, and others
- Develop detailed exhibition budgets and timetables

### Research, Interpretation, and Resources

- Develop a research plan for art collections
- With Museum Educator, develop and implement WCMFA Educational Philosophy and Interpretive Plan
- With the development department, identify additional funding opportunities through federal, state, local, public and private grants and foundations
- Review and update listing of scholars, artistic advisors, regional art collectors, exhibition and graphic designers, appraisers, and conservators
- Develop programming to encourage and support art collecting in the region

### Public Access

- Continue to highlight the WCMFA's collections and exhibitions using brochures, flyers, website and social media
- Identify opportunities to feature the WCMFA in the Mid-Atlantic and national arenas
- Work with marketing staff to routinely update collections and exhibitions content on museum's website, Facebook, and YouTube outlets
- Explore additional social media such as Twitter and Instagram

### Staff, Consultants, Volunteers

- Form search committee, develop position description, advertise, screen, interview and hire Curator, who will be charged with oversight, research and development, and (in coordination with the Museum Educator) interpretation of collections and exhibitions. Curator will develop, interpret and care for the art collections
- Provide professional development and training opportunities for collections and exhibitions staff
- Create a procedural manual for volunteers and interns working in collections and exhibitions
- Continue to strengthen expertise and diversity of the Collections and Exhibitions Committee
- Continue to utilize guest curators for specialized research and exhibition development
- Continue to seek qualified interns and volunteers to assist with collections management and develop appropriate projects for them

# WASHINGTON COUNTY MUSEUM OF FINE ARTS INSTITUTIONAL PLAN 2016-2020

## 3. PROGRAMS AND EDUCATION

**Responsibility: Director, Museum Educator, Education/Marketing Associate, Programs and Education Committee**

### Background

Programs and Education priorities include employing a full-time Museum Educator, strengthen relationships with other educational and arts organizations in the region and develop an arts education program that combines art appreciation, art history and studio instruction in support of multi-generational lifelong learning. The museum seeks creative and innovative ways and means to reach today's audiences and engages art historians, visual, performing and literary artists, art educators, art collectors, and scholars to assist with interpretation.

The Museum Educator, working hand in hand with community focus groups, museum school faculty, a parent advisory group and the Programs and Education Committee, are responsible for implementing WCMFA educational programming, including the Art Museum School, public festival activities, concerts, bus and school tours and educational programs related to the various exhibitions.

The WCMFA's diverse art education and engagement programming dates back to its founding and includes free youth art classes, museum sponsored bus trips, master classes and multi-week art classes for adults, and workshops for individuals with disabilities or special needs. The WCMFA collaborates with Washington County and the City of Hagerstown in City Park Fall Fest, Blues Fest, Arts and Entertainment District programming, and the City Park Holiday Tree Lighting Night. The WCMFA serves audiences with tours, lectures, and special event audiences. Annually, thousands of public, private and home-schooled students participate in art educational opportunities at the WCMFA. WCMFA's organizational effectiveness, and service to community was recognized by four successive National Endowment for the Arts "Engagement in American Communities" grants.

WCMFA provides positive, enjoyable, and productive artistic outlets for youth and adults alike. Through presentation of collections, exhibitions, and programs, WCMFA fulfills its mission of bringing art of lasting quality to people of diverse ages, origins and backgrounds. The WCMFA's values of Artistic Quality, Creative Access, and Community Centering connect the mission to the audiences.

Educational opportunities include artist gallery talks and demonstrations, docent tours, juried art exhibitions, bus tours to other museums, concerts and films. Art educational programs for young people include art classes, family art events, specialized interactive school tours, the annual school art exhibitions, art competitions, and seasonal arts festivals.

### Educational Philosophy and Interpretive Plan

- In tandem with the museum Curator, continue to develop the Educational Philosophy and Interpretive Plan as guiding documents. Integrate important elements of the WCMFA's history and institutional culture while also imbedding a culture of innovation, creativity and exploration into all educational offerings

# WASHINGTON COUNTY MUSEUM OF FINE ARTS INSTITUTIONAL PLAN 2016-2020

## In-Gallery Educational Opportunities

- With the Curator, review the current approach to in-gallery education including the children's Scavenger Hunt, touch screen educational centers, in-gallery reference books, text and label copy, and other current interpretive means
- Research and explore other means to provide in-gallery education including a museum app, QR Codes, audio tours, hands-on interactive learning using a games approach, providing art-making stations for gallery visitors, development of a Children's Interactive Gallery, and development of an interactive cart adaptable to changing exhibitions

## Museum Art School

- Continue the emphasis on Youth Education including continual improvements to the long-standing Saturday Morning Youth Program (SMYP), growth and development of one-off, one-day classes and workshops, and explore and develop a free program of free art education for middle school-aged students
- Continue seeking innovative improvements to adult education offerings for both multi-session classes and one-off workshops. Develop a program of art appreciation/art history educational opportunities
- Develop a viable business plan to support the museum art school, including more fully utilizing the art classroom, Bowman Concert (Lecture) Gallery, and Atrium
- Develop barrier-free, entry-level "make it and take it" art experiences that are both educational and social (ref. "Paint Night" model)
- Explore accreditation for the museum art school

## Tours and Docent Training

- Annually review and assess Washington County Public Schools (WCPS) Tours using outcome based evaluation and feedback from teachers, as well as consultation with peers at other art museums. Make adjustments to current offerings and develop new programs
- Annually review and assess private school and homeschool tours, creating a model or template for expansion and a business plan to support them.
- Follow CVB leads to reach and engage National Bus Tours
- Develop hands-on, interactive adult tours
- Explore the potential for expansion of the existing docent program to include teen docents and paid docents
- Explore new types of tours and technology-supported tours, including stroller tours, a tour App, audio tours, VR goggles for tours, web-based video tour, Skype or Facetime tours
- Provide annual docent training for museum guards
- Work with the marketing department to establish promotions and advertising for all tours, especially to reach destination travelers

# WASHINGTON COUNTY MUSEUM OF FINE ARTS INSTITUTIONAL PLAN 2016-2020

## Educational and Enrichment Events

- In tandem with museum marketing, assess current museum-originated educational events including exhibitions-linked events (such as the Fall 2015 Golden Books Family Day), the long-running program “Snakes, Snickerdoodles, and Santa,” and a spring Japanese Cultural Festival
- Evaluate and explore existing collaborative events with other organizations including City Park Fall Fest, City Park Holiday Tree Lighting and City Park Blues Fest
- Assess current opportunities available to visual artists and research their expansion
- Utilizing the results from the 2016 focus group’s work regarding concerts, experiment with new styles and formats
- Continue concert partnerships include Shepherd University, Washington County Public Schools, and the Maryland Symphony Orchestra
- Explore broader concert relationships to include a variety of musical styles and new partners
- Explore the creation of a distinctive creative writing/literary Event to fulfill the legacy of Jane Steffey
- Explore partnership with Maryland Entertainment Group and other community performing arts individuals and organizations
- Explore the feasibility of creating an art film series

## Special Audiences

- Assess WCMFA’s current programming for the disadvantaged, including Girls Inc, “Art Exploration for Individuals with Disabilities”, tours and activities for Arc, sheltered workshops, and group homes
- Explore feasibility of partnering with the Bester Community of Hope, the Washington County Senior Center, senior day care facilities, regional U. S. Military communities-Active and Retired (Blue Star Museum opportunities)
- In conjunction with the Curator, develop programming to encourage novice or would-be art collectors

## Staff, Consultants, Volunteers

- Develop plan and timetable to employ full-time Museum Educator, who will be charged with oversight, research and development, and (in coordination with the museum Curator) development of museum educational programming.
- Continue to strengthen expertise and diversity of the Programs and Education Committee
- Continue to utilize specialists for research and educational programming development
- Provide professional development and training opportunities for education staff
- Create a procedural manual for volunteers and interns working in education
- Continue to seek qualified interns and volunteers to assist with educational programs and develop appropriate projects for them



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## 4. FACILITY

**Responsibility: Director, Facilities Manager, Head Museum Guard, Business Manager, Facilities Committee**

### Background

The care of the historic and modern facility, and providing an enjoyable, safe and secure environment for the public and for the care of the collections and loaned objects is critical to the museum's work. Facilities priorities include implementation of the approved Capital Improvements Plan, with special emphasis on development and installation of updated HVAC systems, refurbishment of the historic 1930 skylights, and refurbishment and reinterpretation of the Smith, Bowman and Fulton Galleries. Security priorities include scheduling regular emergency training and staff drills.

The WCMFA is housed in a 1930 Hyde and Shepherd building protected by an easement of the Maryland Historic Trust. Two additions, one in 1949 and one in 1994, and the Kaylor Atrium enclosure of 2011 have increased exhibition and educational spaces of the museum. In its most recent review, the Maryland Historic Trust gave the WCMFA excellent ratings: "I am pleased to inform you that I found the property to be in excellent condition. It is clear that you are committed to the preservation and maintenance of this historic building and we appreciate your careful stewardship." <sup>1</sup>

Recent facilities improvements, identified in the 2013-2016 Institutional Plan, include new white membrane-roofs over the 1931, 1949, and 1994 buildings, improvement of roof storm water drainage systems, complete refurbishment of two major galleries, addition of automatic doors at the main entrance for easier ADA access, upgraded fire/security systems, pointing of masonry steps at the East Portico, and improvements to the North Entry plaza including masonry pointing, installation of the Rosen fountain, outdoor sculpture, and fresh landscaping. Other progress toward goals from the last planning cycle include the completion of a comprehensive Building Systems Audit and the subsequent development of a Capital Improvements Plan. The Emergency/Disaster Preparedness Plan was comprehensively updated, with assistance from both City of Hagerstown and Washington County Emergency Preparedness personnel. Security staff have led regular drills to keep staff updated and alert to emergency preparedness. CPR training is regularly scheduled for all guards and several staff. The effort to improve energy efficiency has led to replacement of 90% of the museum's gallery lighting with LED bulbs.

All programs of the WCMFA take place at the museum's 33,130 square foot building and grounds at 401 Museum Drive, City Park, Hagerstown, MD. The museum operates six days and 43 hours a week, an average of 2,236 hours per year. Visitor hours are Tuesday-Friday, 9:00 a.m. to 5:00 p.m.; Saturday, 9:00 a.m. to 4:00 p.m., and Sunday, 1:00-5:00 p.m. For certain special events and art classes, the museum also provides evening hours. Whenever the WCMFA is open to the public, security staff is on duty. Galleries total 11,000 square feet; the Kaylor Atrium provides 3,000 square feet enabling seating for 300. A gallery with a stage serves for concert and lecture use with 100 seats. Building capacity is 700 people. Collections and exhibitions use 49% of the building, educational use 20%; lectures and

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<sup>1</sup> Peter Morrill, Easement Inspector, Maryland Historic Trust, letter to WCMFA September 6, 2012

## WASHINGTON COUNTY MUSEUM OF FINE ARTS INSTITUTIONAL PLAN 2016-2020

concerts 4%, public reception/service 20%; fundraising activities 2%; and general and administrative 5%.

The Facilities Manager is responsible for care of the building and grounds while supporting events and programs with set-up, assisted by volunteers. The museum's security force consists of six part-time guards under the supervision of a head of security and two assistant heads of security.

### Facilities

- With development department, research and develop funding sources for the Capital Improvements Plan
- Pursue system renovations that assure compliance with art museum standards for interior climate/air quality and current State of Maryland and City of Hagerstown Building Certification Codes
- Continue systematic record-keeping for facilities projects including project commissioning documents
- Continue implementing recommendations from the 2014 Building Systems Audit developed by Kibart Engineering, Inc. in consultation with museum staff and Miller and Anderson Mechanical Contractors, Inc.
- Continue efforts to reduce the Museum's energy consumption and pursue green technology through upgrade of museum lighting to LED in remaining galleries, the exterior lighting, and the non-gallery areas of the building.
- Develop Master Plan for HVAC improvement and replacement that will incorporate
  - Best Practices in museum environmental standards
  - Energy Efficiency
  - Equipment redundancy
  - Identification and development of emergency long-term on-site art collections storage location with back-up generator in the event of an extended power outage
  - Green technology
    - Investigate possibility of geothermal energy using City Park Lake
  - In conjunction with development department, seek City/County-WCMFA partnership grant funding
- Continue development of complete building structural assessment and prioritized list of deficiencies
- Complete upgrades to museum kitchen to improve its capacity as a catering kitchen for events
- Assess, plan and develop improved exterior and interior museum signage, including possibility of a City Park digital info-board
- Assess and plan for future facilities staffing
  - Seek opportunities to partner with other organizations and institutions
- Investigate feasibility of acquiring a less formal space for events, educational activities, expanded art museum school

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## Security

- Continue improvements to security systems including
  - Expanded Camera Surveillance to include Parking Lot, Kaylor Garden, Museum Shop, and Entry Lobby
  - Develop a schedule for replacement of equipment and technology
- Implement Lobby Desk upgrade for combined greeter and guard station
- Assess and plan for future guard staffing
- Continue implementing emergency response training, in fulfillment of the newly adopted Emergency/Disaster Preparedness Plan
  - Update WCMFA Guard Manual

## Staff, Consultants, Volunteers

- Research and develop plan for future management of facilities and security as current staff approach retirement.
- Continue to strengthen expertise and diversity of the Building/Security Committee
- Continue to utilize specialists for facilities and security development projects
- Provide professional development and training opportunities for Facilities/Security staff
- Create a procedural manual for volunteers and interns working in facilities
- Seek qualified interns, apprentices, and volunteers to assist with facilities and security and develop appropriate projects for them

## **5. MARKETING**

**Responsibility: Director, Education and Marketing Associate, Marketing Committee**

### Background

Marketing will focus on the continuing implementation and updating of the comprehensive 2014 Marketing Plan to reach a broad regional audience through diverse media, events, and activities, both on-site and off-site/online. Presentation of the museum's brand and becoming more of a destination are priorities.

Over the past five fiscal years (2012-2016) the WCMFA has averaged 43,401 visitors a year. During FY16, the WCMFA received visitors from 48 states, the District of Columbia and 20 foreign countries; 20.5% of WCMFA visitors traveled more than 50 miles. Since implementation of the Marketing Plan in Fall 2014, WCMFA has upgraded its online presence through a new website, increased Facebook presence, and regular Email news releases, has received a Trip Advisor "Certificate of Excellence" and maintained its rank as the #1 Attraction in Hagerstown for over twelve months, as well as being named to Flipkey's 2016 list of "Top Museums Worth Traveling For" (only one museum per state per annum is recognized).

The WCMFA recorded direct links between paid advertising placements in the metropolitan Baltimore and D. C. markets to website searches. Outreach is extended through the WCMFA's use of technology, extending learning opportunities beyond the museum's walls. Through its website, the museum is

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made available to a broad public including an online collections access portal which launched in 2014. As of June 30, 2016, the WCMFA's Facebook page had 2,753 "liked" members with 17,100 on average per month reached through boosts. The WCMFA website reached 22,230 individual users with 32,728 visits at year-end June 30, 2016. Google analytics reveal a diverse online public including 104 foreign countries.

A cooperative ad with the CVB on Maryland Public Television, combined with a personal call by president of the WCMFA's Board of Trustees, led to an invitation to the WCMFA director to serve as guest co-host of MPT's program, "Artworks." This resulted in at least one tour and two known visits. Through special project funding from the Japan Foundation Center for Global Partnership, WCMFA provided three public intergenerational events to interpret the exhibition of Hiroshige's "Fifty-three Stations of the Tokaido" and placed ads to target communities with known Asian populations. A Washington County Gaming Commission grant boosted marketing funds available for reaching destination travelers.

WCMFA partnered with the Washington County Free Library and received support from WCPS to present a family day and exhibition, "Golden Legacy: 65 Years of Original Art from Golden Books." The WCMFA invited Shepherd University Art Faculty to present an exhibition of current work. Concert partnerships include Shepherd University, Washington County Public Schools, and the Maryland Symphony Orchestra. Past year volunteer brochure "drop spots" included Berkeley Springs, Baltimore City/Co, Shepherdstown, South Washington County, Premium Outlets and local hotels, cafés, bookshops, and art galleries, and at popular cafes and restaurants.

### Raise Awareness of WCMFA's Fine Art, Educational, and Artistic and Cultural History Offerings

- Self-promotion through website, Facebook, print media, in-house publications, advertising. Evaluate active use of Twitter, YouTube, and Instagram
- Continue to support volunteer brochure distribution and develop strategic locations including regional public and privately owned galleries
- Further develop CVB relationship in ad placement and to engage hospitality sector and travel bloggers
- Engage a professional photographer to create a file of updated and high quality photographs and videos of the WCMFA in action, with an emphasis on the positive visitor experience
- Investigate benefits of participating in the "Pocket Art" app
- Investigate "how to" enable the WCMFA to develop a production studio that would enable sharing and distribution of WCMFA programming, podcasting, YouTube, Vimeo, etc.

### Increase On-site and Off-site/online Visitor Attendance and Repeat Visits

- Explore ways to enhance the overall visitor experience through
  - Concessions or café
  - Family/kid-friendly experiences
- Individual Visitors (First-time/Repeat)

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- Set annual achievable and measurable goals for annual on-site visitation, off-site, and online attendance/usage
- Continue to analyze demographic data for on-site, off-site, and online attendance/usage
- Use data for feedback into communications, public relations, and advertising
- Investigate benefits of enhanced use of Google Analytics and SEO optimization
- Market to attract visitors of *all* ages is critical to fulfilling the WCMFA's Mission and having long-term sustainability. Strategic attention to reaching out to the greater population and age groups will enhance WCMFA's overall success and effectiveness as a Fine Arts Museum.
- Inclusion - WCMFA has an opportunity to increase programs and partnerships with more diverse audiences.
  - Continue partnership with Girls, Inc., City Park staff
  - Investigate potential partnerships or outreach to Bester Community of Hope, YMCA, Boys and Girls Club, Johnson Center, Washington County Parks and Recreation, literacy programs, Head Start , and other organizations
- Groups/Organizations (First-time/Repeat)
  - Strengthen outreach/marketing to schools, civic organizations, tour bus organizers, etc.
  - Act on LEADS from CVB and other sources; develop marketable experiences for potential group tours
  - Working with Museum Educator, target groups for specific event participation (plein air groups)
  - Evaluate potential teen docent program in tandem with public library teen program, Hagerstown Community College, and regional public, private, and homeschooled teens)
  - Continue seeking out opportunities to present programs about the WCMFA to community groups
  - Continue to enhance opportunities for artists, exploring Artist Residency programs, “Master Teachers”, community curators, Artist Retreats, Personal Retreats with an Artist Leader, Yoga Retreats
  - Continue to partner to reach diverse audiences through programmatic partnerships with organizations such as Hospice, regional art galleries, the hospitality sector, and children’s regional groups and travel audiences
  - Strengthen efforts to coordinate planning and events with regional assets
    - Downtown Hagerstown Arts and Entertainment organizations and businesses
    - Washington County Free Library
    - C and O Trail NP
    - Washington County Agricultural Center
    - Regional K-12 audiences
    - Regional College and University Arts and Humanities Departments
    - Regional Realtor groups
  - Support the City of Hagerstown’s incentive project, the Cultural Trail
  - Continue efforts to be included in event planning by the
    - Arts and Entertainment District
    - Downtown Movement
    - Main Street Project

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- City of Hagerstown-Parks and Recreation
- Investigate outpost opportunities in the identified five target market areas

### Support Volunteer, Membership and Donor Development

- Members – Work with Membership Task Force to grow, engage, and retain members
- Volunteers—Work with Singer Volunteers to re-brand, recruit and engage new volunteers
- Support WCMFA development efforts to attain donations, sponsorships, grants, etc.
- Investigate Facebook Apps for mobile use to contribute
- Expand ways and means for donors’ ease of giving
- Fundraising Events – galas, possible “Diana-related” activities/sales items, Wash Co Gives Day 2014/15/16
- Support marketing for art classes, concerts, lectures, workshops, and other fee-based programs (see above)
- In conjunction with Museum Shop volunteers
  - Provide more strategic marketing support to boost sales and visibility of the Shop.
  - Give the Shop a name, post a sign at its entry, and develop a marketing plan.
  - Evaluate success of outreach downtown Pop ups in 2014-15
  - Investigate hosting Pop ups in the Atrium
  - Investigate hosting “trunk shows” of popular vendors to boost awareness and increase sales
- Atrium/Museum Rental Space
  - Actively seek community use of the Atrium, individuals and organizational
  - Actively seek opportunities for a café presence in the Atrium
  - Rental Use policy was crafted in 2014-15, begin annual evaluation of rental data and pricing
  - Investigate daily use furniture, including comfortable seating, concessions, and activities in the Atrium; promote Free WiFi
- Explore events that are “HIP”, social, attractive, fun with signature elements such as a museum-brand beer
- Explore events that are family friendly such as sleep-overs, family art activities with food and social elements

### Strengthen knowledge of the WCMFA and its identity in the region (no longer “best kept secret”)

- After September 2016 launch, aggressively utilize new brand in marketing
- Continue to develop mid-Atlantic media lists and personal contact development
- Continue paid advertising placements in the five target markets, especially metropolitan Baltimore and D. C. markets
  - DC, Montgomery Co., Silver Spring, Gaithersburg, Rockville
  - Baltimore Area
    - Initiate meetings with key art reporters at the Sun and the Post
  - PA- Carlisle, Cumberland, Shippensburg, Harrisburg + Penn National, Menno Haven, Waynesboro

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- WV- Jefferson County, Shepherdstown, Martinsburg, Charles Town, The Woods, Cress Creek
- VA- Lovettsville, Lucketts, Leesburg, Loudoun Co., Reston
- Strengthen awareness of WCMFA in Frederick
  - through advertising, for example, in Frederick Magazine
  - through private and public school tour invitations
  - through civic and artistic group presentations and invitations to tour the WCMFA
- Continue cooperative ads with CVB to reach beyond the immediate 50-mile radius of the WCMFA
- Improve signage leading to the museum, in City Park, and inside the museum itself
- Engage in “out of the building” visits to develop new audiences and engage media organizations and contacts

### Strengthen State/Regional/Community-Wide Partnerships and Connections

- Continue to seek endorsement and support of important leaders
  - Continue seeking assistance from Congress members to keep and enhance WCMFA’s signage on I-70 and I-81
  - Continue hosting “Invite Congress to Your Museum” day lunch and tour
  - Continue efforts to stabilize public support from Washington County, City of Hagerstown, and Maryland State Arts Council
  - Continue hosting State Comptroller’s Regional Arts Awards Ceremony
- Continue providing opportunities for dignitaries to see and participate in the life of the museum.
  - Maryland’s First Lady Yumi Hogan will serve as Honorary Co-Chair of the WCMFA’s 85<sup>th</sup> Anniversary Gala
  - Continue Cultural Trail work with the City
  - Continue annual City-County luncheon presentation and behind-the-scenes tours for new City Council and Washington County Commission members, as well as Senior Staff
  - Seek opportunities to present at Washington County township Council meetings
  - Explore potential for WCMFA presence in plans for capital improvements at the Maryland Theatre
- Continue the effort to establish a multi-state consortium of I-81 museums who will share marketing efforts and will offer lobby space for brochures and flyers for participating museums

### Enhance Overall Museum Experience

- Seek ways to add value to the visitor’s experience
  - Daily café feature
  - In-gallery activities to enhance and engage visitors’ connection to the works of art using video, YouTube, “Ask Me” volunteers, costumed docents re-enacting the people in the museum’s portraits
  - Train greeters to invite visitors to enter their responses in the museum’s comment books

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- Train greeters to invite visitors to become members
- Adjust museum hours to maximize visitor experience and access, especially
  - Identify an evening for open hours and begin programming that evening to develop the audience
    - Pilot museum hours 10 a.m. to 5 p.m. and develop programs and educational classes/stay open for the general public on Wednesdays until 8:00 p.m.
  - Adjust weekday and Saturday hours to align for simplicity, access, and easy communications
- Seek continual feedback from visitors for ways to improve the experience
- Partner with City Park to offer travelers a “cultural pit stop” with a provided picnic boxed lunch, WCMFA scavenger hunt activity, Play in City Park activities, and a “take away” on-the-road game for families that will imprint the WCMFA and City Park in the minds of the participants

### Staff, Consultants, Volunteers

- Develop plan and timetable to employ support for Marketing/Events staff in coordination with transitions in the education department. Marketing staff will be charged with development and implementation of a comprehensive marketing and events program.
- Continue to strengthen expertise and diversity of the Marketing Committee
- Continue to utilize professional marketing advice for specialized research and project development
- Provide professional development and training opportunities for Marketing staff
- Continue to seek qualified interns and volunteers to assist with marketing and develop appropriate projects for them
- Create a procedural manual for volunteers and interns working in marketing

### **6. DEVELOPMENT AND FINANCE**

**Responsibility: Director, Development Director, Business Manager, Development Committee, and Finance Committee**

### Background

Development and Finance share the goal to strengthen financial planning and fund development for long-range sustainability of the WCMFA through operational, capital, and legacy giving. All areas of WCMFA will exercise good stewardship in the management of resources held in the public trust.

Over the past five years, the WCMFA annual operating budget has stabilized between \$1,000,000 and \$1,200,000.



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Between FY 2012 and FY 2016, categories of annual operating support have changed as follows:

	2012	2013	2014	2015	2016 <sup>2</sup>	% incr.
Benefactors	90,415	95,387	102,568	93,468	94,602	5%
Grants	160,073	160,543	184,540	104,605	126,811	(21)%
Sponsorships	43,732	42,546	28,811	61,682	63,017	44%
Events	80,161	66,081	74,187	69,606	76,333	(5)%
Membership	31,877	33,486	33,066	35,021	31,663	(1)%
Annual Fund	17,634	25,772	18,459	17,881	26,477	50%

As of June 30, 2016, the Legacy Endowment Campaign had realized \$601,338.67 contributed and \$466,000 pledged (Total \$1,067,338.60). Endowment funding was received to name the positions of Curator and Educator:

- A Nora Roberts Foundation pledge of \$500,000 over five years to support the Museum Educator position (\$100,000 received as of June 30, 2016).
- An Agnita M. Stine- Schreiber Foundation contribution of \$100,000 as of June 30, 2016 to jump-start the Curator position and pledge of \$1.4 million to endow the position.
- A Hamilton Foundation pledge of \$100,000 over five years; \$40,000 received

Total assets have grown 9% over the past five years (FY 2012-FY 2016), from \$ 14,534,835 to \$15,806,668<sup>3</sup>. In FY 2016, 43% of the WCMFA operating funds were raised through development efforts.

Annual giving, membership programs, fundraising events, grant writing and all aspects of securing sponsorships are the responsibility of the Development Director, in conjunction with the Director and the board Development Committee. The Development Committee reviews progress toward goals each month and integrates task groups for fundraising events and activities, membership, benefactors, and sponsorships.

Working closely with the external accountant and annually reviewed by the external auditor, the Business Manager oversees day to day financial management, fund accounting and reporting, including grants and governmental allocations. Daily, weekly and monthly reports on expenses and revenues, cash flow projections, payroll, and other reports are reviewed by the Director. The WCMFA utilizes financial management software and employs an external accounting company to compile monthly financial statements. All checks must be signed by two authorized signors, including the Director and a member of the Executive Committee; staff, officers and trustees are bonded.

The Finance, Investments, and Audit Committee oversees WCMFA's financial management. It meets monthly to review, monitor, and approve operational, capital, investment and endowment financial statements, the annual external audit, and Federal 990 form. The WCMFA has consistently had an unqualified audit. The Director, assisted by the Business Manager and staff, develops the budget. The

<sup>2</sup> Unaudited YE totals

<sup>3</sup> Unaudited FY 2016 total

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Finance Committee reviews and recommends the budget to the full Board of Trustees; it is approved at the trustee annual meeting and monitored against financial reports on a monthly and quarterly basis; adjustments and forecasts are made during the year as-needed. The Capital Improvements Plan is updated and approved annually.

External vendors, selected through a bid process, provide IT support, insurance, mechanical maintenance and plumbing, website hosting, catering, and other services.

### Financial Planning

- In tandem with institutional planning for each year, continue developing projected budgets for the next five years
- Develop budget projections to support institutional initiatives and growth in operational, capital, and endowment funds
- Continue monthly financial reporting including operational, capital and endowment funds
- Continue annual institutional financial audits
- Regularly review Accounting, Capital Improvements, and Investment Policies

### Development Planning

- Focus on new donor development and retention
  - Develop a constantly updated prospect list
  - Make phone calls and visits
  - Enlist help from staff and volunteers and board members to assist with making calls on prospective donors.
- Focus on systems to improve retention of members and donors
  - Develop more frequent and creative ways of getting renewals
  - Research and try new rewards and messages to retain and engage donors
- Create talking points and scripts to support member and donor acquisition and retention
- Continue advocacy efforts through Maryland Arts Day, Invite Congress to your Museum
- Continue donor engagement and cultivation through lunches and tours, public speaking to groups, hosting dignitaries
- Continue and expand upon donor appreciation through public recognition and thank you events

### Development Giving

- Trustee giving
  - Set/strive for 100% giving goal
  - Evaluate Trustee giving opportunities
- Continue working to stabilize County and City support for WCMFA's operation and capital needs
- Endowment Management and Giving
  - Delineate menu of giving options (i.e. unrestricted/operating funds, endowed positions, artistic, educational, long-term capital needs) consistent with WCMFA goals and priorities
  - Review and update Investment Management Policy
    - Address process and timetable for use of new restricted fund earnings

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- Address system for accessing funds for operations; simplify system of approved transfers from Endowment to Operational funds
- Track endowment performance monthly and annually, compare to comparable non-profit endowment funds
- Make corrections to investments as needed
- Capital Improvements Plan, Revenue Identification
  - Closely monitor the development of the capital projects budget
  - Conduct research and cultivation efforts to help put support in place for
    - Replacement of the HVAC system (estimated \$500,000 +)
    - Refurbishment of the Smith Gallery (estimated \$85,000)
    - Repair and stabilization of 1930 skylights (estimated \$75,000-\$125,000)
- Operational Support
  - Stabilize and expand benefactor giving
  - Stabilize and expand corporate underwriting through sponsorships
  - Stabilize and expand membership
  - Clarify differences between museum membership and annual giving
  - Focus on new donor development: develop a constantly updated prospect list and make phone calls and visits and enlist help from staff and volunteers and board members to all assist with making calls on prospective donors.
  - Focus on systems to improve retention of members and donors (more frequent and creative ways of getting renewals)...research and try new ways to retain and engage donors.
- Grants
  - Research grant sources, especially private foundations; focus on artistic, educational and capital funding sources
  - Increase grant funding significantly in the next four years, especially for artistic and educational support<sup>4</sup>
  - Seek grants that will help support the costs of increased staffing
- Fundraising Events
  - Assess and evaluate current cost-benefit ratio of fundraising events (e.g. Treasure Sale, Raffle, Art in Bloom)
  - Develop angles to give events “value added” features, expanding the experience for the participant while containing costs
  - Research and develop signature fundraising events with high impact media coverage
- Earned Income
  - Review Atrium Rental Policy and pricing to maximize use and cost benefit of the space.
  - Develop pro forma budget for atrium rentals to assess income potential as well as costs that affect profitability
  - Explore cafe/lunch service in Atrium, highlighting visiting caterer of the month as potential revenue raiser

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<sup>4</sup> With hiring of a full-time curator and educator, it is expected that grants in these two areas will increase significantly

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- Data and Tracking
  - Expand the existing development matrix to include a column for the number of gifts at what numerical amount needed to reach every goal. This should include
    - a list of prospects
    - an action plan for each prospect including the method
    - the person to make the contact
    - an outline of the points to be made in the case for support

### Staff, Consultants, Volunteers

- Research and develop plan for future management of development and finance to keep in stride with institutional growth
- Continue to utilize specialists for finance and development projects
- Investigate systems of reward relative to performance
- Continue to strengthen expertise and diversity of the Development Committee
- Provide professional development and training opportunities for finance and development staff
- Deploy resources available through the Association of Fundraising Professionals
- Seek qualified interns and volunteers to assist with development and create appropriate projects for them
- Create a procedural manual for volunteers and interns working in development

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**APPENDIX I, TIMELINE**

**1. INSTITUTION-WIDE GOALS**

**Responsibility: Director, President, Board of Trustees, Executive Committee**

<b>ACTIONS</b>	<b>TIMETABLE: I=Immediate Yr.1; M=Midterm-Yr.2; LR=Long Range-Yr 3+</b>	<b>EVALUATION/SUCCESS CRITERIA</b>
Destination Museum	I; M; LR	Attendance, especially groups, beyond 50 mile radius; increase in out of area social media and press
Fully Deploy Atrium	I; M; LR	Increase in use of Atrium, number of events and daily use, vs. benchmarks
Impactful Public Events	I; M; LR	Increase in attendance, income, participant comments, event goals
Partnerships	I; M; LR	Response of targeted partners and development of signature activities
Access for Diverse Audiences	I; M; LR	Development of measurable visitor tracking; diversification of leadership and volunteers
Use of Technology	I; M; LR	Expanded use of technology by curatorial, educational, facilities/security, development, financial, marketing
Far-Reaching Ideas	M; LR	Establishment of task groups and specific research goals for each idea; recommendations for each idea

**2. COLLECTIONS AND EXHIBITIONS**

**Responsibility: Director, Curator, Collections and Exhibitions Manager, Collections and Exhibitions Committee**

<b>ACTIONS</b>	<b>TIMETABLE: I=Immediate-Yr.1; M=Midterm-Yr.2; LR=Long Range-Yr 3+</b>	<b>EVALUATION/SUCCESS CRITERIA</b>
Accessions	I; M; LR	Identified actions accomplished
Deaccessions	I; M	Identified actions accomplished
Collections Care, Management	I; M	Identified actions accomplished

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Exhibitions Development	I; M; LR	Identified actions accomplished
Research, Interpretation, Resources	I; M; LR	Identified actions accomplished
Public Access	I; M; LR	Identified actions incorporated into routine processes
Staff, Consultants, Volunteers	I; M; LR	Curator on staff; training identified and incorporated; manual completed; committee enhanced; guest curators identified and engaged; volunteer/intern process normalized

**3. PROGRAMS AND EDUCATION**

**Responsibility: Director, Museum Educator, Education/Marketing Associate, Programs and Education Committee**

<b>ACTIONS</b>	<b>TIMETABLE: I=Immediate Yr.1; M=Midterm-Yr.2; LR=Long Range-Yr 3+</b>	<b>EVALUATION/SUCCESS CRITERIA</b>
Educational Philosophy, Interpretive Plan	I; M	Philosophy and Plan completed and adopted
In-Gallery Educational Opportunities	I; M	Assessments completed; Recommendations made for next steps
Museum Art School	I; M	Improvements implemented and measured; plan developed and adopted; art school accreditation research completed
Tours and Docent Training	I; M; LR	Identified actions accomplished; methodical explorations completed and reports made; action plans developed
Educational, Enrichment Events	I; M; LR	Identified actions accomplished, audience feedback, surveys, participation vs. benchmarks; methodical explorations completed and reports made; action plans developed
Special Audiences	I; M; LR	Special Audience groups contacts made; programs explored; methodical explorations completed and reports made; action plans developed
Staff, Consultants, Volunteers	I; M; LR	Full time Educator on staff; training identified and incorporated; manual completed; committee enhanced; volunteer/intern process normalized

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**4. FACILITY**

**Responsibility: Director, Facilities Manager, Head Museum Guard, Business Manager, Facilities Committee**

<b>ACTIONS</b>	<b>TIMETABLE: I=Immediate Yr.1; M=Midterm-Yr.2; LR=Long Range-Yr 3+</b>	<b>EVALUATION/SUCCESS CRITERIA</b>
Facilities	I; M; LR	Capital projects funded, planned, implemented; future planning efforts completed and actionable goals defined; record-keeping normalized and incorporated into routine; energy monitoring with feedback loop for needed adjustments
Security	I; M; LR	Needed security technology realized; planning efforts completed and actionable goals defined; emergency response training normalized and incorporated into routine
Staff, Consultants, Volunteers	I; M; LR	Training identified and incorporated; manual completed; committee enhanced; facilities experts identified and engaged; volunteer/intern process normalized

**5. MARKETING**

**Responsibility: Director, Education and Marketing Associate, Marketing Committee**

<b>ACTIONS</b>	<b>TIMETABLE: I=Immediate Yr.1; M=Midterm-Yr.2; LR=Long Range-Yr 3+</b>	<b>EVALUATION/SUCCESS CRITERIA</b>
Raise Awareness of WCMFA's Fine Art, Educational and Artistic/Cultural Offerings	I; M; LR	Identified actions accomplished; marketing explorations completed and reports made; action plans developed
Increase On-site and Off-site/online Visitor Attendance and Repeat Visits	I; M; LR	Identified actions accomplished and evaluated vs goals and past participation; specific explorations completed and reports made; action plans developed; partnerships explored and developed

**WASHINGTON COUNTY MUSEUM OF FINE ARTS INSTITUTIONAL PLAN  
2016-2020**

Support Volunteer, Membership and Donor Development	I; M; LR	Identified actions accomplished; explorations completed and reports made; action plans developed
Strengthen knowledge of WCMFA and its identity in the region	I; M	Identified actions accomplished; Document visitor and online demographics to measure impact of advertising and social media efforts in targeted markets
Strengthen State/Regional/Community-wide Partnerships and Connections	I; M; LR	Partners continue to engage with the museum; I-81 museums collaborative marketing efforts continue
Enhance Overall Museum Experience	I; M; LR	Identified actions accomplished; explorations completed and reports made; action plans developed
Staff, Consultants, Volunteers	I; M; LR	Staffing confirmed; training identified and incorporated; manual completed; committee enhanced; experts engaged; volunteer/intern process normalized

**6. DEVELOPMENT AND FINANCE**

**Responsibility: Director, Development Director, Business Manager, Development Committee, and Finance Committee**

<b>ACTIONS</b>	<b>TIMETABLE: I=Immediate Yr.1; M=Midterm-Yr.2; LR=Long Range-Yr 3+</b>	<b>EVALUATION/SUCCESS CRITERIA</b>
Financial Planning	I; M; LR	Identified actions accomplished and measured v. goals; adjustments made
Development Planning	I; M; LR	Identified actions accomplished and measured v. goals; explorations completed and reports made; action plans developed
Development Giving	I; M; LR	Development goals meet budget goals; end-of-year assessments and adjustments
Staff, Consultants, Volunteers	I; M; LR	Staffing confirmed; training identified and incorporated; manual completed; committee enhanced; specialists engaged; volunteer/intern process normalized



# WASHINGTON COUNTY MUSEUM OF FINE ARTS INSTITUTIONAL PLAN 2016-2020

## APPENDIX II, BUDGET

### WASHINGTON COUNTY MUSEUM OF FINE ARTS INSTITUTIONAL PLAN 2016-2020

#### APPENDIX II: BUDGET

	Approved FY'16 Budget	Approved FY'17 Budget	Projected FY'18 Budget	Projected FY'19 Budget	Projected FY'20 Budget
Revenue					
Operating	\$ 382,500.00	\$ 374,300.00	\$ 389,189.95	\$ 400,865.65	\$ 412,891.62
Development	\$ 477,802.00	\$ 428,950.00	\$ 452,799.50	\$ 470,911.48	\$ 489,747.94
Total Revenue from Operations	<u>\$ 860,302.00</u>	<u>\$ 803,250.00</u>	<u>\$ 841,989.45</u>	<u>\$ 871,777.13</u>	<u>\$ 902,639.56</u>
Expenses					
Programs	\$ 108,937.00	\$ 99,650.00	\$ 102,639.50	\$ 118,637.22	\$ 132,065.45
Salaries and Payroll	\$ 661,459.00	\$ 709,019.00	\$ 831,931.00	\$ 856,888.93	\$ 882,595.60
Occupancy	\$ 194,500.00	\$ 196,700.00	\$ 202,601.00	\$ 208,679.03	\$ 214,939.40
Marketing/Development	\$ 35,000.00	\$ 31,500.00	\$ 32,445.00	\$ 33,418.35	\$ 34,420.90
General and Administrative	\$ 108,765.00	\$ 109,715.00	\$ 113,006.45	\$ 116,396.64	\$ 119,888.54
Fundraising	\$ 45,500.00	\$ 45,550.00	\$ 46,916.50	\$ 48,324.00	\$ 49,773.71
Total Operating Expenses	<u>\$ 1,154,161.00</u>	<u>\$ 1,192,134.00</u>	<u>\$ 1,329,539.45</u>	<u>\$ 1,382,344.17</u>	<u>\$ 1,433,683.61</u>
Net Operating Income/Loss	\$ (293,859.00)	\$ (388,884.00)	\$ (487,550.00)	\$ (510,567.04)	\$ (531,044.05)
Draw from Endowment	\$ 293,859.00	\$ 388,884.00	\$ 487,550.00	\$ 510,567.04	\$ 531,044.05
Net Income/Loss	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



Agenda Report Form

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Open Session Item

**SUBJECT:** Washington County Commission on Aging, Inc./Area Agency on Aging

**PRESENTATION DATE:** April 16, 2019

**PRESENTATION BY:** Washington County Commission on Aging, Inc./Area Agency on Aging

Amy Olack, CEO; Bill Beard, President; Tim Delbrugge, Treasurer/Secretary

**RECOMMENDED MOTION:** None.

**REPORT-IN-BRIEF:** Washington County's Area Agency on Aging Report

**DISCUSSION:** Brief overview of organization, history, 2018 performance and organizational impact.

**FISCAL IMPACT:** To Be Determined.

**CONCURRENCES:** Washington County Commission on Aging, Inc./Area Agency on Aging Board of Directors

**ALTERNATIVES:** N/A

**ATTACHMENTS:** To be provided

**AUDIO/VISUAL NEEDS:** PowerPoint



Agenda Report Form

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Open Session Item

**SUBJECT:** Policy PR-22 – Boards and Commissions

**PRESENTATION DATE:** April 16, 2019

**PRESENTATION BY:** Deb Peyton, Director, Division of Health & Human Services, and Krista Hart, County Clerk

**RECOMMENDED MOTION:** A motion to approve PR-22 Boards and Commissions revisions

**REPORT-IN-BRIEF:** The Health & Human Services Division and the County Clerk have reviewed and revised Policy PR-22 Boards and Commissions to remove the language regarding the Economic Development Commission, which is no longer active.

**DISCUSSION:** Under Section III RESIDENCY REQUIREMENT, the heading has been renamed to “RESIDENCY AND ATTENDANCE REQUIREMENTS.” The section now states, “Applicants must be County residents to be considered for appointment.” The previous language regarding the exclusion as it applied to the Economic Development Commission has been removed.

Section IV TERM LIMITS has been revised to state, “APPOINTMENTS AND TERM LIMITS.” The contents of item four (4) now states, “Membership on a board or commission may be terminated by voluntary withdrawal or removal by the Board at the Board’s sole discretion.” The previous language read, “A member of a board or commission may be removed by the Board in the best interest of the community.” In addition, a fifth element was added that states, “All board and commission members shall be administered the oath of office within thirty (30) days from appointment date.”

**FISCAL IMPACT:** None

**CONCURRENCES:** Deputy County Attorney

**ALTERNATIVES:** None

**ATTACHMENTS:** Current PR-22 Boards and Commissions; Revised PR-22 Boards and Commissions

**AUDIO/VISUAL NEEDS:** None



**POLICY TITLE:**                    **Boards and Commissions**

**POLICY NO.:**                    **PR-22**

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**I.     PURPOSE**

The purpose of this Policy is to establish guidelines for the appointment and compensation, if applicable, of various boards, commissions, committees, authorities, and other bodies reporting to the Board of County Commissioners (“Board”).

**II.    GENERAL POLICY**

The Board recognizes the importance of and encourages citizen participation in local government boards and commissions. The Board maintains a file of County residents who are interested in appointment to one of many such bodies. Interested individuals should submit a completed application form which may be obtained online at [www.washco-md.net](http://www.washco-md.net) or upon request from the County Clerk. All applications will be kept on file for two (2) years.

**III.   RESIDENCY REQUIREMENT**

Applicants must be County residents to be considered for appointment, except for the Economic Development Commission (EDC). Applicants for the EDC will be considered who are employed by or affiliated with business entities that have a substantial presence in Washington County. The extent of the affiliation of the applicant and the presence of the entity in Washington County will be factors in the deliberations of the Board on the application for appointment to the EDC.

**IV.   TERM LIMITS**

The provisions of this Policy will govern term limits unless otherwise provided by statute, regulation, by-laws of the board or commission, or action of the Board. Board and commission by-laws will be approved by the Board. The term limit for all board and commission members is two (2) consecutive terms. Terms will be three (3) years. An appointment to fill an unexpired term will not be considered a full term. A member may serve until a successor is appointed. Terms will be staggered wherever possible to assure continuity. A member of a board or commission may be removed by the Board in the best interest of the community.

**V. COMPENSATION**

The Board has the final authority in all compensation decisions pertaining to board and commission members. The Board recognizes that, because of the varied nature of responsibilities, compensation will vary. Most boards and commissions have historically not been paid appointments. A list of current County boards and commissions is maintained by the County Clerk.

**VI. FISCAL YEAR REVIEW**

As part of the budget preparation process, the Board will review the status of all boards and commissions. At that time, the Board may decide to create or abolish boards and commissions, change the paid or unpaid status, or increase or decrease member compensation.

**VII. EXCEPTIONS**

The Board may waive the two (2) year consecutive term limit.





**POLICY TITLE:** Boards and Commissions

**POLICY NO.:** PR-22

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**III. RESIDENCY AND ATTENDANCE REQUIREMENTS**

Applicants must be County residents to be considered for appointment. ~~Applicants must be willing and able to attend meetings as scheduled, day or evening. Most County boards and commissions are subject to the Maryland Public Ethics Law.~~

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Deleted: , except for the Economic Development Commission (EDC). Applicants for the EDC will be considered who are employed by or affiliated with business entities that have a substantial presence in Washington County. The extent of the affiliation of the applicant and the presence of the entity in Washington County will be factors in the deliberations of the Board on the application for appointment to the EDC.

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2. ~~An appointment to fill an unexpired term will not be considered a full term. A member may serve until a successor is appointed.~~
3. ~~Terms will be staggered wherever possible to assure continuity.~~
4. ~~Membership on a board or commission may be terminated by voluntary withdrawal or removal by the Board at the Board’s sole discretion.~~
5. ~~All board and commission members shall be administered the oath of office within thirty (30) days from appointment date.~~

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**VII. EXCEPTIONS**

The Board may waive the two (2) year consecutive term limit.







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Open Session Item

**SUBJECT:** Retirement Policy Changes

**PRESENTATION DATE:** April 16, 2019

**PRESENTATION BY:** Deb Peyton, Director, Division of Health & Human Services and Sara Greaves, Chief Financial Officer

**RECOMMENDED MOTION:** For Discussion Purposes

**REPORT-IN-BRIEF:** The Retirement Committee is requesting several changes to the Retirement Plan. The proposed changes are recommended by BoltonUSA to improve the overall sustainability of the plan and future growth of assets.

**DISCUSSION:** In accordance with the Washington County Government Retirement Plan the Retirement Committee held the required quarterly meeting on March 4, 2019. Mr. Colin England, Senior Consultant Actuary and Erika Bode, Senior Consultant from BoltonUSA, the County's actuary broker, outlined the current status of the plan and made recommendations for improvement.

The OPEB and LOSAP plans are well funded. The County's Retirement plan is currently funded at 58%. The following benefit changes have been recommended by BoltonUSA to better align the County's plan with current market conditions and expectations for future years.

These recommendations were reviewed and have been approved by the Washington County Retirement Committee:

1. Effective July 1, 2019, the plan will no longer offer the In-Service Retirement Plan (ISRP).
2. Effective January 1, 2020, the 6% earned interest rate on employee funds that accumulate in the DROP program will decrease to 4% for all future DROP participants. Current DROP participants, or those entering before January 1, 2020, will remain at 6%.
3. Effective January 1, 2020, the interest rate earned by vested employees leaving their monies in the County plan will decrease from 6% to 4% annual multiplier when they become retirement eligible. This applies to all employees who leave County employment on or after January 1, 2020.
4. Effective July 1, 2019, all new employees will be required to work ten (10) years to become vested. Existing employees will remain at the 5-year vested period.
5. For fiscal year 2020, the County will change the plan funding for the current unfunded accrued liability from the current 15-year level percent of pay amortization to a 20-year level

dollar amortization. Any future increases or decreases in the UAL from gains or losses would be amortized over 15 years. Shorter periods would apply to benefit improvements such as retiree COLA's. The investment return will be reduced from 7.5% to 7.25%.

6. The Retirement Committee considered a standard methodology for future retiree cost of living increases (COLAs). The Committee concluded to defer any standard methodology until the plan reaches an 80% funding level.
7. Effective July 1, 2019, for new employees only, the normal retirement age will be 62 years of age and 30 years of service. This represents a change from the current plan which has benefit made payable at age 60 with 25 years of service. This was a recommendation from the actuary due to changes in workforce demographics. There will be no changes to the uniformed law enforcement normal retirement age or years of service.

**FISCAL IMPACT:** Changes related to “new” employees will not impact the County in the short term but represent improvements to the plan cost for the long term. Changes in the amortization period and method will reduce the anticipated annual contribution to the pension plan for FY2020.

**CONCURRENCES:** The Retirement Committee

**ALTERNATIVES:** Do not change the retirement plan.

**ATTACHMENTS:** Updated Pension Plan Funding Policy

**AUDIO/VISUAL NEEDS:** None



**Section:** Pension Funding Policy

**Purpose:** The purpose of this policy is to outline the principles that will guide the County Commissioners of Washington County (the County) who sponsors the County Commissioners of Washington County, Maryland Employees Retirement Plan (the Plan), Volunteer Length of Service Award Program, and Other Post-Employment Benefits in making funding decisions about the Plan in order to accumulate the funds needed to fulfill the Plan's obligations to the participants and beneficiaries.

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**Background**

The Plan is a single employer defined benefit plan. It is funded by the County as well as plan participants and the County's contribution rate can fluctuate with the financial position of the Plan.

The plan features are as follows:

- Benefits from the Plan are generally payable at age 62 with 30 years of service for employees hired after July 1, 2019. For employees hired prior to that date, benefits from the plan are generally payable at age 60 with 30 years of service for an employee contribution of 5.5% of pay or 25 years of service for those contributing 6.0% of pay. The full retirement date for uniformed law enforcement participants is age 50 with 25 years of service.
- Plan benefits are calculated as 2.00% of a participant's average annual compensation multiplied by the participant's years of service.
- A participant's average annual compensation is the highest average of the participant's compensation over three consecutive plan years.
- Reduced benefits are payable at 20 years of service for a uniformed law enforcement employee.

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The Plan's investment policy is documented and part of the overall governance of the Plan.

**Principles Underlying Funding Policy**

Given the features of the Plan described in the above Background, the County has developed this policy, building on the following principles:

1. Funding decisions are made in the interest of securing the accrued and projected benefits of plan participants;
2. The contribution pattern should be rational, predictable and protective of the County tax payers;
3. Funding should aim at building and maintaining a reasonable cushion against future adverse deviations;
4. All Plan funding decisions should be made bearing these principles in mind.

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**Objectives**

1. To fund the current Unfunded Accrued Liability by 2038 using a 20-year amortization period.
2. Establish a contribution pattern that is consistent with sound actuarial principles and is consistent with the County’s overall budgetary needs.
3. Bases will be established for annual gains and losses and amortized over 15 years, as a level amount, while benefit changes are amortized over the future working lifetime (if applied to employees) or 3 years if applied to retirees, also as a level amount.

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**Actuarial Cost Method**

The Projected Unit Credit actuarial cost method will be utilized. Underlying assumptions will be set by the County based on consultation with the designated Actuary for the plan.

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**Annual Contribution Determination**

The annual contribution will be the sum of (a) and (b):

- a. The annual normal cost of the plan determined under the Projected Unit Credit actuarial cost method.
- b. Bases will be established for annual gains and losses and amortized over 15 years, as a level amount, while benefit changes are amortized over the future working lifetime (if applied to employees) or 3 years if applied to retirees, also as a level amount.

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The County’s annual contribution will be converted to a percent of payroll based on projected County payrolls. This serves as an appropriate approach to allocating the pension cost across all county funds and employees. The County will make the actuarially determined contribution in addition to employee contributions.

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**Guidelines in Setting Contribution Rates of the Plan**

Significant deterioration of financial position

If the financial position of the Plan has deteriorated significantly since completion of the prior actuarial valuation, the County may consider increasing the contribution amount. For this purpose, a significant deterioration of the financial position of the Plan would be characterized

by an anticipated depletion of the trust assets at the current contribution level. Plan assets will deplete if a projection of trust experience results in zero assets prior to the payment of all benefits promised to current participants.

A depletion of plan assets occurs if based on a projection of the current plan's assets, there will be no assets remaining prior to payment of all benefits promised to current participants.

#### Immaterial change of financial position

If the estimated financial position of the Plan has not changed significantly since the most recent actuarial valuation, the County may continue to make the same dollar amount or percent of pay contribution made in the prior year.

#### Significant improvement of financial position

If the financial position of the Plan has improved significantly since the completion of the prior actuarial valuation, the County may consider decreasing the contribution rate if the funding target exceeds 100% or is projected to exceed 100% by end of the fiscal year.

### **Compliance**

The County will comply with all applicable laws and regulatory requirements. An actuarial valuation for funding purposes will be prepared annually.

The contribution to the Plan will be based on the prior year's annual actuarial valuation report prepared by the Plan Actuary which is in conformance with federal, state and accounting regulatory requirements as of the start of the fiscal year. The purpose of this is to provide the contribution amount prior to the beginning of the year to simplify budgeting.

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### **Annual Review**

As indicated above, the Plan Actuary shall complete an actuarial valuation report annually for the purposes of determining suggested contribution requirements. Such valuation report shall be performed in accordance with generally accepted actuarial principles.

### **Policy Amendment**

This policy shall serve the County as a guideline only. It shall not prevent the County from making decisions that differ from this policy when the County considers this appropriate.

This policy shall be periodically reviewed by the County. It may be amended from time to time as deemed appropriate by the County.

### Revisions

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Type of Revision	Extent of Revision	Approval Date
Creation of Policy	New	April 14, 2015
Updated Header	Minor	Jan 10, 2019
<a href="#">Funding Approach- level dollar</a>	<a href="#">Major</a>	<a href="#">April 16, 2019</a>



Open Session Item

**SUBJECT:** Copay Changes and Premium Discussion

**PRESENTATION DATE:** April 16, 2019

**PRESENTATION BY:** Deb Peyton, Director of Health & Human Services and Sara Greaves, Chief Financial Officer

**RECOMMENDED MOTION:** A motion to approve proposed copay changes for the health and pharmacy benefits effective July 1, 2019.

**REPORT-IN-BRIEF:** In Fiscal Year 2019, the County experienced a 15% increase in claims over the prior period. In budget year 2020, the County recommends increasing the copays for primary care, specialist, Urgent Care, and Emergency Room.

**DISCUSSION:** The County provides an excellent healthcare plan for employees, retirees and their family members. However, in the current fiscal year, medical spending has increased by 15%. This increase is primarily due to an increase in emergency room visits, hospitalizations, and key chronic conditions. Per Aetna's records, 30% of ER visits were non-urgent and could have been handled by a primary care physician, urgent care clinic, retail clinic or Teladoc. In addition, chronic conditions such as high cholesterol, gastritis, low back pain, hypertension, etc. increased over the prior period. These chronic conditions are viewed as "actionable" from Aetna, meaning that in some cases diet and exercise could impact the severity of these conditions which could impact claims.

The County looks forward to maintaining the level of benefits that have been provided in the past. In order to do so, the County must increase premiums by 7%. This increase is being proposed to only affect the employer portion of premiums paid, due to the delayed and reduced wage increase for employees. The County is however, recommending copays for services increase for fiscal year 2020. These increases would be in lieu of an increase in premium to the employee.

Effective July 1, 2019 the following copay changes are recommended:

1. The copays for the Primary Care Physician for Low Option Plan will increase to \$30; currently it is \$20 and for the High Option Plan will increase to \$35; currently it is \$25. The copays for the Specialist in the Low Option Plan will increase to \$35; from the current \$25; the High Option Plan will increase to \$40; from the current \$30. The projected cost savings for these plan changes is expected to be \$149,092.
2. The copay for Urgent Care in both plans will increase to \$50 from the current \$35. The projected cost savings for this plan change is expected to be \$10,172.
3. The copay for the Emergency Room in both plans will increase to \$200; from the current \$100. The projected savings is expected to be \$111,894.



4. We are recommending changing the copays for pharmacy to \$15 for generic; \$35 for brand name; and \$50 for non-formulary prescriptions. The current copay structure is \$10 for generic; \$20 for Brand; and \$35 for Non-Formulary. This projected savings is estimated to be \$93,800.

A summary of changes is provided below:

	Low Option Plan			High Option Plan		
	Current	Proposed	Savings	Current	Proposed	Savings
Primary Care Visit	\$20	\$30		\$25	\$35	
Specialist	\$25	\$35		\$30	\$40	
			\$100,218			\$48,874
Urgent Care	\$35	\$50	\$6,681	\$35	\$50	\$3,491
Emergency	\$100	\$200	\$73,493	\$100	\$200	\$38,401
Generic	\$10	\$15				
Brand	\$20	\$35				
Non-Formulary	\$35	\$50				
			\$93,800			
<b>SAVINGS</b>			\$274,192			\$90,766
<b>TOTAL POTENTIAL SAVINGS</b>			<b>\$364,958</b>			

**FISCAL IMPACT:** Total potential savings represents a projection and may not be fully realized.

**CONCURRENCES:** County Administrator

**ALTERNATIVES:** Do not change the copay structure.

**ATTACHMENTS:** None

**AUDIO/VISUAL NEEDS:** None



## Agenda Report Form

### Open Session Item

**SUBJECT:** Solid Waste Supervisor Consolidation Plan

**PRESENTATION DATE:** April 16, 2019

**PRESENTATION BY:** Daniel Divito, Director of Division of Environmental Management;  
David A. Mason, P.E. Deputy Director of Environmental Management

**RECOMMENDED MOTION:** Motion to approve the consolidation plan and to internally advertise the Operations Supervisor position

**REPORT-IN-BRIEF:** Due to the consolidation of the Assistant Director and the Operations Supervisor/Recycling Coordinator positions and the required additional duties we are recommending the promotion of Mr. Tony Drury to Superintendent of Landfill and Recycling Operations (Grade 15). In addition, we are requesting to internally advertise for an Operations Supervisor (Grade 11); this position will consolidate the current position of Weigh Clerk with additional supervisory responsibilities.

**DISCUSSION:** The Maryland Department of the Environment (MDE) requires a supervisor to be on site at all time during landfill operations. It is anticipated we will be able to accomplish this with current Solid Waste personnel. To satisfy this requirement we are recommending the following:

The position of Superintendent will consolidate responsibilities of both the former Assistant Director and the current Recycling Coordinator and because the additional duties are currently being performed by Tony Drury (Grade 14), Mr. Drury will be promoted to Superintendent Grade 15.

The Operation Supervisor position will combine current Weigh Clerk responsibilities with Supervisory responsibilities. The current weigh clerks will be the best qualified candidates for the position, so the position will be advertised internally. This position, when filled, will help to facilitate supervisory coverage as required by our permit. The overall Consolidation Plan as proposed will reduce the number of office staff by one full time position and produce additional savings totally approximately \$71,426 per year.

**FISCAL IMPACT:** Savings as outlined.

**CONCURRENCES:** County Administrator, CFO, HR Director

**ALTERNATIVES:** Replace the vacant Assistant Director Position

**ATTACHMENTS:** Job Descriptions

**AUDIO/VISUAL NEEDS:** N/A



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<b>JOB TITLE:</b>	<b>Operations Supervisor</b>	<b>GRADE</b>	<b>11</b>
<b>DEPARTMENT:</b>	<b>Solid Waste</b>	<b>FLSA STATUS:</b>	<b>Non-Exempt</b>
<b>REPORTS TO:</b>	<b>Deputy Director of Solid Waste</b>		

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**GENERAL DEFINITION OF WORK:**

Performs difficult technical and intermediate administrative work supervising employees at a lined municipal solid waste landfill and several transfer stations to local, state and federal regulations which include overseeing permit sales, inspecting and weighing waste and billing all accounts. Coordinates landfill activities and acts as supervisor in the absence of the Superintendent of Landfill Operations. Direction is provided by the Deputy Director. Supervision is exercised over subordinate personnel.

**ESSENTIAL FUNCTIONS/TYPICAL TASKS AS OPERATIONS SUPERVISOR:**

(These are intended only as illustrations of the various types of work performed. The omission of specific duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.)

1. Answers questions arising about business waste, scale operations concerns' and employee issues. Oversees scheduling of landfill employees. Schedules employee vacation to keep operation running smoothly.
2. Ensures accuracy of all scale house records and cash receipts accounting. Assists with scale house operations as required.
3. Oversees the disposal of municipal, commercial and industrial wastes, performing appropriate tests and working with management to resolve any potential problems.
4. Works with local business on special waste for all kinds of different material. Reviews test results before delivery. Performs free liquids test before disposal. Inspects material.
5. Completes interview for hire of new employees with the Superintendent and Deputy Director. Recommends appropriate candidate for hire. Performs employee's evaluations on subordinates. Trains new employees.
6. Performs first step grievance procedures with union employees. Works with union President on daily basis to resolve issues as arise before first step is needed.
7. Meet with Department of Environment Inspector to discuss landfill activities. Ensures operating permit is maintained and that the landfill is built as designed.
8. Answers telephone, listens to and resolves complaints. Explains landfill regulations to residents and businesses.
9. Assures all activity falls within the Maryland Department of Environment (MDE) guidelines to include contractors working outside permit hours, assuring patrons are off site at closing, conducting compliance inspections with MDE, etc.
10. Investigates accidents, incidents and completes all necessary reports for Human Resources.
11. Assists with schedules and supervises Weigh Clerks, attendants and temporary employees, at scale house locations and drop off sites; tracks and reports hours worked/leave usage and conducts performance evaluations.
12. Weighs and records solid waste. Enters data concerning vehicles entering and leaving, including account number, material code, charges, gross and tare weight, etc. Generates ticket for customers from computer print-out, or manually. Collects fees and makes change for cash customers.
13. Issues refuse permits.
14. Opens and closes scale house.
15. Runs daily accumulative reports, enters new accounts and information into the computer for records.
16. Maintains inventory of supplies for scale operation.
17. Answers questions concerning weights and tickets with the ability to deal courteously and tactfully with the public.
18. Initiates tonnage reports, records and other correspondence as directed.
19. Verifies all cash receipts and transmittals daily/weekly.

20. Directs traffic to proper unloading area. Ensures unloading areas are kept neat and orderly.
21. Visually inspects loads of waste and observes for unacceptable waste. Estimates weight of vehicles based on experience in the event the scales would be out of operation.
22. Maintains recycling drop off sites, picks up material around sites, moves material to ensure a clean and safe environment.
23. Performs related work as required.

**KNOWLEDGE, SKILLS AND ABILITIES:**

General knowledge of the operation of a weigh station; general knowledge of transfer station policies; some knowledge of recycling operations; general knowledge of basic clerical and office procedures; ability to use calculator in making simple arithmetic calculations; ability to write legibly and make written reports; ability to use computer system; ability to maintain detailed records; ability to establish and maintain effective working relationships with associates and the general public.

**EDUCATION AND EXPERIENCE:**

Any combination of education and experience equivalent to graduation from high school and some general office assistance experience. Prior weighing experience desirable.

**PHYSICAL REQUIREMENTS:**

This is work requiring the exertion of 50 to 80 pounds of force occasionally, up to 10 pounds of force frequently, and a negligible amount of force constantly to move objects; work requires stooping, kneeling, reaching, standing, walking, pulling, lifting, fingering, and repetitive motions; vocal communication is required for expressing or exchanging ideas by means of the spoken word; hearing is required to perceive information at normal spoken word levels; visual acuity is required for depth perception, color perception, peripheral vision, preparing and analyzing written or computer data, use of measuring devices, operation of machines, operation of motor vehicles or equipment, determining the accuracy and thoroughness of work, and observing general surroundings and activities; the worker is subject to inside and outside environmental conditions, extreme cold, noise, atmospheric conditions, and oils. The worker may be exposed to blood borne pathogens and may be required to wear specialized personal protective equipment.

**SPECIAL REQUIREMENTS:**

Possession of an appropriate valid driver's license, CDL License preferred. Ability to work six (6) days a week (minimum 48 hour/week operation).

3/2019

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential tasks.



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<b>JOB TITLE:</b>	<b>Superintendent of Landfill and Recycling Operations</b>	<b>GRADE</b>	<b>15</b>
<b>DEPARTMENT:</b>	<b>Solid Waste</b>	<b>FLSA STATUS:</b>	<b>Non-Exempt</b>
<b>REPORTS TO:</b>	<b>Deputy Director of Solid Waste</b>		

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**GENERAL DEFINITION OF WORK:**

Performs responsible professional and administrative functions developing, implementing and coordinating a County wide recycling program; managing the County sponsored recycling programs related to compliance with numerous environmental codes; and meeting the recycling goals as defined by the Maryland Recycling Act. Coordinates landfill activities with Operation Supervisor. Direction is provided by the Deputy Director. Supervision is exercised over subordinate personnel.

**ESSENTIAL FUNCTIONS/TYPICAL TASKS:**

(These are intended only as illustrations of the various types of work performed. The omission of specific duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.)

1. Design, implement and manage a variety of County-wide recycling and waste reuse/reduction programs for residential and business customers.
2. Develop and administer a County-wide public education programs on recycling and related solid waste and environmental programs, including educational materials that match curriculum guidelines for teachers,
3. Advises residents/businesses/industries on waste reduction, recycling and solid waste disposal options.
4. Analyzes solid waste and recycling data from business, industry, and government.
5. Supervises monitoring/care of remote and on-site recycling drop off sites, including areas for used motor oil/antifreeze, auto batteries, tires, metals, and cardboard, and composting and mulching operations.
6. Prepares reports required by the Maryland Department of the Environment and for departmental purposes.
7. Provides input and direction in the preparation of the County's Solid Waste and Recycling Plan.
8. Monitors County recycling services contracts. Participates in drafting/reviewing policy for the County's Solid Waste Department.
9. Organizes and manages special recycling and solid waste events. Leads tours of solid waste and recycling facilities. Represents the County as a guest speaker on solid waste/recycling issues.
10. Serves as a liaison for County as directed on related committees.
11. Develops and purchases advertisements and prepares news releases for media. Markets products from composting/mulching operation.
12. Prepares and maintains database of disposal/recycling/waste reduction options for staff and community use.
13. Prepares budgets and requests for proposals.
14. Collaborates with regional Maryland Department of the Environment staff concerning regulatory compliance.
15. Compiles annual reports and submit to State Department of the Environment.
16. Ability to work evenings and weekends as required to perform outreach to the recycling community.
17. Search, apply and institute grants for various Solid Waste and Recycling programs. Prepares reports for Grant Agencies per grant requirements.
18. Interacts with the local business community and residential customers regarding landfill regulations and policies; enforces these regulations and attempts to resolve any complaints/problems.
19. Assures all activity falls within the Maryland Department of Environment (MDE) guidelines to include contractors working outside permit hours, assuring patrons are off site at closing, conducting compliance

- inspections with MDE, etc.
20. Responsible for keeping MSDS book on site up to date and check equipment and facilities for safety.
  21. Investigates accidents, incidents and completes all necessary reports for Human Resources.
  22. Answers questions arising about business waste, scale operations concerns and employee issues.
  23. Assists with interviews and recommendations for hire of new employees. Assists with training of new employees.
  24. Performs related tasks as required.

**KNOWLEDGE, SKILLS AND ABILITIES:**

Thorough knowledge of the practices and techniques of recycling and clean community programs; thorough knowledge of program objectives, procedures and organization; general knowledge of modern office practices, procedures and equipment; ability to devise detailed procedures and methodologies; ability to plan and organize the work of volunteers; ability to communicate ideas effectively, both orally and in writing; ability to prepare reports and records; ability to establish and maintain effective working relationships with associates and the general public.

**EDUCATION AND EXPERIENCE:**

Possession of an Associate's Degree in Environmental Science, Environmental Management, or a related field, bachelor's degree is preferred; considerable experience in developing and/or managing recycling or waste reduction programs in the public or private sector; experience working with community groups.

**PHYSICAL REQUIREMENTS:**

This is light work requiring the exertion of up to 20 pounds of force occasionally, up to 10 pounds of force frequently, and a negligible amount of force constantly to move objects; work requires standing, pushing, pulling, fingering, and repetitive motions; vocal communication is required for expressing or exchanging ideas by means of the spoken word; hearing is required to perceive information at normal spoken word levels; visual acuity is required for depth perception, color perception, preparing and analyzing written or computer data, use of measuring devices, operation of motor vehicles or equipment, determining the accuracy and thoroughness of work, and observing general surroundings and activities; the worker is not subject to adverse environmental conditions.

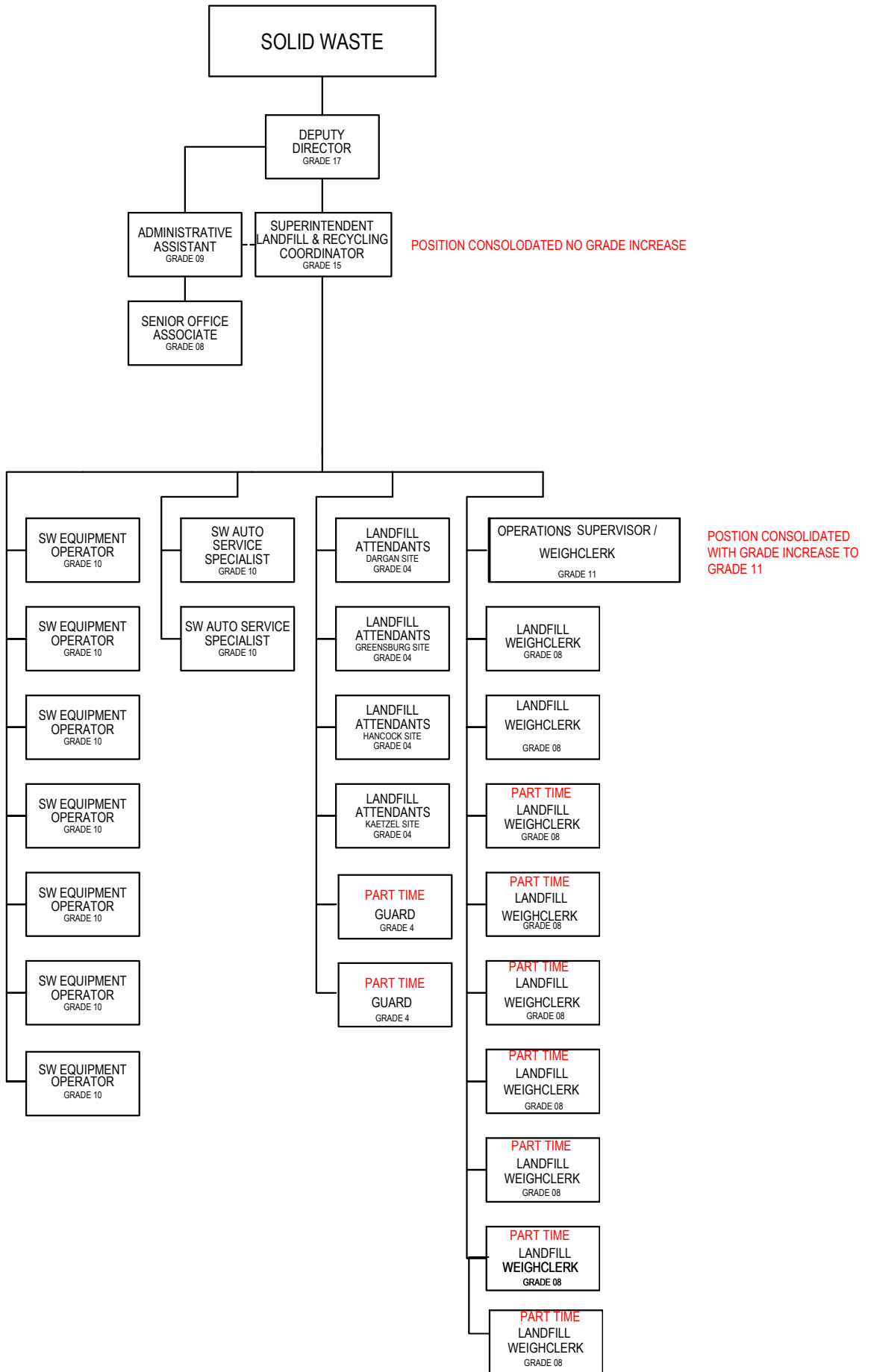
**SPECIAL REQUIREMENTS:**

Possession of an appropriate valid driver's license. Possession of a certification in Managing Municipal solid Waste Recycling Systems, Managing Composting Programs, or similar, or ability to obtain within 2 years of employment.

Revised: 9/2016, 1/2019

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential tasks.

# Proposed



**Open Session Item**

**SUBJECT:** Changes to Sewer Fund

**PRESENTATION DATE:** April 16, 2019

**PRESENTATION BY:** Dan Divito, Division Director of Environmental Management, Sara Greaves, Chief Financial Officer

**RECOMMENDATION:** Motion to approve the budget adjustment and consensus to move forward with operational changes being recommended.

**REPORT-IN-BRIEF:** The Sewer Fund has required cash reserves and rate increases for years to achieve a balanced budget. Unfortunately, cash reserves are no longer available; creating a need for a General Fund Appropriation. Cash reserves were \$197,000 in June of 2018. Cash reserves are anticipated to be negative by approximately \$2 Million in June of 2019.

**DISCUSSION:** Sewer infrastructure is an essential element of the County economy, health, and safety. Maintaining permits and infrastructure has become increasingly expensive with nutrient load reductions and plant upgrades required by law. The reliability of infrastructure and capacity is a driving force for the County's capacity to grow the tax base. The General Fund appropriations to the Sewer Fund will serve two purposes:

- Support regulatory requirements for a public sewer system
- Restore cash reserves

County leadership is changing the sewer operation to reduce public cost and improve public service. The fundamental changes include:

- Sold equipment and surplus materials no longer essential for service
- Centralized inventory control to realize substantial costs savings and efficiencies.
- Eliminate several positions through attrition over the next 18 months
- Consider reassignment of positions within County staff for best utilization
- Scale plant upgrades to provide more capacity at less cost
- Improved collection methods for outstanding accounts
- Reduce capital equipment expenditures this fiscal year by \$95,000

Savings in staff reduction will be realized over several years. Savings represent \$464,000 for FY2020, an additional \$200,000 in 2021, and an additional \$400,000 thereafter. Total staff savings is estimated at approximate \$1.1 Million.

The operational changes herein are a necessary and aggressive approach to make the Sewer Fund whole and self-sustaining.

**FISCAL IMPACT:** N/A

**CONCURRENCES:** N/A

**ALTERNATIVES:** No change will require the Sewer Fund to incur additional debt, which is not sustainable

**ATTACHMENTS:** Budget Adjustment

**AUDIO/VISUAL NEEDS:** None

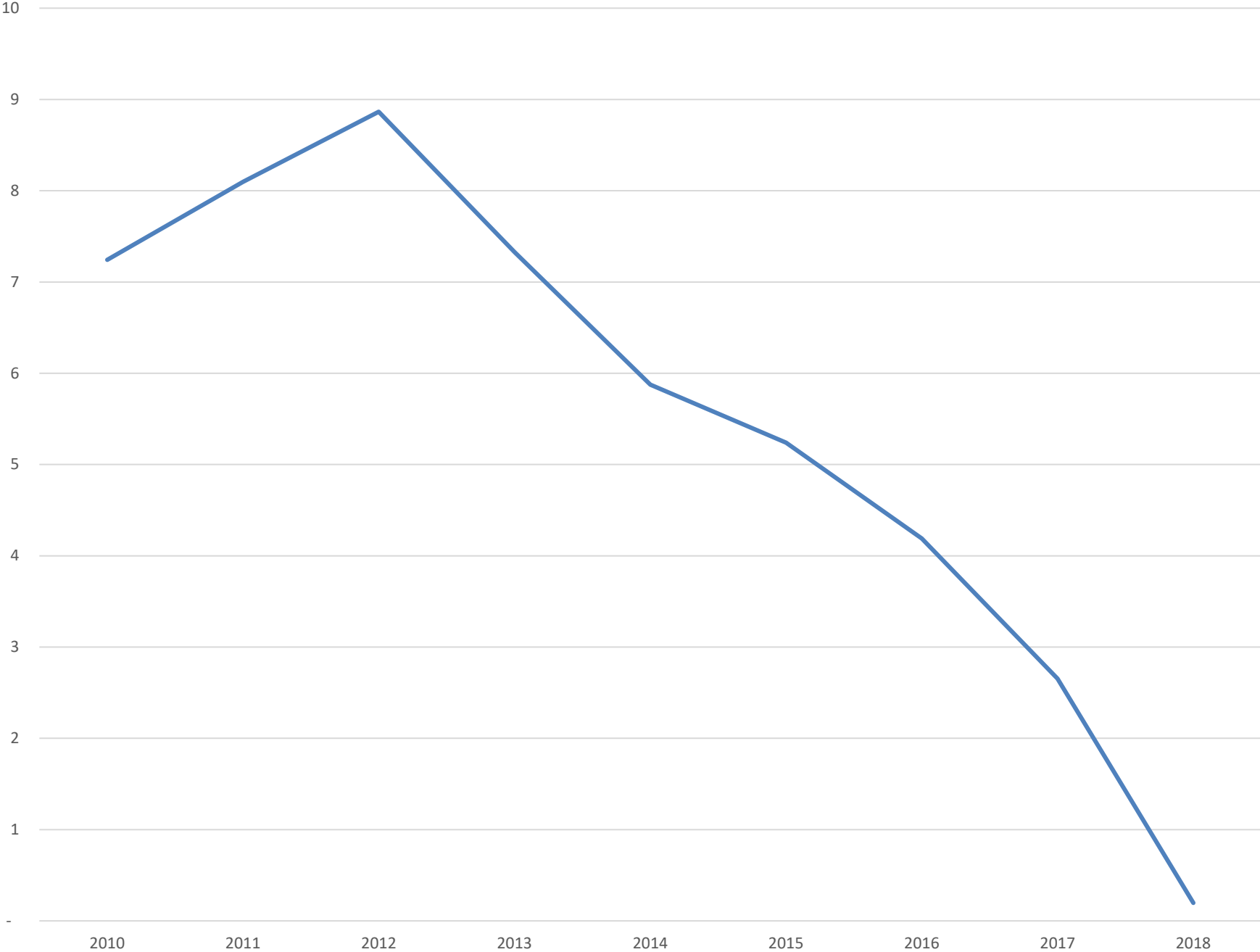


**Table 6-1**  
**Wastewater Utility**  
**Operating Fund Cash Flow Analysis**

Line No.	Description	2017 \$	2018 \$	2019 \$	2020 \$	2021 \$	2022 \$	2023 \$	2024 \$	2025 \$	2026 \$	2027 \$
<b>1</b>	<b>Beginning Fund Balance</b>	<b>5,733,300</b>	<b>3,540,700</b>	<b>866,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,221,600</b>	<b>3,163,000</b>	<b>4,992,400</b>
<b>Revenues</b>												
2	Revenue from Existing Service Rates	8,554,000	8,708,200	8,895,500	9,056,400	9,344,100	10,014,700	10,502,700	10,705,700	10,915,600	11,130,200	11,348,900
3	Additional Service Revenue Required	0	304,800	633,500	984,700	1,378,400	1,879,600	2,407,900	2,585,900	2,772,200	2,826,700	2,882,200
4	<b>Total Wastewater Service Rate Revenue</b>	<b>8,554,000</b>	<b>9,013,000</b>	<b>9,529,000</b>	<b>10,041,100</b>	<b>10,722,500</b>	<b>11,894,300</b>	<b>12,910,600</b>	<b>13,291,600</b>	<b>13,687,800</b>	<b>13,956,900</b>	<b>14,231,100</b>
5	Uncollectible/Bad Debt Allowance	(12,800)	(13,500)	(14,300)	(15,100)	(16,100)	(17,800)	(19,400)	(19,900)	(20,500)	(20,900)	(21,300)
6	Miscellaneous Revenue	842,700	877,700	1,104,100	1,309,800	1,631,900	1,864,400	2,114,400	2,164,400	2,164,400	2,164,400	2,164,400
7	Investment Income	0	0	0	0	0	0	0	0	0	0	0
8	<b>Total Revenues</b>	<b>9,383,900</b>	<b>9,877,200</b>	<b>10,618,800</b>	<b>11,335,800</b>	<b>12,338,300</b>	<b>13,740,900</b>	<b>15,005,600</b>	<b>15,436,100</b>	<b>15,831,700</b>	<b>16,100,400</b>	<b>16,374,200</b>
<b>Revenue Requirements</b>												
9	Operation & Maintenance Expense	8,120,700	8,742,000	8,936,800	9,115,700	9,297,900	9,483,800	9,673,600	9,867,000	10,064,200	10,265,600	10,470,900
Debt Service												
10	Existing	3,242,900	3,664,900	3,635,800	3,544,400	2,091,400	1,868,700	1,869,300	1,866,000	1,866,600	1,868,600	1,876,800
11	Proposed	14,300	144,100	253,100	450,300	1,019,200	1,562,600	1,756,500	1,828,700	1,959,500	2,136,800	2,285,700
12	<b>Total Debt Service</b>	<b>3,257,200</b>	<b>3,809,000</b>	<b>3,888,900</b>	<b>3,994,700</b>	<b>3,110,600</b>	<b>3,431,300</b>	<b>3,625,800</b>	<b>3,694,700</b>	<b>3,826,100</b>	<b>4,005,400</b>	<b>4,162,500</b>
Transfers												
13	To (From) Capital Improvement Fund	198,600	0	0	0	0	0	0	0	0	0	0
14	To (From) Debt Service Reserve Fund	0	0	0	0	0	0	0	0	0	0	0
15	To (From) County Commissioners	0	0	(1,340,000)	(1,774,600)	(70,200)	825,800	1,706,200	652,800	0	0	0
16	<b>Net Transfers</b>	<b>198,600</b>	<b>0</b>	<b>(1,340,000)</b>	<b>(1,774,600)</b>	<b>(70,200)</b>	<b>825,800</b>	<b>1,706,200</b>	<b>652,800</b>	<b>0</b>	<b>0</b>	<b>0</b>
17	<b>Total Revenue Requirements</b>	<b>11,576,500</b>	<b>12,551,000</b>	<b>11,485,700</b>	<b>11,335,800</b>	<b>12,338,300</b>	<b>13,740,900</b>	<b>15,005,600</b>	<b>14,214,500</b>	<b>13,890,300</b>	<b>14,271,000</b>	<b>14,633,400</b>
18	<b>Annual Surplus (Deficiency)</b>	<b>(2,192,600)</b>	<b>(2,673,800)</b>	<b>(866,900)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,221,600</b>	<b>1,941,400</b>	<b>1,829,400</b>	<b>1,740,800</b>
19	<b>Ending Balance</b>	<b>3,540,700</b>	<b>866,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,221,600</b>	<b>3,163,000</b>	<b>4,992,400</b>	<b>6,733,200</b>
<b>Target Ending Balance</b>												
20	Working Capital Reserve (25% of Line9)	2,002,400	2,155,600	2,203,600	2,247,700	2,292,600	2,338,500	2,385,300	2,433,000	2,481,600	2,531,200	2,581,900
21	P&I Reserve Requirement	0	0	0	0	0	0	0	0	0	0	0
22	<b>Total Target Balance</b>	<b>2,002,400</b>	<b>2,155,600</b>	<b>2,203,600</b>	<b>2,247,700</b>	<b>2,292,600</b>	<b>2,338,500</b>	<b>2,385,300</b>	<b>2,433,000</b>	<b>2,481,600</b>	<b>2,531,200</b>	<b>2,581,900</b>
23	<b>Ending Balance Excess (Shortfall)</b>	<b>1,538,300</b>	<b>(1,288,700)</b>	<b>(2,203,600)</b>	<b>(2,247,700)</b>	<b>(2,292,600)</b>	<b>(2,338,500)</b>	<b>(2,385,300)</b>	<b>(1,211,400)</b>	<b>681,400</b>	<b>2,461,200</b>	<b>4,151,300</b>
24	<b>Simple Debt Service Coverage (a)</b>	<b>38.78%</b>	<b>29.80%</b>	<b>43.25%</b>	<b>55.58%</b>	<b>97.74%</b>	<b>124.07%</b>	<b>147.06%</b>	<b>150.73%</b>	<b>150.74%</b>	<b>145.67%</b>	<b>141.82%</b>
<b>Required Wastewater Service Rate Increases</b>												
25	Overall Annual Increase	0.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	1.00%	1.00%	0.00%	0.00%
26	Cumulative Increase	0.00%	3.50%	7.12%	10.87%	14.75%	18.77%	22.93%	24.15%	25.40%	25.40%	25.40%

# Sewer Operating Cash Reserve Balance

Millions





## Agenda Report Form

### Open Session Item

**SUBJECT:** Amount Forgiven to the Town of Williamsport

**PRESENTATION DATE:** April 16, 2019

**PRESENTATION BY:** Sara Greaves, Chief Financial Officer

**RECOMMENDATION:** To approve a transfer \$161,030 from Capital reserves to the Sewer Fund.

**REPORT-IN-BRIEF:** On October 30, 2018 the Board of County Commissioners forgave the Town of Williamsport a net amount of \$161,030.

**DISCUSSION:** Many discussions have occurred related to the forgiveness of \$161K owed by Williamsport and the effect of that decision on current and future sewer rates. A review of possible remedies has been conducted to hold the rate payers harmless of this event.

The County sold a property “Conococheague Elementary” in January of FY2018 for \$500,000. These funds realized from the sale were not budgeted and had a positive impact on the bottom line for the year. At the end of FY2018, the County moved these funds to Capital reserves for future one-time costs.

The Office of Budget and Finance is proposing to move funds in the amount of \$161,030 from reserves generated from the sale of the property to the Sewer fund so that no rate payer or tax payer is held responsible or is adversely affected by the circumstance.

**FISCAL IMPACT:** Transfer \$161,030 from Capital reserves to the Sewer Fund

**CONCURRENCES:** N/A

**ALTERNATIVES:** N/A

**ATTACHMENTS:** N/A

**AUDIO/VISUAL NEEDS:** None



# Washington County, Maryland

## Budget Adjustment Form

Print Form

- Budget Amendment - Increases or decrease the total spending authority of an accounting fund or department
- Budget Transfer - Moves revenues or expenditures from one account to another or between budgets or funds.

Transaction/Post -Finance

Deputy Director - Finance

Preparer, if applicable

Department Head Authorization

Division Director / Elected Official Authorization

Budget & Finance Director Approval

County Administrator Approval

County Commissioners Approval

Required approval with date

If applicable with date

Required approval with date

Required approval with date

Required > \$ 25,000 with date

Expenditure / Account Number	Fund Number	Department Number	Project Number	Grant Number	Activity Code	Department and Account Description	Increase (Decrease) + / -
490090	42	00000				Fund Balance	-161,030
491730	42	00000				Operating Transfer - CIP	161,030

Explain Budget Adjustment

Required Action by County Commissioners  No Approval Required  Approval Required Approval Date if Known



Agenda Report Form

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Open Session Item

**SUBJECT:** FY2020 Budget – All Funds

**PRESENTATION DATE:** April 16, 2019

**PRESENTATION BY:** Sara Greaves, Chief Financial Officer; Robert Slocum County Administrator

**RECOMMENDED MOTION:** Not applicable

**REPORT-IN-BRIEF:** A summary of cost saving measures, revenues, and expenditures for the FY2020 budget is provided in the attachments.

**DISCUSSION:** The FY2020 General Fund budget is \$237,180,760.

For public safety and economic vitality, essential services must be funded. To provide Education, Fire, EMS, and Sewer, among other services, the FY2020 base budget was reduced by \$7.8 Million while revenues were increased by roughly the same amount. The cost savings will pay for sewer regulatory expenses while increased revenue will pay for Education, Fire, and EMS in FY 2020 and future years.

**FISCAL IMPACT:** Total Operating Funds \$298,184,670, Capital Improvement Fund \$55,819,000

**CONCURRENCES:** Not applicable

**ALTERNATIVES:** Not Applicable

**ATTACHMENTS:** Various Budget Documents

**AUDIO/VISUAL NEEDS:** Not applicable

**FY 2019 / 2020 Budget Brief  
by the County Administrator**

The County Administrator and all staff are taking several measures to reduce Fiscal Year 2019 expenditures and Fiscal Year 2020 expenses to meet projected budget revenues and restore fund balances.

- A full five (5) year operating budget projection has been initiated for the use of all staff and Board consideration.
- No additional positions will be recommended in FY2020. Reclassifying existing positions and reduction due to attrition will be evaluated to improve efficiency at reduced cost.
- Approximately \$10 Million in requests for FY2020 has been eliminated in the draft budget.
- Benefit co-pays are anticipated to increase to reduce additional general fund burden.
- Formal travel request forms have been adopted to ensure only necessary and beneficial travel is approved. Further diligence will be applied in review of each request.
- Hiring forms have been adopted to ensure any position recommended for advertisement is essential to our five service lines. This process is anticipated to slow some openings and may lead to temporary vacancies while vacant positions are assessed.
- Capital improvement projects have been eliminated or slowed.
- Other projects and fleet vehicle spending has been reduced until revenues catch up or exceed projections.
- CIP savings from existing projects will be used to offset expenses to the general fund.
- Accounting measures are being enacted to ensure tax dollars distributed for emergency services are handled in accordance with adopted policies.
- Economic development has been fully engaged in private investment. Staff involved in Business Development, Permitting, and Construction fully embraces the “Customer First” culture. Recent feedback is excellent.
- Opportunities for efficiency are expected in all service lines. LED lighting is replacing less efficient candescent versions. Grading at the landfill is reducing leachate expenses. Pump replacements in our sewer system have become more efficient. Public private partnerships in economic development are up for state awards. The clean County initiative has earned public praise for cleanup while address regulations with less cost. Collection from long delinquent private sewer accounts has recouped thousands of dollars. Competitive bids for the sale of surplus material has raised thousands of dollars.
- Innovative programs are reducing costs and paying dividends. The Clean County initiative has the potential to save millions of dollars over conventional stormwater projects employed by others. The Making connections campaign has save millions in road construction by leveraging ARC funding and private investment...while promoting economic development.

**FY 2019 / 2020 Budget Brief  
by the County Administrator**

Key Considerations:

- Income tax revenue trend up app. 2% year to year, other revenues up as well
- Revenues and economic indications have been positive year to year in recent years
- Fiscal year 2018 income tax revenue did not meet 6% increase projected in budget
- Regulation and mandates cost local government several million more each year
- Anticipated Kirwan expense one example
- Reduced funding from HUR alone exceeds \$70 Million
- Potential vacant positions to be frozen or eliminated to meet FY2019 and FY2020 budgets

The FY2019 General Fund budget:

- Distribution to outside entities – 54% - 124M
- Wages and Benefits – 27% 62M
- Distributions to other funds – 7% - 16M
- Operating – 6% - 14M
- Debt Service – 6% 14M
- Total \$230M

Capital Budget reductions in the FY2020 CIP include:

- Equipment and Vehicle Replacement - \$400K
- Multipurpose Facility - \$200K
- BR Capital Equipment - \$20K
- Tennis Court Resurfacing - \$30K
- Systemic Projects – Library - \$10K
- General Fund contingency - \$75K
- Information systems replacement - \$80K
- Financial System Management & Upgrades - \$50K
- Black Rock Equipment - \$20K
- Sheriff Fuel Center - \$380K
- Law Enforcement Vehicles - \$325K
- Tennis Court Resurfacing - \$30K
- Transportation ADA - \$83K
- EMS Vehicles - \$100K
- County Reserve Fleet - \$800K
- Highway Equipment - \$750K
- Highway Western Fuel Tank - \$193K
- Communication Tower various locations - \$56K

**FY 2020 Budget Reconciliation**  
**by the Chief Financial Officer**

<b>Start with FY2019</b>	<b>229,639,310</b>
Reduce Capital Projects	(4,200,000)
Reduce one-time Op expenses	(250,000)
Reduce Approp to other funds	(600,000)
Reduction in Liability Insurance	(200,000)
Pension plan changes	(800,000)
Pension redistribution to funds	(700,000)
Savings from FY18/19 turnover	(250,000)
FY2020 DROP savings	(300,000)
Vacant positions not filling	(350,000)
Operating department cuts	(160,000)
<b>Total Cuts</b>	<b>(7,810,000)</b>
<b>New Beginning budget figure</b>	<b>221,829,310</b>
Additional BOE Funding	2,000,000
Debt service	750,000
Contract Increases	565,000
Other State Mandates	410,000
Health Insurance	500,000
Utilities and Fuel	140,000
Other Commitments	150,000
Fire	400,000
EMS	1,000,000
Accounting for Fire and EMS	100,000
Turnout Gear	165,000
Police protection equipment	135,000
Employee mid-year step	700,000
Cascade	200,000
Solid Waste	224,000
Sewer	7,849,300
<b>Total Additions (required)</b>	<b>15,288,300</b>
<b>Total</b>	<b>237,117,610</b>
Miscellaneous items	63,150
<b>Total FY2020 budget</b>	<b>237,180,760</b>



**Washington County, Maryland  
General Fund Revenues - Proposed  
FY 2020**

Page Ref	Account Number	Funding Source	FY2020 Proposed Budget	\$ Change	% Change	FY2019 Original Budget
<b><u>General Revenues</u></b>						
<b><u>Property Tax</u></b>						
4-1	400000	Real Estate Tax	121,950,630	8,271,160	7.28%	113,679,470
4-1	400120	Corporate Personal Property - Current	14,057,110	0	0.00%	14,057,110
4-1	400140	State Administration Fees	(580,000)	0	0.00%	(580,000)
4-1	400200	Interest on Property Tax	380,000	10,000	2.70%	370,000
4-1	400210	Interest - Prior Year	15,000	0	0.00%	15,000
4-1	400220	County Payment In Lieu of Tax	290,000	1,790	0.62%	288,210
4-1	400230	Enterprise Zone Tax Reimbursement	203,500	(20,430)	-9.12%	223,930
4-1	400250	Service Charge Semi-Annual Tax	60,000	30,000	100.00%	30,000
4-1	400260	Property Tax Sales	60,000	0	0.00%	60,000
4-1	400300	Enterprise Zone Tax Credit	(428,470)	19,390	-4.33%	(447,860)
4-1	400320	County Homeowners Tax Credit	(231,610)	(1,610)	0.70%	(230,000)
4-1	400330	Agricultural Tax Credit	(431,630)	(41,630)	10.67%	(390,000)
4-1	400340	Historical Tax Credit	0	1,000	-100.00%	(1,000)
4-1	400345	Other Tax Credits	(89,490)	(7,040)	8.54%	(82,450)
4-1	400355	Disabled Veteran's Credit	(236,870)	3,130	-1.30%	(240,000)
4-1	400400	Discount Allowed on Property Tax	(342,140)	(17,140)	5.27%	(325,000)
4-1	496020	Federal Payment in Lieu of Taxes	21,600	760	3.65%	20,840
			<b>134,697,630</b>	<b>8,249,380</b>	<b>6.52%</b>	<b>126,448,250</b>
<b><u>Local Tax</u></b>						
4-6	400500	Income Tax	85,350,000	1,350,000	1.61%	84,000,000
4-6	400510	Admissions & Amusements Tax	255,000	0	0.00%	255,000
4-6	400520	Recordation Tax	6,500,000	0	0.00%	6,500,000
4-6	400530	Trailer Tax	550,000	0	0.00%	550,000
			<b>92,655,000</b>	<b>1,350,000</b>	<b>1.48%</b>	<b>91,305,000</b>
<b><u>Interest</u></b>						
4-8	404400	Interest - Investments	1,000,000	350,000	53.85%	650,000
4-8	404410	Interest - Municipal Investment	200,000	170,000	566.67%	30,000
4-8	404420	Interest, Penalties & Fees	0	(12,400)	-100.00%	12,400
			<b>1,200,000</b>	<b>507,600</b>	<b>73.31%</b>	<b>692,400</b>
<b>Total General Revenues</b>			<b>228,552,630</b>	<b>10,106,980</b>	<b>4.63%</b>	<b>218,445,650</b>
<b><u>Program Revenues</u></b>						
<b>Charges for Services - Other</b>						
<b><u>Circuit Court</u></b>						
4-10	486070	Reimbursed Expenses - Circuit Court	8,420	0	0.00%	8,420
4-10	486075	Circuit Court - Jurors	75,000	0	0.00%	75,000
			<b>83,420</b>	<b>0</b>	<b>0.00%</b>	<b>83,420</b>
<b><u>State's Attorney</u></b>						
4-10	486000	Reimbursed Expenses - State's Attorney	0	(30,000)	-100.00%	30,000
<b><u>Information Technology</u></b>						
4-10	403055	Other Planning Fees (GIS Plots)	0	(100)	-100.00%	100
			<b>0</b>	<b>(100)</b>	<b>-100.00%</b>	<b>100</b>

**Washington County, Maryland  
General Fund Revenues - Proposed  
FY 2020**

<b>Page Ref</b>	<b>Account Number</b>	<b>Funding Source</b>	<b>FY2020 Proposed Budget</b>	<b>\$ Change</b>	<b>% Change</b>	<b>FY2019 Original Budget</b>
		<b><u>Weed Control</u></b>				
4-10	403120	Weed Control Fees	<b>256,960</b>	<b>41,000</b>	<b>18.98%</b>	<b>215,960</b>
		<b><u>General</u></b>				
4-10	403020	Election Filing Fees	200	200	100.00%	0
4-10	403135	Sheriff Auxiliary	10,000	0	0.00%	10,000
4-10	404510	Rental - Building	70,000	(12,410)	-15.06%	82,410
4-10	485000	Reimburse Administrative	6,500	0	0.00%	6,500
4-10	490000	Miscellaneous	151,490	0	0.00%	151,490
4-10	490010	Gain or Loss on Sale of Asset	50,000	0	0.00%	50,000
4-10	490080	Bad Check Fee	750	250	50.00%	500
4-10	490200	Registration Fees	11,000	11,000	100.00%	0
4-10	490210	Sponsorships	16,000	16,000	100.00%	0
			<b>315,940</b>	<b>15,040</b>	<b>5.00%</b>	<b>300,900</b>
		<b><u>Plan Review and Permitting</u></b>				
4-12	401040	Miscellaneous Licenses	700	0	0.00%	700
4-12	401070	Building Permits - Residential	165,000	0	0.00%	165,000
4-12	401080	Building Permits - Commercial	120,000	0	0.00%	120,000
4-12	401085	Municipal Fees	10,000	5,000	100.00%	5,000
4-12	401090	Electrical Licenses Fees	11,000	0	0.00%	11,000
4-12	401100	Electrical Permit - Residential	200,000	(25,000)	-11.11%	225,000
4-12	401110	Electrical Permit - Commercial	130,000	0	0.00%	130,000
4-12	401115	HVAC Registration Fees	10,000	7,000	233.33%	3,000
4-12	401120	HVAC Permit - Residential	95,000	0	0.00%	95,000
4-12	401130	HVAC Permit - Commercial	47,000	0	0.00%	47,000
4-12	401140	Other Permit Fees	42,000	0	0.00%	42,000
4-12	401160	Plumbing Licenses Fees	26,000	20,000	333.33%	6,000
4-12	401170	Plumbing Permits - Residential	110,000	0	0.00%	110,000
4-12	401180	Plumbing Permits - Commercial	42,000	0	0.00%	42,000
4-12	402020	Fines and Forfeitures	100	(200)	-66.67%	300
4-12	403035	Technology Fees	50,000	0	0.00%	50,000
4-12	403045	Review Fees	156,000	(14,000)	-8.24%	170,000
4-12	440110	Drawings/Blue Line Prints	200	(200)	-50.00%	400
4-12	486045	Reimbursed Expense - Other	10,000	(10,000)	-50.00%	20,000
			<b>1,225,000</b>	<b>(17,400)</b>	<b>-1.40%</b>	<b>1,242,400</b>
		<b><u>Engineering</u></b>				
4-12	440110	Drawings/Blue Line Prints	3,000	0	0.00%	3,000
			<b>3,000</b>	<b>0</b>	<b>0.00%</b>	<b>3,000</b>
		<b><u>Construction</u></b>				
4-13	401140	Other Permit Fees	500	0	0.00%	500
4-13	401145	Temporary Occupancy Fee - Commercial	1,800	1,800	100.00%	0
4-13	402020	Fines & Forfeitures	500	0	0.00%	500
4-13	403035	Technology Fees	250	0	0.00%	250
4-13	403045	Review Fees	7,000	0	0.00%	7,000
			<b>10,050</b>	<b>1,800</b>	<b>21.82%</b>	<b>8,250</b>

**Washington County, Maryland  
General Fund Revenues - Proposed  
FY 2020**

Page Ref	Account Number	Funding Source	FY2020 Proposed Budget	\$ Change	% Change	FY2019 Original Budget
<b><u>Planning and Zoning</u></b>						
4-16	403040	Rezoning	7,000	0	0.00%	7,000
4-16	403050	Development Fees	14,000	13,500	2700.00%	500
4-16	403055	Other Planning Fees	400	0	0.00%	400
4-16	403030	Zoning Appeals	16,000	0	0.00%	16,000
			<b>37,400</b>	<b>13,500</b>	<b>56.49%</b>	<b>23,900</b>
<b><u>Sheriff - Judicial</u></b>						
4-18	402010	Peace Order Service	7,000	0	0.00%	7,000
4-18	403010	Sheriff Fees - Judicial	52,000	0	0.00%	52,000
			<b>59,000</b>	<b>0</b>	<b>0.00%</b>	<b>59,000</b>
<b><u>Sheriff - Process Servers</u></b>						
4-18	402010	Peace Order Service	<b>214,000</b>	<b>0</b>	<b>0.00%</b>	<b>214,000</b>
<b><u>Sheriff - Patrol</u></b>						
4-18	402000	Parking Violations	1,000	400	66.67%	600
4-18	402040	School Bus Camera Fines	20,000	0	0.00%	20,000
4-18	486020	Reimbursed Expenses - Patrol	60,000	(125,000)	-67.57%	185,000
4-18	490020	Sale of Publications	6,500	0	0.00%	6,500
4-18	403000	Speed Cameras	2,461,560	(2,378,440)	-49.14%	4,840,000
			<b>2,549,060</b>	<b>(2,503,040)</b>	<b>-49.54%</b>	<b>5,052,100</b>
<b><u>Sheriff - Central Booking</u></b>						
4-18	404510	Rental Income	<b>15,720</b>	<b>0</b>	<b>0.00%</b>	<b>15,720</b>
<b><u>Sheriff - Detention Center</u></b>						
4-18	403080	Housing Federal Prisoners	450	210	87.50%	240
4-18	403090	Housing State Prisoners	175,000	(71,060)	-28.88%	246,060
4-18	403100	Home Detention Fees	17,500	2,500	16.67%	15,000
4-18	403110	Prisoners Release Program Fees	62,750	47,750	318.33%	15,000
4-18	486050	Reimbursed Expenses - Detention	1,500	(870)	-36.71%	2,370
4-18	486055	Alien Inmate Reimbursement	15,000	0	0.00%	15,000
4-18	486060	Social Security Income Reimbursement	15,000	(5,000)	-25.00%	20,000
			<b>287,200</b>	<b>(26,470)</b>	<b>-8.44%</b>	<b>313,670</b>
<b><u>Sheriff - Day Reporting Center</u></b>						
4-18	403075	Day Reporting Fees	<b>20,160</b>	<b>0</b>	<b>0.00%</b>	<b>20,160</b>
<b><u>Sheriff - Narcotics Task Force</u></b>						
4-18	486030	Reimbursed Expenses - NTF	<b>368,990</b>	<b>23,140</b>	<b>6.69%</b>	<b>345,850</b>
<b><u>Sheriff - Police Academy</u></b>						
4-18	403,015	Academy Fees	<b>99,000</b>	<b>99,000</b>	<b>100.00%</b>	<b>0</b>
<b><u>Emergency Services</u></b>						
4-19	403060	False Alarm Fines	30,000	5,000	20.00%	25,000
4-19	486040	Reimbursed Expenses - Emergency Management	405,630	0	0.00%	405,630
4-19	403070	EMCS Salary Reimbursement	15,600	0	0.00%	15,600
			<b>451,230</b>	<b>5,000</b>	<b>1.12%</b>	<b>446,230</b>
<b><u>Wireless Communications</u></b>						
4-19	404520	Rental - Other	<b>42,400</b>	<b>0</b>	<b>0.00%</b>	<b>42,400</b>

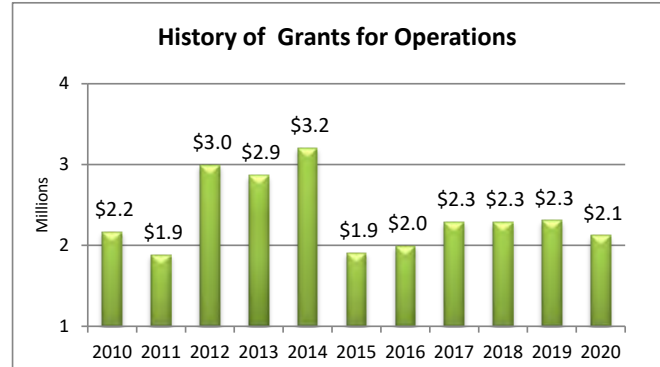
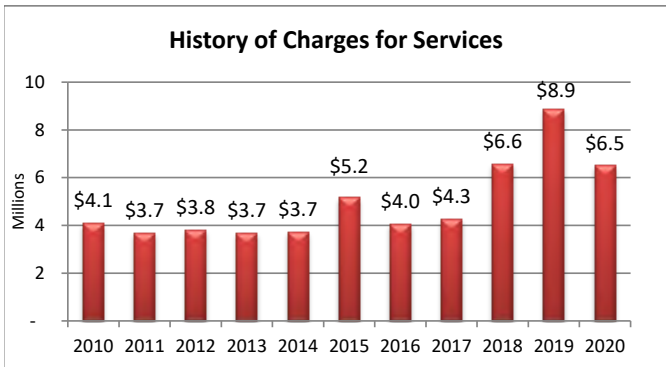
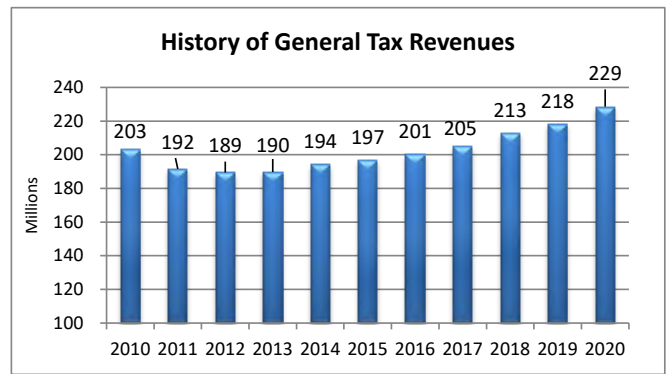
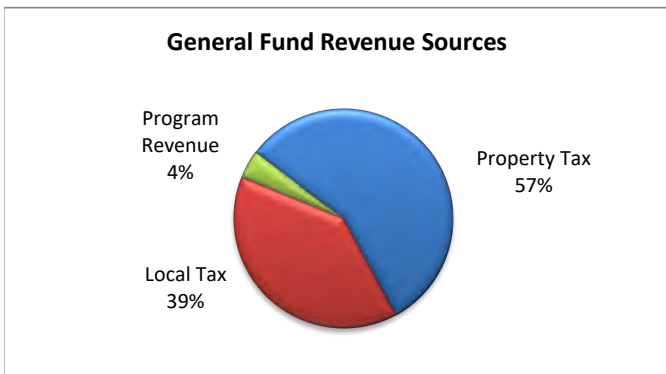
**Washington County, Maryland  
General Fund Revenues - Proposed  
FY 2020**

Page Ref	Account Number	Funding Source	FY2020 Proposed Budget	\$ Change	% Change	FY2019 Original Budget
<b><u>Parks</u></b>						
4-22	404000	Sale of Wood	6,000	0	0.00%	6,000
4-22	404010	Rental Fees	40,000	0	0.00%	40,000
4-22	404020	Ballfield Fees	10,800	0	0.00%	10,800
4-22	404030	Ballfield Lighting Fee	3,000	0	0.00%	3,000
4-22	404040	Concession Fee	5,000	0	0.00%	5,000
4-22	404300	Program Fees	9,000	0	0.00%	9,000
4-22	490060	Contribution from Residents	1,000	0	0.00%	1,000
4-22	499420	Fuel	1,500	0	0.00%	1,500
			<b>76,300</b>	<b>0</b>	<b>0.00%</b>	<b>76,300</b>
<b><u>Martin L. Snook Pool</u></b>						
4-22	404100	Swimming Pool Fees	57,000	0	0.00%	57,000
4-22	404110	Swimming Pool - Concession Fee	15,000	0	0.00%	15,000
			<b>72,000</b>	<b>0</b>	<b>0.00%</b>	<b>72,000</b>
<b><u>Fitness and Recreation</u></b>						
4-22	404300	Program Fees	<b>320,000</b>	<b>0</b>	<b>0.00%</b>	<b>320,000</b>
<b>Total Charges for Services</b>			<b>6,506,830</b>	<b>(2,378,530)</b>	<b>-26.77%</b>	<b>8,885,360</b>
<b><u>Grants</u></b>						
4-24	495000	Operating Grant - Law Enforcement	185,000	(270,000)	-59.34%	455,000
4-24	496110	State Aid - Police Protection	691,800	0	0.00%	691,800
4-24	496120	911 Fees	838,000	(12,000)	-1.41%	850,000
4-24	401190	Marriage Licenses	55,000	0	0.00%	55,000
4-24	401200	Alcoholic Beverages License	0	(5,000)	-100.00%	5,000
4-24	401210	Trader's License	210,000	0	0.00%	210,000
4-24	402020	Fines & Forfeitures	30,000	0	0.00%	30,000
4-24	403130	Marriage Ceremony Fees	4,000	0	0.00%	4,000
4-24	495100	Operating - Federal Grants	7,500	0	0.00%	7,500
4-24	496130	State Park Fees	100,000	100,000	100.00%	0
<b>Total Grants for Operations</b>			<b>2,121,300</b>	<b>(187,000)</b>	<b>-8.10%</b>	<b>2,308,300</b>
<b>Total Program Revenues</b>			<b>8,628,130</b>	<b>(2,565,530)</b>	<b>-22.92%</b>	<b>11,193,660</b>
<b>Total General Fund Proposed Revenue</b>			<b>237,180,760</b>	<b>7,541,450</b>	<b>3.28%</b>	<b>229,639,310</b>

**Washington County, Maryland  
Proposed General Fund Revenue  
FY 2020**

**Summary of General Fund Revenue Categories**

Cost Center	Ref	2018 Prior Year	2019 Prior Year	2020 Proposed	2020 Change	2020 %
General Tax Revenues	1	212,832,410	218,445,650	228,552,630	10,106,980	4.63%
Charges for Services	2	6,580,420	8,885,360	6,506,830	(2,378,530)	-26.77%
Grants for Operations	3	2,292,230	2,308,300	2,121,300	(187,000)	-8.10%
<b>General Revenues</b>		<b>221,705,060</b>	<b>229,639,310</b>	<b>237,180,760</b>	<b>7,541,450</b>	<b>3.28%</b>

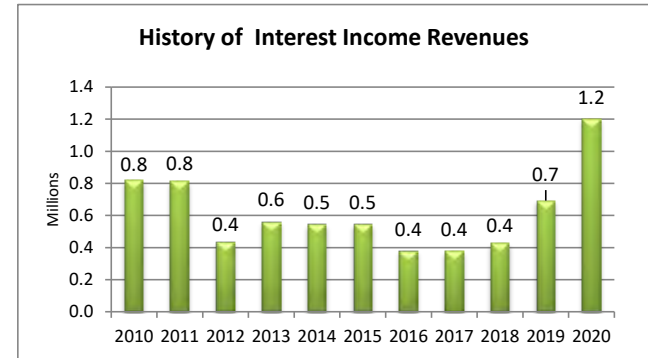
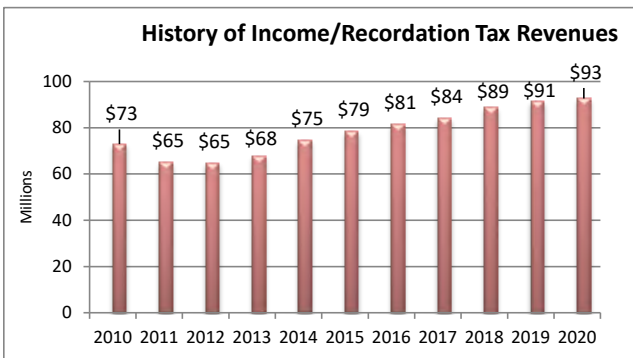
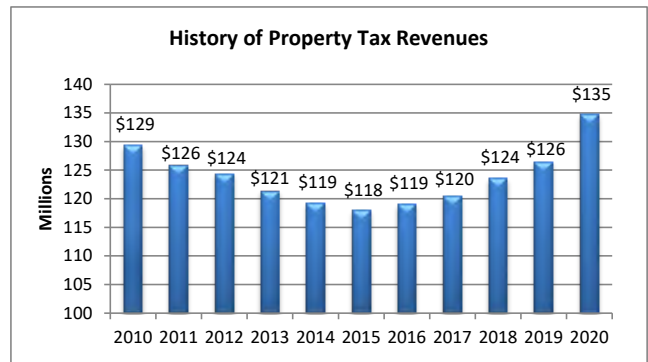
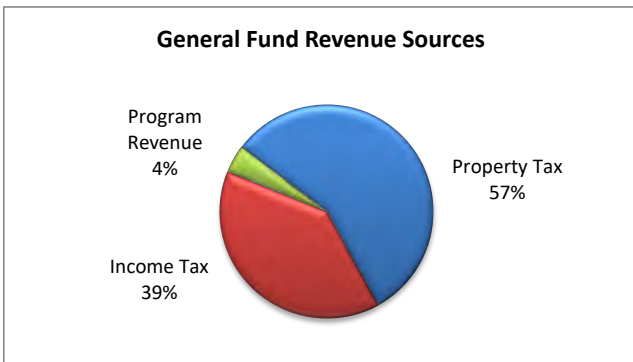


- |                       |   |  |                |
|-----------------------|---|--|----------------|
| General Revenues      | 1 | The property tax budget is based on assessments received from the State Department of Assessments and Taxation. The increase is mainly related to the proposed increase in the tax rate from \$.948 to \$.998 per \$100 of assessed value. The income tax budget is based on current year projected actuals with a 2% increase as well as a proposed increase in the rate from 2.8% to 3.0%. | \$ 10,106,980  |
| Charges for Services  | 2 | The majority of the change is related to the decrease in speed camera revenues of \$2,461,560. There was an increase in revenues of \$99,000 related to the new Police Academy.  | \$ (2,378,530) |
| Grants for Operations | 3 | A decrease of \$270,000 is related to the Day Reporting Center grant no longer being received. This was partially offset by budgeting \$100,000 for State Park fees which was based on historical revenues.  | \$ (187,000)   |

	<b>Total</b>	<b>\$ 7,541,450</b>
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**Washington County, Maryland**  
**Proposed General Fund Revenue**  
**FY 2020**  
**General Tax Revenues**

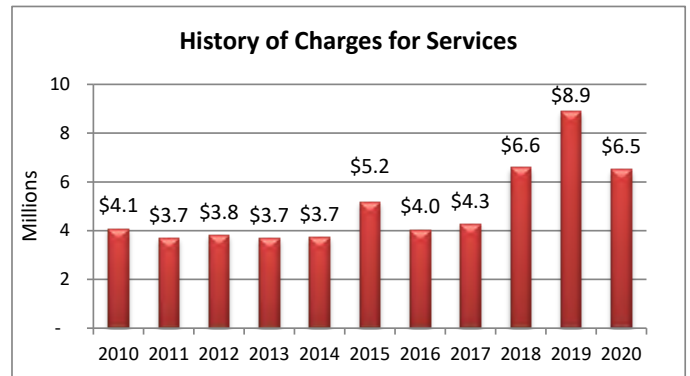
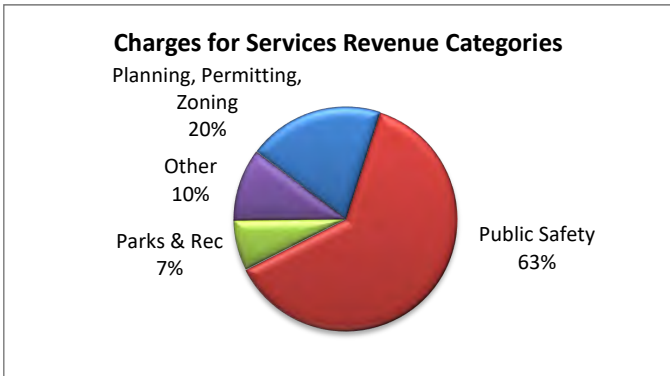
Cost Center	Ref	2018 Prior Year	2019 Prior Year	2020 Proposed	2020 Change	2020 %
Net Property Tax	1	123,602,410	126,448,250	134,697,630	8,249,380	6.52%
Income Tax	2	82,000,000	84,000,000	85,350,000	1,350,000	1.61%
Admissions & Amusements Tax	3	280,000	255,000	255,000	0	0.00%
Recordation Tax	3	6,000,000	6,500,000	6,500,000	0	0.00%
Trailer Tax	3	525,000	550,000	550,000	0	0.00%
Interest - Investments	3	400,000	650,000	1,000,000	350,000	53.85%
Interest - Municipal Investment	3	25,000	30,000	200,000	170,000	566.67%
Interest, Penalties & Fees	3	0	12,400	0	(12,400)	-100.00%
<b>General Revenues</b>		<b>212,832,410</b>	<b>218,445,650</b>	<b>228,552,630</b>	<b>10,106,980</b>	<b>4.63%</b>



Cost Center	Ref	Summary Comments	Change
Net Property Tax	1	\$8,271,160 is related to the increase in real estate tax. The real estate tax estimate is based on property assessments from the State of Maryland which includes an increase in the assessable base. The rate is proposed to change from \$.948 to \$.998 per \$100 of assessment.	\$ 8,249,380
Income Tax	2	Income tax rate projected to increase from 2.8% to 3.0%.	\$ 1,350,000
Other	3	Interest income increased based on current year revenue and interest rates.	\$ 507,600
<b>Total</b>			<b>\$ 10,106,980</b>

**Washington County, Maryland**  
**Proposed General Fund Revenue**  
**FY 2020**  
**Charges for Services**

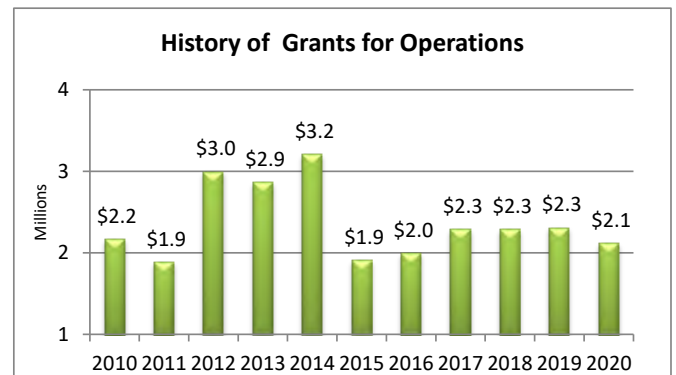
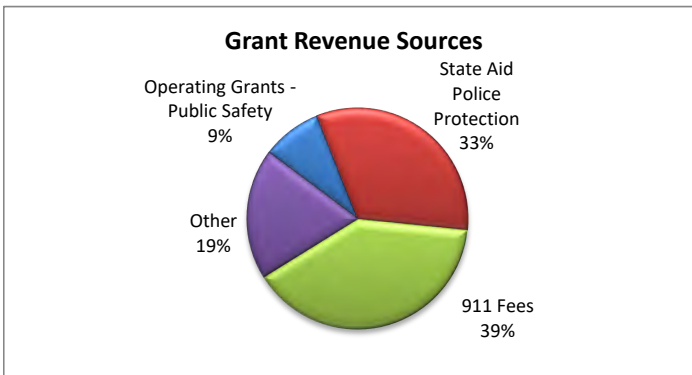
Cost Center	Ref	2018 Prior Year	2019 Prior Year	2020 Proposed	2020 Change	2020 %
Circuit Court	1	83,420	83,420	83,420	0	0.00%
State's Attorney	1	55,000	30,000	0	(30,000)	-100.00%
Purchasing	2	1,500	0	0	0	0.00%
Information Technology	2	100	100	0	(100)	-100.00%
Engineering	3	3,000	3,000	3,000	0	0.00%
Construction	3	8,250	8,250	10,050	1,800	21.82%
Weed Control	2	205,990	215,960	256,960	41,000	18.98%
General	2	276,250	300,900	315,940	15,040	5.00%
Plan Review and Permitting	3	1,355,400	1,242,400	1,225,000	(17,400)	-1.40%
Planning and Zoning	3	23,900	23,900	37,400	13,500	56.49%
Sheriff - Judicial	1	59,000	59,000	59,000	0	0.00%
Sheriff - Process Servers	1	214,000	214,000	214,000	0	0.00%
Sheriff - Patrol	1	2,567,100	5,052,100	2,549,060	(2,503,040)	-49.54%
Sheriff - Central Booking	1	15,720	15,720	15,720	0	0.00%
Sheriff - Detention Center	1	332,700	313,670	287,200	(26,470)	-8.44%
Sheriff - Day Reporting	1	45,360	20,160	20,160	0	0.00%
Sheriff - Police Academy	1	0	0	99,000	99,000	100.00%
Sheriff - Narcotics Task Force	1	338,720	345,850	368,990	23,140	6.69%
Emergency Services	1	481,230	446,230	451,230	5,000	1.12%
Wireless Communications	1	24,230	42,400	42,400	0	0.00%
Parks	2	80,800	76,300	76,300	0	0.00%
Martin L. Snook Pool	2	72,000	72,000	72,000	0	0.00%
Fitness and Recreation	2	336,750	320,000	320,000	0	0.00%
<b>Charges for Services</b>		<b>6,580,420</b>	<b>8,885,360</b>	<b>6,506,830</b>	<b>(2,378,530)</b>	<b>-26.77%</b>



Cost Center	Ref	Summary Comments	Change
Public Safety	1	Revenue expected from speed cameras was decreased to \$2,461,560 based on the amount of citations currently being issued. The estimated fees of \$886,560 are budgeted in the Patrol expense budget. \$99,000 was added to revenue for the expected tuition to be collected for the new Police Academy.	\$ (2,432,370)
General	2	Weed control revenues were increased based on historical averages.	\$ 55,940
Permitting, Construction, Engineering	3	No material changes.	\$ (2,100)
<b>Total</b>			<b>\$ (2,378,530)</b>

**Washington County, Maryland**  
**Proposed General Fund Revenue**  
**FY 2020**  
**Grants for Operations**

Cost Center	Ref	2018 Prior Year	2019 Prior Year	2020 Proposed	2020 Change	2020 %
Operating Grant - Public Safety	1	440,000	455,000	185,000	(270,000)	-59.34%
State Aid - Police Protection	1	680,730	691,800	691,800	0	0.00%
911 Fees	1	850,000	850,000	838,000	(12,000)	-1.41%
Marriage Licenses	2	55,000	55,000	55,000	0	0.00%
Alcoholic Beverages License	2	5,000	5,000	0	(5,000)	-100.00%
Trader's License	2	200,000	210,000	210,000	0	0.00%
Fines & Forfeitures	3	50,000	30,000	30,000	0	0.00%
Marriage Ceremony Fees	3	4,000	4,000	4,000	0	0.00%
State Park Fees	3	0	0	100,000	100,000	100.00%
Other Grants	3	7,500	7,500	7,500	0	0.00%
<b>Grants for Operations</b>		<b>2,292,230</b>	<b>2,308,300</b>	<b>2,121,300</b>	<b>(187,000)</b>	<b>-8.10%</b>



Cost Center	Ref	Summary Comments	Change
Public Safety	1	FY 19 was the last year for the Day Reporting Center grant so the budgeted revenue decreased from \$270,000 to \$0. The Child Support Enforcement grant is expected to remain steady at \$185,000. The State Aid for Police Protection award is \$691,800 for FY19 and the same amount is expected for FY20.	\$ (282,000)
Licenses	2	Based on historical actuals the budget for Alcoholic Beverage License fees was reduced to \$0.	\$ (5,000)
Other	3	Based on history a budget for State Park fees was added.	\$ 100,000
<b>Totals</b>			<b>\$ (187,000)</b>



**Washington County, Maryland**  
**General Fund Expenditures - Proposed**  
**FY 2020**

Page	Cost Center	Department/Agency	FY 2020 Requested Budget	Adjustment	FY 2020 Proposed Budget	\$ Change	% Change	FY 2019 Original Budget
<b><u>Education:</u></b>								
<b><u>Direct Primary:</u></b>								
5-1	90000	Board of Education	102,370,360	(1,877,490)	100,492,870	1,962,110	1.99%	98,530,760
			<b>102,370,360</b>	<b>(1,877,490)</b>	<b>100,492,870</b>	<b>1,962,110</b>	<b>1.99%</b>	<b>98,530,760</b>
<b><u>Secondary:</u></b>								
5-3	90040	Hagerstown Community College	<b>10,336,350</b>	<b>(301,060)</b>	<b>10,035,290</b>	<b>0</b>	<b>0.00%</b>	<b>10,035,290</b>
<b><u>Other:</u></b>								
5-8	93400	Free Library	3,300,780	(118,770)	3,182,010	0	0.00%	3,182,010
5-29	10990	Clear Spring Library Building	12,000	(1,000)	11,000	(1,000)	-8.33%	12,000
5-31	10991	Smithsburg Library Building	12,000	(1,000)	11,000	(1,000)	-8.33%	12,000
5-33	10992	Boonsboro Library Building	12,000	(1,000)	11,000	(1,000)	-8.33%	12,000
5-35	10993	Hancock Library Building	12,000	(1,000)	11,000	11,000	100.00%	0
			<b>3,348,780</b>	<b>(122,770)</b>	<b>3,226,010</b>	<b>8,000</b>	<b>0.25%</b>	<b>3,218,010</b>
<b>Total Education</b>			<b>116,055,490</b>	<b>(2,301,320)</b>	<b>113,754,170</b>	<b>1,970,110</b>	<b>1.76%</b>	<b>111,784,060</b>
<b><u>Law Enforcement:</u></b>								
5-37	11300	Sheriff - Judicial	3,002,160	(89,440)	2,912,720	146,860	5.31%	2,765,860
5-47	11305	Sheriff - Process Servers	167,070	(3,650)	163,420	7,610	4.88%	155,810
5-50	11310	Sheriff - Patrol	13,244,070	(970,120)	12,273,950	303,800	2.54%	11,970,150
5-66	11315	Sheriff - Central Booking	1,017,120	(19,370)	997,750	84,000	9.19%	913,750
5-70	11320	Sheriff - Detention Center	16,260,170	(811,530)	15,448,640	862,360	5.91%	14,586,280
5-88	11321	Sheriff - Day Reporting Center	517,100	(27,020)	490,080	(60,680)	-11.02%	550,760
5-98	11330	Sheriff - Narcotics Task Force	1,000,650	(147,180)	853,470	46,280	5.73%	807,190
5-109	11335	Sheriff - Police Academy	99,000	0	99,000	99,000	100.00%	0
			<b>35,307,340</b>	<b>(2,068,310)</b>	<b>33,239,030</b>	<b>1,489,230</b>	<b>4.69%</b>	<b>31,749,800</b>
<b><u>Emergency Services:</u></b>								
5-166	93110	Civil Air Patrol	3,600	0	3,600	0	0.00%	3,600
5-113	11420	Air Unit	42,150	(11,900)	30,250	(8,180)	-21.29%	38,430
5-118	11430	Special Operations	121,870	(38,500)	83,370	4,450	5.64%	78,920
5-167	93130	Fire & Rescue Volunteer Services	7,284,040	(51,000)	7,233,040	76,360	1.07%	7,156,680
5-125	11440	911 - Communications	5,861,470	(458,590)	5,402,880	559,770	11.56%	4,843,110
5-137	11520	EMS Operations	1,829,170	737,330	2,566,500	1,099,530	74.95%	1,466,970
5-149	11525	Fire Operations	1,599,510	339,200	1,938,710	574,530	42.12%	1,364,180
5-158	11530	Emergency Management	279,940	(40,660)	239,280	(19,530)	-7.55%	258,810
5-412	11540	Wireless Communications	1,370,340	(91,060)	1,279,280	(78,880)	-5.81%	1,358,160
			<b>18,392,090</b>	<b>384,820</b>	<b>18,776,910</b>	<b>2,208,050</b>	<b>13.33%</b>	<b>16,568,860</b>
<b><u>Other:</u></b>								
5-188	93100	Animal Control Services - Humane Society	<b>1,460,900</b>	<b>(59,300)</b>	<b>1,401,600</b>	<b>0</b>	<b>0.00%</b>	<b>1,401,600</b>
<b>Total Public Safety</b>			<b>55,160,330</b>	<b>(1,742,790)</b>	<b>53,417,540</b>	<b>3,697,280</b>	<b>7.44%</b>	<b>49,720,260</b>

**Washington County, Maryland**  
**General Fund Expenditures - Proposed**  
**FY 2020**

Page	Cost Center	Department/Agency	FY 2020 Requested Budget	Adjustment	FY 2020 Proposed Budget	\$ Change	% Change	FY 2019 Original Budget
<b><u>Operating/Capital Transfer</u></b>								
<b><u>Operating:</u></b>								
5-203	91020	Highway	9,598,370	(796,040)	8,802,330	(69,850)	-0.79%	8,872,180
5-205	91021	Solid Waste	450,000	116,430	566,430	(395,270)	-41.10%	961,700
5-207	91022	Cascade Town Centre	0	200,000	200,000	200,000	100.00%	0
5-209	91023	Agricultural Education Center	197,720	(12,820)	184,900	(12,820)	-6.48%	197,720
5-211	91024	Grant Management	293,050	(11,170)	281,880	36,820	15.02%	245,060
5-213	91028	Land Preservation	136,540	(118,630)	17,910	(95,270)	-84.18%	113,180
5-215	91029	HEPMPO	8,540	(10)	8,530	440	5.44%	8,090
5-217	91040	Utility Administration	247,030	(20,600)	226,430	24,480	12.12%	201,950
5-219	91041	Sewer	0	7,484,820	7,484,820	7,484,820	100.00%	0
5-221	91044	Transit	634,470	(64,420)	570,050	85,580	17.66%	484,470
5-223	91045	Airport	14,500	(14,500)	0	(14,500)	-100.00%	14,500
5-225	91046	Golf Course	400,770	(46,190)	354,580	44,610	14.39%	309,970
5-227	92010	Municipality in Lieu of Bank Shares	38,550	0	38,550	0	0.00%	38,550
			<b>12,019,540</b>	<b>6,716,870</b>	<b>18,736,410</b>	<b>7,289,040</b>	<b>63.67%</b>	<b>11,447,370</b>
<b><u>Capital:</u></b>								
5-228	91230	Capital Improvement Fund	5,000,000	(3,500,000)	1,500,000	(3,541,000)	-70.24%	5,041,000
5-230	12700	Debt Service	15,472,230	(444,330)	15,027,900	711,920	4.97%	14,315,980
			<b>20,472,230</b>	<b>(3,944,330)</b>	<b>16,527,900</b>	<b>(2,829,080)</b>	<b>-14.62%</b>	<b>19,356,980</b>
<b>Total Operating/Capital Transfers</b>			<b>32,491,770</b>	<b>2,772,540</b>	<b>35,264,310</b>	<b>4,459,960</b>	<b>14.48%</b>	<b>30,804,350</b>
<b><u>Other Government Programs:</u></b>								
<b><u>Courts:</u></b>								
5-232	10200	Circuit Court	1,890,560	(88,890)	1,801,670	180,710	11.15%	1,620,960
5-237	10210	Orphans Court	38,400	(740)	37,660	6,740	21.80%	30,920
5-240	10220	State's Attorney	3,951,730	(105,600)	3,846,130	285,210	8.01%	3,560,920
			<b>5,880,690</b>	<b>(195,230)</b>	<b>5,685,460</b>	<b>472,660</b>	<b>9.07%</b>	<b>5,212,800</b>
<b><u>State:</u></b>								
5-278	94000	Health Department	2,339,270	0	2,339,270	0	0.00%	2,339,270
5-285	94010	Social Services	443,110	(7,550)	435,560	0	0.00%	435,560
5-300	94020	University of MD Extension	249,360	(8,540)	240,820	0	0.00%	240,820
5-305	94030	County Cooperative Extension	38,730	0	38,730	0	0.00%	38,730
5-249	10400	Election Board	2,273,830	(801,510)	1,472,320	286,840	24.20%	1,185,480
5-265	12300	Soil Conservation	369,860	(151,680)	218,180	0	0.00%	218,180
5-272	12400	Weed Control	256,960	0	256,960	41,000	18.98%	215,960
5-276	12410	Gypsy Moth Program	10,000	(2,000)	8,000	(2,000)	-20.00%	10,000
			<b>5,981,120</b>	<b>(971,280)</b>	<b>5,009,840</b>	<b>325,840</b>	<b>6.96%</b>	<b>4,684,000</b>
<b><u>Community Funding:</u></b>								
5-310	93000	Community Funding	1,700,000	(806,000)	894,000	(806,000)	-47.41%	1,700,000

**Washington County, Maryland  
General Fund Expenditures - Proposed  
FY 2020**

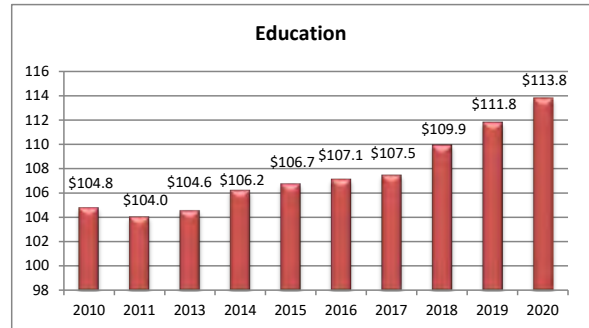
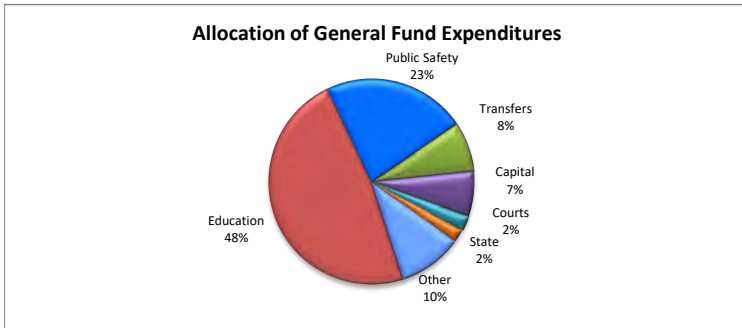
Page	Cost Center	Department/Agency	FY 2020 Requested Budget	Adjustment	FY 2020 Proposed Budget	\$ Change	% Change	FY 2019 Original Budget
<b><u>General Operations:</u></b>								
5-329	10100	County Commissioners	347,870	(8,860)	339,010	13,670	4.20%	325,340
5-332	10110	County Clerk	125,670	(5,360)	120,310	3,270	2.79%	117,040
5-312	10300	County Administrator	607,850	(48,120)	559,730	80,320	16.75%	479,410
5-317	10310	Public Relations and Marketing	511,210	(31,660)	479,550	18,560	4.03%	460,990
5-374	10500	Budget & Finance	1,665,850	(114,120)	1,551,730	94,560	6.49%	1,457,170
5-387	10510	Independent Accounting & Auditing	70,000	0	70,000	0	0.00%	70,000
5-388	10520	Purchasing	530,100	(13,810)	516,290	6,480	1.27%	509,810
5-337	10530	Treasurer	544,010	(18,480)	525,530	41,760	8.63%	483,770
5-343	10600	County Attorney	782,650	(23,970)	758,680	(31,120)	-3.94%	789,800
5-392	10700	Human Resources	928,640	930	929,570	86,650	10.28%	842,920
5-441	10970	Central Services	129,200	0	129,200	(9,030)	-6.53%	138,230
5-405	11000	Information Technology	2,717,600	(139,210)	2,578,390	82,310	3.30%	2,496,080
5-348	11200	General Operations	1,309,440	90,550	1,399,990	(4,421,710)	-75.95%	5,821,700
			<b>10,270,090</b>	<b>(312,110)</b>	<b>9,957,980</b>	<b>(4,034,280)</b>	<b>-28.83%</b>	<b>13,992,260</b>
<b><u>Other:</u></b>								
5-418	11100	Women's Commission	2,000	0	2,000	0	0.00%	2,000
5-419	11140	Diversity and Inclusion Committee	2,000	0	2,000	0	0.00%	2,000
5-421	93230	Commission on Aging	0	806,000	806,000	806,000	100.00%	0
			<b>4,000</b>	<b>806,000</b>	<b>810,000</b>	<b>806,000</b>	<b>20150.00%</b>	<b>4,000</b>
<b><u>Medical:</u></b>								
5-420	11550	Forensic Investigator	20,000	0	20,000	0	0.00%	20,000
<b><u>Public Works:</u></b>								
5-468	11600	Public Works	<b>246,810</b>	<b>(6,270)</b>	<b>240,540</b>	<b>(9,850)</b>	<b>-3.93%</b>	<b>250,390</b>
<b><u>Engineering and Construction:</u></b>								
5-482	11620	Engineering	2,357,940	(112,890)	2,245,050	96,670	4.50%	2,148,380
5-488	11630	Construction	2,132,730	(59,350)	2,073,380	186,020	9.86%	1,887,360
			<b>4,490,670</b>	<b>(172,240)</b>	<b>4,318,430</b>	<b>282,690</b>	<b>7.00%</b>	<b>4,035,740</b>
<b><u>Plan Review &amp; Permitting</u></b>								
5-474	11610	Plan Review & Permitting	<b>1,557,220</b>	<b>(11,820)</b>	<b>1,545,400</b>	<b>65,500</b>	<b>4.43%</b>	<b>1,479,900</b>
<b><u>Planning and Zoning:</u></b>								
5-496	10800	Planning and Zoning	858,540	(46,350)	812,190	48,530	6.35%	763,660
5-503	10810	Board of Zoning Appeals	58,440	0	58,440	0	0.00%	58,440
			<b>916,980</b>	<b>(46,350)</b>	<b>870,630</b>	<b>48,530</b>	<b>5.90%</b>	<b>822,100</b>

**Washington County, Maryland  
General Fund Expenditures - Proposed  
FY 2020**

Page	Cost Center	Department/Agency	FY 2020 Requested Budget	Adjustment	FY 2020 Proposed Budget	\$ Change	% Change	FY 2019 Original Budget
<b><u>Parks and Recreation:</u></b>								
5-451	11900	Parks	2,383,870	(328,680)	2,055,190	144,580	7.57%	1,910,610
5-464	12000	Martin L. Snook Pool	152,030	(2,270)	149,760	1,470	0.99%	148,290
5-400	12200	Fitness and Recreation	1,008,570	(34,380)	974,190	2,940	0.30%	971,250
			<b>3,544,470</b>	<b>(365,330)</b>	<b>3,179,140</b>	<b>148,990</b>	<b>4.92%</b>	<b>3,030,150</b>
<b><u>Facilities:</u></b>								
5-423	10900	Martin Luther King Building	99,100	0	99,100	17,290	21.13%	81,810
5-425	10910	Administration Building	196,620	(4,500)	192,120	6,200	3.33%	185,920
5-428	10915	Administration Building II	131,660	(2,000)	129,660	4,980	3.99%	124,680
5-430	10930	Court House	716,070	(22,060)	694,010	49,810	7.73%	644,200
5-435	10940	County Office Building	211,820	(3,300)	208,520	13,840	7.11%	194,680
5-437	10950	Administration Annex	56,520	(1,300)	55,220	1,620	3.02%	53,600
5-439	10960	Dwyer Center	33,260	0	33,260	2,950	9.73%	30,310
5-445	10980	Rental Properties	6,000	(500)	5,500	(500)	-8.33%	6,000
5-447	10985	Senior Center Building	12,000	(1,000)	11,000	11,000	100.00%	0
5-449	11325	Public Facilities Annex	72,160	(2,620)	69,540	2,620	3.92%	66,920
			<b>1,535,210</b>	<b>(37,280)</b>	<b>1,497,930</b>	<b>109,810</b>	<b>7.91%</b>	<b>1,388,120</b>
<b><u>Business Development:</u></b>								
5-323	12500	Business Development	755,180	(39,790)	715,390	4,210	0.59%	711,180
<b>Total Other Government Programs</b>			<b>36,902,440</b>	<b>(2,157,700)</b>	<b>34,744,740</b>	<b>(2,585,900)</b>	<b>-6.93%</b>	<b>37,330,640</b>
<b>Total Proposed Expenditures</b>			<b>240,610,030</b>	<b>(3,429,270)</b>	<b>237,180,760</b>	<b>7,541,450</b>	<b>3.28%</b>	<b>229,639,310</b>

**Washington County, Maryland**  
**Proposed General Fund Expenditures**  
**FY 2020**  
**Educational Expenses**

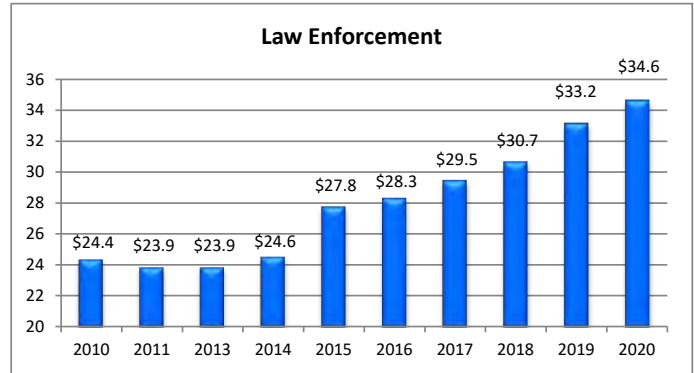
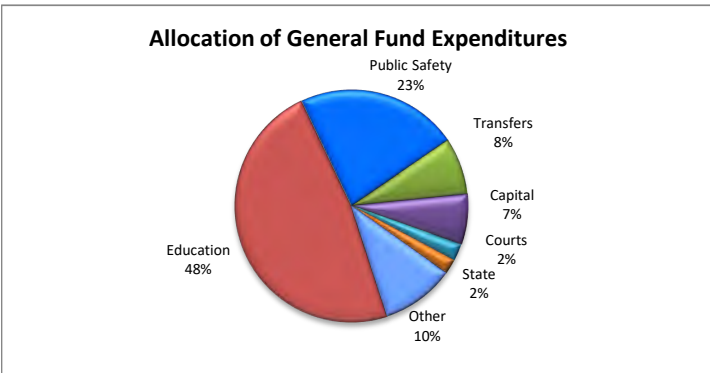
Education	ref	Current Budget	Requested			Proposed		
			Request	\$ Change	% Change	Proposed	\$ Change	% Change
Board of Education	1	98,530,760	102,370,360	3,839,600	3.90%	100,492,870	1,962,110	1.99%
Hagerstown Community College	2	10,035,290	10,336,350	301,060	3.00%	10,035,290	0	0.00%
Free Library	3	3,182,010	3,300,780	118,770	3.73%	3,182,010	0	0.00%
Clear Spring Library Building	4	12,000	12,000	0	0.00%	11,000	(1,000)	-8.33%
Smithsburg Library Building	5	12,000	12,000	0	0.00%	11,000	(1,000)	-8.33%
Boonsboro Library Building	6	12,000	12,000	0	0.00%	11,000	(1,000)	-8.33%
Hancock Library Building	7	0	12,000	12,000	100.00%	11,000	11,000	100.00%
		111,784,060	116,055,490	4,271,430	3.82%	113,754,170	1,970,110	1.76%



COST CENTER	SUMMARY EXPLANATIONS	CIP	CHANGE
Board of Education	1 Funds \$1,962,110 more than FY2019 which provides for 13 new Pre-K teachers; 14 new paraprofessionals; 10 new counselors; 3 new EL teachers, 2 tech positions and a new PT clerical position including related benefits (social security, workers comp, OPEB, and medical insurance).	\$ -	\$ 1,962,110
HCC	2 Requested a 3% increase to support institutional priorities including the implementation of new HR software; safety and security software/hardware; and website design. Flat funding due to budgeting constraints.	\$ -	\$ -
Library	3 The request was to fund increases in staff's salaries, cover expenses associated with the Hancock branch, and for increased costs associated with a uniformed police presence at the downtown branch. Flat funding due to budgeting constraints.	\$ -	\$ -
Clear Spring Library	4 Decreased based on historical spending and budget constraints.	\$ -	\$ (1,000)
Smithsburg Library	5 Decreased based on historical spending and budget constraints.	\$ -	\$ (1,000)
Boonsboro Library	6 Decreased based on historical spending and budget constraints.	\$ -	\$ (1,000)
Hancock Library	7 Funding new branch the same as other three community libraries.	\$ -	\$ 11,000
<b>Totals</b>		<b>\$ -</b>	<b>\$ 1,970,110</b>

**Washington County, Maryland**  
**Proposed General Fund Expenditures**  
**FY 2020**  
**Law Enforcement**

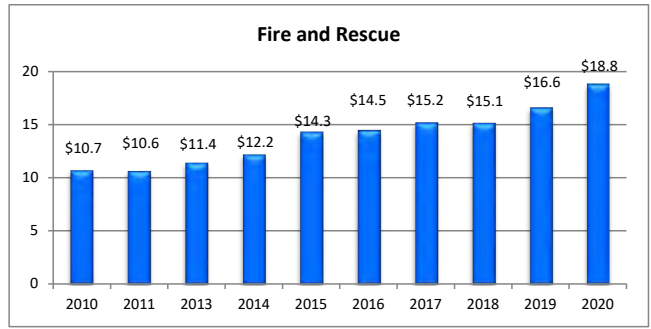
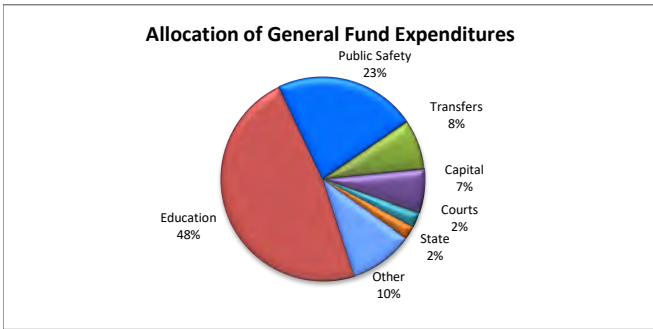
Law Enforcement	ref	Current Budget	Requested			Proposed		
			Request	\$ Change	% Change	Proposed	\$ Change	% Change
Sheriff - Judicial	1	2,765,860	3,002,160	236,300	8.54%	2,912,720	146,860	5.31%
Sheriff - Process Servers	2	155,810	167,070	11,260	7.23%	163,420	7,610	4.88%
Sheriff - Patrol	3	11,970,150	13,244,070	1,273,920	10.64%	12,273,950	303,800	2.54%
Sheriff - Central Booking	4	913,750	1,017,120	103,370	11.31%	997,750	84,000	9.19%
Sheriff - Detention Center	5	14,586,280	16,260,170	1,673,890	11.48%	15,448,640	862,360	5.91%
Sheriff -Day Reporting	6	550,760	517,100	(33,660)	-6.11%	490,080	(60,680)	-11.02%
Sheriff - NTF	7	807,190	1,000,650	193,460	23.97%	853,470	46,280	5.73%
Sheriff - Police Academy	8	0	99,000	99,000	100.00%	99,000	99,000	100.00%
Animal Control	9	1,401,600	1,460,900	59,300	4.23%	1,401,600	0	0.00%
		33,151,400	36,768,240	3,616,840	10.91%	34,640,630	1,489,230	4.49%



COST CENTER	SUMMARY EXPLANATIONS	CIP	CHANGE
Judicial	1 Increase due to health insurance and pension cost.	\$ -	\$ 146,860
Process Servers	2 Increase due to health insurance and pension cost.	\$ -	\$ 7,610
Patrol	3 Software, gasoline, speed camera costs and an additional \$533K in pension and health cost were offset by reduction in personnel costs due to turnover.	\$ 61,960	\$ 303,800
Central Booking	4 Costs related to pension and health insurance.		\$ 84,000
Detention Center	5 \$695,350 related to pension and health insurance. Inmate medical services increased \$222K. Food and Supplies for inmates increased by \$20K. Costs were offset by other budget reductions including elimination of a position.	\$ -	\$ 862,360
Day Reporting	6 Efforts were taken to reduce budget. County now bears full cost due to grant expiration.	\$ -	\$ (60,680)
NTF	7 Pension and health insurance increased by \$53K, offset by other reductions.	\$ -	\$ 46,280
Police Academy	8 New department directly offset with revenues of \$99K.		99,000
Animal Control	9 Requested a 4% increase, flat funding due to budget constraints	\$ -	\$ -
<b>Totals</b>		<b>\$ 61,960</b>	<b>\$ 1,489,230</b>

**Washington County, Maryland**  
**Proposed General Fund Expenditures**  
**FY 2020**  
**Emergency Services**

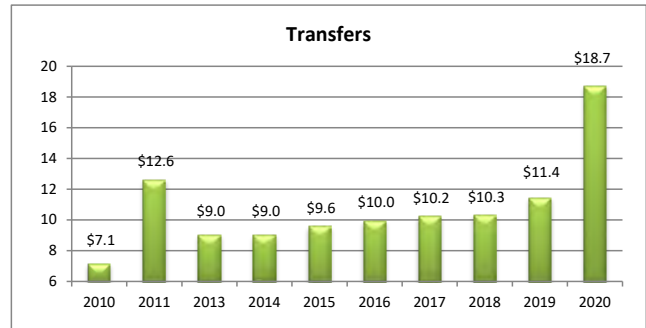
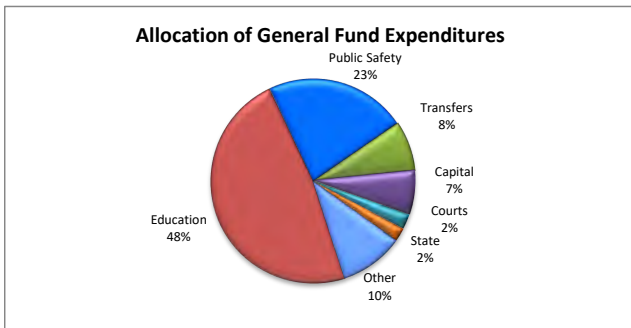
Emergency Services	ref	Current Budget	Requested			Proposed		
			Request	\$ Change	% Change	Proposed	\$ Change	% Change
Civil Air Patrol	1	3,600	3,600	0	0.00%	3,600	0	0.00%
Air Unit	2	38,430	42,150	3,720	9.68%	30,250	(8,180)	-21.29%
Special Operations	3	78,920	121,870	42,950	54.42%	83,370	4,450	5.64%
F&R Volunteer Services	4	7,156,680	7,284,040	127,360	1.78%	7,233,040	76,360	1.07%
911 - Communications	5	4,843,110	5,861,470	1,018,360	21.03%	5,402,880	559,770	11.56%
EMS Operations	6	1,466,970	1,829,170	362,200	24.69%	2,566,500	1,099,530	74.95%
Fire Operations	7	1,364,180	1,599,510	235,330	17.25%	1,938,710	574,530	42.12%
Emergency Management	8	258,810	279,940	21,130	8.16%	239,280	(19,530)	-7.55%
Wireless Communications	9	1,358,160	1,370,340	12,180	0.90%	1,279,280	(78,880)	-5.81%
		16,568,860	18,392,090	1,823,230	11.00%	18,776,910	2,208,050	13.33%



COST CENTER	SUMMARY EXPLANATIONS	CIP	CHANGE
Civil Air Patrol	1 No change.	\$ -	\$ -
Air Unit	2 Reductions due to budget constraints.	\$ -	\$ (8,180)
Special Operations	3 Increase due to costs related to safety equipment.	\$ -	\$ 4,450
F&R Volunteer	4 \$124K potential lighting project to be funded through CIP. Other changes include reduction in LOSAP due to estimate from Bolton Partners and increase in reimbursable appropriations.	\$ 124,000	\$ 76,360
911	5 Wages and benefits increased due to approved reorganization and staffing plan from FY2019. Pension and health insurance represents increase of \$326 and software \$25K.	\$ -	\$ 559,770
EMS Operations	6 \$1M added for EMS staffing plan. Other increases related to pension, health, and increases in contract services.	\$ -	\$ 1,099,530
Fire Operations	7 Funding for local match of SAFR grant, pension and health insurance increases, and turnout gear for firefighters.	\$ -	\$ 574,530
Emergency Management	8 Reductions due to budget constraints.	\$ -	\$ (19,530)
Wireless Communications	9 Decrease is related to a controllable asset from FY2019, which was a one-time appropriation.	\$ -	\$ (78,880)
<b>Totals</b>		<b>\$ 124,000</b>	<b>\$ 2,208,050</b>

**Washington County, Maryland**  
**Proposed General Fund Expenditures**  
**FY 2020**  
**Operating Transfers**

Operating Transfers	ref	Current Budget	Requested			Proposed		
			Request	\$ Change	% Change	Proposed	\$ Change	% Change
Highway	1	8,872,180	9,598,370	726,190	8.19%	8,802,330	(69,850)	-0.79%
Solid Waste	2	961,700	450,000	(511,700)	-53.21%	566,430	(395,270)	-41.10%
Cascade Town Centre	3	0	0	0	0.00%	200,000	200,000	100.00%
Ag Center	4	197,720	197,720	0	0.00%	184,900	(12,820)	-6.48%
Grant Management	5	245,060	293,050	47,990	19.58%	281,880	36,820	15.02%
Land Preservation	6	113,180	136,540	23,360	20.64%	17,910	(95,270)	-84.18%
HEPMPO	7	8,090	8,540	450	5.56%	8,530	440	5.44%
Utility Administration	8	201,950	247,030	45,080	22.32%	226,430	24,480	12.12%
Sewer	9	0	0	0	0.00%	7,484,820	7,484,820	100.00%
Transit	10	484,470	634,470	150,000	30.96%	570,050	85,580	17.66%
Airport	11	14,500	14,500	0	0.00%	0	(14,500)	-100.00%
Golf Course	12	309,970	400,770	90,800	29.29%	354,580	44,610	14.39%
Muni Shares		38,550	38,550	0	0.00%	38,550	0	0.00%
		11,447,370	12,019,540	572,170	5.00%	18,736,410	7,289,040	63.67%



COST CENTER	SUMMARY EXPLANATIONS	CIP	CHANGE
Highway	1 Reduction due to budget constraints.	\$ -	\$ (69,850)
Solid Waste	2 Reduction attributed to change in debt service schedule. Offset by increase in appropriation from General Fund due to no landfill fee increases in FY2020.	\$ -	\$ (395,270)
Cascade Town Centre	3 Increase due to no remaining fund balance reserve.	\$ -	\$ 200,000
Agricultural Education Center	4 Reduction due to budget constraints.	\$ -	\$ (12,820)
Grant Management	5 Increase in pension and reduction in grant revenues.	\$ -	\$ 36,820
Land Preservation	6 Decrease due to retirements and elimination of a position.	\$ -	\$ (95,270)
HEPMPO	7 Increase related to local match requirement.	\$ -	\$ 440
Utility Admin	8 Increased due to wages and pension. This department is fully supported by the General Fund.	\$ -	\$ 24,480
Sewer Fund	9 Increase necessary to support the funds cash balance and rate stabilization.	\$ -	\$ 7,484,820
Transit	10 Necessary match for grant funds is required. Fare Box collections have been reduced based on actual results.	\$ -	\$ 85,580

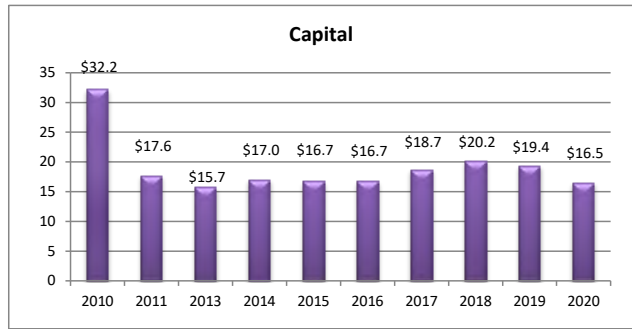
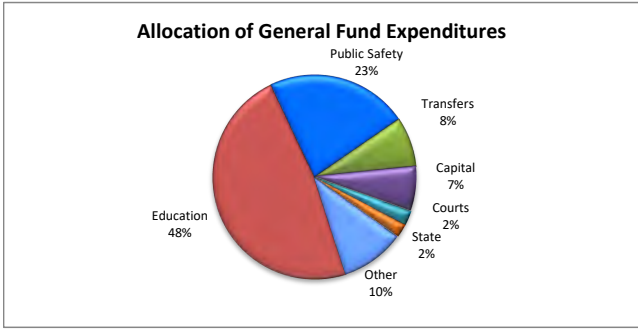


**Washington County, Maryland**  
**Proposed General Fund Expenditures**  
**FY 2020**  
**Operating Transfers**

Operating Transfers	ref	Current Budget	Requested			Proposed			
			Request	\$ Change	% Change	Proposed	\$ Change	% Change	
Highway	1	8,872,180	9,598,370	726,190	8.19%	8,802,330	(69,850)	-0.79%	
Solid Waste	2	961,700	450,000	(511,700)	-53.21%	566,430	(395,270)	-41.10%	
Cascade Town Centre	3	0	0	0	0.00%	200,000	200,000	100.00%	
Ag Center	4	197,720	197,720	0	0.00%	184,900	(12,820)	-6.48%	
Grant Management	5	245,060	293,050	47,990	19.58%	281,880	36,820	15.02%	
Land Preservation	6	113,180	136,540	23,360	20.64%	17,910	(95,270)	-84.18%	
HEPMPO	7	8,090	8,540	450	5.56%	8,530	440	5.44%	
Utility Administration	8	201,950	247,030	45,080	22.32%	226,430	24,480	12.12%	
Sewer	9	0	0	0	0.00%	7,484,820	7,484,820	100.00%	
Transit	10	484,470	634,470	150,000	30.96%	570,050	85,580	17.66%	
Airport	11	14,500	14,500	0	0.00%	0	(14,500)	-100.00%	
Golf Course	12	309,970	400,770	90,800	29.29%	354,580	44,610	14.39%	
Muni Shares		38,550	38,550	0	0.00%	38,550	0	0.00%	
		11,447,370	12,019,540	572,170	5.00%	18,736,410	7,289,040	63.67%	
Airport	11	Airport is currently self supported and does not need a General Fund appropriation.					\$ -	\$ (14,500)	
Golf Course	12	Increase is necessary due to decreased revenue projections and increase in wages and benefits.					\$ -	\$ 44,610	
Totals						\$ -	\$ 7,289,040		

**Washington County, Maryland**  
**Proposed General Fund Expenditures**  
**FY 2020**  
**Capital Related**

Capital Related	ref	Current Budget	Requested			Proposed		
			Request	\$ Change	% Change	Proposed	\$ Change	% Change
Capital Improvement Fund	1	5,041,000	5,000,000	(41,000)	-0.81%	1,500,000	(3,541,000)	-70.24%
Debt Service	2	14,315,980	15,472,230	1,156,250	8.08%	15,027,900	711,920	4.97%
		19,356,980	20,472,230	1,115,250	5.76%	16,527,900	(2,829,080)	-14.62%

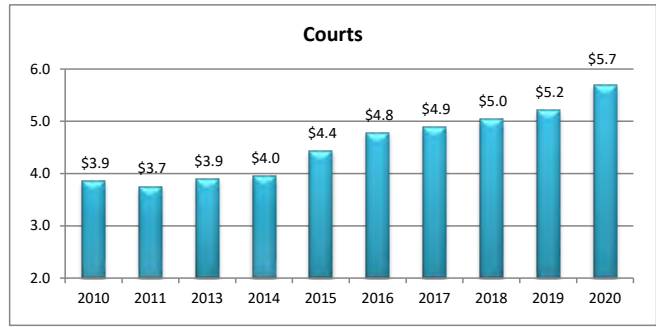
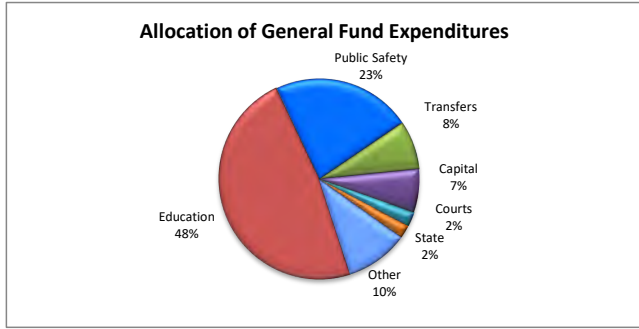


COST CENTER	SUMMARY EXPLANATIONS	CIP	CHANGE
Capital Improvement Fund	1 Decreased funding to CIP due to budget constraints.	\$ -	\$ (3,541,000)
Debt Service	2 Based on amortization schedules.	\$ -	\$ 711,920

<b>Totals</b>		\$ -	\$ (2,829,080)
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**Washington County, Maryland**  
**Proposed General Fund Expenditures**  
**FY 2020**  
**Courts**

Courts	ref	Current Budget	Requested			Proposed		
			Request	\$ Change	% Change	Proposed	\$ Change	% Change
Circuit Court	1	1,620,960	1,890,560	269,600	16.63%	1,801,670	180,710	11.15%
Orphans Court	2	30,920	38,400	7,480	24.19%	37,660	6,740	21.80%
State's Attorney	3	3,560,920	3,951,730	390,810	10.97%	3,846,130	285,210	8.01%
		5,212,800	5,880,690	667,890	12.81%	5,685,460	472,660	9.07%

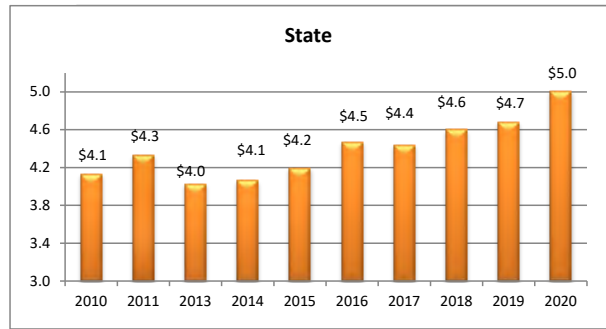
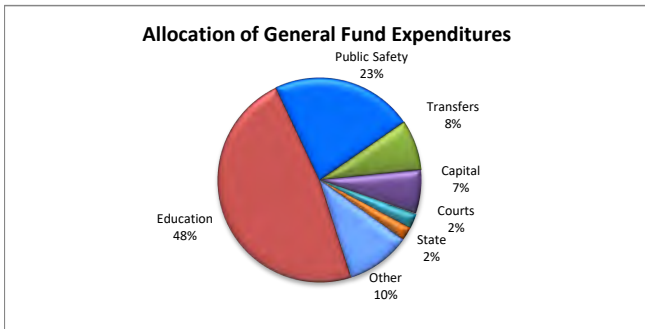


COST CENTER	SUMMARY EXPLANATIONS	CIP	CHANGE
Circuit Court	1 \$189,210 of the increase is related to wages and benefits. Three new positions related to the new judge are budgeted to start 10/1/19. Operating expenses were decreased by \$8,500 due to budget constraints.	\$ -	\$ 180,710
Orphans Court	2 All related to wages and benefits.	\$ -	\$ 6,740
State's Attorney	3 \$286,600 is related to the wages and benefits with the majority of the increase being related to the reallocation of pension from general operations. Operating expenses were decreased by \$1,390 due to budget constraints.	\$ -	\$ 285,210

Totals		\$ -	\$ 472,660
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**Washington County, Maryland**  
**Proposed General Fund Expenditures**  
**FY 2020**  
**State Operations**

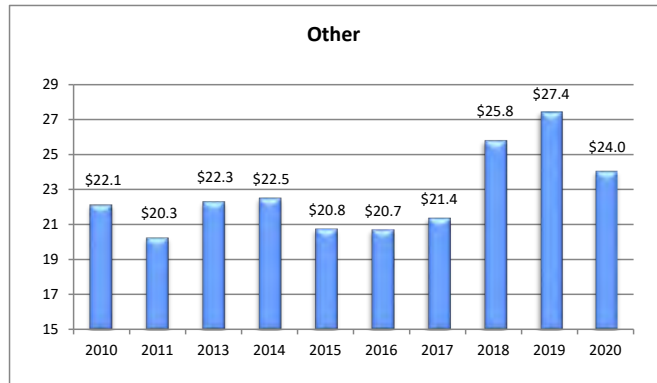
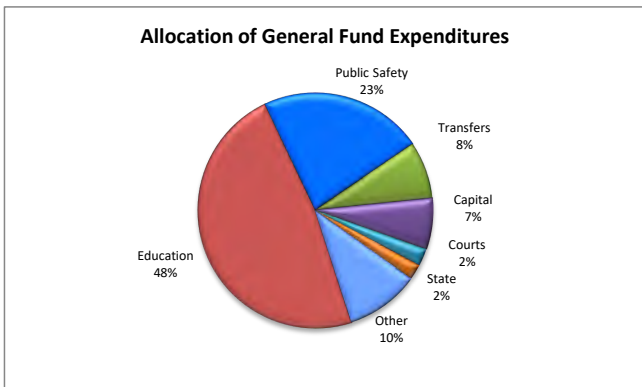
State Operations	ref	Current Budget	Requested			Proposed		
			Request	\$ Change	% Change	Proposed	\$ Change	% Change
Health Department	1	2,339,270	2,339,270	0	0.00%	2,339,270	0	0.00%
Social Services	2	435,560	443,110	7,550	1.73%	435,560	0	0.00%
University of MD Extension	3	240,820	249,360	8,540	3.55%	240,820	0	0.00%
Cooperative Extension	4	38,730	38,730	0	0.00%	38,730	0	0.00%
Election Board	5	1,185,480	2,273,830	1,088,350	91.81%	1,472,320	286,840	24.20%
Soil Conservation	6	218,180	369,860	151,680	69.52%	218,180	0	0.00%
Weed Control	7	215,960	256,960	41,000	18.98%	256,960	41,000	18.98%
Gypsy Moth Program	8	10,000	10,000	0	0.00%	8,000	(2,000)	-20.00%
		4,684,000	5,981,120	1,297,120	27.69%	5,009,840	325,840	6.96%



COST CENTER	SUMMARY EXPLANATIONS	CIP	CHANGE
Health Department	1 No change.	\$ -	\$ -
Social Services	2 Requested an increase for a 2% COLA for staff and a rent increase for the Family Support Center. Flat funding due to budget constraints.	\$ -	\$ -
University of MD Extension	3 Requested an increase of \$8,540 due to COLAs. Flat funded due to budget constraints.	\$ -	\$ -
Cooperative Extension	4 No change.	\$ -	\$ -
Election Board	5 Increases are related to State mandates.	\$ -	\$ 286,840
Soil Conservation	6 Requested an increase of \$151,680 to fund COLAs, change a part-time employee to full time, and hire a full-time engineer. Flat funded due to budget constraints.	\$ -	\$ -
Weed Control	7 Increase in wages and a \$35,000 vehicle offset with billable revenues.	\$ -	\$ 41,000
Gypsy Moth Program	8 Decreased based on historical cost.	\$ -	\$ (2,000)
<b>Totals</b>		<b>\$ -</b>	<b>\$ 325,840</b>

**Washington County, Maryland**  
**Proposed General Fund Expenditures**  
**FY 2020**  
**Other**

Other	Current	Requested			Proposed		
	Budget	Request	\$ Change	% Change	Proposed	\$ Change	% Change
Community Funding	1,700,000	1,700,000	0	0.00%	894,000	(806,000)	-47.41%
Commission on Aging	0	0	0	0.00%	806,000	806,000	100.00%
County Commissioners	325,340	347,870	22,530	6.93%	339,010	13,670	4.20%
County Clerk	117,040	125,670	8,630	7.37%	120,310	3,270	2.79%
County Administrator	479,410	607,850	128,440	26.79%	559,730	80,320	16.75%
Public Relations	460,990	511,210	50,220	10.89%	479,550	18,560	4.03%
Budget & Finance	1,457,170	1,665,850	208,680	14.32%	1,551,730	94,560	6.49%
Auditing	70,000	70,000	0	0.00%	70,000	0	0.00%
Purchasing	509,810	530,100	20,290	3.98%	516,290	6,480	1.27%
Treasurer	483,770	544,010	60,240	12.45%	525,530	41,760	8.63%
County Attorney	789,800	782,650	(7,150)	-0.91%	758,680	(31,120)	-3.94%
Human Resources	842,920	928,640	85,720	10.17%	929,570	86,650	10.28%
Central Services	138,230	129,200	(9,030)	-6.53%	129,200	(9,030)	-6.53%
Information Technology	2,496,080	2,717,600	221,520	8.87%	2,578,390	82,310	3.30%
General Operations	5,821,700	1,309,440	(4,512,260)	-77.51%	1,399,990	(4,421,710)	-75.95%
Women's Commission	2,000	2,000	0	0.00%	2,000	0	0.00%
Diversity & Inclusion	2,000	2,000	0	0.00%	2,000	0	0.00%
Forensic Investigator	20,000	20,000	0	0.00%	20,000	0	0.00%
Public Works	250,390	246,810	(3,580)	-1.43%	240,540	(9,850)	-3.93%
Engineering	2,148,380	2,357,940	209,560	9.75%	2,245,050	96,670	4.50%
Construction	1,887,360	2,132,730	245,370	13.00%	2,073,380	186,020	9.86%
Planning and Zoning	763,660	858,540	94,880	12.42%	812,190	48,530	6.35%
Board of Zoning Appeals	58,440	58,440	0	0.00%	58,440	0	0.00%
Plan Review & Permitting	1,479,900	1,557,220	77,320	5.22%	1,545,400	65,500	4.43%
Parks	1,910,610	2,383,870	473,260	24.77%	2,055,190	144,580	7.57%
Martin L. Snook Pool	148,290	152,030	3,740	2.52%	149,760	1,470	0.99%
Fitness and Recreation	971,250	1,008,570	37,320	3.84%	974,190	2,940	0.30%
Martin Luther King Building	81,810	99,100	17,290	21.13%	99,100	17,290	21.13%
Administration Building	185,920	196,620	10,700	5.76%	192,120	6,200	3.33%
Administration Building II	124,680	131,660	6,980	5.60%	129,660	4,980	3.99%
Court House	644,200	716,070	71,870	11.16%	694,010	49,810	7.73%
County Office Building	194,680	211,820	17,140	8.80%	208,520	13,840	7.11%
Senior Center Building	0	12,000	12,000	100.00%	11,000	11,000	100.00%
Administration Annex	53,600	56,520	2,920	5.45%	55,220	1,620	3.02%
Dwyer Center	30,310	33,260	2,950	9.73%	33,260	2,950	9.73%
Rental Properties	6,000	6,000	0	0.00%	5,500	(500)	-8.33%
Public Facilities Annex	66,920	72,160	5,240	7.83%	69,540	2,620	3.92%
Business Development	711,180	755,180	44,000	6.19%	715,390	4,210	0.59%
	27,433,840	25,040,630	(2,393,210)	-8.72%	24,049,440	(3,384,400)	-12.34%



**Washington County, Maryland**  
**Proposed General Fund Expenditures**  
**FY 2020**  
**Other**

OVERALL	SUMMARY EXPLANATIONS (37 department areas)	CIP	CHANGE
Wages and Benefits	Pension reduced by \$3.3M due to reallocating to appropriate departments and changing plan amortization. Reduction of \$400K from wage reserve. \$100K increase due to health care offset by a \$100K reduction in wages due to turnover.	\$ -	\$ (3,700,660)
Operating	90K for Commission on Aging commitment for renovation to Senior Center building; \$100K for software; 100k for contracted services; and 35K for utilities.	\$ -	\$ 321,250
Capital outlay	Reduction from last year due to budget constraints.	\$ -	\$ (5,540)
<b>Totals</b>		<b>\$ -</b>	<b>\$ (3,384,950)</b>



Agenda Report Form

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Open Session Item

**SUBJECT:** PUBLIC HEARING – Modification of Charges, Rentals, and Fees at the Hagerstown Regional Airport

**PRESENTATION DATE:** Tuesday, April 16, 2019; 6:00 p.m.

**PRESENTATION BY:** Garrison Plessinger, Airport Director; Sara Greaves, Chief Financial Officer

**RECOMMENDED MOTION:** *[Note: The Commissioners may move to adopt the proposed water and sewer rate schedule for FY2020, as presented or as modified, at any point after the closure of the public hearing.]*

**REPORT-IN-BRIEF:** The Board of County Commissioners will conduct a public hearing to permit any member of the public to appear and testify concerning the proposed increase in current charges, rentals, and fees at the Hagerstown Regional Airport. The new schedule of rates and charges, if adopted, shall become effective July 1, 2019.

**DISCUSSION:** An approximately 4% increase in T-hangar rental charges is necessary to maintain compliance with fair market value grant assurance required by the FAA as well as aging facilities and operations (electricity, water).

**FISCAL IMPACT:** Approximately \$20,580 in revenue will be generated from the proposed increase in T-hangar rental charges.

**CONCURRENCES:** N/A

**ALTERNATIVES:** N/A

**ATTACHMENTS:** Proposed schedule of rates and charges for FY2020.

**AUDIO/VISUAL NEEDS:** N/A

**PROPOSED RATES & CHARGES FOR FY 2020**  
**HAGERSTOWN REGIONAL AIRPORT - Richard A. Henson Field**  
*(To be effective July 1, 2019)*

HANGARS		CURRENT	PROPOSED
			<i>Based on 4% increase</i>
<b>Small Single Engine Hangars</b>			
	T-Hangar Buildings 8, 10, 11 & 12	\$264.00/month	\$275.00/month
	T-Hangar Buildings 6 & 7	\$250.00/month	\$260.00/month
	Old T-Hangars, paved floor	\$174.00/month	\$181.00/month
	Old T-Hangars, stone floor	\$158.00/month	\$164.00/month
	T-Hangar 2-J	\$148.00/month	\$154.00/month
<b>Large Multi-Engine Hangars</b>			
	T-Hangar Building 4-B	\$991.00/month	\$1,031.00/month
	T-Hangar Buildings 8 & 9	\$331.00/month	\$344.00/month
	T-Hangar Building 7	\$315.00/month	\$328.00/month
	T-Hangar 2-A	\$496.00/month	\$516.00/month
	T-Hangar 4-D	\$541.00/month	\$563.00/month
	T-Hangar 4-G	\$584.00/month	\$607.00/month
	T-Hangar 7-I	\$427.00/month	\$444.00/month
	Hangar 13A, B&C	\$541.00/month	\$563.00/month
<b>Hangar Offices</b>			
	T-Hangar Buildings 1-8	\$124.00/month	\$129.00/month
	T-Hangar Buildings 9,10, 11 & 12	\$164.00/month	\$171.00/month
	T-Hangar Office 1-A	\$482.00/month	\$501.00/month
	T-Hangar Office 7-H	\$506.00/month	\$526.00/month
	T-Hangar Office 4-C	\$172.00/month	\$179.00/month
	Utilities for T-Hangar Office 4-C	\$30.00/month	\$31.00/month
	T-Hangar Office 10-A	\$174.00/month	\$181.00/month
	T-Hangar Office 11-A	\$182.00/month	\$189.00/month
	T-Hangar Office 12-N	\$135.00/month	\$140.00/month
<b>Combination Office and Hangar</b>			
	Hangar 4-A and Hangar 4-H	\$664.00/month	\$691.00/month
	Office 7-A and Hangar 7-B	\$558.00/month	\$580.00/month
	Office 8-8 and Hangar 8-7	\$619.00/month	\$644.00/month
	Office 9-N and Hangar 9-M	\$609.00/month	\$633.00/month
<b>Commercial Office 8-L</b>			
		\$186.00/month	\$193.00/month
<b>Corporate Hangar Complex in Building 9-P,O,H, G</b>			
		\$1,592.00/month	\$1,656.00/month



Tie-Downs (Airport West Apron, East Apron, Papa Apron)				
	Current Overnight	Proposed Overnight	Current Monthly	Proposed Monthly
Grass	N/A		\$54.00	no change
Single	\$9.00	no change	\$78.00	no change
Twin	\$11.00	no change	\$120.00	no change
Turbo	\$22.00	no change	\$216.00	no change
Jet	\$27.00	no change	\$270.00	no change
Heavy	\$32.00	no change	\$325.00	no change
Ramp Fees (Daytime parking)				
Single			\$12.00/day	no change
Twin			\$17.00/day	no change
Turbo			\$22.00/day	no change
Medium Aircraft			\$28.00/day	no change
Large Aircraft			\$33.00/day	no change
Heavy Aircraft			\$108.00/day	no change
Landing Fees *(Transients)				
Class	Weight			
1		6,500 - 10,999	\$13.00	no change
2		11,000 - 15,999	\$18.00	no change
3		16,000 - 33,999	\$25.00	no change
4		34,000 - 65,000	\$36.00	no change
5		66,000 - up	\$59.00	no change
*Hagerstown-based aircraft are exempt from landing fees as a result of previous rent payments.				



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Open Session Item

**SUBJECT:** PUBLIC HEARING – Proposed Establishment and Modification to Certain Landfill User Fees for FY2020

**PRESENTATION DATE:** Tuesday, April 16, 2019; 6:00 p.m.

**PRESENTATION BY:** David A. Mason, P.E., Deputy Director, Department of Solid Waste; Sara Greaves, Chief Financial Officer

**RECOMMENDED MOTION:** *[Note: The Commissioners may move to adopt the proposed fee schedule for FY2020, as presented or as modified, at any point after the closure of the public hearing.]*

**REPORT-IN-BRIEF:** The Board of County Commissioners will conduct a public hearing to permit any member of the public to appear and testify concerning the proposed establishment and modification of certain landfill user fees for FY 2020.

**DISCUSSION:** The proposed fee schedule as presented is requested as one facet of the overall proposal to help address the projected FY 2020 Solid Waste Department Operational Budget shortfall. The proposed rates more closely reflect the current and projected cost of landfill and recycling operations and are also in line with landfill user rates at other facilities in our local region.

**FISCAL IMPACT:** Based on the proposed fee schedule, revenue will increase by \$226,160.

**CONCURRENCES:** N/A

**ALTERNATIVES:** N/A

**ATTACHMENTS:** Proposed changes to fee schedule for FY 2020.

**AUDIO/VISUAL NEEDS:** N/A

**WASHINGTON COUNTY SOLID WASTE DEPARTMENT**

**LANDFILL AND CONVENIENCE BOX  
FEE SCHEDULE**

*(Effective July 1, 2019)*

<b>INBOUND MATERIAL:</b>	<b>CURRENT</b>	<b>PROPOSED</b>
Minimum scale charge	\$10.00 (360 lbs)	\$15.00 (360 lbs)
General Refuse/Municipal Solid Waste	\$55.00/ton	No Change
Large haulers (with contract) – 1,000 tons or more annually	\$45.00/ton	
Large haulers (with contract) – 10,000 tons or more annually	\$40.00/ton	
Rubble, Building Debris	\$75.00/ton	No Change
Yard Debris (grass, leaves, brush)	\$63.00/ton	No Change
Auto and Light Truck (less than 22")	(1-5 tires) \$3.00 each (6 or more tires) \$162.00/ton	(1-5 tires) \$5.00 each (6 or more tires) \$200/ton
Equipment and Agriculture Tires	\$250.00/ton	No Change
Domestic Sludge	\$60.00/ton	No Change
Industrial Sludge	\$60.00/ton	No Change
High Volume/Low Weight	\$120.00/ton	No Change
Asbestos	\$130/ton \$25 minimum charge	No Change
Dirt	\$20.00/ton	No Change
Recycling	\$30.00/ton	No Change
Animal Carcasses	\$100.00/ton	No Change
<b>Mattresses</b>		\$10.00/each
<b>OUTBOUND MATERIAL:</b>		
Minimum scale charge	\$10.00	No Change
Fill Dirt	\$4.00/ton	No Change
Mulch	\$30.00/ton	No Change
Soil Amendment (compost)	\$20.00/ton	No Change
<b>OTHER FEES:</b>		
Appliances that used refrigeration	\$5.00/unit	No Change
Management/Inspection Fee	\$50.00/load asbestos	No Change
Solid Waste Collection License Fee	\$100.00/fiscal year (>5 employees) \$10.00/ fiscal year (<5 employees)	No Change

<b>PERMIT FEES FOR RESIDENTIAL DROP-OFF:</b>	<b>CURRENT</b>	<b>PROPOSED</b>
Regular Residential Permit ( <i>Permits purchased between January 1 and May 1 will be half price (i.e. <del>\$65.00</del> (\$70.00))</i> )	\$130.00/annual	\$140.00/annual
Regular Residential Permit ( <i>with permit for unlimited disposal of yard debris</i> )	\$150.00/annual	\$160.00/annual
Senior Citizens (Age 62 & over) and Disabled American Veterans (Under Age 62) ( <i>Permits purchased between January 1 and May 1 will be \$47.50</i> )	\$95.00/annual	No Change
Senior Citizens (Age 62 & over) and Disabled American Veterans (Under Age 62) ( <i>with permit for unlimited disposal of yard debris</i> )	\$115.00/annual	No Change
Second Permit – Same Residence	\$65.00/annual	\$70.00/annual
Yard Debris Permit (stand-alone permit)	\$25.00/annual	\$50.00/annual
Recycling Permit	\$36.00/annual	No Change



Open Session Item

**SUBJECT:** PUBLIC HEARING – Proposed modification of Water and Sewer Rates for FY2020

**PRESENTATION DATE:** Tuesday, April 16, 2019; 6:00 p.m.

**PRESENTATION BY:** Daniel DiVito, Director, Division of Environmental Management; Sara Greaves, Chief Financial Officer

**RECOMMENDED MOTION:** *[Note: The Commissioners may move to adopt the proposed water and sewer rate schedule for FY2020, as presented or as modified, at any point after the closure of the public hearing.]*

**REPORT-IN-BRIEF:** The Board of County Commissioners will conduct a public hearing to permit any member of the public to appear and testify concerning the proposed modification of water and sewer rates.

**DISCUSSION:** Water and Sewer revenue requirements show that an increase in water and sewer revenue is necessary to facilitate the Department of Water Quality's long-range financial plans. The presented rate schedule for FY 2020 is based on this requirement.

**FISCAL IMPACT:** Approximately \$413,400 in revenue will be generated from the proposed sewer rates and \$24,340 from the proposed water rates.

**CONCURRENCES:** N/A

**ALTERNATIVES:** N/A

**ATTACHMENTS:** Summary of Proposed Schedule of Utility Rates for FY 2020.

**AUDIO/VISUAL NEEDS:** N/A

WASHINGTON COUNTY DEPARTMENT OF WATER QUALITY  
SUMMARY OF PROPOSED UTILITY RATES AND OTHER CHARGES FOR FY2020

SCHEDULE OF UTILITY RATES FOR FY 2020 (to be effective July 1, 2019)								
	Current Quarterly Sewer Rates	Proposed Quarterly Sewer Rates	% Increase	\$	Current Quarterly Water Rates	Proposed Quarterly Water Rates	% Increase	\$
<b>FULL SERVICE</b>								
<b>Base for 6,000 Gal Per Account</b>								
Residential Full Service	122.20	128.31	5.0%	6.11	104.76	105.50	0.7%	0.74
Commercial I Full Service	125.00	131.25	5.0%	6.25	104.76	105.50	0.7%	0.74
Commercial II Full Service	127.59	133.97	5.0%	6.38	129.40	146.70	13.4%	17.30
Commercial III Full Service	127.59	133.97	5.0%	6.38	n/a	n/a	n/a	n/a
Volunteer Service	123.05	129.20	5.0%	6.15	104.78	105.50	0.7%	0.72
Residential/Commercial Collection Service - per EDU	56.30	59.11	5.0%	2.81	n/a	n/a	n/a	n/a
<b>Volume per 1,000 gal</b>								
Residential Full Service	7.08	7.44	5.0%	0.36	11.78	13.63	15.7%	1.85
Commercial I Full Service	7.88	8.28	5.0%	0.40	12.05	12.76	5.9%	0.71
Commercial II Full Service	8.96	9.41	5.0%	0.45	9.30	9.44	1.5%	0.14
Commercial III Full Service	6.15	6.46	5.0%	0.31	n/a	n/a	n/a	n/a
Volunteer Service	7.04	7.39	5.0%	0.35	11.82	13.63	15.3%	1.81
Residential/Commercial Collection Service - per EDU	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>Non-Metered Accounts</b>								
	164.68	172.92	5.0%	8.24	175.44	187.28	6.7%	11.84
<b>SEWER WHOLESALE</b>								
Per 1,000 gallons	7.27	7.63	5.0%	0.36	n/a	n/a	n/a	n/a

**FY19**  
SEWER: Charge for 12,000 gal Per Qtr – Avg. Res. Customer

Base Charge (6,000 gal)	122.20
Vol Charge (6,000 gal)	<u>42.48</u>
Total Bill	164.68

**FY20**

SEWER: Charge for 12,000 gal Per Qtr – Avg. Res. Customer	%	\$
Base Charge (6,000 gal)	128.31	5.0 6.11
Vol Charge (6,000 gal)	<u>44.61</u>	<u>5.0 2.13</u>
Total Bill	172.92	5.0 8.24

**FY19**  
WATER: Charge for 12,000 gal Per Qtr – Avg. Res. Customer

Base Charge (6,000 gal)	104.76
Vol Charge (6,000 gal)	<u>70.68</u>
Total Bill	175.44

**FY20**

WATER: Charge for 12,000 gal. Per Qtr – Avg. Res. Customer	%	\$
Base Charge (6,000 gal)	105.50	0.7% 0.74
Vol Charge (6,000 gal)	<u>81.78</u>	15.7% <u>11.10</u>
Total Bill	187.28	6.7% 11.84

<b>ALL OTHER FEES AND CHARGES - NO CHANGE</b>
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